

ADOPTED BIENNIAL BUDGET

FISCAL YEARS
2022/23
2023/24





CITY OF RIVERSIDE, CA

BIENNIAL BUDGET

FISCAL YEARS
2022/23 – 2023/24

MAYOR

Patricia Lock Dawson

CITY COUNCIL

Erin Edwards
Ward 1

Clarissa Cervantes
Ward 2

Ronaldo Fierro
Ward 3

Chuck Conder
Ward 4

Gaby Plascencia
Ward 5

Jim Perry
Ward 6

Steve Hemenway
Ward 7

CITY MANAGER

Al Zelinka

Chief Financial Officer/Treasurer

Edward Enriquez

PREPARED BY THE CITY BUDGET OFFICE

Assistant Chief Financial Officer

Kristie Thomas

Budget Manager

Rick Kirkwood

Budget Office Staff

Ruby Leann Castillo
Angel Guo
Peter Kakos
Mark Reister



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Riverside, California for its Annual Budget beginning July 1, 2021.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The City of Riverside is confident that the City's Fiscal Year 2022-2024 Biennial Budget continues to conform to program requirements. Accordingly, this budget document will be sent to the GFOA.



The California Society of Municipal Finance Officers (CSMFO) presented an Operating Budget Excellence Award to the City of Riverside, California for the City's Fiscal Year 2021-2022 Annual Budget. The City of Riverside is confident that the City's Fiscal Year 2022-2024 Biennial Budget will continue to conform to award requirements. Accordingly, this budget document will be sent to the CSMFO.

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CITY STRUCTURE



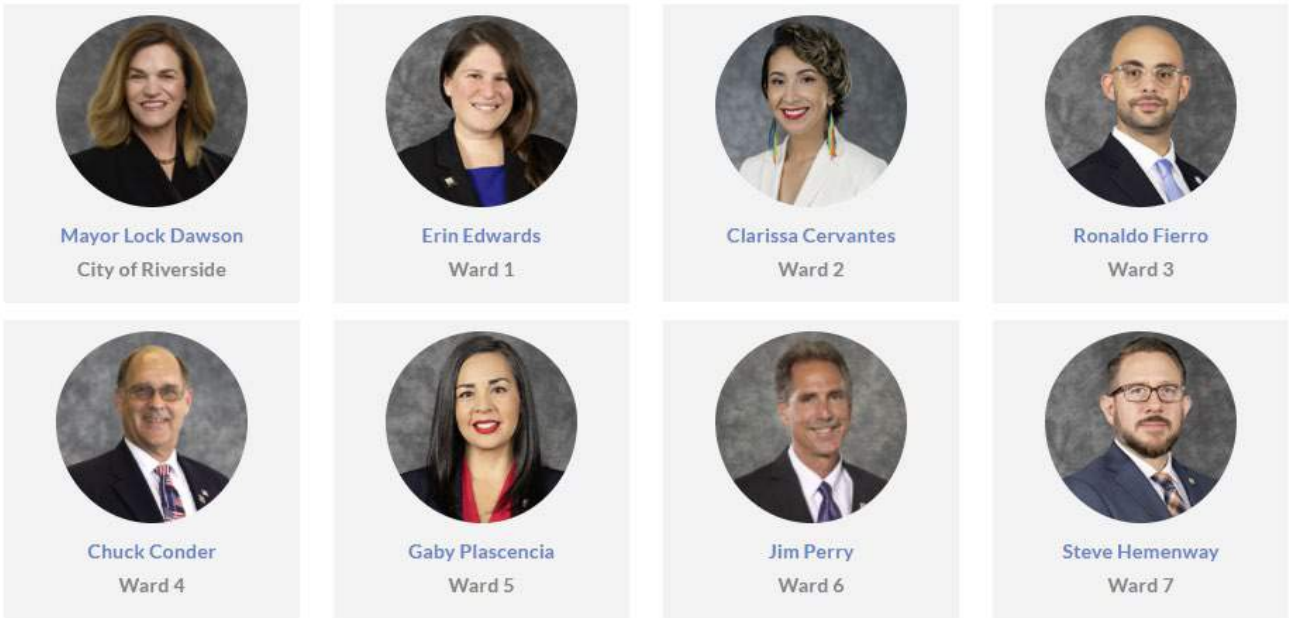
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GOVERNMENT STRUCTURE

The City of Riverside operates under the council-manager form of government, with a seven-member council elected by ward for four-year overlapping terms. The Council is elected on a non-partisan basis, and Council members must live in the Ward they represent. Each Ward has approximately 1/7th of Riverside's estimated 317,847 population, or about 45,000 residents. The mayor is elected at-large for a four-year term and is the presiding officer of the Council but does not have a vote except in the case of a tie. The City Council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Manager, City Attorney, and City Clerk.

The City's Charter, Article IV Section 406 states "All powers of the City shall be vested in the City Council except as otherwise provided in this Charter." Except for matters pending before any committee, commission, or other advisory body of the City or the City Council, matters pertinent to and within jurisdiction of the City may be placed on the agenda by the Mayor, any Council member, the City Manager, City Attorney, or City Clerk.

MAYOR AND CITY COUNCIL





CITY COUNCIL STANDING COMMITTEES

Eight standing committees are staffed by three Council members to add focus to current issues of concern to the community. The City Council may request items to be reviewed by an applicable committee and return with a recommendation to City Council. Alternatively, an item may be sent directly to a committee with the concurrence of the Committee Chairperson and City Manager; such items are not required to be forwarded to the City Council for action following committee review. The following Standing Committees and applicable subject areas are in effect:

- **Housing and Homelessness:** Housing and homelessness solutions
- **Economic Development, Placemaking, and Branding/Marketing:** Economic development, placemaking, and branding/marketing
- **Financial Performance and Budget:** City Budget, Measure Z, performance measures, audits, and other financial matters
- **Inclusiveness, Community Engagement, and Governmental Processes:** City board and commission structures, ethics, and other policy matters
- **Mayor's Nominating & Screening Committee:** This committee is chaired by the Mayor and staffed by members of the Inclusiveness, Community Engagement, and Governmental Processes Committee. Areas of purview include nominations for appointments to City boards and commissions and the City Spirit Award; and following each election and/or appointment to fill a City Council vacancy, reorganization of the City Council Standing Committee, and regional organization assignments.
- **Safety, Wellness and Youth:** Public Safety, wellness programs, food sources and agriculture, recreation, disabilities, seniors, libraries, museum, and youth activities
- **Mobility and Infrastructure:** Transportation, sewer, airport, utilities, and public works
- **Land Use, Sustainability and Resilience:** Land use, planning, development, sustainability, and resilience

CITY BOARDS AND COMMISSIONS

City boards and commissions are the underpinnings of the Riverside community – they are how the community navigates the daily and weekly decisions that make Riverside run smoothly to become the kind of community desired by City stakeholders. Boards and commissions may forward matters to a City Council Standing Committee or the City Council, as appropriate. Membership on City boards and commissions are voluntary positions. Eligible persons must either reside in Riverside and be a registered voter or, for certain boards and commissions, own a business in the City of Riverside. The terms of office are four years and members may serve as many as two consecutive terms. The following is a list of current City Boards and Commissions:

- Airport Commission
- Budget Engagement Commission
- Board of Ethics
- Board of Library Trustees
- Board of Public Utilities
- Commission on Aging
- Charter Review Committee
- Commission on Disabilities
- Community Police Review Commission
- Cultural Heritage Board
- Historic Preservation Fund Committee
- Human Relations Board
- Museum of Riverside Board
- Park and Recreation Commission
- Riverside Youth Council
- Transportation Board
- Model Deaf Community Committee

CITY DEPARTMENTS

The City Charter and Municipal Code provide the basis for the departmental structure of the City. The Charter establishes that the Offices of the City Attorney, City Clerk, and City Manager be appointed by the City Council to manage the affairs of the City. The City's Municipal Code establishes the administrative organizational structure of the City under the control and direction of the City Manager. The City's uses of resources are budgeted in eighteen departments, including those of City leadership, appointed offices, the administrative structure, and non-departmental (for those uses not reflecting the operating costs of specific departments).

FULL-SERVICE CITY

The City of Riverside is considered a full-service city, meaning that all municipal services are provided by the City, as opposed to being contracted out to third-party providers. Some services commonly contracted out by municipalities include public safety and all utility services; however, these services are provided by the City of Riverside as a full-service city.



CITY ORGANIZATIONAL CHART



BUDGET MESSAGE



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Office of the City Manager
Al Zelinka, City Manager

City of Arts & Innovation

June 21, 2022

FY 2022-2024 BUDGET

Honorable Mayor and City Council,

I am grateful for the opportunity to present the two-year 2022-23 and 2023-24 budget for the City of Riverside.

This budget is the culmination of a nearly four-year journey to sound financial health – a journey that required commitment and sacrifice from all of us in the City organization.

From our elected officials who provide the policy guidance to the trusted employees who manifest that vision through their daily work on behalf of the residents of Riverside – this has truly been a team effort.

This commitment has brought us to a point where the City of Riverside can be proud of having a surplus in its budget – a big shift from just a few years ago, when we faced an ongoing structural deficit, and our long-term financial solvency was not a sure thing.

This is true thanks to the collective effort we have made as a team during the past four years, by making very strategic financial decisions, implementing managed hiring, focusing on critical spending only, and embracing the City Council's Envision Riverside 2025 Strategic Plan (and its strategic priorities and cross cutting threads). It is even more remarkable that these efforts were accomplished during a worldwide pandemic that threw into doubt the reliability of such municipal funding staples as sales tax and transient occupancy tax. We also owe an ongoing debt of gratitude to the voters for approving Measure C, which continues the Electric General Fund Transfer.

Make no mistake – in order to maintain this strong position, the City will need to continue to focus on our financial future while remaining committed to our employees' well-being and providing quality public services. Through the Chief Financial Officer's annual reporting of financial health indicators, the City's increased use of priority-based budgeting, the work of the Budget Engagement Commission and the thoughtful guidance of the Riverside City Council, the City is well-positioned to maintain the current platform of financial stability.

Moving forward, we must be cognizant of ongoing challenges to the General Fund Transfer from the water and electric funds, a transfer that generates about \$53 million each year for critical services to the residents and business owners of Riverside. Riverside voters have repeatedly validated this approach, but we must remain vigilant regarding the possibility that legal challenges locally and legislative efforts statewide could imperil this funding.

I feel compelled to thank the public for its patience as we have moved through these difficult and complex issues. There have been times where some Riverside community members may have been

concerned whether a city service or program would remain financially viable, given some of the financial challenges we have faced. I am proud that – through the hard and smart work of many – we have been able to get to a balanced two-year budget for Fiscal Years 2022-23 and 2023-24 while keeping intact the programs and services upon which our residents rely.

A debt of gratitude also is owed to our hardworking employees who have had to do more with less during the past few years. Expectations have remained high – or perhaps gotten higher in some areas – even as the number of employees providing those services has dropped. You have done more with less. Your level of commitment is inspiring, and I thank you for your service to this city.

Likewise, the Executive Leadership Team and Deputy Executive Leadership Team of the City – the Charter Officers, Department Heads, Deputy Directors and Leaders of Teams and Offices – you have embraced the City Council's vision of financial responsibility from Day 1. I am confident your memory of the difficult challenges and decisions made to achieve the financial health manifest in this budget will guide your daily decisions about how best to generate new revenue, implement efficiency measures, and utilize taxpayer and ratepayer dollars most prudently for the benefit of current and future generations of Riversiders.

As a result of the years of thoughtful work by many, this two-year budget is an expression that the city is well positioned to Build Riverside as an exceptional workplace of highly engaged public employees, a world class provider of public services and civic infrastructure, and a municipality advancing sustainability through the triple bottom line of environmental stewardship, social responsibility, and economic prosperity. Riverside as a stable, trustworthy, and high performing government will in turn catapult the City forward as an extraordinary place to live and work, a regional hub for clean and green businesses, and as a City widely known for its ecosystem of education, workforce development, entrepreneurship, and innovation.

For residents, students, workers and the business community, the best of Riverside is yet to come!

Thank you,

A handwritten signature in black ink, appearing to read 'Al Zelinka'.

AL ZELINKA, FACIP
City Manager
City of Riverside

EXECUTIVE SUMMARY

GOALS OF THE BUDGET DEVELOPMENT CYCLE

Two primary goals were established for the FY 2022-2024 budget development cycle:

- (1) **Leverage Priority Based Budgeting (PBB) to identify and reallocate funding to critical unfunded needs.**

Process: Conduct a simultaneous process of identifying funding through the Priority Based Budgeting (PBB) insights and identifying and ranking critical needs through the lens of PBB.

Status: During budget development and departments' evaluation of their operational and financial needs, departments identified additional critical unfunded needs. Those needs were described through the lens of PBB, including relating the requests to existing programs and answering fundamental questions to assess the level of criticality of the need:

- How is this a critical unfunded need?
- What is the impact to operations should this budget request not be approved?
- How does this request benefit City stakeholders?

Departments were granted CPI increases in their discretionary budgets of 4.5% for FY 2022/23 and 3% in FY 2023/24. Some of the previously identified critical needs were able to be funded by the CPI increases and rebalancing of resources.

During a review of PBB Insights (the process by which staff identified potential resources for the funding of critical unfunded needs), it became apparent that the implementation of the insights will not be timely enough to produce resources for the FY 2022-2024 budget. Numerous insights require additional research, initial investment funding, and/or are sensitive topics that will require City Council direction on their implementation. Therefore, the formal proposal and implementation of insights will be pursued separately of the budget development process.

- (2) **Implement a financing strategy of planned contributions and withdrawals to/from the Section 115 Trust to smooth the annual fiscal impact of the combined CalPERS UAL and 2020 Pension Obligation Bond payments.**

Process: Conduct analysis of the unfunded accrued liability (UAL) payment schedule per the CalPERS actuarial report and the pension obligation bond (POB) payment schedule and determined a feasible amount and optimal series of Section 115 Trust contributions and withdrawals to smooth the fiscal impact of the payment obligations.

Status: Without using a smoothing effect, the payment obligation will exceed \$38 million beginning in FY 2026/27 and eventually exceed \$42 million annually from FY 2029/30 through FY 2034/35. The smoothing will result in level payments of \$37,925,000 annually for a period of twelve years, from FY 2024/25 through FY 2035/36. The City Council approved a \$10 million contribution to the Section 115 Trust from FY 2020/21 excess reserves. Contributions totaling nearly \$12 million are incorporated into the FY 2022-2024 Biennial Budget, with \$11 million occurring in FY 2023/24 made possible by the payoff of the 2004 Safety POB in FY 2022/23. The combination of current reserves and these contributions will build the Section 115 Trust Fund to a balance of approximately \$40 million, which is projected to be sufficient to smooth the volatile required liability payments over the course of twelve years. Contributions totaling \$34.4 million over five years are included in the *General Fund Five-Year Financial Plan* beginning on page 38. It is important to note that the required UAL contributions will vary based on actual CalPERS investment returns; Section 115 Trust contributions will help to smooth the fiscal impact of spikes in the required UAL payments in future years.

PERSONNEL

The FY 2021/22 adopted budget included a vacancy savings factor of \$10 million that forced the City to leave many positions vacant. The FY 2022-2024 budget fully funds all 2,626.65 full-time equivalent (FTE) for FY 2022/23, inclusive of an increase of 49.74 FTE as compared to FY 2021/22, and 2,627.65 FTE for FY 2023/24, inclusive of an increase of 1.00 FTE as compared to FY 2022/23. Refer to the *Personnel* section beginning on page 169 for a comprehensive listing of personnel schedules and an explanation of changes.

The most notable changes to personnel are within the General Fund and Measure Z Fund. In the FY 2021/22 budget, fourteen firefighter positions were temporarily transferred to Measure Z to meet the Fire Department's proportional share of the General Fund vacancy savings target balancing measure. Those positions have been transferred back to the General Fund. Measure Z's resources are being used to fund 46.00 FTE to address the City Council's priorities of creating an Office of Sustainability (1.00 FTE); increasing staffing for the Office of Homeless Solutions (2.00 FTE); expanding the existing Public Safety & Engagement Team (PSET) Urban program (15.00 FTE); and, creating a new PSET Wildlands program (28.00 FTE). Refer to the *Measure Z Positions* section beginning on page 224 for more details.

POLICY/ECONOMIC ISSUES

The General Fund is balanced with small surpluses budgeted in each fiscal year: \$4.96 million in FY 2022/23 and \$7.12 million in FY 2023/24. Sales tax is the City's largest revenue source and though it is trending higher than prior years, current growth is predominantly the result of inflationary factors. Actual results will depend on how consumers and retailers respond to inflation and its impacts on slowing the economy. Personnel costs are the largest expenditure category and it is important to note that the budget does not include any increases which may result from ongoing labor negotiations for Memorandums of Understanding (MOUs) that have expired or will be expiring soon.



Measure Z, a one-cent Transaction and Use Tax, was approved by Riverside voters in November 2016 for a period of 20 years. Tax collection began in April 2017 and will expire in March 2036. It has provided a source of funding for the City to address critical needs. More details, including the list of ten new or revised spending initiatives approved by the City Council can be found in the *Measure Z Fund Five-Year Financial Plan* beginning on page 44.

The five-year financial plans of the Enterprise Funds allow City leadership and the public to view the projected long-term impacts of policy decisions. The City Council approved and established rate plans to support the rising cost of operations and the need to build and maintain critical infrastructure; however, rate increases will need to be considered beyond existing rate plans to ensure there is sufficient funding for capital projects and minimum reserve levels are maintained. If rate increases are not considered beyond the current rate plans, contingency plans would be evaluated that might result in delayed or reduced capital project spending on infrastructure, including system repair and replacements, in conjunction with an assessment of operational and maintenance expenses.

The budget and five-year financial plans include strategies to address these and other issues impacting the City's long-term fiscal health. Refer to the *Five-Year Financial Plans* beginning on page 37 for a discussion of revenue and expenditure assumptions, as well as the fiscal challenges, risks and strategies facing several of the City's fund.

BUDGET RESOLUTION



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1 RESOLUTION NO. 23866

2 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
3 RIVERSIDE, CALIFORNIA, ADOPTING THE TWO-YEAR
4 BUDGET OF THE CITY OF RIVERSIDE FOR THE FISCAL
5 YEARS BEGINNING JULY 1, 2022, AND ENDING JUNE 30, 2023,
6 AND BEGINNING JULY 1, 2023, AND ENDING JUNE 30, 2024.

7 WHEREAS, the proposed two-year budget of the City of Riverside for the Fiscal Years
8 beginning July 1, 2022, and ending June 30, 2023, and beginning July 1, 2023, and ending June 30,
9 2024, consisting of one volume entitled "Proposed Biennial Budget for Fiscal Years 2022-2023 and
10 2023-2024", has been prepared and submitted to the City Council for review, consideration, and
11 adoption; and

12 WHEREAS, the City Council has caused a public hearing to be held on said budget on
13 June 21, 2022, with public notice of the hearing at least 20 days prior to said hearing, has further
14 considered the proposed budget, and has made revisions therein; and

15 WHEREAS, the City Council has given careful consideration to the adoption of a budget
16 and financial plan for the use of funds for Fiscal Years 2022-2023 and 2023-2024 as set forth in the
17 entitled "Proposed Biennial Budget for Fiscal Years 2022-2023 and 2023-2024" and including any
18 modifications, revisions, and/or corrections made and approved by the City Council, which are
19 incorporated by reference as though fully set forth herein, and together constitute the "Adopted
20 Biennial Budget for Fiscal Years 2022-2023 and 2023-2024"; and

21 WHEREAS, Section 1103 of the Charter of the City of Riverside requires that the annual
22 budget of the City of Riverside be adopted on or before June 30th,

23 NOW THEREFORE, BE IT RESOLVED that the City Council hereby finds and
24 determines as follows:

25 Section 1: That the preceding recitals are true and correct, and are incorporated by
26 reference as though fully set forth herein.

27 Section 2: The biennial budget of the City of Riverside for Fiscal Years beginning July
28 1, 2022, and ending June 30, 2023, and beginning July 1, 2023, and ending June 30, 2024, prepared

1 and submitted to the City Council by the City Manager and on file in the office of the City Clerk, as
2 modified and amended by the City Council, is hereby adopted as the biennial budget for Fiscal Years
3 beginning July 1, 2022, and ending June 30, 2023, and beginning July 1, 2023, and ending June 30,
4 2024, on the basis of the totals set forth in each of the budgets contained therein by program and/or
5 sub-program within each department, the totals set forth therein for debt redemption and interest
6 requirements, and the totals set forth therein for capital improvements.

7 Section 3: That the Chief Financial Officer/City Treasurer is authorized to expend in
8 accordance with the laws of the State of California and the laws and Charter of City of Riverside on
9 behalf of the City Council new appropriations for departments, programs, and projects as stated in
10 the "Adopted Biennial Budget for Fiscal Years 2022-2023 and 2023-2024" attached hereto and
11 incorporated herein by reference.

12 Section 4: That, subject to availability of funds, the Chief Financial Officer/City
13 Treasurer is authorized to make the inter-fund transfers between funds as presented in the aforesaid
14 budget document and as authorized by the City Council in monthly increments of one-twelfth each
15 or such transfers may be made in lump sum amounts if necessary to finance a particular item,
16 project, program or sub-program.

17 Section 5: That the Chief Financial Officer/City Treasurer is authorized to validate,
18 sign, and pay all legal and contractual obligations of the City, including City Departments and
19 agencies, with check warrants up to the amounts appropriated in this budget.

20 Section 6: That at the conclusion of fiscal year ending June 30, 2022, certain purchase
21 orders will exist as Outstanding Encumbrances representing contractual obligations of previously
22 budgeted funds. In addition, budgeted funds for certain items or projects in various stages of
23 acquisition or development have previously been approved or will be approved by the City Council
24 to be carried forward to fiscal year 2022-2023 as Continuing Appropriations. The Outstanding
25 Encumbrances and Continuing Appropriations shall be deemed to be rebudgeted as an addition to
26 the budget amounts previously set forth in this resolution.

27 Section 7: That at the conclusion of fiscal year ending June 30, 2023, certain purchase
28

1 orders will exist as Outstanding Encumbrances representing contractual obligations of previously
2 budgeted funds. In addition, budgeted funds for certain items or projects in various stages of
3 acquisition or development have previously been approved or will be approved by the City Council
4 to be carried forward to fiscal year 2023-2024 as Continuing Appropriations. The Outstanding
5 Encumbrances and Continuing Appropriations shall be deemed to be rebudgeted as an addition to
6 the budget amounts previously set forth in this resolution.

7 Section 8: That the City Council hereby approves the Five-Year Capital Improvement
8 Plan for Fiscal Years 2022-2026, hereby accepts the Planning Commission's determination on April
9 28, 2022, that the Fiscal Year 2022-2023 and the Fiscal Year 2023-2024 capital projects are
10 consistent with the General Plan of the City of Riverside, and hereby authorizes the Chief Financial
11 Officer/City Treasurer to transfer funding within approved capital projects.

12 Section 9: That pursuant to Section 1104 of the Charter of the City of Riverside, the
13 City Council may during the fiscal year amend or supplement the budget by motion adopted by the
14 affirmative votes of at least five members so as to authorize the transfer of unused balances
15 appropriated for one purpose to another purpose or to appropriate available funds not included in the
16 budget.

17 Section 10: That this Resolution shall become effective immediately upon its passage.
18 ADOPTED by the City Council this 21st day of June, 2022.

19
20 

PATRICIA LOCK DAWSON
Mayor of the City of Riverside

21
22 Attest:

23 

24 DONESIA GAUSE
25 City Clerk of the City of Riverside
26
27
28

1 I Donesia Gause, City Clerk of the City of Riverside, California, hereby certify that the
2 foregoing resolution was duly and regularly adopted at a meeting of the City Council of said City at
3 its meeting held on the 21st day of June, 2022, by the following vote, to wit:

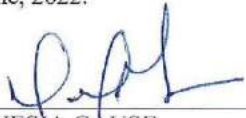
4 Ayes: Councilmembers Edwards, Cervantes, Fierro, Conder, Perry, and Hemenway

5 Noes: None

6 Absent: Councilwoman Plascencia

7 Abstain: None

8
9 IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the
10 City of Riverside, California, this 22nd day of June, 2022.

11 
12 _____
13 DONESIA GAUSE
14 City Clerk of the City of Riverside
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CA 22-0504

COMMUNITY PROFILE



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INTRODUCTION

The City of Riverside is a major economic hub in Southern California, offering a highly educated and skilled workforce, affordable land and facility costs for businesses, reliable City-owned municipal utilities, exceptional quality of life, affordable housing, and ease of access to transportation. The City is ideally positioned for outdoor adventurers and international travelers, located at approximately 60 miles east of downtown Los Angeles and centrally placed within a short distance of the San Bernardino Mountains, Southern California beaches, popular desert destinations, and Ontario International Airport.

The City is currently ranked as the 12th largest city in California and the 60th largest city in the United States. Riverside is the largest city in, and is at the center of, the region known as the Inland Empire. With a population of more than 4.6 million, the Inland Empire is ranked between San Francisco and Detroit as the 13th largest metropolitan statistical area in the United States by the U.S. Census Bureau and is one of the fastest growing regions in the country.

HERITAGE

Founded in 1870 by John North and a group of Easterners who wished to establish a colony dedicated to furthering education and culture, Riverside was built on land that was once a Spanish rancho. Investors from England and Canada transplanted traditions and activities adopted by prosperous citizens.



The citrus industry in Riverside began in 1873 when Eliza Tibbets received two Brazilian navel orange trees from the Department of Agriculture in Washington, D.C. The trees thrived in the Southern California climate and the navel orange industry grew rapidly. Within a few years, the successful cultivation of the newly discovered navel orange led to a California Gold Rush of a different kind: the establishment of the citrus industry, which is commemorated in the landscapes and exhibits of the California Citrus State Historic Park and the restored

packing houses in the Downtown's Marketplace District. By 1882, there were more than half a million citrus trees in California, almost half of which were in Riverside. The development of refrigerated railroad cars and innovative irrigation systems established Riverside as the wealthiest city per capita in the nation by 1895.

Riverside's citizens are proud of the City's unique character born of a tradition of careful planning, from the City's carefully laid out historic Mile Square to its 1924 Civic Center designed by Charles Cheney, the same planner responsible for San Francisco's Civic Center. Riverside is committed to preserving the past as a firm foundation for the future. Created by the City Council in 1969, the Historic Preservation Program identifies and advances the preservation of Riverside's historic neighborhoods, and civic and commercial resources. Over 140 City Landmarks, 22 National Register Sites, and two National Historic Landmarks have been designated by the City Council, all offering enjoyment and education to City residents and visitors. Examples include the Mission Inn, the Chinatown site, the National Packing House, Citrus Experiment Station, and engineering feats like the Gage Canal. Many of these landmarks are found in the Downtown's Mission Inn Historic District. California's Mission Revival style, born in Riverside, can be seen throughout the City, most notably in the Mission Inn, the



**County Courthouse in the
City of Riverside**

Municipal Auditorium, the First Church of Christ Scientist, and the Fox Performing Arts Center. Riverside is fortunate to have a wealth of sites and buildings that provide a link to the city's past and a strong sense of place.



Mission Inn

Many of Riverside's historic buildings are open to the public including the Catherine Bettner home, restored and renamed the Heritage House, which is open for tours. The Riverside Art Museum was designed by America's most successful woman architect, Julia Morgan, famous for William Randolph Hearst's Castle in San Simeon. It was originally constructed for the Young Women's Christian Association (YWCA) on land donated by Frank Miller. Benedict Castle was built as a private residence by Henry Jekel and is now available for special events and filming as are many of Riverside's historic homes and neighborhoods.

The Mission Inn is one of the City's most popular and well-known destinations. It was developed from the Glenwood Tavern, owned by Captain Christopher Columbus Miller, who moved to Riverside in 1874 to survey land for the Gage Canal which brought water to Riverside. His son, Frank, developed a lasting interest in culture and the arts and took over the expansion of the Inn. Over the years, he embellished and expanded it into a unique resort, known all over the world. It has played host to numerous movie stars, musicians, and heads of state. Ronald and Nancy Reagan honeymooned there, and Richard and Pat Nixon were married on its grounds. Teddy Roosevelt planted a tree in its courtyard; and a special chair, built for President William Howard Taft when he visited, is still in the Inn's collection.

The unique City Raincross Symbol is derived from combining a replica of the mass bell used by Father Junipero Serra, missionary priest and founder of the California Missions, and the cross to which the Navajo and Central American Indians prayed for rain. Called the "Raincross" symbol, it was designed for the Mission Inn and given to the City by Frank Miller. The Raincross symbol has been identified with Riverside since 1907. Variations of the symbol are used extensively throughout Riverside in architecture, street signs, and lighting standards, and it is used on the City flag. Playing on the nostalgia for the state's Spanish heritage and the romanticized images of the missions and the Indians portrayed by Helen Hunt Jackson in her novels, Miller, Matthew Gage, the Sunkist Cooperative, the Santa Fe Railroad, and other city boosters worked together to market Riverside as a Spanish Mediterranean Mecca. Riverside's climate and landscapes continue to evoke this Mediterranean paradise.



Raincross Symbol

BUSINESS DEVELOPMENT

The City of Riverside enthusiastically pursues opportunities to attract businesses to the City, encourage startups, and spur economic growth for the benefit of the entire community. It fosters synergetic relationships with local and regional colleges to expand business sectors and diversity. The City is home to three renowned universities including the prestigious University of California, Riverside (UCR) ranked 33rd place in the 2022 US News & World Report's list of Top Public Schools, 83rd in National Universities, and the top university in the nation for social mobility for the third consecutive year. In 2019, UCR opened a Wet Lab Incubator designed to house startups in the life sciences, agriculture, biotechnology, and medical industries. With a new Innovation District and Youth Innovation Center, Riverside is well-positioned to become a destination city for businesses and young professionals.

Riverside is a place where people of diverse talents choose to work and live and where entrepreneurs and businesses choose to locate and invest.

The City of Riverside
Scored

#23

**50 Best U.S. Cities for
Starting a Business in
2021**

Inc. Magazine

The City of Riverside
Scored

#22

**Top 25 Cities for
Small Businesses
in 2021**

biz2credit.com

In 2020, the City opened the [Bourns Family Youth Innovation Center](#). With state-of-the-art equipment and a mission to help propel Riverside into an innovative tomorrow, the center offers both free and fee-based activities. The Innovation Center is designed to provide young Riversiders with innovative technologies to inspire them to explore interests in science, technology, engineering, art, and math (STEAM). The primary focus is to prepare all Riverside residents for success by providing a safe environment that fosters collaboration, learning, and creativity. Such City initiatives demonstrate the City's commitment to developing its youth and preparing them for the future they envision for themselves. Programming for the new facility was developed in conjunction with a Steering Committee comprised of local universities, tech non-profits, and educators. In February 2022, the Parks, Recreation and Community Services Department received the 2021 California Park & Recreation Society (CPRS) *Award of Excellence in Design – Facility Design* on behalf of the Innovation Center.



Bourns Family Youth Innovation Center

INNOVATION DISTRICT

In December 2017, the City Council designated a highly disadvantaged district in the City – where congestion, air pollution, and underutilized space was abundant. The Innovation District's boundaries encompass the space between downtown and UCR, including portions of the Eastside and University Avenue neighborhoods. The Innovation District offers companies many advantages, including: the energy of Riverside's 24-hour downtown; the convenience of two Metrolink stations providing direct access to a large and extensive employee talent pool throughout the Southern California region; and an area with a strong history of entrepreneurship. These features combine to spark innovation, spur economic development, inspire investment, provide quality jobs, and enhance quality of life.

In April 2021, a 7.5-acre site was acquired in the Northside neighborhood for development into the regional flagship Northside Agriculture Innovation Center. The project site will include a 30-plot community garden, 0.5 mile of walking trails, a co-work learning center, solar greenhouses, 450+ carbon sequestering trees and shrubs, and a multitude of workforce training and entrepreneurial incubation programs in a sustainable, controlled environment, and high-tech agriculture.

EXCITE RIVERSIDE INCUBATOR

Since opening in 2015, ExCITE Riverside Incubator has supported more than 30 startups, creating over 180 high-paying jobs in the region. ExCITE, led by UCR, in partnership with the City of Riverside and County of Riverside, provides nascent companies with co-working space, workshops, mentoring and assistance finding grants in its new 6,400-square-foot home downtown. ExCITE hosted a grand opening ribbon-cutting ceremony at its new location in April 2022. After relocating, ExCITE added activities for its members and the community such as weekly meetups, job fairs, a quarterly Founder's Night, and Fast Pitch events. Next for ExCITE is the implementation of a milestone-based program beginning later this year, in partnership with UCR's EPIC Small Business Development Center (SBDC). The initiative will take companies through three stages of growth, leading to graduation, launch, and expansion in Riverside.

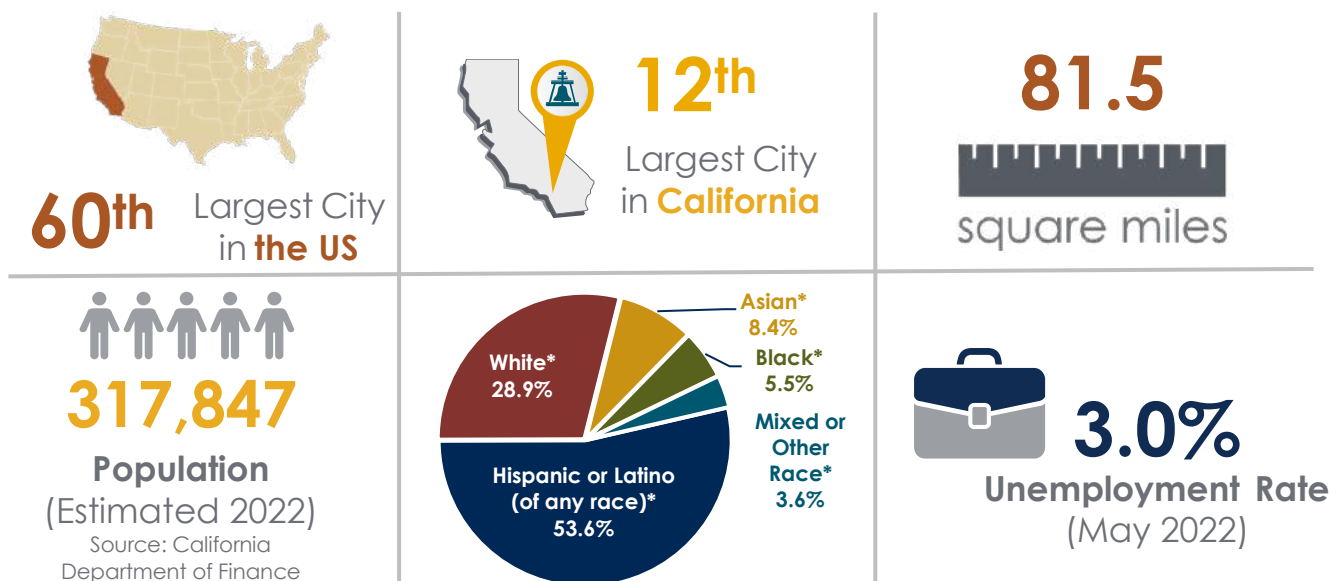
DEMOGRAPHICS

A city is defined by its assets, the most important one being the people that populate it and work within its boundaries. Riverside is distinctly proud of its highly diverse, sophisticated, and civic-minded people, and of its sense of place and legacy. The City has carefully planned for growth, while preserving local history, being cognizant of both its citrus-based past and the modern future.

With a median single-family home sale price of \$635,000 as of May 2022, Riverside draws many families pursuing the American Dream. Young couples and on-the-go professionals are also drawn by the City's many affordable homes and housing options, as well as city-life in the City's mixed-use downtown buildings. Riverside offers a diverse set of employment options and is actively seeking to grow employment in the technology sector with the continued development of an Innovation District within the City.

Riverside is an exciting community with excellent schools. From kindergarten to high school to higher education, there is a school and a program for everyone on an educational journey. There are four options for higher education with facilities located in the City: California Baptist University, La Sierra University, Riverside Community College (RCCD), and the University of California – Riverside Campus.

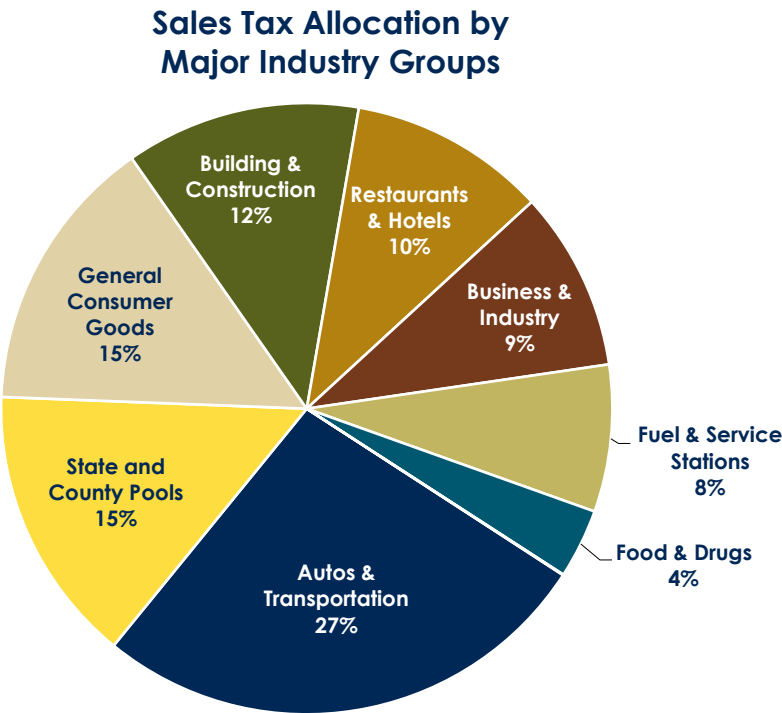
The City is home to major industries such as advanced manufacturing, health and medical services, and retail and professional firms. As the region's largest city and the county seat of California's fourth largest county (Riverside County), legal and government services are also a significant presence.



* Source: United States Census Bureau, 2020 American Community Survey 5-Year Estimates
City Demographic Sources: ESRI; Inland Valleys Association of Realtors; Employment Development Department Data (EDD)

BUSINESS TYPES AND RETAIL SALES

Riverside is an important retail center in Southern California with nearly \$8.4 billion in taxable annual sales in calendar year 2021. The City has become a magnet for high-end retail establishments, reflecting the changing demographics in the City. While the City's roster of upscale stores is diverse, Riverside retailers have one thing in common: success. Businesses are taking advantage of Riverside's lower land cost, strategic location, and established transportation networks as a key portal for the movement of goods and services between the greater Los Angeles area and the rest of North America.



Riverside's Top 10 Sales Tax Producing Business Types

- New Motor Vehicle Dealers
- Service Stations
- Building Materials
- Plumbing and Electrical Supplies
- Quick-Service Restaurants
- Casual Dining
- Discount Department Stores
- Used Automotive Dealers
- Department Stores
- Grocery Stores

Source: HdL Companies (City of Riverside's sales tax consulting firm), Year 2022, Calendar Quarter 1

RIVERSIDE'S TOP 25 SALES TAX PRODUCERS

(alphabetical order)

Arco AM PM
Best Buy
Carmax
Champion Lumber
Consolidated Electrical Distributors
Dutton Cadillac, Buick, Pontiac, and GMC
Fritts Ford
Home Depot
Jaguar Riverside and Land Rover Riverside
Lexus of Riverside
Moss Bros Chrysler, Dodge, Jeep, and Fiat
Nordstrom
Quinn CAT Company

Reliable Wholesale Lumber
Riverside Chevrolet
Riverside Honda
Riverside Nissan
Riverside Volkswagen
Sam's Club with Fuel
Stater Bros.
Subaru of Riverside
Target
Toyota of Riverside
Walmart Supercenter
Walters Audi

Source: HdL Companies (City of Riverside's sales tax consulting firm), Year 2022, Calendar Quarter 1

TOURISM AND MAJOR EVENTS

The City of Riverside is a focal point for tourism in the Inland Empire. The Riverside tourism industry is supported by the Riverside Convention Center and a variety of local hotels, such as The Mission Inn Hotel and Spa, Hampton Inn, Hyatt Place, and The Marriott. An assortment of historical landmarks, performing arts centers, museums, shops, restaurants, and places of entertainment are available for visitors to explore.



Performing Arts

- Henry W. Coil Sr. & Alice Edna Coil School for the Arts
- Riverside Municipal Auditorium
- Fox Performing Arts Center
- The Box at Fox Entertainment Plaza



Entertainment and Places to Go

- Downtown
- Mount Rubidoux
- UCR Botanical Gardens
- California Citrus State Historic Park
- Galleria at Tyler
- Riverside Plaza
- Castle Park Theme Park
- Sky Zone Indoor Trampoline Park Center



Historical Landmarks

- Fox Performing Arts Center
- The Mission Inn Hotel & Spa
- Heritage House
- Harada House
- Riverside County Courthouse
- First Congregational Church
- Universalist-Unitarian Church
- Benedict Castle
- Victoria Avenue
- Parent Washington Naval Orange Tree
- California Citrus State Historic Park
- De Anza Crossing of the Santa Ana River



Museums

- Museum of Riverside
- Riverside Art Museum
- The Cheech Marin Center for Chicano Art & Culture
- Mission Inn Museum
- UCR ARTS
- March Field Air Museum
- Brandstater Galley - La Sierra University
- RCCD - Center for Social Justice and Civil Liberties

THE CHEECH MARIN CENTER FOR CHICANO ART & CULTURE

The Cheech Marin Center for Chicano Art & Culture, affectionately known as The Cheech, is part of the Riverside Art Museum – one museum with two locations. The Cheech is a public-private partnership between the Riverside Art Museum, the City of Riverside, and comedian Cheech Marin, one of the world's foremost collectors of Chicano art. Marin's gift consists of approximately 500 works by Chicano artists, including the likes of Carlos Almaraz, Judith Hernández, Gilbert "Magú" Luján, Sandy Rodriguez, Frank Romero, and Patssi Valdez. The Cheech is a significant milestone for the art community as well as the people and culture the art represents. Chicano art reflects the happenings, the people, and the "sabor", or flavor, of the community, and appeals to not only those who value a more complete and complex understanding of American art and history, but also to those looking to find inspiration and a more powerful and emotional personal experience when interacting with the art.



Art on Display at The Cheech

The City's Arts and Cultural Affairs Division has created several popular arts and entertainment activities. The signature event for the City is The Mission Inn Hotel & Spa Festival of Lights, which has been voted the best public lights display in the United States by USA Today (2018). The following are some of the major annual events held in Riverside:

FALL EVENTS

Riverside Art & Music Festival (September)
 Model Deaf Awareness Week (September)
 Moon Festival (September)
 Teen Challenge Walk-A-Thon (September)
 Walk to End Alzheimer's (September)
 Mission Inn Run (October)
 Hometown Heroes Honor Run (October)
 Riverside Citrus Classic Bike Rides (October)
 Riverside Ghost Walk (October)
 Fall Fashion Show (October)
 Fire Expo (October)
 Halloween Carnivals (October)
 Trolley Dances (October)
 Taco Festival (October)
 Pink on Parade Walk (October)
 Movies in the Park (October – November)
 Dia De Los Muertos (November)

SPRING EVENTS

Festival of Colors (March)
 Walk with the Animals (March)
 Truck-A-Palooza (March)
 Spring Eggstravaganza (April)
 Walk to End Homelessness (April)
 Insect Fair (April)
 Salute to Veterans Parade (April)
 Riverside Art Market (April)
 National Crime Victims' Rights Vigil (April)
 Riverside Community Flower Show (April)
 Tamale Festival (April)
 Cinco De Mayo Fiesta & Parade (May)
 Indian Pow Wow (May)
 West Coast Thunder (May)
 Chili Cook-Off & Car/Motorcycle Show (May)
 Heritage House Ice Cream Social (May)
 Show and Go Car Show (May)
 The Great American Clean Up (May)

WINTER EVENTS

Festival of Lights (December)
 Chanukah Festival (December)
 Heritage House Victorian Christmas Open House (December)
 Winter Wonderland (December)
 Miracle on Main Street (December)
 Home for the Holidays (December)
 Reindeer Run (December)
 El Camino de San Juan Diego Procession (December)
 Citrus Heritage Run (January)
 Lunar New Year Festival (January)
 Victorian Twelfth Night (January)
 Martin Luther King Walk-A-Thon (January)
 Dickens Festival (February)
 Black History Parade & Expo (February)

SUMMER EVENTS

Riverside Community Sailing Program Regatta (June)
 Juneteenth Celebration (June)
 Old Farts Car Show (June)
 Salsa Festival (June)
 Movies on Main Street (July-August)
 Fourth of July Celebrations (July)
 Concerts in the Park (July-August)
 Movies in the Park (July-August)
 National Night Out (August)



Riverside Insect Fair

ACCESSIBILITY AND COMMUNITY MOBILITY

Over the past 70 years, the physical, social, and economic success Riverside has experienced can be attributed in part to the City's transportation network and the tremendous mobility it has afforded. The freeways, streets, bike paths, railways, and airports that provide circulation within the City and access to points beyond have transformed Riverside from a relatively isolated agricultural community to a major city that serves as the hub of the Inland Empire.



Riverside's growth has resulted in many beneficial effects, principally the development of industries and businesses that provide jobs and economic stability, creation of housing units affordable to a broad range of household incomes, the growth of educational institutions, and the vibrancy that results from a diverse, multi-ethnic community.

TRANSPORTATION NETWORK

The City recognizes the importance of having a robust transportation network to serve the needs of the community and shape it in positive ways, as well as providing alternatives to the private automobile to reach destinations within Riverside and the region. In February 2018, the City updated the Circulation and Community Element of its General Plan to reflect a focus on future development near existing transportation corridors, ensuring land uses are supported by an efficient local roadway network, embracing innovative solutions to congestion on freeways and regional arterials, supporting alternative modes of transportation such as walking, biking and transit, and ensuring that

transportation options are maximized for all community members as necessary components of an effective and safe circulation system for Riverside.



The City of Riverside can be accessed via Interstates 215 and 15 from the north and south, and via State Routes 91 and 60 from the east and west. Through these connections, the City is connected to Southern California's freeway network, providing easy access to Los Angeles, San Diego, Orange County, the Coachella Valley, and beyond.

PASSENGER/COMMUTER AND FREIGHT RAILROAD SERVICE

For rail travelers and commuters, the Metrolink system offers a network of commuter trains that connect Los Angeles, Orange, Riverside, San Diego, San Bernardino, Ventura, and Kern Counties. The Metrolink system currently has three stations in the City – Downtown (near Mission Inn Avenue and Park Avenue), La Sierra (near La Sierra Avenue and Indiana Avenue), and Hunter Park (near Columbia and Marlborough Avenues). From these stations, travelers can reach almost any Southern California Metrolink destination in a short time, as well as connect to Amtrak trains. An Amtrak station is also located in the downtown area.

The BNSF and Union Pacific Railroad lines run through the City, providing dependable daily freight service to Riverside businesses. Reciprocal switching agreements exist between the companies.

AIRPORTS OFFERING PASSENGER AND CARGO SERVICE

Located just 16 miles northwest of Riverside, Ontario International Airport (ONT) provides passenger service to cities all over the world, as well as highly accessible cargo service. Commuter services are also available at the airport. Several major airfreight carriers, as well as Alaska Airlines, American Airlines, Avianca, China Airlines, Delta, Frontier Airlines, Hawaiian Airlines, JetBlue, Southwest Airlines, and United Airlines, and others operate out of Ontario International Airport. In addition, within approximately one hour's drive of the City are the Los Angeles International, John Wayne (Orange County), Long Beach, Bob Hope (Burbank), and Palm Springs airports.

RIVERSIDE AIRPORT

Riverside boasts its own airport, which has been serving the community for over 50 years. Originally designated as the Arlington Airport, the Riverside Municipal Airport has been transformed from a single, dirt runway airfield serving light aircraft into a corporate aviation and business facility unique in its varied services to the Inland Empire. Today, Riverside's main runway (5,400 feet), as well as its second, crosswind runway, serves the daily needs of small aircraft, business jets, cargo aircraft, and helicopters – easily handling more than 114,000 average annual flight operations. The Riverside Municipal Airport is an aeronautical education hub providing the Inland Empire and surrounding counties with the largest selection of educational programs in flight, mechanical, and aviation degree programs.



Riverside Municipal Airport

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STRATEGIC PLAN ENVISION RIVERSIDE 2025



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THE CITY'S VISION & MISSION

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community. "Envision Riverside 2025" is Riverside's vision for a prosperous future in which everyone comes together to help the community, economy, and environment reach their fullest potential for the public good; and where every person is respected and cherished, where equity is essential to community well-being, where residents support one another, and where opportunities exist for all to prosper.

ENVISION RIVERSIDE 2025

From February 2020 through July 2020, City staff worked with City leadership to develop a new strategic plan for the City. On October 20, 2020, the City Council adopted six strategic priorities and associated indicators and goals for each priority. Additionally, five major themes (Cross Cutting Threads) exist within the Strategic Plan which should be reflected in all outcomes. An Operational Workplan describes actions and related performance metrics that will ensure the City is carrying out the vision of the strategic plan. Refer to *Appendix A: Envision Riverside 2025* for the full strategic plan document.



OPERATIONAL WORKPLAN

The Operational Workplan is a list of actions designed to achieve the goals identified in the *Envision Riverside 2025* strategic plan and further the City Council's strategic priorities. The actions are intended to be cross-departmental and encourage collaborative efforts both within and outside of the City organization to improve efficiencies and break down operational silos. The actions and performance metrics included in the workplan encourage interdepartmental participation and collaboration to

improve efficiencies and break down silos; however, lead departments are assigned for each action and performance metric within the workplan. The operational workplan is reviewed and updated by City staff annually to ensure it is current and inclusive of actions that advance the priorities and vision of the City Council. The first Annual Report¹ provided to the City Council in March 2022 highlighted progress made toward Strategic Goals, Performance Measures and Action Items. The *Department Budget Detail* section of this budget document lists each department's performance measures and the goals to which they relate.

Implementation of the operational workplan, as indicated for each action, is described below:

- Year 1 Actions – Implemented in fiscal years 2020/21 and 2021/22
- Year 2 Actions – Implement in Fiscal Year 2022/23
- Year 3 Actions – Implement in Fiscal Year 2023/24
- Year 4 Actions – Implement in Fiscal Year 2024/25

PERFORMANCE MEASURES

The performance metrics included in the workplan are comprised of the following data sources:

1. Operational metrics which use quantitative data collected through the City's daily operations and activities.
2. Community survey data which measures public perception of the City's performance and services.
3. Community indicators measuring various aspects of the City (e.g., the economy and environment) which may be influenced by the City's actions but are also impacted by external factors.

APPLICATION TO CITY DEPARTMENTS

Envision Riverside 2025 presents a citywide and cross-departmental approach to furthering the City's strategic priorities, with City departments working in close collaboration with one another to perform the actions detailed in the workplan. As a result, department-specific goals are not identified with respect to the strategic plan; however, individual performance metrics supporting the shared goals are assigned to specific departments. Within each department's budget summary, the *Strategic Goals and Performance Measures* section lists the department-specific performance measures and the goal to which each metric relates. (Refer to *Department Budget Detail* beginning on page 233). Annual updates related to the City's strategic plan can be viewed at the City's Strategic Plan 2025 website².

¹ [Envision Riverside 2025 Strategic Plan Annual Report - 2021](#)

² RiversideCA.gov/CityManager/Strategic-Plan-2025

GUIDE TO THE BUDGET



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PURPOSE OF THE BUDGET

The City budget sets forth a strategic resource allocation plan that addresses the City Council's Strategic Goals. The Budget is a policy document, financial plan, operations guide, and communication device all in one. Through the budget document, the City demonstrates its accountability to its residents, customers, and the community-at-large.

The City's Budget accomplishes the following:

- Determines the quality and quantity of City programs and services;
- Details expenditure requirements and the estimated revenue available to meet these requirements;
- Connects the activities of individual City Departments to the City Council's Strategic Goals;
- Sets targets and provides a means of measuring actual accomplishments against goals; and
- Serves as a communication device that promotes the City's vision and direction, fiscal health and vitality, and what the public is getting for its tax dollars.

Additionally, the budget provides the legal authority for expenditures and a means for control of municipal operations throughout the fiscal year. Accordingly, the City Charter mandates that a budget be adopted prior to the beginning of the fiscal year.

The budget process furnishes departments with an opportunity to justify departmental work programs, to propose changes in services, and to recommend revisions in organizational structure and work methods. It also enables the City Manager to review these aspects and make appropriate recommendations to the City Council.

Presentation of the budget to the City Council provides an opportunity to explain municipal programs and organizational structures. It also allows the Council to judge the adequacy of the proposed operating programs, to determine basic organizational and personnel staffing patterns, and to establish the level of municipal services to be provided with the available resources. In order to accomplish these objectives, the budget must combine an explanation of anticipated financial resources for the ensuing fiscal year with proposed expenditures, supported by sufficient information on the proposed programs and activities to assess the appropriateness of the recommended levels of services.

THE OPERATING BUDGET, CAPITAL BUDGET, AND CAPITAL IMPROVEMENT PROGRAM

The budget document contains information about both the City's operating and capital budgets. The operating budget details the funding for the day-to-day operations and obligations of the City for a specific fiscal year such as personnel costs, vendors and contractors, utilities, building maintenance, and debt payments. The capital budget details planned expenditures for the same fiscal year to construct, maintain, or improve City facilities such as fire and police stations, libraries and museums, parks, recreation centers, streets, sewers, and electric and water infrastructure.

The Capital Improvement Program (CIP) is a separate five-year planning document that details planned capital expenditures. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers and ball fields, and water main and sewerage system replacement. The CIP relates capital project needs to the financial sources that will support their realization and the timeframe in which both the financing and work will take place. Often spanning multiple years, capital improvement projects typically carry considerable future impact. They are often financed over a longer period, in effect spreading the cost of the project over generations of beneficiaries. Because of the more long-term nature of the CIP and the complex nature of capital project financing, the CIP is presented in a separate document. However, the first two years of the CIP

are integrally related to the Biennial Budget document, and therefore a summary of the CIP is provided in the *Capital Improvement Program Overview* section of this budget, beginning on page 137.

Most expenditures found in the first year of the CIP are included in the Biennial Budget's capital budget component. However, certain projects for which funding is not yet secure or planning is not complete are budgeted during the fiscal year through supplemental appropriations. Additionally, debt-financed projects are typically reflected twice in the Biennial Budget as an original capital expenditure from the proceeds of the debt and as payments of principal and interest over several years. For example, the City issued debt to finance the construction of the Main Library. The capital expenditure for the project was budgeted in the applicable fiscal years, as well as debt obligations which are still shown in the budget each year until fully paid off.

BUDGET PROCESS

The City of Riverside's fiscal year begins July 1 and concludes on June 30. In accordance with fundamental democratic principles, the City embraces the notion and practice of citizen participation, especially in key planning and resource allocation activities. Therefore, the development of the budget process begins early in the prior fiscal year to ensure adequate planning and community input into that planning. Engagement with City leadership, commissions and the community occur throughout the process.

Community engagement occurred through live broadcasts of virtual meetings with various City Boards, Committees, and Commissions. In the early part of budget development, community input was accommodated via virtual meetings by phone; Council meetings in May and June for the proposed budgets and related public hearing was accommodated by both phone and in-person comments.

GUIDING BUDGET PRINCIPLES

The City is committed to preserving services and finding additional efficiencies to enhance the City's fiscal health work toward achievement of its strategic initiatives. To this end, the City applied four guiding principles during the development of the FY 2022-2024 budget.

FINANCIAL ACCURACY

Executive management sees a comprehensive data collection and analyzation effort to achieve accurate financial targets and projections as a core tenet, essential for the City's future fiscal foundation. During the development of the FY 2022-2024 Budget and FY 2022-2027 Five-Year Financial Plans, City staff performed comprehensive analysis of past performance, collected relevant data from internal and external sources, consulted subject matter experts, and used this data to produce well-informed projections for the budget document and plans.

FINANCIAL RESPONSIBILITY AND DISCIPLINE

Financial responsibility requires acknowledging and fully disclosing the City's critical funding requirements. Fiscal discipline demands City departments operate within their budget. Management action calls for timely recommendation to City Council to address any financial issues confronting the City. Each of these aspects of financial responsibility and discipline were applied during the budget development process.

MAINTAINING ESSENTIAL SERVICES AND INFRASTRUCTURE

In concert with the Responsible Spending Vision Pledge adopted in October 2016, the City will find ways to address the challenges in funding its existing programs and services and identify revenues for the critical needs that have been unfunded for years, including repair, maintenance and replacement of our buildings, roads and sidewalks, streetlights, and fleet, such as first responder vehicles. This tenet was applied extensively during the development of the budget; city leadership applied budget strategies that will have the least, or no, impact on City services and infrastructure. Additionally, Measure Z has provided a revenue source for many of these needs, and City departments continue

to suggest ideas for new revenue generation. The City is entering its third year of implementing Priority Based Budgeting, which delivers data about what services and programs the City provides, the revenue generated from and the cost of services and programs, and how closely the services and programs align with the City's strategic plan. The data facilitates funding decisions during the budget development process.

TRANSPARENT AND PARTICIPATORY PROCESS

The typical budget development period includes many opportunities for the Riverside community to contribute to budget development, including City Council, Budget Engagement Commission (BEC), various Board and Committee meetings, and ward-specific meetings. Additionally, reader-friendly budget publications are made available on the City's Budget website at RiversideCA.gov/Budget. For this budget cycle, ward-specific community meetings did not take place due to the pandemic and social distancing requirements.

DEVELOPMENT OF A PRELIMINARY BUDGET

FINANCE DEPARTMENT

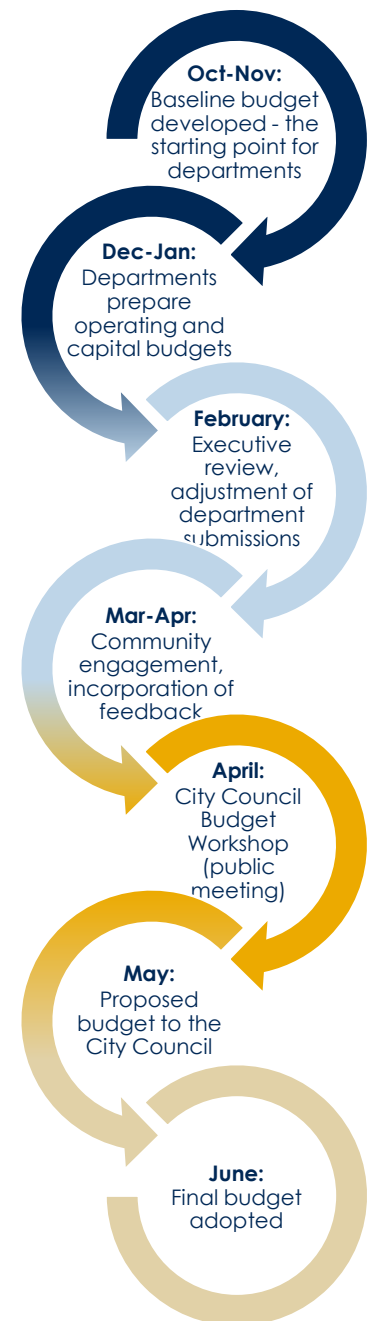
The budget process begins in the Finance Department in October, with the preparation of baseline revenue and expenditure assumptions. A comprehensive analysis of past revenue performance, the current economic environment, and other contributing factors is performed to develop revenue projections and determine available resources for the upcoming budget cycle. Personnel assumptions are the primary focus of the Budget Office at this stage, with a comprehensive assessment of the impact of current or anticipated employee Memorandums of Understanding (MOU). Other known costs, such as debt obligations and self-insurance funding requirements are also projected, to arrive at a baseline budget. The baseline budget is presented to the Budget Engagement Commission (BEC) and Financial Performance and Budget Committee for feedback.

CITY DEPARTMENTS

In December, City departments attend a budget kickoff meeting where they receive the budget development calendar, a summary of the baseline budget, and direction on balancing measures, if applicable. The baseline budget represents the amount of funding available to maintain programs and current service levels and make progress towards achieving the City's Strategic Goals. During the months of December through January, departments define budgetary needs in relation to services, programs, and related strategic goals. Departments apply balancing measures using the criteria provided by City leadership. Departments also identify capital projects and funding sources for those projects during this time. Internal review of department budget submissions takes place in February, with executive leadership recommending adjustments and providing guidance on the budget submissions of each City department.

COMMUNITY ENGAGEMENT

Community engagement begins in earnest in March and continues through April, with the presentation of department budgets to their respective boards and commissions, where applicable. Presentations of department budgets and

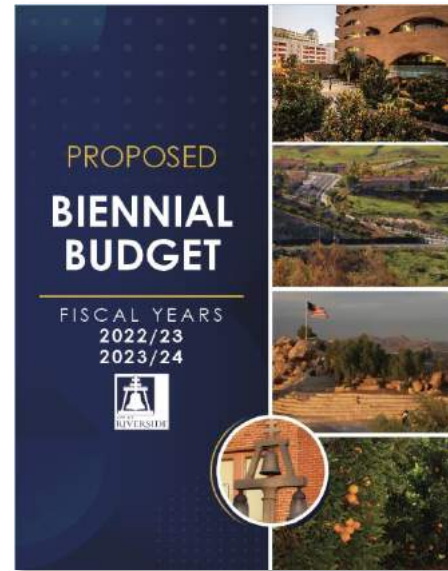


strategies to the BEC follow, where the departments receive feedback from BEC Commissioners on their proposed budget and budget strategies. A Council Budget workshop takes place in April. A brief overview of the preliminary budget is presented, followed by presentations of departmental preliminary budgets from each City department. Council feedback is incorporated into the proposed budget for adoption.

DEVELOPMENT OF A PROPOSED BUDGET AND FIVE-YEAR FINANCIAL PLANS

Internal budget workshops take place in February to discuss and select new funding allocations, with consideration of the strategic priorities defined by the City Council. During this timeframe, the City Manager's Office and Budget Office review departments' critical unfunded needs and work to identify potential funding sources, such as Measure Z. In addition to community engagement, the period of March through April is spent updating the preliminary budget; incorporating community, BEC, and City Council feedback into the citywide budget; and developing Five-Year Financial Plans for the City's major funds.

Departments present their preliminary budgets to the BEC during March and April and at a Council workshop in April. At these public meetings, Commissioners, Councilmembers, and the public gain an in-depth view into each City department's operations and fiscal challenges. Members of the BEC and City Council may ask questions and recommend changes to the preliminary budget. Public participation is encouraged during these workshops. Subsequently, feedback from all public meetings is incorporated into the budget to produce a proposed budget which will be recommended for Council adoption.



PROPOSED BUDGET SUBMISSION TO CITY COUNCIL

The City Charter requires that the City Manager provide City Council with a written proposed budget at least 35 calendar days before the beginning of each fiscal year (May 26). The Proposed Budget represents the culmination of the preliminary budget presentations to numerous boards, commissions, and community groups, as well as the Council budget workshop, incorporating the feedback received from those events to produce a Proposed Budget. In May, the Proposed Budget and Capital Improvement Program are presented to the City Council. Following a review of the budget, City Council sets a Public Hearing for June and provides public notice at least twenty days before the hearing as required by the City Charter. Copies of the proposed budget are made available for inspection by the public in the City Clerk's Office and on the City's publicly accessible website.

BUDGET ADOPTION BY CITY COUNCIL

As required by the City Charter, City Council will adopt the City's budget no later than June 30 of the fiscal year preceding the budget submitted for approval. The final budget submitted to the Council will be inclusive of all changes requested by the Council during the presentation of the proposed budget in May. The budget becomes effective July 1.

MID-CYCLE BUDGET UPDATE / QUARTERLY REPORTS

Per the City Charter, Section 601(c), the City Manager shall "keep the City Council advised of the financial condition and future needs of the City and make such recommendations as may seem desirable to the City Manager." To accomplish this mandate, the City Manager presents a Mid-Cycle Budget Update in May of the second year of a biennial budget cycle. This update includes necessary adjustments to the operating budget and personnel detail that have been identified by staff since the adoption of the Biennial Budget. For all budgets adopted, whether annual or biennial, quarterly fiscal

updates are presented to the BEC and City Council to keep City leadership and the public apprised of the City's financial condition throughout the budget period. The quarterly updates include recommended budget adjustments and fiscal strategies as needed to respond to the current fiscal state of the City.

ADJUSTMENTS TO THE ADOPTED BUDGET

The City Council may amend or supplement the adopted budget with the affirmative vote of at least five members to authorize the transfer of unused balances appropriated to one department or fund to another department or fund or to appropriate available funds not included in the budget. The City Manager is legally authorized to transfer budgeted amounts between divisions and accounts within the same department and fund over the course of a fiscal year. Through City Council adoption of the budget resolution (page 9), the Chief Financial Officer/City Treasurer may authorize interfund transfers as required provided funds are available, or as authorized by the City Council through the adoption of the budget. City Council approval is required for all transfers from unappropriated fund balances or fund balance contingency reserves.

BASIS OF BUDGETING: ACCOUNTING VERSUS BUDGETARY BASIS

The modified accrual basis of accounting is used by all General, Special Revenue, Debt Service, and Capital Projects Funds. This means that revenues are recognized when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when liabilities are incurred, except that principal and interest payments on long-term debt are recognized as expenditures when due. The accrual basis of accounting is utilized by all Enterprise and Internal Service Funds. This means that revenues are recorded when earned and that expenses are recorded at the time liabilities are incurred.

The City's basis for budgeting is consistent with accounting principles generally accepted in the United States of America and with the City's financial statements as presented in the Annual Comprehensive Financial Report (ACFR). Exceptions are as follows:

- Capital expenditures within the Enterprise Funds and Internal Service Funds are recorded as assets on an accounting basis but are shown as expenditures on a budgetary basis.
- Depreciation of capital assets and amortization of various deferred charges are recorded on an accounting basis only. These charges are not reflected in the budget document.
- Principal payments on long-term debt within the Enterprise Funds and Internal Service Funds are applied to the outstanding liability on an accounting basis but are shown as expenditures on a budgetary basis.
- Continued/Carryover appropriations represent previously budgeted funds unexpended at the end of the applicable budget period. Carryover requests approved by City Council are added to the City's current budget period but are not included in the budget document or original budget submission to City Council.
- Certain funding such as grant funding, are not included in the budget document; these items are appropriated as needed throughout the fiscal year with approval from City Council.

FISCAL POLICIES

The development of the City's budget is shaped by numerous fiscal policies. These policies promote and ensure organizational continuity, consistency, transparency, and responsibility from year to year. This section identifies some of the fiscal management tools that the City of Riverside uses to guarantee

fiscal and programmatic integrity and to guide the development of the City's budget. The City's fiscal policies are accessible via the City's [Finance Department website](#)³.

BALANCED BUDGET

In February 2018, the City adopted a Balanced Budget policy to ensure that the City's budget is consistent with Government Finance Officers Association (GFOA) recommendations. GFOA recommends that governments adopt a policy that defines a balanced budget, commit to ensuring a balanced budget is maintained to provide the best possible services to taxpayers, and provide disclosure when a deviation from a balanced budget occurs.

The City's policy is to adopt a biennial structurally balanced budget at an individual fund level. A biennial budget is structurally balanced when, over the course of two fiscal years, ongoing revenues equal ongoing expenditures, and limited duration or one-time revenues are only used for limited-duration or one-time costs. When developing a biennial balanced budget, the following elements must be considered:

- The City's reserve policies for individual funds (e.g., General Fund, Liability, Electric, Water and Sewer) must be taken into consideration to achieve or maintain an individual fund's reserve target;
- If a structural imbalance occurs or one-time revenues are used, the biennial budget will include a plan to bring revenues and expenditures into structural balance within the biennial budget cycle; and
- Appropriated revenues may include transfers from fund balances where such fund balance is expected to exist by the end of the fiscal year preceding the year of the adopted budget, and contingent upon meeting the minimum reserve requirements.

LONG-TERM FINANCIAL PLANNING

In February 2018, the City adopted a Long-Term Financial Planning policy to assist City leaders (elected officials and City management) in making prudent and informed financial decisions regarding economic development, tax policy, and labor negotiations. Credit rating agencies encourage long-term financial planning, and generally favor government entities with such plans when assigning bond ratings.

The Long-Term Financial Planning policy requires the City to adopt long-term financial plans spanning at least five years for all major City funds (e.g., General, Electric, Water, Sewer, etc.) in conjunction with the budget. The long-term financial plans should incorporate the following elements as relevant and appropriate:

An analysis of economic and demographic data at the national, state and local level;

Past revenue and expenditure trends;

Forecast assumptions;

Forecasts of major revenues and expenditures based on known data, documented assumptions, and input from subject matter experts, and various internal and external stakeholders; and

Compliance with existing City fiscal policies.

MULTI-YEAR CAPITAL PLANNING

On March 20, 2018, the City Council adopted a Multi-Year Capital Planning fiscal policy that requires the adoption of a capital plan spanning at least five years in conjunction with the adoption of the

³ [RiversideCA.gov/Finance/Fiscal-Policies.asp](https://www.RiversideCA.gov/Finance/Fiscal-Policies.asp)

City's budget. The policy defines a capital project as an asset or improvement having a total monetary cost of at least \$20,000 and a useful life of at least ten years.

PRIORITIZATION OF CAPITAL IMPROVEMENT PROJECTS

On March 20, 2018, the City Council adopted a Prioritization of Capital Improvement Projects fiscal policy that describes an objective process of prioritizing capital improvement projects to ensure consistency with the General Plan, and in conjunction with the budget process or otherwise as capital funding becomes available, using the following factors:

1. Risk to health, safety, and environment
2. Regulatory or mandated requirements
3. Asset condition, annual recurring costs, and asset longevity
4. Community investment and economic prosperity
5. Level and quality of service
6. Sustainability and conservation
7. Funding availability
8. Project Readiness
9. Multiple category benefit and bundling opportunities.

Each of the factors is further defined within the policy to facilitate objective prioritization.

GENERAL FUND RESERVE

In September 2016, the City updated its General Fund Reserve policy to ensure that reserve funds can be used to address any significant and unanticipated financial needs of the General Fund on an emergency basis, as well as provide additional resources to assist in maintaining stable service levels in times of fluctuating revenue and/or unanticipated expenditures. The City established a 15% minimum required reserve balance for the General Fund in two categories:

- **Emergency Reserve:** 10% of the General Fund expenditure budget, established for the purpose of addressing any extremely unusual and infrequent occurrences, such as a major natural disaster or a major unforeseen settlement. Use of this reserve requires declaration of an emergency by a two-thirds majority of the City Council with specification of the maximum dollar amount to be used. If the Emergency Reserve is accessed, City staff must present a plan to City Council for returning the Emergency Reserve to the 10% minimum level following the end of the emergency. The proposed timeline for restoring reserves must not exceed three years.
- **Economic Contingency Reserve:** 5% of General Fund expenditure budget, established for the purpose of providing a "bridge" to facilitate a measured and thoughtful reduction in expenditures during times of economic downturn, rather than making immediate and drastic budget cuts without the time for proper evaluation. Use of this reserve, including specification of the maximum dollar amount to be used, requires approval by a two-thirds majority of the City Council. Once utilization of the Economic Contingency Reserve has been terminated, City staff must present a plan to City Council to return the Economic Contingency Reserve to the 5% minimum level within three years.

Reserve Target: The General Fund Reserve policy established a goal to bring reserves to a total of 20% of the General Fund expenditure budget (15% Emergency Reserve and 5% Economic Contingency Reserve) budget by FY 2019/20. The City met the 20% reserve goal in FY 2018/19 and has maintained this reserve level in each of the following fiscal years to date.

Surplus Reserves: General Fund Reserves that exceed 20% are categorized as Surplus Reserves. City Policy requires City Staff present a plan to the City Council with options for appropriate uses of Surplus Reserves if it exceeds 10% of the General Fund expenditure budget during a fiscal year (for a total 25% General Fund Reserve balance). Acceptable uses of the surplus funds include deferred capital projects, vehicle or equipment purchases, or other expenditures of a one-time nature.

Use of General Fund Reserves for Other Purposes: The City recognizes that from time to time there may be reasons to utilize General Fund reserves for special projects, programs, and purchases of a one-time nature. If Surplus Reserves are to be used, the City Council may appropriate the funds in the context of the City's overall financial needs as presented by City Staff. If Surplus Reserves are not available, the City Council may appropriate funds from the Economic Contingency Reserve for one-time projects with two-thirds approval in the context of the City's overall financial needs as presented by staff. City staff must include an appropriation to reserves in the following fiscal year's budget to restore the Economic Contingency Reserve to the minimum 5% level. Any report requesting a supplemental appropriation from reserves must include an analysis of the impact of the appropriation on the General Fund Reserve balance.

MEASURE Z RESERVE

On April 2, 2019, the City adopted a Measure Z Reserve policy establishing a minimum reserve balance of \$5 million. The use of reserves, including specification of the maximum amount to be used, requires an affirmative vote of at least five Council members, and reserves are required to be replenished within two years. The policy also provides for a wind-down plan that includes the strategic depletion of the reserves over the final three years of the effective term of the transaction and use tax. Surplus reserves above the \$5 million reserve balance are to be allocated to new spending initiatives.

SEWER ENTERPRISE FUND RESERVE

The City Council adopted a Sewer Enterprise Fund Reserve policy in November 2016 designed to establish guidelines to ensure the fiscal stability of the Sewer Fund. Three major reserve categories are defined in the policy:

1. **Restricted Reserves**, established and utilized for narrowly defined purposes as specified by legal restrictions, bond covenants, emergencies, and other regulations or ordinances as approved by the City Council. This reserve category includes a cash amount equal to 10% of annual operating expenses of the Sewer Fund.
2. **Unrestricted, designated reserves** meet specific purposes set aside by the City Council and may be held for specific capital or operating purposes. Examples include customer deposits and Sewer public benefit funds.
3. **Unrestricted, undesignated reserves** may be used for any lawful purpose and have not yet been designated for specific use. Reserve allocations in this category include:
 - a. **Operating/Maintenance (Working Capital)** equal to a minimum of 60 days with a target level of 120 days of operating and maintenance expenses based on the most recent audited financial statements.
 - b. **Debt Service** equal to a minimum of 50% with a target level of 100% of the maximum annual debt service payment in the upcoming fiscal year.
 - c. **Emergency Capital and Equipment** equal to a minimum of 0.5% with a target of 1% of the replacement value of depreciable capital assets for the sewer system (sewer collections and the Riverside Water Quality Control Plant (RWQCP).
 - d. **System Improvements Capital (Capital Construction)** equal to a minimum of 25% with a target of 50% of the projected five-year rolling average capital project expenditures for the Sewer Fund.

- e. **Heavy Equipment Replacement** equal to a minimum of 25% with a target of 50% of the projected five-year rolling replacement schedule of heavy equipment for the Sewer Fund.

ELECTRIC AND WATER RESERVES

In July 2018, the City Council adopted an updated set of fiscal policies for the Riverside Public Utilities (RPU) funds, including policies for cash reserves, debt management, forecasting and financial planning, and more. The cash reserve policy defines three major categories of reserves for the Electric and Water funds as follows, with the reserve amount specific to each fund individually:

1. **Restricted Reserves**, established and utilized for narrowly defined purposes as specified by legal restrictions, bond covenants, and other regulations or ordinances.
2. **Unrestricted**, designated reserves meet specific purposes set aside by the Board of Public Utilities and City Council and may be held for specific capital or operating purposes. Examples include customer deposits and reserves for capital repair or replacement.
3. **Unrestricted, undesignated reserves** may be used for any lawful purpose and have not yet been designated for specific capital and operating purposes. Reserve allocations in this category include:
 - a. **Operating (Working Capital)** equal to a minimum of 60 days with a target level of 90 days of operating and maintenance expenses based on the most recent audited financial statements of the respective fund.
 - b. **Rate Stabilization** equal to a minimum/maximum target of 10%/20% (Electric) and 7%/15% (Water) of operating revenues of the respective fund.
 - c. **Emergency Capital** equal to a target of 1% with a maximum level of 2% of the value of depreciable capital assets as reported in the most recent audited financial statements for the respective fund, in conjunction with a target of 6 months and a maximum of 9 months of the following year's approved capital improvement expenditures for each fund.
 - d. **Debt Service** equal to the maximum semi-annual debt service payment in the upcoming fiscal year for the respective fund.

The cash reserve policy also allows for the use of a line of credit as an alternative to holding cash reserves to meet the target minimum reserve levels. This strategy benefits RPU during periods of capital spending, allowing RPU to utilize cash reserves on capital projects and reduce rate impacts to customers, while remaining in compliance with target minimum reserve levels.

SELF-INSURANCE TRUST FUNDS RESERVE

On November 28, 2017, the City Council adopted the Self-Insurance Trust Funds Reserve policy. The purpose of the policy is to maintain a prudent level of cash reserves in the City's Self-Insurance Trust Funds to address anticipated future payouts, while recognizing that not all liabilities will result in actual cash outlays and some liabilities reflect expenses to be incurred over multiple future years. The policy establishes a 50% minimum funding level of the total combined current claims liability outstanding for the Self-Insurance Trust Funds effective June 30, 2020. If at any future point of measurement, the combined cash reserve is lower than the required minimum balance, staff must present a plan to the City Council as part of the subsequent budget process to bring the balance above the minimum requirement within three fiscal years. If at any future point of measurement, the combined cash reserve is above 75%, during the subsequent budget process charges to contributing funds must be reduced proportionate to the original contribution from the funds.

PENSION FUNDING

On August 6, 2019, the City approved a Pension Funding policy to increase the funding ratio of the City's pension plans and to reduce pension contributions from City funds in order to maintain City

programs and services. The policy provides for the establishment of a Section 115 Pension Trust to realize greater investment returns than what is available through the City's cash pool investments. Unanticipated one-time revenues received by the City are to be prioritized at a rate of 50% of the revenue alongside other critical needs to make one-time payments on the City's unfunded accrued pension liability.

PROPOSITION 4 (GANN) APPROPRIATIONS LIMIT

Proposition 4 or the "Gann Initiative" was passed in November 1979 and Article 13-B was added to the California Constitution. For state and local governments, the initiative mandates that the total annual appropriations limit shall not exceed the spending limit for the prior year adjusted for the change in the cost of living and the change in population, except as outlined in the government code. The initiative requires that the City Council establish its spending limit each year by resolution.

The appropriations limit is calculated by determining appropriations financed by proceeds of taxes in the base year and adjusting the limit each subsequent year for changes in the cost of living and population as reported to the City by the State. This appropriations limit is the maximum limit of proceeds from taxes the City may collect or spend each year. Appropriations subject to limitation do not include certain appropriations as outlined in Article 13-B, such as debt service and qualified capital outlay projects.

In June 2022, the City Council adopted a Resolution No. 23867 to establish the City of Riverside's annual Gann Appropriations Limit for FY 2022/23. For more detail about the Gann Limit calculation, refer to Appendix C: Gann Appropriations Limit.

CONTINUED/CARRYOVER APPROPRIATIONS

The City's Municipal Code states that all unexpended or unencumbered appropriations shall lapse at the end of the fiscal year, except for appropriations for capital projects that are required for the completion of the approved project. Encumbered funds from the previous fiscal year are carried over to the current fiscal year. The City has established a carryover review process that allows a department to submit justification for the carryover of unencumbered, unexpended appropriations that it recommends be carried over to the next fiscal year. The resulting list of continued appropriations is presented to the City Council for approval; if approved by the City Council, the continued appropriations become part of the City's budget for the new fiscal year. The continuing appropriations are not included in the budget document.

CASH/INVESTMENT MANAGEMENT

One of the City's highest fiscal management priorities is maintaining the value of its cash and investment assets. In accordance with the City Charter and under authority granted by the City Council, the Chief Financial Officer is designated the responsibilities of the Treasurer and is responsible for investing the unexpended cash in the City Treasury. The City's investment program is managed in conformance with federal, state, and other legal requirements, including California Government Code Sections 16429.1-16429.4, 53600-53609, and 53630-53686.

The City's Investment Policy was updated and approved by City Council in April 2020 to ensure the effective and judicious fiscal and investment management of the City's funds. The City's portfolio is designed and managed in a manner that provides a market rate of return consistent with the public trust and the prioritized objectives of safety, liquidity, and yield. The full text of the City's Investment Policy is available at the Finance Department's Fiscal Policies website⁴.

⁴ [RiversideCA.gov/Finance/Fiscal-Policies.asp](https://www.RiversideCA.gov/Finance/Fiscal-Policies.asp)

DEBT MANAGEMENT

The California Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. Per State of California statute, the City's debt limit is set at 15% of total adjusted assessed valuation of all real and personal property within the City. This limit applies to debt supported by taxes.

Currently, the City's total General Obligation Debt is significantly below its debt limit. The City also carries bonded debt secured by specific revenue sources, Certificates of Participation, and Lease Revenue Bonds secured by interests in City assets as well as capital leases and loans. The Finance Department actively monitors the City's debt portfolio to ensure that adequate revenues exist to service debt and to identify opportunities to reduce debt service costs.

CITY DEBT PROFILE

According to the City of Riverside's Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2021, net bonded debt equaled \$1.85 billion. The following are some of the credit ratings maintained by the City as of June 30, 2021:

	Standard and Poor's Financial Services, LLC	Fitch Ratings Inc.	Moody's Investors Service
General Obligation Bonds	AA	AA	Not Rated
Taxable Pension Obligation Bonds	AA	AA-	Not Rated
Electric Revenue Bonds	AA-	AA-	Not Rated
Sewer Revenue Bonds	AA-	Not Rated	A1
Water Revenue Bonds	AAA	AA+	Aa2

DEBT LIMIT

Based on figures from the FY 2020/21 Annual Comprehensive Financial Report (ACFR), the City had \$6.5 million of general obligation debt outstanding as of June 30, 2021 that was supported by taxes and subject to the legal debt limit. The City's assessed valuation for FY 2020-21 was \$23.285 billion resulting in a debt limit of \$873.171 million and a current ratio of debt to assessed value of 0.7%. This percentage is well below the mandated limit and is not expected to exceed the limit for the duration of the FY 2022-2024 budget period.

RISK MANAGEMENT

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. Self-Insurance Trust Funds have been established to account for and finance the uninsured risks of loss. Various insurance policies are carried by the City to cover risks of loss beyond the self-insured amounts covered by the Self-Insurance Trust Funds. Using an allocation model based on 5-year claims history, the cost of the various insurance coverages, whether self-insured or externally insured, are allocated to City departments. In November 2017, the City updated its Self-Insurance Trust Funds Reserve Policy to ensure it maintains a prudent level of cash reserves – refer to the *Self-Insurance Trust Funds* policy on page 33.

OTHER POLICIES

Additional fiscal policies are available for viewing at the Finance Department's Fiscal Policies website⁵.

⁵ [RiversideCA.gov/Finance/Fiscal-Policies.asp](https://www.riversideca.gov/Finance/Fiscal-Policies.asp)

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FIVE-YEAR FINANCIAL PLANS



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OVERVIEW

Multi-year financial planning provides the City Council, City staff, and the public with greater certainty regarding the ongoing funding and staffing for programs and services. During the development of long-term financial plans, the City identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures, or staffing levels. The analysis is based on past city revenue and expenditure trends, general and relevant economic trends and outlooks, input from City departments who oversee those specific expenditure and revenue streams, and consultation with outside economists and revenue experts. The Five-Year Financial Plans account for approximately 81% of the City's total budgeted expenditures in FY 2022/23 and 85% in FY 2023/24.

REVENUE AND EXPENDITURE FORECASTING METHODOLOGY

Citywide revenues and expenditures are projected using two forecasting techniques: qualitative analysis, and quantitative analysis.

Qualitative analysis projects future revenues and/or expenditures using non-statistical techniques. These techniques rely on human judgment rather than statistical analysis to arrive at revenue projections. Qualitative forecasting is essential for projecting revenue or expenditure components that are unstable, volatile, or for which there is limited historical information. To facilitate sound qualitative analysis, Riverside seeks input from outside sources such as the City's sales tax consultant (HdL), Riverside Convention and Visitors Bureau, Riverside Auto Center, and other local businesses.

Quantitative analysis involves looking at data to understand historical trends and causal relationships. One kind of quantitative analysis is time series analysis; it is based on data which have been collected over time and can be shown chronologically on graphs. When using time series techniques, the forecaster is especially interested in seasonal fluctuations which occur within a year, the nature of multiyear cycles, and the nature of any possible long-run trends. Causal analysis is another type of quantitative analysis; it deals with the historical interrelationships between two or more variables. One or more predictors influence, directly or indirectly, the future revenue or expenditures (e.g., the effect of transient occupancy tax revenue on sales tax revenue).

The five-year assumptions for each of the Five-Year Financial Plans are described in their respective sections.

ENTERPRISE FUNDS - WORKING CAPITAL

Working capital reflects the available resources of a proprietary fund, computed as the difference between current assets and current liabilities. Working capital is a more appropriate basis for the analysis of enterprise funds because it excludes the significant capital assets and debt of an enterprise fund and focuses on what is essentially unrestricted fund balance or resources available to spend. The following Five-Year Financial Plans for the Electric, Water, Sewer, Refuse, and Public Parking funds present the projected change in working capital for the five-year period.

GENERAL FUND FIVE-YEAR FINANCIAL PLAN

A five-year financial plan projects the fiscal health of the City's General Fund and allows policy makers and management to understand the fiscal gaps that may exist between revenue forecasts and projected expenditure requirements. The five-year General Fund financial plan provides a guide for establishing City department budget targets; these targets are used by departments to develop budget proposals that are constrained by the resources anticipated to be available in the upcoming fiscal year.

REVENUE ASSUMPTIONS

Revenue estimates for the General Fund five-year plan are prepared through an objective, analytical process based on year-to-date trends, prior years' data, and anticipated one-time adjustments. In all instances, the City provides reasonable revenue projections to prevent undue or unbalanced reliance on certain revenues and to ensure the ability to provide ongoing services. Data used to compile General Fund revenue assumptions includes, but is not limited to, communication with the business community (e.g., shopping centers, malls, and auto center); economic data; historical revenue analysis; sales tax and economic consultants; City departments; and the County of Riverside.

Sales tax, property tax, utility user tax, and the general fund transfer make up the majority of all General Fund Revenues and Transfers In, at approximately 79%. Sales tax is the City's largest revenue source, at approximately 27% of total General Fund revenues. Sales tax is trending significantly higher than prior years, posting 18% annual growth over the prior year in FY 2020/21 and currently trending approximately 14% higher in FY 2021/22, although the current growth is predominantly the result of inflationary factors. Actual results will depend on how consumers and retailers respond to inflation and its impacts on slowing the economy. For the budget, sales tax is projected at a 2.9% annual growth rate over FY 2021/22 projections, which is expected to be a sufficient buffer against potential slower growth. Property tax is projected at an annual 3.8% growth rate on the advice of the City's property tax consultant, offset by a projected slowing of Successor Agency property tax revenue. The City's Measure I property tax, which produces approximately \$1.4 million annually, sunsets in FY 2021/22 and is therefore excluded from revenue projections.

Utility user tax and the general fund transfer (GFT) have remained mostly flat in recent years, but modest annual growth is projected as a result of electric and water rate increases scheduled in the five-year rates plans effective through FY 2022/23. The combined transfer represents approximately 16.5% of General Fund revenue in the budget. Potential impacts of a legal challenge to the transfer from the Electric Fund have not been incorporated into the long-term plan. The status of this challenge is described in the *Fiscal Challenges, Risks, and Strategies* section of this long-term plan narrative.

The two Charges of Services revenue categories reflect protracted revenue recovery to pre-pandemic revenue levels in recreation revenues and developer fees. These two revenue categories continue to lag behind the pre-COVID revenue levels. Recreation revenues are projected to regain pre-pandemic revenue level in FY 2023/24. Developer fees are projected at a conservative 1.9% annual growth rate based on FY 2020/21 actuals and lagging revenues in FY 2021/22.

EXPENDITURE ASSUMPTIONS

When developing expenditure assumptions for the General Fund, both known factors, such as the impact of employee Memorandums of Understanding (MOUs); debt service requirements; contractual obligations; and economic uncertainties, such as the rising cost of goods and services are considered. During the development of the budget, City departments perform a comprehensive analysis of financial requirements to maintain service levels and quality, maintain critical infrastructure, and provide programs. For non-personnel costs estimates, fixed costs for multi-year contracts, assumptions based upon historical spending trends within individual expenditure categories, and a conservative Consumer Price Index (CPI) factor are applied to expenditure projections throughout the five-year plan. The projected budget includes a 4.5% CPI increase in FY 2022/23 and 3% CPI increase in FY

2023/24 in the discretionary line items of non-personnel, special projects, and minor capital; these are the categories within which departments allocate their operating budgets to the programs and services they provide.

Personnel costs are the largest and most impactful expenditure category in the General Fund budget, exceeding 70% of the total General Fund budget, excluding the California Public Employees Retirement System Unfunded Accrued Liability (CalPERS UAL). All currently active MOUs are scheduled to expire in FY 2021/22; however, no increases have been projected or incorporated into the budget. If the negotiated increases exceed the projected General Fund surplus in the budget, mid-cycle balancing measures such as vacancy savings or service cuts will need to be considered to comply with the City's Balanced Budget Fiscal Policy adopted by the City Council on February 20, 2018.

The budget and five-year plan include long-term strategies to address the City's long-term fiscal health. The five-year plan includes annual contributions to the Section 115 Trust Fund totaling \$34.4 million over five years for the long-term management of the CalPERS UAL. Beginning in FY 2024/25, the five-year plan includes an annual contribution of \$2.5 million to a capital replacement fund to address the City's current lack of funding for deferred maintenance and capital investment in the City's fleet, technology, and property assets.

Challenges from the pandemic are expected to continue to impact revenue generation at the City's entertainment venues including the Convention Center, Fox Theater, and The Box. As a result, the General Fund subsidy for those funds continues to be higher than pre-pandemic levels. The fund-subsidies in the five-year plan are predicated on full recovery of the venues to pre-pandemic revenue generation levels in FY 2024/25.

FISCAL CHALLENGES, RISKS, AND STRATEGIES

MAINTAINING GENERAL FUND RESERVES

As costs increase each year, the amount required to maintain a 20% reserve will also increase: for every \$1 million increase in appropriations, \$200,000 is required to be added to fund reserves. For example, if personnel increases totaling \$5 million are negotiated and approved, an additional \$1 million must be planned to be set aside to maintain the 20% required reserve level. Therefore, an annual operating surplus is necessary to contribute to fund reserves and maintain reserve levels. So, although a minor surplus is projected in each year of the long-term plan, the ability to maintain reserves at the required 20% level remains a fiscal challenge.

GENERAL FUND TRANSFER FROM ELECTRIC FUND

While the City has received a temporary reprieve in the Measure C litigation, there are sure to be ongoing challenges to the General Fund transfer that will require the City to strategically position itself against further challenges to such a heavily relied upon revenue source for the General Fund. The risk of losing the General Fund transfer puts key City services at tremendous risk.

SALARIES AND BENEFITS

The current MOUs will expire in FY 2021/22. Because negotiated terms can vary broadly, no assumptions were made in the budget (FY 2022/23 and 2023/24) regarding personnel increases. It is important to note that any negotiated increases will have a compounding effect on the annual budget; therefore, for planning purposes, a 4% increase in FY 2024/25 and annual 2% increase in the following two years have been incorporated into the five-year plan personnel line item.

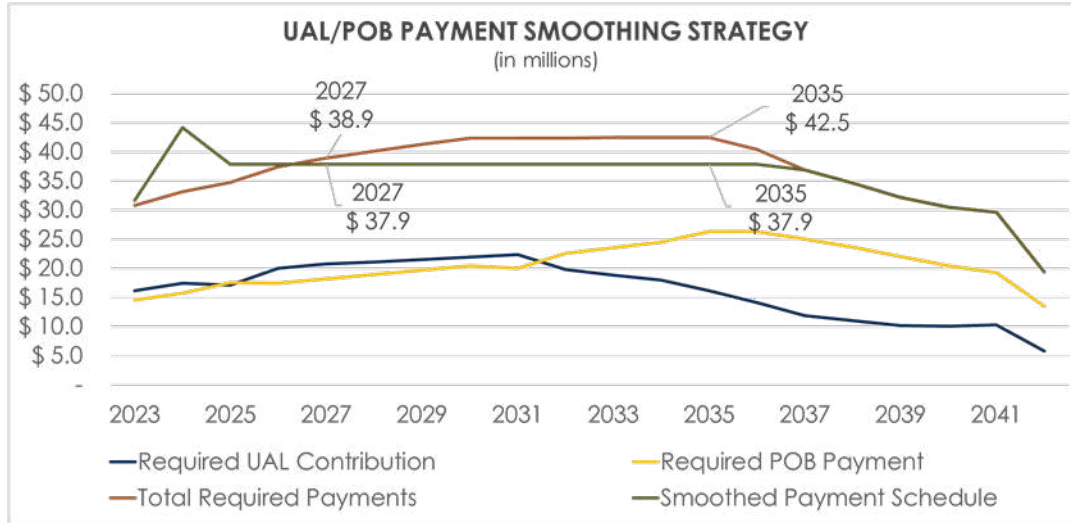
UNFUNDED PENSION LIABILITY

In FY 2022/23, the City's 2004 Safety Pension Obligation Bond will be paid in full; however, the City's outstanding UAL continues to place pressure on the financial health of the General Fund. Two financial strategies have been employed to address the City's UAL:

- A \$432 million Pension Obligation Bond (POB) was issued in 2020 which is expected to save approximately \$175 million over the life of the debt.

- A Section 115 Trust was established to realize greater investment returns than what is currently available through the City's cash pool investments. Withdrawals from the Trust are legally restricted to pay the City's retirement obligations.

While the 2020 POB helped to smooth the UAL payment schedule in future years, the combined annual payment obligations on the 2020 POB and the UAL portion remaining with CalPERS will continue to increase, peaking in FY 2034/35. Therefore, following the payoff of the 2004 Safety POB in FY 2022/23, the General Fund's long-term plan redirects that debt's annual payment obligation to a series of contributions to the Section 115 Trust which are designed to result in level payments of \$37,925,000 annually for a period of 12 years, from FY 2024/25 through FY 2035/36. This strategy will minimize the impact on the City's annual budget and preserve general revenues to maintain ongoing operations.



The smoothing strategy is based upon estimates from a point-in-time during the development of the budget and CalPERS actuarial reports dated July 2021 for the year ending June 30, 2020. Subsequently, CalPERS reported investment earnings of 21.3% in FY 2020/21 and preliminary investment losses of 6.1% in FY 2021/22. The net result of the two fiscal years of investment returns will be a decrease in total UAL payments beginning in FY 2023/2024 as compared to those currently presented in the five-year plan.

PRIORITY BASED BUDGETING

The City is transitioning to a Priority Based Budgeting (PBB) methodology to add transparency to City programs and funding sources and to improve the City's ability to respond and adapt to fiscal stress. This budgeting methodology includes inventorying and identifying the cost of City programs and scoring their alignment with the City's strategic priorities. This information can be used to shift resources away from low-alignment programs to high-alignment programs as well as identify potential funding reallocations for critical needs or to address fiscal challenges.

FUND RESERVES

The City's General Fund Reserve Policy adopted by the City Council on September 6, 2016 requires maintaining minimum reserve levels, as well as a replenishment of reserves within three years if reserves are used for any purpose.

- **Emergency Reserve:** The Emergency Reserve is established for the purpose of addressing any extremely unusual and infrequent occurrences, such as a major natural disaster or a major unforeseen settlement. Utilization of the emergency reserve requires declaration of an emergency by a two-thirds majority of the City Council, and specification of the maximum dollar amount to be used. In the event that the Emergency Reserve is accessed, staff must present a plan to the City Council following the termination of the emergency to return the Emergency Reserve to the 10% minimum level and an aspirational goal of 15%. The proposed timeline for restoring the reserve level must not exceed three years.

- **Economic Contingency Reserve:** The Contingency Reserve is established for the purpose of providing a "bridge" to facilitate a measured and thoughtful reduction in expenditures during times of economic downturn, rather than making immediate and drastic budget cuts without time for proper evaluation. Utilization of the economic contingency reserve, including specification of the maximum dollar amount to be used, requires approval by a two-thirds majority of the City Council. Once utilization of the Economic Contingency Reserve has been terminated, staff must present a plan to the City Council to return the Economic Contingency Reserve to the 5% minimum level over no more than a three-year period.

The policy reserve level is calculated as 20% of the subsequent fiscal year's adopted budget. The long-term plan projects a nominal annual growth in General Fund reserves, however a portion of the surplus in each year will be required to be set aside to maintain the 20% policy reserve level, as indicated at the bottom of the five-year plan.

The General Fund is projected to operate in a positive position with the incorporated assumptions, primarily due to projected revenue growth and Measure Z tax revenue. The assumptions do not take into account the potential impacts of ongoing labor negotiations nor the legal challenge to the electric transfer to the General Fund. Further, while the short-term outlook for the General Fund has improved there are still significant financial challenges that continue to impact the long-term fiscal health of the General Fund. Volatility in the financial markets will continue to impact the financial performance of the CalPERS retirement fund and cause the unfunded accrued liability to fluctuate unpredictably. Additionally, while Measure Z has provided much needed support to the General Fund and has been able to financially support critical unfunded needs, the City has been unable to establish a long-term program for infrastructure investment in much needed deferred maintenance and capital improvements. The long-term strategies incorporated into the five-year plan will be critical to meeting these challenges. The City's continued transition to a Priority Based Budgeting methodology is expected to better align the City's limited resources with the City's strategic priorities and service needs.

GENERAL FUND FIVE-YEAR FINANCIAL PLAN⁶

	Projected FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
Property Taxes	\$ 76,939,716	\$ 79,280,514	\$ 79,895,400	\$ 82,678,900	\$ 85,572,662	\$ 88,567,705
Sales & Use Tax	81,157,400	83,514,697	85,914,880	87,633,178	89,385,841	91,173,558
Utility Users Tax	31,556,617	32,799,766	33,522,261	33,905,170	34,352,304	34,933,989
Transient Occupancy Tax	6,120,000	7,103,900	7,317,100	7,536,700	7,762,800	7,995,700
Franchise Fees	5,617,000	5,722,100	5,843,700	5,979,100	6,127,200	6,287,100
Licenses & Non-Developer Permits	8,775,457	8,974,993	9,166,455	9,361,292	9,559,604	9,761,394
Intergovernmental Revenues	1,643,045	1,711,349	1,708,525	1,711,415	1,714,498	1,717,816
Non-Development Charges for Services	9,428,680	10,032,978	10,769,145	11,029,725	11,298,591	11,575,928
Developer Fees & Charges for Services	6,714,950	6,794,704	6,946,746	7,102,530	7,262,018	7,418,492
Fines & Forfeits	1,606,800	1,893,100	1,921,827	1,953,265	1,985,434	2,018,352
Special Assessments	550,540	541,200	550,853	560,708	570,770	581,044
Miscellaneous Revenues	3,064,160	3,181,405	3,203,929	3,265,632	3,337,104	3,410,399
Other Financing Sources	1,000,000	-	-	-	-	-
General Fund Transfer	48,208,700	50,809,600	53,202,300	54,013,600	54,482,300	55,058,200
Measure Z Transfer In	18,266,026	18,266,026	18,266,026	18,266,026	18,266,026	18,266,026
Total Revenues/Transfers In	\$ 300,649,091	\$ 310,626,332	\$ 318,229,147	\$ 324,997,241	\$ 331,677,152	\$ 338,765,703
EXPENDITURES / TRANSFERS OUT						
Personnel	\$ 199,302,338	\$ 210,192,231	\$ 212,037,979	\$ 220,519,498	\$ 224,929,888	\$ 229,428,486
Leave Payouts	6,576,287	7,365,441	8,249,294	9,239,210	10,347,915	11,589,665
CalPERS UAL - Safety	9,806,181	11,160,600	12,156,138	11,476,891	13,725,119	13,964,166
CalPERS UAL - Miscellaneous	4,919,039	5,046,956	5,259,326	5,699,500	6,268,040	6,779,769
Non-Personnel – Non-Discretionary	10,966,985	13,694,931	16,356,919	15,053,567	15,474,056	15,950,453
Non-Personnel – Discretionary	43,521,024	43,660,200	45,106,388	45,567,413	46,770,489	47,408,415
Special Projects	6,873,306	7,138,487	7,234,345	7,401,132	7,537,888	7,718,996
Minor Capital	429,477	420,589	416,613	544,021	671,798	681,081
Debt Service	32,769,205	32,938,950	22,716,810	24,418,810	23,373,000	24,057,050
Charges To/From	(17,459,758)	(17,895,342)	(18,357,110)	(18,229,815)	(18,591,989)	(18,870,827)
Cost Allocation Plan	(23,526,240)	(21,652,818)	(22,677,171)	(22,861,552)	(23,309,518)	(23,738,402)
Special Districts Fund Subsidy	1,414,454	1,397,854	1,430,920	1,466,389	1,502,031	1,526,265
Convention Center Fund Subsidy	6,661,600	5,999,800	5,304,990	5,007,143	5,077,594	5,151,261
Entertainment Fund Subsidy	4,750,400	4,317,818	3,863,700	3,669,012	3,686,630	3,701,730
Cheech Marin Center Subsidy	342,900	986,980	1,014,040	1,044,825	1,075,828	1,107,052
Transfer to Section 115 Trust	499,745	895,490	11,000,000	7,500,000	7,500,000	7,500,000
Transfers to Other Funds	189,046	-	-	2,500,000	2,500,000	2,500,000
Total Expenditures/Transfers Out	\$ 288,035,989	\$ 305,668,167	\$ 311,113,181	\$ 320,016,044	\$ 328,538,769	\$ 336,455,160
Five-Year Financial Plan Surplus/(Deficit)	\$ 12,613,102	\$ 4,958,165	\$ 7,115,966	\$ 4,981,197	\$ 3,138,383	\$ 2,310,543

⁶ Classification of line-item revenue and expenditures in Five-Year Plan categories may vary from their classification in the budget categories presented in other sections of this publication.

	Projected FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
FUND RESERVES						
Beginning General Fund Reserve	\$ 57,400,000	\$ 70,013,102	\$ 74,971,267	\$ 82,087,233	\$ 87,068,430	\$ 90,206,813
Increase / (Use of) Fund Reserves	12,613,102	4,958,165	7,115,966	4,981,197	3,138,383	2,310,543
Ending General Fund Reserve	\$ 70,013,102	\$ 74,971,267	\$ 82,087,233	\$ 87,068,430	\$ 90,206,813	\$ 92,517,356
<i>Ending Fund Reserve to Next FY Spending Percentage</i>	23%	24%	26%	27%	27%	N/A

MEASURE Z FUND FIVE-YEAR FINANCIAL PLAN

OVERVIEW

Measure Z, a one-cent Transaction and Use Tax (TUT), was approved by Riverside voters in November 2016 for a period of 20 years. Tax collection began in April 2017 and will expire in March 2036. While the accounting and activities of the Measure Z Fund are legally a part of the General Fund and combined for reporting purposes in the Annual Comprehensive Finance Report, the City tracks Measure Z financial activity in an operating fund and a capital fund. These two fund types are required for reporting financial activity in compliance with Generally Accepted Accounting Principles (GAAP). However, to provide the most transparent and easily comprehensible view of the collection and use of Measure Z revenue, a Measure Z Spending Plan is utilized which reports data in a programmatic view and excludes extraneous accounting information, such as transfers between the two Measure Z funds.

Council's adoption of the FY 2022-2024 budget does not constitute adoption of subsequent years of Measure Z programming. Measure Z programming is formally adopted by Council action only for the fiscal year(s) stated in the budget resolution accompanying a proposed budget.

REVENUE ASSUMPTIONS

The transaction and tax projection in the Measure Z five-year plan is based on reports from the City's sales tax consultant, economic conditions, and a review of revenue performance to date. A modest 2.9% annual growth is projected in this revenue source based on current economic conditions and the ongoing uncertainty of inflationary impacts and consumer trends on sales tax revenue.

EXPENDITURE ASSUMPTIONS

The expenditure projections for Measure Z assume a continuation of spending items that were approved without a defined termination date. Measure Z provides funding for 181.00 full-time equivalent (FTE) personnel. Although active MOUs are scheduled to expire in FY 2021/22, no assumptions regarding potential salary or benefit increases have been projected or incorporated into the budget or five-year plan. Negotiated increases in salary or benefits will reduce each year's projected surplus.

NEW SPENDING INITIATIVES

With the adoption of the FY 2022-2024 budget, the City Council approved the following new or revised spending initiatives:

- **Spending Item #25 – New Police Headquarters:** Increase total project cost to \$44 million. The spending plan has been updated to reflect estimated annual debt obligations for a debt issuance of \$44 million in late FY 2022/23.
- **Spending Item #28 – Annual Deferred Maintenance (Existing Facilities):** Add \$500,000 annually.
- **Spending Item #29 – Maximize Roads/Streets (Pavement Condition Index):** Add \$8 million annually.
- **Spending Item #30 – Tree Trimming:** Additional \$2.5 million for 3-5 years. The increase has been added to the spending plan for five years through FY 2026/27.
- **Spending Item #39 – Public Safety & Engagement Team (PSET) Urban:** Expand the existing PSET program to add 15.00 full-time equivalents (FTE) plus non-personnel costs of approximately \$529,000 annually for a total increase of \$2,038,405 in FY 2022/23 and \$1,959,730 in FY 2023/24.
- **Spending Item #48 – Office of Homeless Solutions Expansion:** Add 2.00 FTE with a fiscal impact of \$157,307 in FY 2022/23 and \$162,479 in FY 2023/24.

- **Spending Item #49 – Public Safety & Engagement Team (PSET) Wildlands:** A new spending item which includes 28.00 new FTE plus non-personnel costs of approximately \$1.39 million annually for a total budget of \$5,859,685 in FY 2022/23 and \$4,633,429 in FY 2023/24.
- **Spending Item #50 – Public Safety Enterprise Communication System (PSEC) Radios:** A new spending item with a fiscal impact of \$343,438 annually for four years.
- **Spending Item #51 – Office of Sustainability:** A new spending item that includes 1.00 new FTE plus annual non-personnel costs of \$200,000. The total budget is \$391,293 in FY 2022/23 and \$398,636 in FY 2023/24.
- **Spending Item #52 – Sidewalk Repair:** A new spending item with a fiscal impact of \$600,000 annually.

FUND RESERVES

On April 2, 2019, the City Council approved a Measure Z Reserve Policy requiring a minimum \$5 million Contingency Reserve, which, if drawn upon, must be replenished within two years. This amount is separately reserved and excluded from the plan, which shows only unallocated reserves.

Measure Z unallocated fund reserves are projected to be \$39.29 million at the end of FY 2021/22. Policy reserves of \$5 million are set aside separately from the unallocated reserve calculations shown in the spending plan. The two-year budget and five-year spending plan results in a projected annual drawdown of Measure Z reserves ranging from \$5.39 million to \$7.95 million in the five-year spending plan, and projected ending reserves of \$6.31 million in FY 2026/27. The potential fiscal impact of ongoing labor negotiations has not been incorporated into the spending plan, and any impacts will result in a draw on the unallocated reserves presented in the five-year spending plan.

MEASURE Z FIVE-YEAR FINANCIAL PLAN

Spending Items	Budgeted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE						
Transaction & Use Tax	\$ 74,346,000	\$ 76,502,034	\$ 78,720,583	\$ 80,609,270	\$ 81,818,410	\$ 83,045,690
Interest Earnings	300,000	300,000	300,000	300,000	300,000	300,000
Total Revenues	\$ 74,646,000	\$ 76,802,034	\$ 79,020,583	\$ 80,909,270	\$ 82,118,410	\$ 83,345,690
EXPENDITURES⁷						
2. Payoff of the Balloon \$32 million Pension Obligation Bond	\$ 1,674,490	\$ 1,673,080	\$ 1,673,530	\$ 1,673,370	\$ 1,672,800	\$ 1,673,150
5. Additional Sworn Police Positions	10,696,098	11,394,281	11,712,921	11,888,013	12,154,660	12,286,891
6. Public Safety Non-Sworn Positions & Recruitment Costs	960,636	928,089	953,711	974,242	993,995	1,012,959
7. Police Officer Lateral Hire Incentives & Recruitment Costs	200,000	200,000	200,000	200,000	200,000	200,000
8. Additional Dispatchers	1,166,456	1,206,321	1,245,501	1,284,656	1,324,369	1,331,475
9. Maintain Firefighter Staffing Level	3,346,678	1,634,656	1,653,509	1,660,800	1,687,445	1,709,809
10. Reinstatement of Fire Captains (Training & Arson)	578,012	663,850	668,704	671,393	681,698	689,725
11. Reinstatement of Fire Battalion Chief	393,599	386,537	388,115	388,299	393,771	397,567
12. Police Vehicle Replacement & Maintenance Plan	2,180,909	2,224,527	2,269,017	2,314,398	2,360,686	2,407,899
14. Fire Vehicle Replacement & Maintenance Plan	1,934,544	3,607,000	4,458,395	3,214,900	5,656,200	6,500,590
16. Additional Fleet Mechanics for Police Department	224,766	235,336	236,828	238,081	239,659	240,827
17. Additional Fleet Mechanics for Fire Department	240,535	239,286	240,495	241,465	242,738	243,547
18. General Fund Support – Maintain Existing Services	18,266,026	18,266,026	18,266,026	18,266,026	18,266,026	18,266,026
20. Homeless Services	500,000	500,000	500,000	500,000	500,000	500,000
21. Principal Analyst - City Manager's Office	180,858	200,805	205,021	205,827	207,808	208,216
22. Budget Engagement Commission Support	37,687	26,743	31,536	27,352	32,215	28,090
23. New Downtown Main Library	2,751,200	2,742,130	2,738,750	2,737,000	2,736,630	2,737,380
25. New Police Headquarters	-	737,025	4,609,963	4,654,268	4,690,073	4,717,378
26. Museum Expansion and Rehabilitation	-	1,319,894	1,319,894	1,319,894	1,319,894	1,319,894
28. Annual Deferred Maintenance (Existing Facilities)	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
29. Maximize Roads/Streets (Pavement Condition Index)	7,875,000	12,375,000	10,875,000	10,875,000	10,875,000	10,875,000
30. Tree Trimming	1,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
31. Ward Action Team - City Attorney's Office	323,321	335,302	350,282	365,911	376,129	381,462

⁷ Only spending items with a budget in the fiscal years that are displayed are listed in the Spending Plan. The Spending Plan represents the budgeted expenditures in Fund 110 - Measure Z, excluding Operating Transfers.

Spending Items	Budgeted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
33. Technology Improvements	1,000,000	1,000,000	1,000,000	1,000,010	1,000,020	1,000,010
34. 4-Person Staffing on Fire Trucks	1,429,255	1,131,260	1,155,711	1,176,152	1,212,044	1,245,251
39. Public Safety & Engagement Team (PSET) - Urban	2,800,000	4,787,269	4,709,571	4,556,847	4,797,940	5,069,920
40. Library Security Guards	372,829	-	-	-	-	-
43. PW Streets Vehicles & Equipment	2,000,000	1,000,000	1,050,000	1,180,000	-	-
44. PRCSD Infrastructure, Vehicles & Equipment	1,965,000					
45. Motorhome Removal & Disposal	45,000	45,000	45,000	45,000	45,000	45,000
46. Park and Neighborhood Specialist (PANS) Program	2,393,098	1,966,986	2,050,745	2,132,551	2,223,062	2,222,803
47. Police Helicopters Capital Lease	100,000	611,581	1,223,162	1,223,162	1,223,162	1,223,161
48. Office of Homeless Solutions Expansion	-	157,307	162,479	168,518	174,961	181,727
49. Public Safety & Engagement Team Program (PSET) - Wildlands	-	5,859,685	4,633,429	4,750,315	4,853,583	4,865,277
50. Public Safety Enterprise Communication System (PSEC) Radios	-	343,438	343,438	343,438	343,438	-
51. Office of Sustainability	-	391,293	398,636	418,127	423,994	430,050
52. Sidewalk Repair	-	600,000	600,000	600,000	600,000	600,000
TBD Library Infrastructure Grant Contingency	6,500,000	-	-	-	-	-
Total Expenditures	\$ 74,135,997	\$ 83,789,707	\$ 86,969,369	\$ 86,295,015	\$ 88,509,000	\$ 89,611,084
Five-Year Financial Plan Surplus/(Deficit)	\$ 510,003	\$ (6,987,673)	\$ (7,948,786)	\$ (5,385,745)	\$ (6,390,590)	\$ (6,265,394)
FUND RESERVES						
Beginning Measure Z Unallocated Fund Reserves	\$ 38,778,789	\$ 39,288,792	\$ 32,301,119	\$ 24,352,333	\$ 18,966,588	\$ 12,575,998
Increase / (Use of) Fund Reserves	510,003	(6,987,673)	(7,948,786)	(5,385,745)	(6,390,590)	(6,265,394)
Ending Measure Z Unallocated Fund Reserves	\$ 39,288,792	\$ 32,301,119	\$ 24,352,333	\$ 18,966,588	\$ 12,575,998	\$ 6,310,604

ELECTRIC FUND FIVE-YEAR FINANCIAL PLAN

The five-year financial plan of the Electric Fund allows City leadership and the public to view the projected long-term impacts of policy decisions. On May 22, 2018, the City Council approved and established an Electric Rate Plan to support the rising cost of operations and the need to build and maintain critical infrastructure. The five-year financial plan incorporates the approved Electric Rate Plan effective January 1, 2019 through December 31, 2023, corresponding expenditures, capital outlay, and a strategic draw-down of reserves. The long-term plan includes the Electric Fund and Electric Public Benefits Fund.

REVENUE ASSUMPTIONS

The revenue assumptions for retail sales of the electric utility include the final Electric Rate Plan increase of a system average 3%, effective January 1, 2023; increased customer consumption; long-term weather trends; local economic drivers; and impacts to consumption resulting from consumers' energy efficiency measures, among other factors. Electric retail sales account for nearly 86% of electric utility revenues, excluding bond proceeds and the Public Benefit Fund. Electric retail sales in the final four projected years do not include additional rate increases beyond the approved five-year rate plan. On September 27, 2021, the Board of Public Utilities approved an agreement with a consultant for the electric cost of service and rate design project to determine recommended rate changes beyond the current five-year rate plan. In addition to retail sales, transmission revenues and other operating revenues are estimated based on electric load forecasts and production capacity. Bond issuances are projected in FY 2022/23 and FY 2025/26 and will provide proceeds in each year of the plan to fund capital projects planned as a component of the approved Electric Rate Plan which partially funded the first five years of the utility ten-year infrastructure programs.

EXPENDITURE ASSUMPTIONS

Power supply comprises more than one-half of the operating expenditures of the Electric Fund, excluding capital outlay and the Public Benefits Fund. Projections in this category consider increases in anticipated transmission costs, in California Independent System Operator (CAISO) energy costs, and in natural gas purchases for the utility's generating stations. The forecasts for other operating and program expenditures reflect new vehicle purchases to replace vehicles with expiring leases, increased maintenance and repair costs, issuance of new debt to fund capital improvement projects and known or presumed increases in contractual obligations based on the average Consumer Price Index. The five-year plan does not include potential impacts of ongoing labor negotiations in relation to MOUs expiring in FY 2021/22.

Planned capital project expenditures are included in the five-year plan to provide a transparent view of their impact on fund reserves and are partially offset by bond proceeds in the revenue projections.

MAJOR CHANGES TO THE BUDGET

Significant changes to the budget as compared to FY 2021/22 include:

Description	Amount
Increases in Power Supply costs due to increased transmission costs, CAISO energy costs, and natural gas purchases for the utility's generating stations	\$ 13.6 million
Increase in operating and maintenance costs primarily due to an increase in anticipated maintenance and repair costs; new vehicle purchases to replace vehicles with expiring leases; and increase in Clean Fuel programs	\$ 7.7 million

Description	Amount
Increase in debt service costs due to issuance of new bonds to fund capital improvement projects	\$ 4.8 million
Increase in Public Benefit programs to further promote energy efficiency and to increase support for low- and fixed-income customers through expanded eligibility and outreach	\$ 5.5 million
Decrease in Capital Outlay which is consistent with the approved rate plan	\$ (7.5 million)

CASH RESERVES

The reserves of the Electric Fund in conjunction with a line of credit will be used in accordance with Riverside Public Utility (RPU) Fiscal Policies and as planned with the approved Electric Rate Plan to balance the FY 2022/23 and FY 2023/24 operating budgets, fund capital projects, and maintain the target minimum reserve level established by the RPU Cash Reserve Policy through FY 2023/24. The financial strategy within the adopted Electric Rate Plan is to draw down reserves to minimum required levels to keep rate increases as low as possible. The five-year plan incorporates the use of a line of credit to supplement cash reserves while reducing necessary cash levels and increasing overall liquidity of the Electric Fund. Projected reserve levels fall below minimum reserve targets in FY 2024/25 and beyond without additional rate increases beyond the approved five-year rate plan. In the event that rate increases are not considered beyond the current five-year rate plan, contingency plans would be evaluated and could include delayed or reduced capital project spending on infrastructure including system repair and replacements in conjunction with an assessment of operational and maintenance expenses and evaluation of continued spend down of reserves. Reserve levels will continue to be monitored with future five-year financial plans and rate plan updates.

The Public Benefits Fund accounts for \$2.2 million to \$4.2 million of the plan's annual projected deficits, with the intention to draw down the reserves by expanding existing and creating new energy efficiency programs and incentives that benefits rate payers.

Refer to page 33 for a summary of the cash reserves policy for the Electric Fund.

ELECTRIC FUND FIVE-YEAR FINANCIAL PLAN

	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
Retail Sales	\$ 338,831,000	\$ 353,213,000	\$ 362,506,000	\$ 365,234,000	\$ 368,820,000	\$ 372,654,000
Transmission Revenues	31,480,000	32,790,000	29,222,000	30,071,000	30,993,000	31,942,000
Other Operating Revenues	14,580,900	11,751,400	15,603,100	11,640,800	25,121,500	24,243,300
Non-Operating Revenues	7,016,900	8,496,700	11,256,600	12,281,800	11,740,400	12,471,000
Capital Contributions	2,550,000	2,850,000	2,950,000	3,050,000	3,150,000	3,250,000
Public Benefits Program	9,772,000	10,715,000	11,793,000	12,787,000	13,460,000	14,163,000
Bond Proceeds for Capital Project Funding	38,425,133	35,209,658	112,513,881	50,400,383	57,869,533	57,935,049
Total Revenues/Transfers In	\$ 442,655,933	\$ 455,025,758	\$ 545,844,581	\$ 485,464,983	\$ 511,154,433	\$ 516,658,349
EXPENDITURES / TRANSFERS OUT						
Personnel	\$ 71,055,026	\$ 71,904,410	\$ 73,971,608	\$ 75,441,009	\$ 76,875,335	\$ 77,998,823
Power Supply	216,208,000	229,844,000	224,999,000	225,608,000	240,543,000	244,291,000
Operating and Maintenance	20,625,368	28,338,884	24,057,849	24,062,206	25,414,037	26,060,639
Capital Outlay	48,309,930	40,814,724	56,657,003	57,338,490	65,522,302	66,306,272
Debt Service	53,378,296	58,176,120	58,547,370	60,703,850	69,417,230	68,937,810
General Fund Transfer	40,622,600	42,831,200	44,636,500	45,390,700	45,801,200	46,318,400
Public Benefit Program	9,452,771	14,953,989	15,390,835	15,693,595	16,006,943	16,325,928
Total Expenditures/Transfers Out	\$ 459,651,991	\$ 486,863,327	\$ 498,260,165	\$ 504,237,850	\$ 539,580,047	\$ 546,238,872
Five-Year Financial Plan Surplus/(Deficit)	\$(16,996,058)	\$(31,837,569)	\$ 47,584,416	\$(18,772,867)	\$(28,425,614)	\$(29,580,523)
WORKING CAPITAL						
Beginning Electric Funds Working Capital	\$ 97,080,618	\$ 80,084,560	\$ 48,246,991	\$ 95,831,407	\$ 77,058,540	\$ 48,632,926
Increase / (Use of) Cash Reserves	(16,996,058)	(31,837,569)	47,584,416	(18,772,867)	(28,425,614)	(29,580,523)
Ending Electric Funds Working Capital	\$ 80,084,560	\$ 48,246,991	\$ 95,831,407	\$ 77,058,540	\$ 48,632,926	\$ 19,052,403

WATER FUND FIVE-YEAR FINANCIAL PLAN

The five-year financial plan of the Water Fund provides a long-term view of the impact of policy decisions upon the financial performance of the Water Utility. The five-year plan incorporates the Water Rate Schedule adopted by the City Council on May 22, 2018, with an effective period of July 1, 2018 through June 30, 2023. The Water Rate Schedule reflects a redesign of the rate structure to better align revenue requirements with the cost of serving customers and preserving critical infrastructure. The long-term plan includes the Water Fund and Water Conservation Fund.

REVENUE ASSUMPTIONS

The five-year financial plan includes the projected impact of the Water Rate Plan on retail sales, which account for over 84% of water revenues, excluding bond proceeds and the Water Conservation Fund. FY 2022/23 retail sales assumptions include a 6.5% system average rate increase, effective July 1, 2022. Water retail sales in the final four projected years do not include additional rate increases beyond the approved five-year rate plan. On March 14, 2022, the Board of Public Utilities approved an agreement with a consultant for the water cost of service and rate design project to determine recommended rate changes beyond the current five-year rate plan. The revenue assumptions for retail sales of the water utility consider long-term weather trends; local economic drivers; and impacts to consumption resulting from consumers' water use efficiency measures, among other factors.

Other revenues, such as wholesale, conveyance, and lease revenues are projected based upon existing agreements and the assumption that the terms of current agreements will follow similar trends throughout the term of the five-year plan. Bond issuances are projected in FY 2022/23 and FY 2025/26 to provide funding for capital projects planned as a component of the approved Water Rate Plan which partially funded the first five years of the utility ten-year infrastructure programs.

EXPENDITURE ASSUMPTIONS

The expenditure assumptions of the five-year plan incorporate spending designed to preserve and enhance critical infrastructure. Other operating expenditures reflect increases in water testing regulations which have increased operating and maintenance costs, issuance of new debt to fund capital improvement projects, and known or presumed increases in contractual obligations based on the average Consumer Price Index. The five-year plan does not include potential impacts of ongoing labor negotiations in relation to MOUs expiring in FY 2021/22.

Planned capital project expenditures of approximately \$29.1 million are included in the five-year plan to provide a transparent view of their impact on fund reserves and are partially offset by bond proceeds in the revenue projections.

MAJOR CHANGES TO THE BUDGET

Significant changes to the budget as compared to FY 2021/22 include:

Description	Amount
Increase in operating and maintenance costs primarily due to an increase in production costs; chemical supply costs due to additional testing regulations; and professional services costs for lab testing (additional testing sites and increased regulations) and underground location services	\$ 2.7 million
Increase in debt service costs due to issuance of new bonds to fund capital improvement projects	\$ 3.4 million
Increase in capital outlay which is consistent with the approved rate plan	\$ 7.6 million

Description	Amount
Increase in Water Conservation programs to further promote effective water conservation efforts; expand water conservation messaging and education programs and introduce new water conservation tools and materials.	\$ 1.0 million

CASH RESERVES

The reserves of the Water Fund in conjunction with a line of credit will be used in accordance with Riverside Public Utility (RPU) Fiscal Policies and as planned with the approved Water Rate Plan to maintain the target minimum reserve level established by the RPU Cash Reserve Policy through FY2025/26. The five-year plan incorporates the use of a line of credit to supplement cash reserves while reducing necessary cash levels and increasing overall liquidity of the Water Fund. While cash reserves are tracking favorably with the Water Rate Plan, water supply projects were removed from the approved Water Rate Plan and are expected to be required in the future. Projected reserve levels fall below minimum reserve targets in FY 2026/27 and beyond without additional rate increases beyond the approved five-year rate plan. In the event that rate increases are not considered beyond the current five-year rate plan, contingency plans would be evaluated and could include delayed or reduced capital project spending on infrastructure including system repair and replacements in conjunction with an assessment of operational and maintenance expenses and evaluation of continued spend down of reserves. Reserve levels will continue to be monitored with future five-year financial plans and rate plan updates.

The Water Conservation Fund accounts for \$0.1 million to \$0.8 million of the plan's annual projected deficits, with the intention to draw down the reserves by expanding existing and creating new water efficiency programs and incentives that benefit rate payers.

Refer to page 33 for a summary of the cash reserves policy for the Water Fund.

WATER FUND FIVE-YEAR FINANCIAL PLAN

	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
Retail Sales	\$ 70,977,000	\$ 76,008,000	\$ 76,614,000	\$ 77,236,000	\$ 77,871,000	\$ 78,522,000
Water Wholesale and Conveyance	5,963,000	5,698,400	6,002,000	6,883,000	7,135,800	7,398,700
Other Operating Revenues	2,272,500	2,602,500	2,718,900	2,841,000	2,899,200	3,033,800
Non-Operating Revenues	3,831,000	3,408,300	4,280,900	4,310,800	4,943,600	5,573,500
Capital Contributions	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Water Conservation	1,086,000	1,239,000	1,374,000	1,528,000	1,628,000	1,732,000
Bond Proceeds for Capital Project Funding	18,068,174	20,713,807	21,504,825	19,328,689	15,008,934	21,491,083
Total Revenues /Transfers In	\$ 104,197,674	\$ 111,670,007	\$ 114,494,625	\$ 114,127,489	\$ 111,486,534	\$ 119,751,083
EXPENDITURES / TRANSFERS OUT						
Personnel	\$ 24,562,841	\$ 24,824,253	\$ 25,300,219	\$ 25,701,184	\$ 26,080,599	\$ 26,362,430
System Operations	25,063,236	27,820,919	27,522,192	27,932,377	28,225,219	28,785,335
Capital Outlay	21,501,562	29,089,738	29,930,773	29,569,277	24,823,077	34,690,585
Debt Service	20,651,694	24,083,524	24,502,438	25,302,623	27,827,303	27,600,379
General Fund Transfer	7,586,100	7,978,400	8,565,800	8,622,900	8,681,100	8,739,800
Water Conservation	1,060,876	2,078,600	1,645,483	1,677,956	1,711,469	1,745,597
Total Expenditures/Transfers Out	\$ 100,426,309	\$ 115,875,434	\$ 117,466,905	\$ 118,806,317	\$ 117,348,767	\$ 127,924,126
Five-Year Financial Plan Surplus/(Deficit)	\$ 3,771,365	\$ (4,205,427)	\$ (2,972,280)	\$ (4,678,828)	\$ (5,862,233)	\$ (8,173,043)
WORKING CAPITAL						
Beginning Water Funds Working Capital⁸	\$ 11,918,766	\$ 15,690,131	\$ 11,484,704	\$ 8,512,424	\$ 3,833,596	\$ (2,028,637)
Increase / (Use of) Cash Reserves	3,771,365	(4,205,427)	(2,972,280)	(4,678,828)	(5,862,233)	(8,173,043)
Ending Water Funds Working Capital	\$ 15,690,131	\$ 11,484,704	\$ 8,512,424	\$ 3,833,596	\$ (2,028,637)	\$ (10,201,680)

⁸ The change in Beginning Water Funds Working Capital from that presented to the City Council on June 21, 2022 is primarily attributable to an increase in the Water Fund capital budget to replace aging infrastructure of transmission and distribution pipelines in alignment with the approved Water Rate Plan.

REFUSE FUND FIVE-YEAR FINANCIAL PLAN

The Refuse Fund five-year plan is a planning document used to facilitate policy discussions with City Council related to operational strategies, state-mandated services associated with regulatory requirements, and potential changes to existing contracts. The long-term financial plan helps City leadership to assess the capacity of the existing rate structure to support operating and capital expenditures.

REVENUE ASSUMPTIONS

Revenue assumptions in the five-year plan are based on historical trends; the 2020-2025 residential and commercial solid waste rate plan; economic factors such as the decline of recycling revenues due to a reduction in industry demand; rising recycling costs; increased tonnage from the pandemic; and anticipated increases in parking fines assessed for street sweeping. Commercial services are fully outsourced, and 40% of residential services are outsourced. Despite scheduled rate increases, revenues are not projected to keep pace with rising operating costs until FY 2025/26.

EXPENDITURE ASSUMPTIONS

The expenditure assumptions of the five-year plan are largely driven by the rate plan and market forces creating negative demand for recyclables. Changes in the recycling market have resulted in revenues no longer offsetting the cost of processing, transportation, and residual disposal of recyclables as well as the implementation of new organics processing and recycling rates. Additionally, an increase in residential tonnage was an unanticipated effect of the pandemic and is likely attributed to more residents being quarantined or working from home. Residential waste tonnages within the City have increased by 15%, causing the City to incur additional fees. Furthermore, state mandated programs under Senate Bill 1383 requiring residential food waste to be sorted are expected to increase the cost of processing residential green waste. While the costs of implementation of the food waste sorting program are currently unknown, it is anticipated that this new State program will lead to an increase in the projected deficit. The combination of these issues is projected to outpace revenue gains from the rate increase through FY 2024/25.

Slight personnel increases are projected in the plan, due to traditional merit increases and an increase in the cost of benefits. The five-year plan does not include potential impacts of ongoing labor negotiations in relation to MOUs expiring in FY 2021/22.

MAJOR CHANGES TO THE BUDGET

Significant changes to the budget are a result of increased residential tonnage, state mandated programs under Senate Bill 1383 (food waste sorting), increase in costs paid to the Material Recovery Facility (MRF) where trash is sorted, rising maintenance costs due to an aging fleet of solid waste vehicle, increased overtime costs due to a high vacancy rate and retention issues. The Parking Services Division has experienced similar difficulties recruiting new staff members, which has caused a loss of revenues on street sweeping days for the Refuse Fund.

CASH RESERVES

The Refuse Fund is projected to operate at a deficit through FY 2024/25. Unanticipated cost increases for the processing and disposal of recycled materials due to changes in the recycling market are expected to present a permanent increase in the fund's operating expenditures. The increases in residential and commercial collection rates are expected to generate sufficient revenue to maintain waste hauler operations and offset increased recycling costs beginning in FY 2025/26. City Staff are in the process of bringing a comprehensive update to the City Council regarding the state of equipment, recruitment, and ongoing challenges for the Refuse Fund.

REFUSE FUND FIVE-YEAR FINANCIAL PLAN

	Projected FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
User Fees	\$ 27,953,368	\$ 29,062,657	\$ 30,393,727	\$ 31,311,617	\$ 32,257,229	\$ 33,231,396
Street Sweeping Fines	975,961	1,359,290	1,495,219	1,644,741	1,809,215	1,990,136
Miscellaneous Revenues	80,000	80,000	80,000	80,000	80,000	80,000
Total Revenues /Transfers In	\$ 29,009,329	\$ 30,501,947	\$ 31,968,946	\$ 33,036,358	\$ 34,146,444	\$ 35,301,532
EXPENDITURES / TRANSFERS OUT						
Personnel	\$ 5,791,840	\$ 6,369,034	\$ 6,477,955	\$ 6,615,281	\$ 6,745,205	\$ 6,871,822
Non-Personnel	13,515,254	13,282,929	13,700,888	14,070,057	14,483,301	14,910,303
Special Projects	4,918,925	6,541,656	6,736,614	6,937,410	7,144,219	7,357,220
Equipment Outlay	1,330,825	900,000	500,000	900,000	500,000	900,000
Debt Service	375,320	545,100	596,185	624,420	626,420	601,240
Allocated Costs, Utilization Charges and Operating Transfers	3,965,627	4,568,991	4,616,952	4,663,036	4,556,446	4,626,017
Total Expenditures/Transfers Out	\$ 29,897,791	\$ 32,207,710	\$ 32,628,594	\$ 33,810,204	\$ 34,055,591	\$ 35,266,602
Five-Year Financial Plan Surplus/(Deficit)	\$ (888,462)	\$ (1,705,763)	\$ (659,648)	\$ (773,846)	\$ 90,853	\$ 34,930
WORKING CAPITAL						
Beginning Refuse Fund Working Capital	\$ 6,515,555	\$ 5,627,093	\$ 3,921,330	\$ 3,261,682	\$ 2,487,836	\$ 2,578,689
Increase / (Use of) Cash Reserves	(888,462)	(1,705,763)	(659,648)	(773,846)	90,853	34,930
Ending Refuse Fund Working Capital	\$ 5,627,093	\$ 3,921,330	\$ 3,261,682	\$ 2,487,836	\$ 2,578,689	\$ 2,613,619

SEWER FUND FIVE-YEAR FINANCIAL PLAN

The five-year plan for the Sewer Fund will help City leadership make policy decisions related to sewer rates, operational expenditures, and capital improvements, and to achieve the Sewer Fund Reserve Policy goals. The operations and goals of the Sewer Fund are guided by the 2019 Wastewater Master Plan which recommends capital improvements and financing alternatives to ensure regulatory compliance; the repair and/or replacement of aging infrastructure; continued reliable and cost-effective wastewater service; and ensures that the City's General Plan is supported for planned growth of the community.

REVENUE ASSUMPTIONS

The five-year plan projects flat revenues for the existing customer base through FY 2026/27, and modest growth in service demand, based on historical trends. All earned revenues are recorded, and the potential inability to collect delinquent accounts will ultimately impact future expenditures with the write-off of uncollectible accounts. In February 2022, Riverside Public Utilities applied for \$2.6M of California Water and Wastewater Arrearage Payment Program wastewater funding with the State Water Resources Control Board. Funding was approved and will provide assistance to customers with utility bill assistance for past-due sewer debts incurred from March 4, 2020 to June 15, 2021.

EXPENDITURE ASSUMPTIONS

Slight personnel increases are projected in the plan due to traditional merit increases and cost of benefits. The five-year plan does not include potential impacts of ongoing labor negotiations in relation to MOUs expiring in FY 2021/22. Within the non-personnel cost category, Consumer Price Index (CPI) increases have been assumed for miscellaneous costs, adjusted by historical trends and known factors, such as contractual obligations. Non-personnel expenditures related to chemicals and biosolids disposal are expected to increase due to the market. The five-year expenditure projections of the Sewer fund are largely dominated by debt service obligations paid by sewer service charges, which account for approximately 40% of the fund's operating expenditures, excluding capital outlay.

The capital projects included in the five-year plan from FY 2022/23 through FY 2026/27 are priority projects identified in the 2019 Wastewater Master Plan; reserves will be used to cover these priority capital projects.

CASH RESERVES

The Sewer Fund's five-year plan reflects an annual operating gain in all fiscal years partially offset by capital expenditures. Capital expenditures will be partially funded by a use of fund reserves, if needed. Despite reserve drawdowns in two years of the plan, the Sewer fund will remain compliant with its cash reserve policy which requires minimum reserves equal to sixty (60) days of operating and maintenance expenditures based on the most recent audited financial statements.

Refer to page 33 for a summary of the cash reserves policy for the Sewer Fund.

SEWER FUND FIVE-YEAR FINANCIAL PLAN

	Projected FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
User Fees	\$ 72,798,379	\$ 67,389,617	\$ 68,468,089	\$ 69,311,157	\$ 70,411,387	\$ 71,535,013
Miscellaneous Revenues	963,660	882,299	908,768	902,772	929,855	957,750
Total Revenues /Transfers In	\$ 73,762,039	\$ 68,271,916	\$ 69,376,857	\$ 70,213,929	\$ 71,341,242	\$ 72,492,763
EXPENDITURES / TRANSFERS OUT						
Personnel	\$ 12,403,478	\$ 15,639,778	\$ 15,869,154	\$ 16,187,498	\$ 16,501,565	\$ 16,674,032
Non-Personnel	16,897,108	17,483,969	16,907,227	16,300,229	17,048,776	17,423,418
Special Projects	1,833,947	2,268,632	2,328,547	2,396,277	2,465,977	2,537,705
Equipment Outlay	1,622,127	1,340,650	984,110	1,013,634	1,044,044	1,075,364
Debt Service	26,862,806	26,714,057	28,027,412	28,115,007	28,123,322	28,048,077
Capital Outlay	4,246,429	2,297,609	1,615,000	2,185,000	2,820,000	4,825,700
Allocated Costs, Utilization Charges and Operating Transfers	3,115,808	2,555,301	3,416,123	3,430,755	3,239,592	3,284,531
Total Expenditures/Transfers Out	\$ 66,981,703	\$ 68,299,996	\$ 69,147,573	\$ 69,628,400	\$ 71,243,276	\$ 73,868,827
Five-Year Financial Plan Surplus/(Deficit)	\$ 6,780,336	\$ (28,080)	\$ 229,284	\$ 585,529	\$ 97,966	\$ (1,376,064)
WORKING CAPITAL						
Beginning Sewer Fund Working Capital	\$ 92,933,654	\$ 99,713,990	\$ 99,685,910	\$ 99,915,194	\$ 100,500,723	\$ 100,598,689
Increase / (Use of) Cash Reserves	6,780,336	(28,080)	229,284	585,529	97,966	(1,376,064)
Ending Sewer Fund Working Capital	\$ 99,713,990	\$ 99,685,910	\$ 99,915,194	\$ 100,500,723	\$ 100,598,689	\$ 99,222,625
Less Estimated Encumbrances and Carryovers	(45,764,461)	-	-	-	-	-
Available Sewer Funds Working Capital⁹	\$ 53,949,529	\$ 53,921,449	\$ 54,150,733	\$ 54,736,262	\$ 54,834,228	\$ 53,458,164

⁹ Available Sewer Funds Working Capital reflects the amount available net of estimated encumbrances and carryovers for the Sewer Fund and forecast increase/(use of) cash reserves.

PUBLIC PARKING FUND FIVE-YEAR FINANCIAL PLAN

The Public Parking Fund is guided by a Parking Ecosystem Sustainability Plan adopted by the City Council on February 15, 2022. The City Council approved the Plan with a July 1, 2022 implementation, and included Parking Management Strategies to facilitate parking, reduce congestion, and improve utilization. The Parking Ecosystem Sustainability Plan was approved after staff demonstrated to the City Council and the Land Use, Sustainability and Resilience Committee how parking operations have been impacted by downtown growth, challenged by technologically outdated parking equipment, and as a result struggled to achieve financial sustainability. The approved Parking Ecosystem Sustainability Plan presents an opportunity to finance critical parking infrastructure and maintenance needs, adopt strategies to improve customer service, support future development, enhance safety, and improve the financial sustainability of the Public Parking Fund.

REVENUE ASSUMPTIONS

Revenue assumptions in the five-year financial plan include FY 2021/22 projected revenues that reflect the effects of the COVID-19 Pandemic. Revenue from downtown parking operations (parking garages, parking lots, and on-street parking) declined steadily during the pandemic due to limited downtown activity. The Public Parking Fund received \$1,300,000 in American Rescue Plan Act (ARPA) Revenue Replacement funds and are also included in FY 2021/22 projected revenue projections. Parking in the downtown area is not expected to return to pre-pandemic levels until at least the second quarter of FY 2022/23, depending on the continued impact of the pandemic on local businesses.

Revenue projections for FY 2022/23 include a projected increase resulting from the adopted Parking Ecosystem Sustainability Plan. Specifically, increases are expected due to the elimination of free parking, the deterrence of long-term on street parking, increased hours of operation to capture evening parking demand, and the deployment of automated services to extend operational hours. Also, parking garage utilization is expected to increase to 60% of capacity at each facility. The forecast for FY 2022/23 through FY 2026/27 incorporates an annual projected 10% parking utilization increase, CPI increases in accordance with the appropriate agreements, and increased hours of operation in parking garages due to the deployment of automated equipment. Projected revenue for Garages 1 and 2 has been eliminated beginning FY 2024/25 due to the anticipated closures for development purposes.

EXPENDITURE ASSUMPTIONS

Expenditure assumptions in the five-year financial plan include known contractual obligations for the management of parking properties and parking citation processing and collections. Slight personnel increases are projected in the plan due to traditional merit increases and an increase in the cost of benefits. The five-year plan does not include potential impacts of ongoing labor negotiations in relation to MOUs expiring in FY 2021/22. Overall non-personnel costs are projected to rise due to standard facility maintenance, traditional economic factors, increased professional services associated with extended hours of operation in downtown parking garages, and other costs associated with the implementation of the adopted Plan. Planned capital expenditures include the purchase of Parking Access and Revenue Control Systems (PARCS) equipment and maintenance of downtown parking garages.

MAJOR CHANGES TO THE BUDGET

Significant changes to the budget are a result of parking rate increases approved through adoption of the Parking Ecosystem Sustainability Plan. Increased revenue to this fund will be used to fund the new parking access system, increased security patrols, and equipment and maintenance supplies.

CASH RESERVES

The Public Parking Fund is projected to operate at a surplus in all years of the five-year financial plan due to the Parking Ecosystem Sustainability Plan. Over the last two years, business closures and the cancellation of large gatherings have resulted in less traffic in the downtown area, severely impacting parking revenues. However, with the adoption of the Parking Ecosystem Sustainability Plan and increased business activity in the downtown area, revenues are expected to improve as soon as FY 2022/23. There are sufficient fund reserves to cover the projected deficit in FY 2021/22.

PUBLIC PARKING FUND FIVE-YEAR FINANCIAL PLAN

	Projected FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
REVENUE / TRANSFERS IN						
User Fees	\$ 5,475,932	\$ 9,033,534	\$ 9,563,164	\$ 8,997,969	\$ 9,414,005	\$ 9,917,145
Miscellaneous Revenues	8,639	3,000	3,000	3,000	3,000	3,000
American Rescue Plan Act Revenue Replacement	1,300,000	-	-	-	-	-
Total Revenues /Transfers In	\$ 6,784,571	\$ 9,036,534	\$ 9,566,164	\$ 9,000,969	\$ 9,417,005	\$ 9,920,145
EXPENDITURES / TRANSFERS OUT						
Personnel Costs	\$ 973,456	\$ 1,418,794	\$ 1,447,508	\$ 1,484,165	\$ 1,523,026	\$ 1,537,831
Non-Personnel Costs	3,640,514	4,696,774	5,035,451	4,593,081	4,814,664	5,056,424
Debt Service	1,697,100	1,770,580	1,782,910	1,755,530	1,755,060	1,748,100
Capital Outlay	880,672	1,250,000	190,000	-	-	-
Allocated Costs, Utilization Charges and Operating Transfers	(240,634)	(330,687)	(327,267)	(341,182)	(354,925)	(357,953)
Total Expenditures/Transfers Out	\$ 6,951,108	\$ 8,805,461	\$ 8,128,602	\$ 7,491,594	\$ 7,737,825	\$ 7,984,402
Five-Year Financial Plan Surplus/(Deficit)	\$ (166,537)	\$ 231,073	\$ 1,437,562	\$ 1,509,375	\$ 1,679,180	\$ 1,935,743
WORKING CAPITAL						
Beginning Public Parking Fund Working Capital	\$ 1,573,672	\$ 1,407,135	\$ 1,638,208	\$ 3,075,770	\$ 4,585,145	\$ 6,264,325
Increase / (Use of) Cash Reserves	(166,537)	231,073	1,437,562	1,509,375	1,679,180	1,935,743
Ending Public Parking Fund Working Capital	\$ 1,407,135	\$ 1,638,208	\$ 3,075,770	\$ 4,585,145	\$ 6,264,325	\$ 8,200,068

SUBSEQUENT EVENT

On July 19, 2022, the City Council engaged staff in a discussion of the impacts of the Parking Ecosystem Sustainability Plan on the Public Parking program and ultimately directed staff through a motion to: (1) reinstate the parking program prior to July 1, 2022 and return to City Council within three to seven months with an alternative parking program; (2) conduct two community engagement meetings; and, (3) allocate ARPA funds to offset parking garage costs until the City obtains proceeds from the sale of Parking Garages 1 and 2. Since that time, staff has engaged in an update of the Public Parking Fund Five-Year Financial Plan to revise projections for FY 2021/22, remove the impacts on revenues of the Parking Ecosystem Sustainability Plan, and revise expenditures accordingly.

Staff is developing a community engagement plan to utilize in the future development of an alternative parking rates and hours schedule. Community engagement will be achieved through a combination of purchasing software used to facilitate community input, the deployment of a parking rates & hours engagement webpage, and multiple focused stakeholder meetings. Staff will use these

tools to ultimately develop a more informed parking rates and hours schedule to present to the City Council for consideration of adoption.

The Five-Year Financial Plan presented in this publication does not include the impact of this subsequent event. It is critical that staff work swiftly to adopt a new parking rates and hours schedule to maintain the solvency of the Public Parking Fund. Based on analysis prior to the adoption of parking rates included in the presented Five-year Financial Plan, fund reserves will be fully depleted in FY 2022/23 without action to adopt rate increases and/or reduce expenditures.

BUDGET OVERVIEW



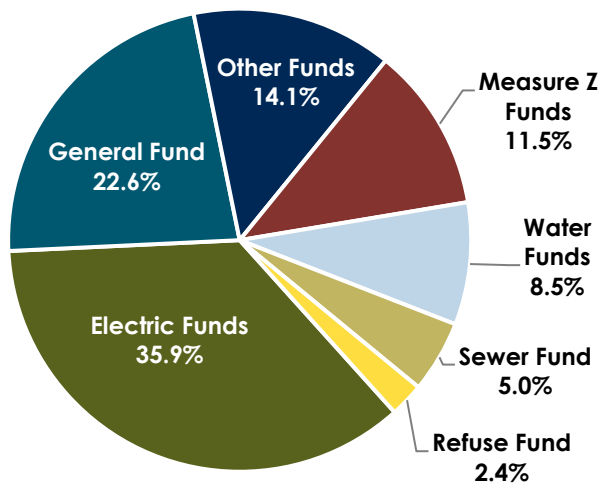
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OVERVIEW

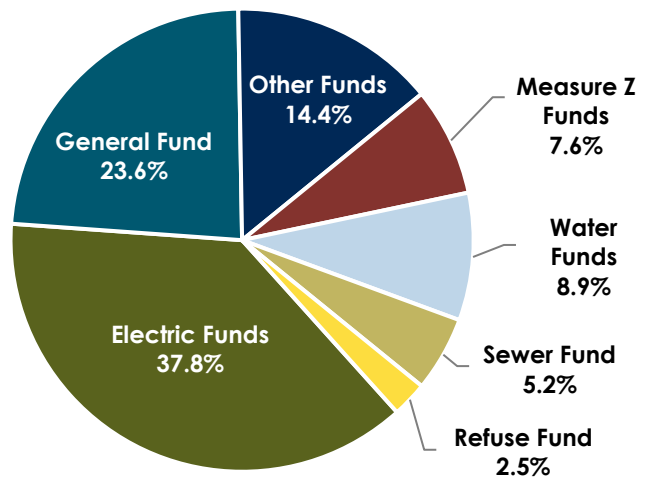
On June 21, 2022, the City Council adopted a two-year budget comprised of \$1.36 billion for FY 2022/23 and \$1.32 billion for FY 2023/24, inclusive of a \$163.3 million and \$115.2 capital project budget respectively. The table below includes expenditure budgets for the City's major funds, which comprise 86% in FY 2022/23 and FY 2023/24 of the total expenditure budget. Five-year plans are prepared for these funds; refer to the *Five-Year Financial Plans* section beginning on page 37.

Fund	FY 2022/23	FY 2023/24
General Fund	\$ 305,668,167	\$ 311,113,181
Measure Z Funds	155,964,707	99,944,369
Electric Funds	486,863,327	498,260,165
Water Funds	115,875,434	117,466,905
Refuse Fund	32,207,710	32,628,594
Sewer Fund	68,299,996	69,147,573
Total Major Funds	\$ 1,164,879,341	\$ 1,128,560,787
Other Funds	190,400,946	189,575,988
Total Budget	\$ 1,355,280,287	\$ 1,318,136,775

FY 2022/23



FY 2023/24



CHANGES FROM PROPOSED TO ADOPTED BUDGET

On May 17, 2022, the City Council received the proposed budget for consideration and feedback. There were no recommendations to revise the proposed budget. On June 21, 2022, the proposed budget was presented for public hearing and subsequently adopted by the City Council as presented, with no changes.

SUMMARY OF SIGNIFICANT CHANGES

Each department's budget under the *Department Budget Detail* section (beginning on page 233) contains a *Summary of Significant Changes* detailing significant changes within each department's adopted budget as compared to the FY 2021/22 adopted budget. Significant changes are also discussed in the *Five-Year Financial Plans* which begin on page 37.

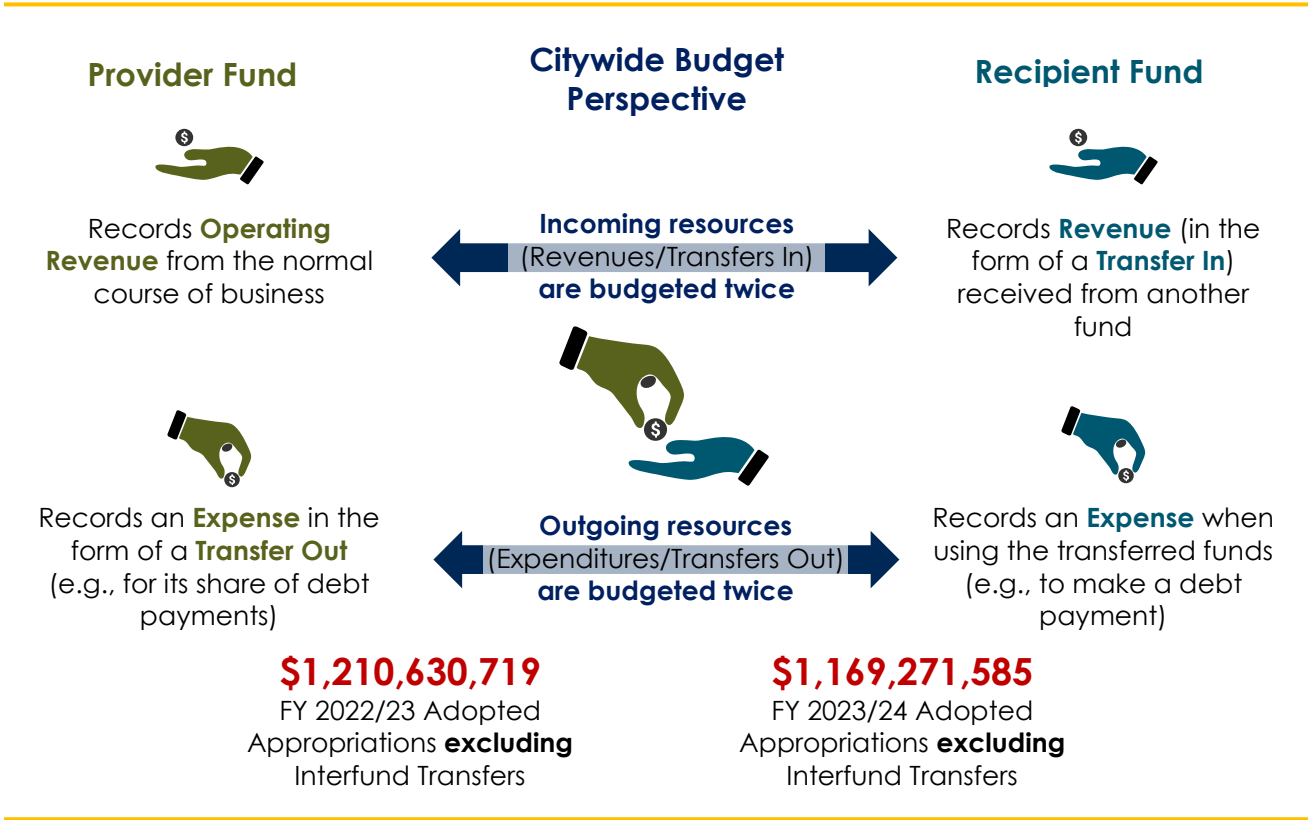
CITYWIDE ADOPTED BUDGET SUMMARY

The following schedule presents the citywide budget, inclusive of the capital budget.

CITYWIDE BUDGET SUMMARY					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
REVENUES / TRANSFERS IN					
Taxes	\$ 257,870,244	\$ 281,293,678	\$ 267,327,887	\$ 299,820,069	\$ 311,324,791
Licenses & Permits	13,374,018	12,661,991	13,476,723	16,960,893	17,492,009
Intergovernmental	45,880,606	95,316,076	37,169,822	42,487,207	43,497,786
Charges for Services	590,752,177	592,761,644	643,592,800	657,472,394	678,393,971
Debt Transfers In	-	42,114,253	44,751,790	47,501,000	41,808,214
Fines & Forfeits	3,889,280	4,273,367	4,498,926	5,292,325	5,660,875
Long-Term Debt Proceeds	322,860,533	-	-	57,700,000	-
Special Assessments	11,203,009	11,958,299	12,357,034	11,977,024	12,041,134
Rents	2,267,464	2,326,796	2,409,000	1,706,100	1,740,200
Miscellaneous	61,793,383	31,095,297	24,742,148	27,065,494	31,811,644
Other Financing Sources	1,069,367	994,080	1,586,000	545,000	545,000
Operating Transfers In	113,633,694	167,982,563	82,780,659	97,148,568	107,056,976
Total Revenues / Transfers In	\$1,424,593,775	\$1,242,778,044	\$1,134,692,789	\$1,265,676,074	\$1,251,372,600
EXPENDITURES / TRANSFERS OUT					
Personnel Services	\$ 679,309,863	\$ 344,270,640	\$ 372,897,598	\$ 391,339,293	\$ 399,015,193
Non-Personnel Expenses	359,489,022	397,524,077	398,212,604	426,420,840	428,974,157
Special Projects	37,152,131	33,912,013	51,339,128	57,699,356	60,922,211
Operating Grants	3,831,877	24,323,117	-	-	-
Equipment Outlay	10,179,086	7,982,159	7,381,599	8,305,650	4,874,097
Debt Service	173,759,302	159,704,092	176,855,792	187,862,294	189,662,281
Capital Outlay	129,942,185	126,462,752	117,314,653	164,583,459	116,338,080
Charges From Others	46,080,258	46,982,065	44,790,375	43,319,414	43,113,622
Charges To Others	(105,418,809)	(75,689,011)	(72,055,246)	(68,899,587)	(73,628,056)
Debt Transfers Out	-	66,114,253	44,751,790	47,501,000	41,808,214
Operating Transfers Out	113,380,366	143,381,148	82,780,659	97,148,568	107,056,976
Total Expenditures / Transfers Out	\$1,447,705,281	\$1,274,967,305	\$1,224,268,952	\$1,355,280,287	\$1,318,136,775

INTERFUND TRANSFERS

Interfund Transfers represent a transfer of resources from one fund to another fund. The transfer appears as a resource in the fund receiving the transfer and as a budget requirement in the fund that is sending the transfer. The nature of interfund transfers causes revenue and expenditures to be double counted in the citywide budget; however, the inclusion of interfund transfers provides transparency to the performance of individual funds and the subsidies from one City fund to another.



GENERAL FUND TRANSFER

City of Riverside Municipal Code Article XII Sections 1204(f) and 1204.1 provide for the transfer of electric and water revenue to the General Fund in an amount not to exceed 11.5 percent of gross operating revenues, exclusive of surcharges. The purpose of the transfer is described in Section 1204.1: "The proceeds shall be used to maintain local general purposes as the City Council may by budget or other appropriation direct such as 911 response, police patrols/fire protection, children's after-school and senior/disabled services, and protect supplies of clean drinking water from contamination."

TRANSFERS TO DEBT SERVICE FUNDS

Debt service activity for funds other than enterprise funds is tracked in a Debt Service fund as required by generally accepted accounting standards. As such, the funds responsible for the debt must transfer necessary funding to the Debt Service fund so that the Debt Service fund has sufficient resources to pay the debt obligations. Previously, the transfer of resources was budgeted in Charges to Others; this activity is now recorded through interfund transfers, effective FY 2020/21.

Debt may be issued for the benefit of more than one City fund, with the debt service obligations allocated proportionally based on the use of debt proceeds. Refer to *Long-Term Debt Obligations* for a listing of all outstanding debt obligations budgeted in FY 2022-2024.

TRANSFERS TO DEBT SERVICE FUNDS			
From Fund	To Fund	FY 2022/23	FY 2023/24
101 - General Fund	390 - Debt Service	\$ 32,938,950	\$ 22,716,810
110 - Measure Z Fund	390 - Debt Service	9,605,330	14,137,694
215 - Grants and Restricted Programs	390 - Debt Service	207,980	207,970
411 - Special Capital Improvement	390 - Debt Service	1,750,000	1,750,000
432 - Measure A Capital Outlay	391 - Public Works Debt	2,998,740	2,995,740
Total Interfund Transfers for Debt Obligations		\$ 47,501,000	\$ 41,808,214

OTHER INTERFUND TRANSFERS

Capital Project Funding: Funding may be transferred to capital projects funds to provide resources for scheduled capital projects.

Fund Subsidies: Several funds are subsidized by the General Fund via budgeted interfund transfers:

- **Fund 291 - Special Districts Fund:** Although Special Districts are intended to be self-supporting, costs for the Streetlight Assessment District have continued to increase above the established levy, requiring annual subsidies from the General Fund. The levy has no provision for increases.
- **Fund 292 - Riverwalk Landscape Maintenance District:** Although the landscape maintenance district is intended to be self-supporting, costs have continued to increase above the established levy, requiring annual subsidies from the General Fund. The levy has no provision for increases.
- **Fund 293 - Highlander Landscape Maintenance District:** Although the landscape maintenance district is intended to be self-supporting, costs have continued to increase above the established levy, requiring annual subsidies from the General Fund. The levy has no provision for increases.
- **Fund 580 - Convention Center Fund:** The General Fund subsidizes 100% of the debt obligations of the Convention Center Fund, as well as net operating deficits of the Convention Center, Sports Commission, and Riverside Visitor's Center Bureau.
- **Fund 581 - Entertainment Fund:** The General Fund subsidizes 100% of the debt obligations of the Entertainment Fund, as well as net operating deficits of the Fox Theater, Box Theater, and Municipal Auditorium.
- **Fund 582 - Cheech Marin Center:** The General Fund subsidizes the net operating deficit of the Cheech Marin Center.

Other Transfers:

- The General Fund will contribute an amount to the Section 115 Pension Trust fund to invest for the long-term management of the CalPERS UAL.
- The Measure Z Fund makes contributions to the General Fund for critical operating needs.

INTERFUND TRANSFER SCHEDULES

The following schedules of Interfund Transfers show the relationship of operating transfers between funds.

SCHEDULE OF INTERFUND TRANSFERS				
From Fund	To Fund	Description	FY 2022/23	FY 2023/24
101 - General Fund	115 - Pension Trust	Contribution to 115 Trust	\$ 895,490	\$11,000,000
101 - General Fund	291 - Special Districts	Subsidy	1,242,808	1,291,246
101 - General Fund	292 - Riverwalk LMD	Subsidy	135,546	121,004
101 - General Fund	293 - Highlander LMD	Subsidy	19,500	18,670
101 - General Fund	580 - Convention Center	Subsidy	5,999,800	5,304,990
101 - General Fund	581 - Entertainment	Subsidy	4,317,818	3,863,700
101 - General Fund	582 - Cheech Marin	Subsidy	986,980	1,014,040
110 - Measure Z Operating	101 - General Fund	Critical Operating Needs	18,266,026	18,266,026
110 - Measure Z Operating	420 - Measure Z Capital Outlay	Capital Projects Funding	14,475,000	12,975,000
510 - Electric	101 - General Fund	General Fund Transfer	42,831,200	44,636,500
520 - Water	101 - General Fund	General Fund Transfer	7,978,400	8,565,800
Total Interfund Transfers			\$97,148,568	\$107,056,976

SUMMARY OF INTERFUND TRANSFERS BY FUND				
Fund	FY 2022/23		FY 2023/24	
	Transfer In	Transfer Out	Transfer In	Transfer Out
101 - General Fund	\$ 69,075,626	\$ 13,597,942	\$ 71,468,326	\$ 22,613,650
110 - Measure Z Operating	-	32,741,026	-	31,241,026
115 - Section 115 Pension Trust	895,490	-	11,000,000	-
291 - Special Districts	1,242,808	-	1,291,246	-
292 - Riverwalk LMD	135,546	-	121,004	-
293 - Highlander LMD	19,500	-	18,670	-
420 - Measure Z Capital Outlay	14,475,000	-	12,975,000	-
510 - Electric	-	42,831,200	-	44,636,500
520 - Water	-	7,978,400	-	8,565,800
580 - Convention Center	5,999,800	-	5,304,990	-
581 - Entertainment	4,317,818	-	3,863,700	-
582 - Cheech Marin Center	986,980	-	1,014,040	-
Total Interfund Transfers	\$ 97,148,568	\$ 97,148,568	\$ 107,056,976	\$ 107,056,976

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FUND BALANCE OVERVIEW



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BUDGETARY FUND BALANCE

In a governmental agency, fund balance is considered in two separate, but intrinsically related, settings – budgetary fund balance and Annual Comprehensive Financial Report (ACFR) fund balance. Budgetary fund balance is a prospective calculation of ending fund balance based on estimated revenues and expenditures, whereas ACFR fund balance is a retrospective calculation based on the difference between fiscal year end assets and liabilities, and deferred inflows or outflows of resources. Following the financial audit of the active fiscal year, budgetary ending fund balance is reconciled to ACFR fund balance, accounting for actual fiscal year performance and any differences in the budgetary versus accounting basis of reporting.

ACFR fund balance may be classified in one of five classifications defined in *GASB Statement 54: Fund Balance Reporting and Governmental Fund Type Definitions* as described below:

- Non-spendable Fund Balance: Cannot be spent due to form or must be maintained intact legally or contractually.
- Restricted Fund Balance: Subject to externally enforceable limitations by law, enabling legislation, or limitations imposed by creditors or grantors.
- Committed Fund Balance: May only be used for specific purposes due to formal action of the City Council through adoption of a resolution prior to the end of the fiscal year.
- Assigned Fund Balance: Reflects the City's intended use of resources.
- Unassigned Fund Balance: The residual classification that includes all spendable amounts not contained in the other classifications.

For the purposes of budgetary fund balance, the last three classifications listed above (Committed, Assigned, and Unassigned) are generally considered “available” fund balance, as these balances are not legally restricted by external parties or forces.

MAJOR FUNDS

On a budgetary basis, a major fund is defined as a fund whose total revenues or expenditures, excluding other financing sources and uses, exceed ten percent (10%) of citywide revenues or expenditures. Under this basis, the City has two major funds: General Fund, which accounts for approximately 25% of citywide revenues and 23% of citywide expenditures in FY 2022/23 and 25% of citywide revenues and 24% of citywide expenditures in FY 2023/24. Additionally, the Electric Funds (510 and 511) account for approximately 33% of citywide revenues and 36% of citywide expenditures in FY 2022/23 and 35% of citywide revenues and 38% of citywide expenditures in FY 2023/24. The two major funds are described in the upcoming *Fund Structure* section. Five-Year Financial Plans, including a discussion of the change in fund balance or working capital, are provided for these and other large (but nonmajor) funds beginning on page 37.

FUNDS NOT BUDGETED

There are certain city funds that have not been described in this section, either because they are no longer active or because they are not budgeted within the annual budget. Funds in the second category include Special Revenue Funds whose source of revenue is grant funding; Capital Projects Funds related to the City's assessment districts and community facility districts; certain Public Works Capital Projects Funds reliant on grant funding; and certain Capital Projects Funds used to account for expenditures associated with the issuance of bonds or certificates of participation completed mid-year in prior budget years. These funds are included in the audited financial statements. Appropriations are made to these funds on an as-needed basis throughout the fiscal year, with the approval of the City Council.

FUND STRUCTURE

The City records financial activity in seven fund types as guided by generally accepted accounting principles (GAAP): General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Enterprise Funds, Internal Service Funds, and Agency (Fiduciary) Funds. Within each fund type are multiple funds that each relate to a city department or multiple city departments.

GENERAL FUND

The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund is generally used to account for functions of the City that are principally supported by taxes and intergovernmental revenues. Examples of activities budgeted and recorded in the General Fund include general government or internal service departments, public safety, highways and streets, culture, and recreation.

MEASURE Z OPERATING FUND

The Measure Z Fund is a component of the General Fund and is used to separately account for and report the use of Measure Z revenue for operating and capital expenditures.

SECTION 115 TRUST FUND

The Section 115 Trust Fund was established to set aside assets for investment as allowed by Internal Revenue Code Section 115; the invested funds are legally restricted for the purpose of paying down the CalPERS UAL. Although tracked separately, this fund is reported with the General Fund in the City's annual financial statements.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific monies that are legally restricted for use for a particular purpose.

Miscellaneous grants and other restricted funding are recorded in the Grants and Restricted Programs fund. Grants are budgeted by individual Council action, whereas restricted funding, if recurring, guaranteed, and predictable, is budgeted in the City's annual budget.

- A Special Districts Fund accounts for and reports the activities of the street lighting assessment district.
- Landscape Maintenance District Funds account for and report the activities of landscape maintenance districts.
- In the Community & Economic Development Department, Special Revenue Funds are used to account for Federal grants received from the Department of Housing and Urban Development for the development of a viable urban community by providing decent housing, a suitable living environment, and expanding economic opportunities principally for persons of low and moderate incomes.
- The Public Works Department's budget includes three Special Revenue Funds:
 - The Special Gas Tax Fund is used to account for the construction and maintenance of city streets funded by the City's share of State gasoline taxes.
 - The Air Quality Improvement Fund is used to account for qualified air pollution reduction programs funded by the South Coast Air Quality Management District.
 - The National Pollution Discharge Elimination System (NPDES) Fund is used to account for storm drain maintenance and inspection required for California storm water permits funded by a special assessment district of Riverside County.

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources legally restricted to pay debt payments and payment of long-term debt obligations of the City.

CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for the acquisition and construction of major capital facilities other than those financed by Enterprise Funds.

The Public Works Department's budget includes four Capital Projects Funds. These funds include:

- The Storm Drain Fund is used to account for the acquisition, construction, and installation of storm drains in the City.
- The Capital Outlay Fund is used to account for the construction and installation of street and highway capital improvements.
- The Measure A Fund is used to account for transportation improvements funded by a half-cent sales tax approved by Riverside County voters in 1988.
- The Transportation Development Impact Fees Fund is used to account for transportation improvements funded by impact fees.

The Parks Recreation, & Community Services Department's budget includes two Capital Projects Funds:

- The Local Park Special Capital Improvements Fund is used to account for capital projects to construct parks and recreation facilities funded by impact fees.
- The Regional Park Special Capital Improvements Fund is used to account for capital projects to construct regional parks and recreation facilities funded by impact fees.

MEASURE Z CAPITAL FUND

The Measure Z Capital Fund is used to separately account for and report the use of Measure Z revenue and debt proceeds for capital projects.

ENTERPRISE FUNDS

Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private businesses. The City's intent is that the operational and capital costs of providing these services be recovered primarily through user fees and charges.

The Riverside Public Utilities' budget includes four Enterprise Funds:

- The Electric Fund is used to account for and report the financial resources of the City's electric utility.
- The Electric Public Benefits Fund is used to account for and report the financial resources of public benefits revenue and uses thereof. The public benefits charge is a state-mandated charge whose revenue is legally restricted as to its allowable use; therefore, it is separated from the primary Electric Fund.
- The Water Fund is used to account for and report the financial resources of the City's water utility.
- The Water Conservation and Reclamation Program Fund is used to account for and report the financial resources of water conservation funds related to the City's water utility. The water conservation charge was adopted by the City Council in 2004, and the use of the revenue is restricted for specific purposes; therefore, it is separated from the primary Water Fund.

The Public Works Department's budget includes three Enterprise Funds:

- The Refuse Fund, also referred to as the Solid Waste Fund, used to account for and report the financial resources of the City's refuse collection services.
- The Sewer Fund, also referred to as the Wastewater Fund, used to account for and report the financial resources of the City's sewer system.
- The Public Parking Fund, used to account for and report the financial resources of the various parking lots and facilities owned by the City, principally located in downtown Riverside.

The Parks Recreation, & Community Services Department's budget includes one Enterprise Fund. The Special Transit Fund is used to account for expenditures related to the City's fleet of minibuses, which are used to transport senior citizens and disabled persons.

The operations of the Riverside Airport, a division of the General Services Department, are budgeted in an Enterprise Fund.

The financial activities of the Convention Center, Fox Theater, Municipal Auditorium, Cheech Marin Center, and other entertainment venues owned by the City are accounted for and reported in Enterprise Funds.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the operational and capital costs of providing centralized services to city departments. The costs of these services are recovered through cost reimbursement methods, such as charges for services rendered or claims loss history. Funds in this category include the City's insurance-related funds budgeted in the Human Resources and Finance Departments: the Workers Compensation Insurance Trust Fund, the Unemployment Insurance Trust Fund, and the General Liability Insurance Trust Fund. The Finance Department's budget includes the Central Stores Fund, used to account for citywide inventory purchases; and the General Services Department's budget includes the Central Garage Fund, used to account for fleet vehicle maintenance and motor pool activity.

AGENCY FUNDS

Agency Funds are used to account for funds held by the City as an agent for another entity. Several Agency Funds budgeted in the Finance Department are used to account for the activity of various assessment districts and community facilities districts located throughout the City.

The Community & Economic Development Department's budget includes the Successor Agency Trust Fund which is used to account for the activities of the Successor Agency to the City's former Redevelopment Agency.

DEPARTMENT/FUND RELATIONSHIP

The following schedule displays departmental budgets within each fund type and the two major funds, the General Fund and the Electric Funds. The following points will aid in comprehension of the schedule:

- Non-Classified refers to items budget at the fund level, and not to a department, whereas Non-Departmental expenditures fall under the administrative purview of specific departments as described in *Department Budget Detail, Non-Departmental* beginning on page 401.
- The Cost Allocation Plan represents the allocation of a portion of General Fund internal service departments to other funds and departments that receive internal services. Refer to page 109 for more information on the Cost Allocation Plan.

FY 2022/23 EXPENDITURES AND TRANSFERS OUT BY DEPARTMENT AND FUND									
City Department	General Fund ¹⁰	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Electric Funds ¹¹	Other Enterprise Funds	Internal Service Funds	Agency Funds	Total
00 - Non-Classified ¹²	\$ 14,475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,823,190	\$ 29,298,190
01 - Mayor	903,455	-	-	-	-	-	-	-	903,455
02 - City Council	1,324,910	-	-	-	-	-	-	-	1,324,910
11 - City Manager	7,952,839	395,373	-	-	-	-	-	-	8,348,212
12 - City Clerk	1,403,266	-	-	-	-	-	-	-	1,403,266
13 - City Attorney	5,630,834	-	-	-	-	-	6,350,758	-	11,981,592
21 - Human Resources	3,825,657	-	-	-	-	-	7,158,581	-	10,984,238
22 - General Services	5,364,737	-	-	59,133,657	-	15,834,143	13,143,732	-	93,476,269
23 - Finance	7,677,448	4,742,808	47,634,560	-	-	-	3,214,952	4,101,333	67,371,101
24 - Innovation & Technology	13,248,963	-	-	-	-	-	-	-	13,248,963
28 - Community Development	20,279,941	10,162,534	-	-	-	9,860,748	-	712,449	41,015,672
31 - Police	138,258,718	540	-	-	-	-	-	-	138,259,258
35 - Fire	71,269,296	677,730	-	-	-	-	-	-	71,947,026
41 - Public Works	22,514,478	17,406,995	2,998,740	22,860,311	-	105,549,582	-	-	171,330,106
51 - Library	11,078,744	-	-	-	-	-	-	-	11,078,744
52 - Parks, Rec & Comm Svcs	24,000,275	275,971	-	1,750,000	-	4,872,776	-	-	30,899,022
53 - Museum	3,515,308	-	-	-	-	-	-	-	3,515,308
60 - Public Utilities-Admin	-	-	-	-	41,711,957	-	-	-	41,711,957
61 - Public Utilities-Electric	-	-	-	-	436,378,423	-	-	-	436,378,423
62 - Public Utilities-Water	-	-	-	-	-	112,417,752	-	-	112,417,752
72 - Non-Departmental	58,386,823	-	-	-	-	-	-	-	58,386,823
Subtotal	\$ 411,110,692	\$ 33,661,951	\$ 50,633,300	\$ 83,743,968	\$ 478,090,380	\$ 248,535,001	\$ 29,868,023	\$ 19,636,972	\$ 1,355,280,287
Cost Allocation Plan	\$ (21,652,818)	\$ 659,299	\$ -	\$ 146,067	\$ 8,772,947	\$ 7,956,501	\$ 4,118,004	\$ -	\$ -
Total Budget	\$ 389,457,874	\$ 34,321,250	\$ 50,633,300	\$ 83,890,035	\$ 486,863,327	\$ 256,491,502	\$ 33,986,027	\$ 19,636,972	\$ 1,355,280,287

¹⁰ Includes Fund 110 - Measure Z Operating and Fund 115 - Section 115 Pension Trust Fund.

¹¹ Includes Fund 511 - Electric Public Benefit Program

¹² Non-Classified amounts represent Measure Z operating transfers to the Measure Z Capital Fund and Successor Agency debt service.

FY 2023/24 EXPENDITURES AND TRANSFERS OUT BY DEPARTMENT AND FUND									
City Department	General Fund ¹³	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Electric Funds ¹⁴	Other Enterprise Funds	Internal Service Funds	Agency Funds	Total
00 - Non-Classified ¹⁵	\$ 12,975,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,052,160	\$ 33,027,160
01 - Mayor	930,392	-	-	-	-	-	-	-	-
02 - City Council	1,345,936	-	-	-	-	-	-	-	-
11 - City Manager	8,021,795	395,030	-	-	-	-	-	-	3,831,404
12 - City Clerk	2,049,860	-	-	-	-	-	-	-	275,183
13 - City Attorney	5,784,737	-	-	-	-	-	6,476,415	-	6,933,707
21 - Human Resources	3,961,964	-	-	-	-	-	7,389,282	-	8,307,653
22 - General Services	5,451,322	-	-	1,490,073	-	17,762,517	13,500,498	-	32,647,879
23 - Finance	7,862,871	4,791,246	41,939,644	-	-	-	3,362,909	4,098,562	58,375,843
24 - Innovation & Technology	13,821,303	-	-	-	-	-	-	-	1,000,000
28 - Community Development	20,712,461	10,361,474	-	-	-	10,639,530	-	733,139	45,874,771
31 - Police	137,243,873	554	-	-	-	-	-	-	146,393,960
35 - Fire	68,821,195	691,819	-	-	-	-	-	-	73,619,988
41 - Public Works	23,392,016	16,121,051	2,995,740	18,760,390	-	105,936,645	-	-	147,223,754
51 - Library	11,227,872	-	-	-	-	-	-	-	12,202,575
52 - Parks, Rec & Comm Svcs	24,756,205	279,788	-	1,750,000	-	4,975,709	-	-	34,828,147
53 - Museum	3,559,866	-	-	-	-	-	-	-	3,796,471
60 - Public Utilities-Admin	-	-	-	-	43,132,338	-	-	-	47,171,253
61 - Public Utilities-Electric	-	-	-	-	445,914,086	-	-	-	394,431,909
62 - Public Utilities-Water	-	-	-	-	-	113,826,455	-	-	87,536,132
72 - Non-Departmental	68,841,053	-	-	-	-	-	-	-	65,485,265
Subtotal	\$ 420,759,721	\$ 32,640,962	\$ 44,935,384	\$ 22,000,463	\$ 489,046,424	\$ 253,140,856	\$ 30,729,104	\$ 24,883,861	\$ 1,318,136,775
Cost Allocation Plan	\$ (22,677,171)	\$ 679,849	\$ -	\$ 156,428	\$ 9,213,741	\$ 8,374,730	\$ 4,252,423	\$ -	\$ -
Total Budget	\$ 398,082,550	\$ 33,320,811	\$ 44,935,384	\$ 22,156,891	\$ 498,260,165	\$ 261,515,586	\$ 34,981,527	\$ 24,883,861	\$ 1,318,136,775

¹³ Includes Fund 110 - Measure Z Operating and Fund 115 - Section 115 Pension Trust Fund.¹⁴ Includes Fund 511 - Electric Public Benefit Program¹⁵ Non-Classified amounts represent Measure Z operating transfers to the Measure Z Capital Fund and Successor Agency debt service.

CHANGE IN AVAILABLE FUND BALANCE

The following schedule lists the projected change in available fund balance for each fund including the major funds (General Fund and Electric Funds). An explanation of significant changes in fund balance and negative fund balances follows the schedule for each fiscal year.

The following schedules do not attempt to predict the fund balance based on the actual performance of FY 2021/22, which has not yet closed; the projected beginning fund balance on July 1, 2022 is based on the FY 2020/21 audited fund balance plus or minus the adopted FY 2021/22 budget or uses actual FY 2021/22 projections from the *Five-Year Financial Plans* presented and described beginning on page 37. The reason for this approach is two-fold:

1. Year-To-Date performance changes significantly during the fiscal year end close process with the recording of revenue and expenditure accruals, bad debt write-offs, depreciation expense, adjustment of accounts to actuarial, and market valuations, etc.
2. Carryover of unexpended funds which follows the fiscal year end close and audit process is not reflected in fiscal year-to-date performance and cannot be reasonably estimated in advance of year end processes.

FUND BALANCE SUMMARY FY 2022/23						
	Projected Fund Balance 7/1/2022	Budgeted Revenue FY 2022/23	Budgeted Expenditures FY 2022/23	Projected Fund Balance 6/30/2023	Change in Fund Balance	Note
General Fund						
101 - General Fund	\$ 70,013,102	\$ 310,626,332	\$ 305,668,167	\$ 74,971,267	7.08%	
110 - Measure Z Fund	39,288,792	76,802,034	83,789,707	32,301,119	-17.79%	(1), (2)
115 - Section 115 Pension Trust	21,197,004	895,490	-	22,092,494	4.22%	
Total General Fund	\$ 130,498,898	\$ 388,323,856	\$ 389,457,874	\$ 129,364,880		
Special Revenue Funds						
215 - Grants and Restricted Programs	\$ 2,458,251	\$ 1,915,372	\$ 1,823,459	\$ 2,550,164	3.74%	
220 - CDBG	-	3,268,259	3,268,259	-	0.00%	
221 - Home Investment Partnership Program	-	1,208,215	1,208,215	-	0.00%	
222 - Housing Opportunities for Persons with AIDS	-	3,679,016	3,679,016	-	0.00%	
225 - Neighborhood Stabilization Program	16,654	-	-	16,654	0.00%	
230 - Special Gas Tax	2,727,966	16,954,892	14,888,196	4,794,662	75.76%	(3)
240 - Air Quality Improvement	1,118,158	499,200	421,565	1,195,793	6.94%	
260 - NPDES Storm Drain	393,407	1,405,284	1,599,841	198,850	-49.45%	(3)
280 - Housing Authority	1,641,905	-	1,768,508	(126,603)	-107.71%	(4)
281 - Low/Mod Housing Asset Fund	8,860,833	-	-	8,860,833	0.00%	
291 - Special Districts	-	4,819,739	4,819,739	-	0.00%	
292 - Riverwalk LMD	-	575,933	575,933	-	0.00%	
293 - Highland LMD	-	120,500	120,500	-	0.00%	
Total Special Revenue Funds	\$ 17,217,174	\$ 34,446,410	\$ 34,173,231	\$ 17,490,353		

FUND BALANCE SUMMARY FY 2022/23

	Projected Fund Balance 7/1/2022	Budgeted Revenue FY 2022/23	Budgeted Expenditures FY 2022/23	Projected Fund Balance 6/30/2023	Change in Fund Balance	Note
Debt Service Funds						
390 - General Debt Service Fund	\$ -	\$ 47,634,560	\$ 47,634,560	\$ -	0.00%	
391 - Public Works Debt Service Fund	-	2,998,740	2,998,740	-	0.00%	
Total Debt Service Funds	\$ -	\$ 50,633,300	\$ 50,633,300	\$ -		

Capital Projects Funds						
401 - Capital Outlay	\$ 39,597	\$ -	\$ -	\$ 39,597	0.00%	
410 - Storm Drain	106,690	191,500	150,000	148,190	38.90%	(3)
411 - Special Capital Improvement	242,799	2,180,000	1,797,295	625,504	157.62%	(3)
413 - Regional Park Special Capital Improvements	2,222,033	435,000	-	2,657,033	19.58%	(3)
420 - Measure Z - Capital Projects	(401,155)	72,175,000	72,175,000	(401,155)	0.00%	(2), (3)
430 - Capital Outlay - Grants	1,716,898	-	-	1,716,898	0.00%	
431 - Transportation Projects	209	-	-	209	0.00%	
432 - Measure A Capital Outlay	3,618,040	10,407,000	9,767,740	4,257,300	17.67%	(3)
433 - Transportation Development Impact Fees	3,746,664	609,979	-	4,356,643	16.28%	(3)
442 - Hunter Business Park Assessment District	2,210,968	-	-	2,210,968	0.00%	
450 - Canyon Springs Assessment District	107,506	-	-	107,506	0.00%	
456 - CFD Riverwalk Vista	14,035	-	-	14,035	0.00%	
458 - CFD Sycamore Canyon 92-1	14,379	-	-	14,379	0.00%	
459 - CFD Riverwalk Vista Area #2	330,341	-	-	330,341	0.00%	
Total Capital Projects Funds	\$ 13,969,004	\$ 85,998,479	\$ 83,890,035	\$ 16,077,448		

Agency Funds						
170 - RDSA Administration	\$ (507,684)	\$ 860,468	\$ 860,468	\$ (507,684)	0.00%	(5)
721 - Interest Bearing Special Deposits	1,305	-	-	1,305	0.00%	
741 - Assessment Districts - Miscellaneous	688,702	418,730	411,390	696,042	1.07%	
742 - Hunter Business Park Assessment District	2,155,042	1,023,270	1,005,170	2,173,142	0.84%	
745 - Riverwalk Assessment District	1,283,127	735,753	722,690	1,296,190	1.02%	
746 - Riverwalk Business Assessment District	594,928	301,825	296,464	600,289	0.90%	
753 - CFD 90-1 Highlander Debt Service	21,300	-	-	21,300	0.00%	
756 - CFD Riverwalk Vista	600,939	313,303	309,030	605,212	0.71%	
758 - CFD Sycamore Canyon 92-1	1,248,811	655,599	646,136	1,258,274	0.76%	

FUND BALANCE SUMMARY FY 2022/23						
	Projected Fund Balance 7/1/2022	Budgeted Revenue FY 2022/23	Budgeted Expenditures FY 2022/23	Projected Fund Balance 6/30/2023	Change in Fund Balance	Note
759 - CFD Riverwalk Vista Area #2	759,222	384,181	378,737	764,666	0.72%	
760 - CFD 2014-2 Highlands	427,977	155,978	151,620	432,335	1.02%	
761 - CFD 2013-1 Kunny Ranch	-	10,000	10,000	-	0.00%	
762 - CFD 2015-1 Orangecrest Grove	1,084,316	172,161	170,096	1,086,381	0.19%	
770 - Successor Agency Trust Fund	38,586,340	14,823,190	14,823,190	38,586,340	0.00%	
Total Agency Funds	\$ 46,944,325	\$ 19,854,458	\$ 19,784,991	\$ 47,013,792		
Enterprise Funds (Working Capital)						
510 - Electric	\$ 57,376,331	\$ 444,310,758	\$ 471,909,338	\$ 29,777,751	-48.10%	(6)
511 - Electric Public Benefit Programs	22,708,229	10,715,000	14,953,989	18,469,240	-18.67%	(6)
520 - Water	32,610,007	110,431,007	113,796,834	29,244,180	-10.32%	(6)
521 - Water Conservation	3,188,124	1,239,000	2,078,600	2,348,524	-26.34%	(6)
530 - Airport	1,066,013	1,698,599	1,649,173	1,115,439	4.64%	
540 - Refuse	5,627,093	30,501,947	32,207,710	3,921,330	-30.31%	(6)
550 - Sewer	99,713,990	68,271,916	68,299,996	99,685,910	-0.03%	(6)
560 - Special Transit	1,249,357	5,424,376	5,424,376	1,249,357	0.00%	
570 - Public Parking	1,407,135	9,036,534	8,805,461	1,638,208	16.42%	(6)
580 - Convention Center	2,426,006	13,119,124	13,119,124	2,426,006	0.00%	
581 - Entertainment	1,053,435	9,860,748	9,860,748	1,053,435	0.00%	
582 - Cheech Marin	-	1,249,480	1,249,480	-	0.00%	
Total Enterprise Funds	\$ 228,425,720	\$ 705,858,489	\$ 743,354,829	\$ 190,929,380		
Internal Service Funds (Working Capital)						
610 - Workers Compensation Trust	\$ 13,626,078	\$ 9,696,700	\$ 7,890,822	\$ 15,431,956	13.25%	(7)
620 - Unemployment Insurance	38,446	153,820	153,820	38,446	0.00%	
630 - Liability Insurance Trust	16,630,036	11,284,100	10,992,488	16,921,648	1.75%	(7)
640 - Central Stores	6,795,659	1,342,638	1,123,196	7,015,101	3.23%	
650 - Central Garage	11,248,423	14,007,289	13,825,701	11,430,011	1.61%	
Total Internal Service Funds	\$ 48,338,642	\$ 36,484,547	\$ 33,986,027	\$ 50,837,162		
TOTAL ALL FUNDS	\$ 485,393,763	\$1,321,599,539	\$1,355,280,287	\$ 451,713,015		

Reconciliation of Budgeted Revenue

510 - Electric Bond Proceeds \$ (35,209,658)

520 - Water Bond Proceeds \$ (20,713,807)

Citywide Budgeted Revenue \$ 1,265,676,074

EXPLANATION OF SIGNIFICANT CHANGES IN FUND BALANCE

- (1) **Fund 110 – Measure Z Fund:** A thorough discussion of Measure Z fund, including strategic drawdowns of cash reserves, is provided in the *Measure Z Fund Five-Year Financial Plan* beginning on page 44.
- (2) **Fund 110 – Measure Z Fund and Fund 420 – Measure Z – Capital Projects:** While the accounting and activities of the Measure Z Fund are legally a part of the General Fund and combined for reporting purposes in the Annual Comprehensive Financial Report, the City tracks Measure Z financial activity in an operating and capital fund. These two fund types are required for reporting financial activity in compliance with Generally Accepted Accounting Principles.
- (3) **Special Revenue and Capital Funds:** The balances of these funds experience natural fluctuations from year-to-year due to the nature of grants and capital project funding and spending, which often spans multiple fiscal years. Sufficient cash is on-hand to fund planned expenditures and capital projects.
- (4) **Fund 280 - Housing Authority:** The Housing Authority Fund (280) is funded by the Low/Mod Housing Asset Fund (281), which holds more than \$17 million in loans receivable. The activity of the Housing Authority Fund is conservatively budgeted based on anticipated loan payments occurring in the Low/Mod Housing Asset Fund; a transfer of funds from the Low/Mod Housing Asset Fund to the Housing Authority Fund is recorded at each fiscal year end to bring the fund into a positive position.
- (5) **Fund 170 - RDSA Administration:** The RDSA Administration Fund is the administrative fund for the Successor Agency to the Redevelopment Agency. Resources are set by the State Department of Finance, and any shortfalls are covered by the General Fund during fiscal year-end processes.
- (6) **Enterprise Funds:** A thorough discussion of these enterprise funds and related working capital, including strategic drawdowns of cash reserves or projected operating deficits, is provided at the respective funds' *Five-Year Financial Plans* beginning on page 37.
- (7) **Fund 610 - Workers Compensation Trust and Fund 630 - Liability Insurance Trust:** The nature of self-insurance funds requires a different perspective from the working capital perspective normally applied to internal service funds; with the natural fluctuation in the size and number of claims, lawsuits, and settlements, the City focuses on maintaining a 50% cash reserve. The cash balance of the Self-Insurance Trust Funds ended at 41% of the current claims liability outstanding as of June 30, 2021. To replenish cash to the required 50% reserve level, internal charges for services from departments will be increased in FY 2022-2024. Refer to page 33 for more information on the required reserves of the self-insurance funds.

FUND BALANCE SUMMARY FY 2023/24						
	Projected Fund Balance 7/1/2023	Budgeted Revenue FY 2023/24	Budgeted Expenditures FY 2023/24	Projected Fund Balance 6/30/2024	Change in Fund Balance	Note
General Fund						
101 - General Fund	\$ 74,971,267	\$ 318,229,147	\$ 311,113,181	\$ 82,087,233	9.49%	
110 - Measure Z Fund	32,301,119	79,020,583	86,969,369	24,352,333	-24.61%	(1), (2)
115 - Section 115 Pension Trust	22,092,494	11,000,000	-	33,092,494	49.79%	(3)
Total General Fund	\$ 129,364,880	\$ 408,249,730	\$ 398,082,550	\$ 139,532,060		
Special Revenue Funds						
215 - Grants and Restricted Programs	\$ 2,550,164	\$ 1,924,872	\$ 1,847,105	\$ 2,627,931	3.05%	
220 - CDBG	-	3,327,068	3,327,068	-	0.00%	
221 - Home Investment Partnership Program	-	1,220,297	1,220,297	-	0.00%	
222 - Housing Opportunities for Persons with AIDS	-	3,752,596	3,752,596	-	0.00%	
225 - Neighborhood Stabilization Program	16,654	-	-	16,654	0.00%	
230 - Special Gas Tax	4,794,662	17,486,700	13,818,042	8,463,320	76.52%	(4)
240 - Air Quality Improvement	1,195,793	528,442	421,681	1,302,554	8.93%	
260 - NPDES Storm Drain	198,850	1,419,337	1,375,764	242,423	21.91%	(4)
280 - Housing Authority	(126,603)	-	1,830,032	(1,956,635)	1445.49%	(5)
281 - Low/Mod Housing Asset Fund	8,860,833	-	-	8,860,833	0.00%	
291 - Special Districts	-	4,870,486	4,870,486	-	0.00%	
292 - Riverwalk LMD	-	583,412	583,412	-	0.00%	
293 - Highland LMD	-	122,700	122,700	-	0.00%	
Total Special Revenue Funds	\$ 17,490,353	\$ 35,235,910	\$ 33,169,183	\$ 19,557,080		
Debt Service Funds						
390 - General Debt Service Fund	\$ -	\$ 41,939,644	\$ 41,939,644	\$ -	0.00%	
391 - Public Works Debt Service Fund	-	2,995,740	2,995,740	-	0.00%	
Total Debt Service Funds	\$ -	\$ 44,935,384	\$ 44,935,384	\$ -		
Capital Projects Funds						
401 - Capital Outlay	\$ 39,597	\$ -	\$ -	\$ 39,597	0.00%	
410 - Storm Drain	148,190	196,270	150,000	194,460	31.22%	(4)
411 - Special Capital Improvement	625,504	2,180,000	1,801,261	1,004,243	60.55%	(4)
413 - Regional Park Special Capital Improvements	2,657,033	435,000	-	3,092,033	16.37%	(4)
420 - Measure Z - Capital Projects	(401,155)	12,975,000	12,975,000	(401,155)	0.00%	(2), (3)
430 - Capital Outlay - Grants	1,716,898	-	-	1,716,898	0.00%	
431 - Transportation Projects	209	-	-	209	0.00%	

FUND BALANCE SUMMARY FY 2023/24

	Projected Fund Balance 7/1/2023	Budgeted Revenue FY 2023/24	Budgeted Expenditures FY 2023/24	Projected Fund Balance 6/30/2024	Change in Fund Balance	Note
432 - Measure A Capital Outlay	4,257,300	10,612,000	7,230,630	7,638,670	79.43%	(4)
433 - Transportation Development Impact Fees	4,356,643	627,378	-	4,984,021	14.40%	(4)
442 - Hunter Business Park Assessment District	2,210,968	-	-	2,210,968	0.00%	
450 - Canyon Springs Assessment District	107,506	-	-	107,506	0.00%	
456 - CFD Riverwalk Vista	14,035	-	-	14,035	0.00%	
458 - CFD Sycamore Canyon 92-1	14,379	-	-	14,379	0.00%	
459 - CFD Riverwalk Vista Area #2	330,341	-	-	330,341	0.00%	
Total Capital Projects Funds	\$ 16,077,448	\$ 27,025,648	\$ 22,156,891	\$ 20,946,205		

Agency Funds

170 - RDSA Administration	\$ (507,684)	\$ 884,767	\$ 884,767	\$ (507,684)	0.00%	(6)
721 - Interest Bearing Special Deposits	1,305	-	-	1,305	0.00%	
741 - Assessment Districts - Miscellaneous	696,042	410,855	409,610	697,287	0.18%	
742 - Hunter Business Park Assessment District	2,173,142	1,024,553	1,005,970	2,191,725	0.86%	
745 - Riverwalk Assessment District	1,296,190	734,049	720,680	1,309,559	1.03%	
746 - Riverwalk Business Assessment District	600,289	300,969	295,482	605,776	0.91%	
753 - CFD 90-1 Highlander Debt Service	21,300	-	-	21,300	0.00%	
756 - CFD Riverwalk Vista	605,212	314,630	310,239	609,603	0.73%	
758 - CFD Sycamore Canyon 92-1	1,258,274	658,624	648,899	1,267,999	0.77%	
759 - CFD Riverwalk Vista Area #2	764,666	384,480	378,885	770,261	0.73%	
760 - CFD 2014-2 Highlands	432,335	154,429	149,950	436,814	1.04%	
761 - CFD 2013-1 Kunny Ranch	-	10,000	10,000	-	0.00%	
762 - CFD 2015-1 Orangecrest Grove	1,086,381	171,044	168,847	1,088,578	0.20%	
770 - Successor Agency Trust Fund	38,586,340	20,052,160	20,052,160	38,586,340	0.00%	
Total Agency Funds	\$ 47,013,792	\$ 25,100,560	\$ 25,035,489	\$ 47,078,863		

**Enterprise Funds
(Working Capital)**

510 - Electric	\$ 29,777,751	\$ 467,051,581	\$ 482,869,330	\$ 13,960,002	-53.12%	(7)
511 - Electric Public Benefit Programs	18,469,240	11,793,000	15,390,835	14,871,405	-19.48%	(7)
520 - Water	29,244,180	113,120,625	115,821,422	26,543,383	-9.24%	(7)
521 - Water Conservation	2,348,524	1,374,000	1,645,483	2,077,041	-11.56%	(7)
530 - Airport	1,115,439	1,749,317	1,694,702	1,170,054	4.90%	

FUND BALANCE SUMMARY FY 2023/24						
	Projected Fund Balance 7/1/2023	Budgeted Revenue FY 2023/24	Budgeted Expenditures FY 2023/24	Projected Fund Balance 6/30/2024	Change in Fund Balance	Note
540 - Refuse	3,921,330	31,968,946	32,628,594	3,261,682	-16.82%	(7)
550 - Sewer	99,685,910	69,376,857	69,147,573	99,915,194	0.23%	
560 - Special Transit	1,249,357	5,551,033	5,551,033	1,249,357	0.00%	
570 - Public Parking	1,638,208	9,566,164	8,128,602	3,075,770	87.75%	(7)
580 - Convention Center	2,426,006	14,968,982	14,968,982	2,426,006	0.00%	
581 - Entertainment	1,053,435	10,639,530	10,639,530	1,053,435	0.00%	
582 - Cheech Marin	-	1,289,665	1,289,665	-	0.00%	
Total Enterprise Funds	\$ 190,929,380	\$ 738,449,700	\$ 759,775,751	\$ 169,603,329		
Internal Service Funds (Working Capital)						
610 - Workers Compensation Trust	\$ 15,431,956	\$ 10,036,100	\$ 8,146,380	\$ 17,321,676	12.25%	(8)
620 - Unemployment Insurance	38,446	157,272	157,272	38,446	0.00%	
630 - Liability Insurance Trust	16,921,648	13,514,900	11,313,153	19,123,395	13.01%	(8)
640 - Central Stores	7,015,101	1,342,638	1,147,515	7,210,224	2.78%	
650 - Central Garage	11,430,011	14,343,464	14,217,207	11,556,268	1.10%	
Total Internal Service Funds	\$ 50,837,162	\$ 39,394,374	\$ 34,981,527	\$ 55,250,009		
TOTAL ALL FUNDS	\$ 451,713,015	\$ 1,318,391,306	\$ 1,318,136,775	\$ 451,967,546		

Reconciliation of Budgeted Revenue

510 - Electric Bond Proceeds	\$ (45,513,881)
520 - Water Bond Proceeds	\$ (21,504,825)

Citywide Budgeted Revenue **\$ 1,251,372,600**

EXPLANATION OF SIGNIFICANT CHANGES IN FUND BALANCE

- Fund 110 – Measure Z Fund:** A thorough discussion of Measure Z fund, including strategic drawdowns of cash reserves, is provided in the *Measure Z Fund Five-Year Financial Plan* beginning on page 44.
- Fund 110 – Measure Z Fund and Fund 420 – Measure Z – Capital Projects:** While the accounting and activities of the Measure Z Fund are legally a part of the General Fund and combined for reporting purposes in the Annual Comprehensive Financial Report, the City tracks Measure Z financial activity in an operating and capital fund. These two fund types are required for reporting financial activity in compliance with Generally Accepted Accounting Principles.
- Fund 115 – Section 115 Trust:** Staff analyzed the unfunded accrued liability payment schedule per the CalPERS actuarial report and the pension obligation bond payment schedule and determined a feasible amount and optimal series of Section 115 Trust contributions and withdrawals to smooth the fiscal impact of the payment obligations. The proposed smoothing will result in level payments of \$37.9 million annually for a period of 12 years, from FY 2024/25 through FY 2035/36. Contributions totaling approximately \$12 million are incorporated into the FY 2022-2024 Biennial Budget, with \$11 million occurring in FY 2023/24 made possible by the payoff of the 2004 Safety POB in FY 2022/23.
- Special Revenue and Capital Funds:** The balances of these funds experience natural fluctuations from year-to-year due to the nature of grants and capital project funding and spending, which

often spans multiple fiscal years. Sufficient cash is on-hand to fund planned expenditures and capital projects.

- (5) **Fund 280 - Housing Authority:** The Housing Authority Fund (280) is funded by the Low/Mod Housing Asset Fund (281), which holds more than \$17 million in loans receivable. The activity of the Housing Authority Fund is conservatively budgeted based on anticipated loan payments occurring in the Low/Mod Housing Asset Fund; a transfer of funds from the Low/Mod Housing Asset Fund to the Housing Authority Fund is recorded at each fiscal year end to bring the fund into a positive position.
- (6) **Fund 170 - RDSA Administration:** The RDSA Administration Fund is the administrative fund for the Successor Agency to the Redevelopment Agency. Resources are set by the State Department of Finance, and any shortfalls are covered by the General Fund during fiscal year-end processes.
- (7) **Enterprise Funds:** A thorough discussion of these enterprise funds and related working capital, including strategic drawdowns of cash reserves or projected operating deficits, is provided at the respective funds' *Five-Year Financial Plans* beginning on page 37.
- (8) **Fund 610 - Workers Compensation Trust and Fund 630 - Liability Insurance Trust:** The nature of self-insurance funds requires a different perspective from the working capital perspective normally applied to internal service funds: with the natural fluctuation in the size and number of claims, lawsuits, and settlements, the City focuses on maintaining a 50% cash reserve. The cash balance of the Self-Insurance Trust Funds ended at 41% of the current claims liability outstanding as of June 30, 2021. To replenish cash to the required 50% amount internal charges for services from departments will be increased in FY 2022-2024. Refer to page 33 for more information on the required reserves of the self-insurance funds.

REVENUE OVERVIEW



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PROJECTION METHODS

Revenue projections for the FY 2022-2024 Biennial Budget are the result of a collaborative effort of the Finance Department and City departments that administer revenue-generating programs and services. City departments perform a comprehensive review of past revenue history, consider the effect of economic trends on relevant revenue sources, and assess the current demand for specific programs and services. For example, the Community & Economic Development Department, with the assistance of industry experts, assesses anticipated commercial and private development and projects the impact of those effects on departmental revenues, such as building and planning permits. For sales taxes, the Finance Department solicits advice from local businesses, a sales tax consultant, and other industry sources and economic reports. All data points considered in context with historical revenue trends.

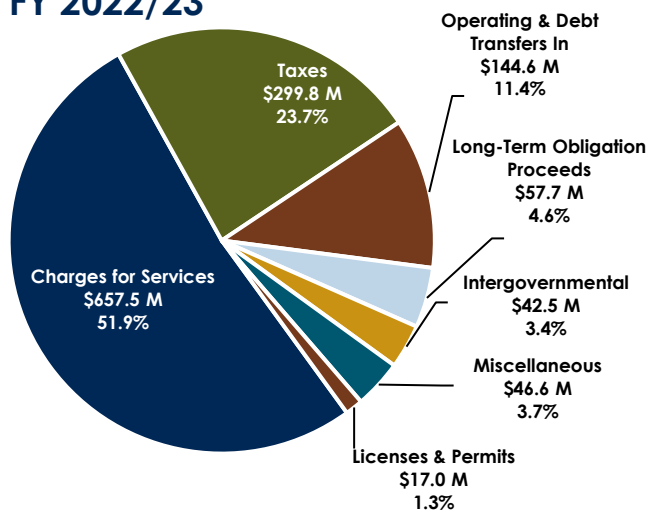
Revenue projections incorporate potential impacts of the ongoing COVID-19 pandemic based on experience to date, economic research, and consultant advice. Certain areas of revenue are expected to continue to be impacted by the pandemic, most notably revenue dependent upon travel, entertainment, and recreation.

SOURCES OF REVENUE

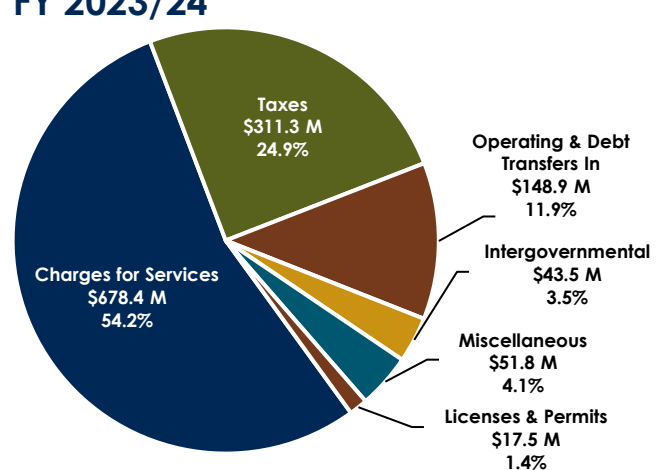
The City of Riverside categorizes revenues into nine major categories, each with distinct revenue characteristics. Sales and property taxes comprise more than half of General Fund operating revenues. Charges for Services, due to the City's Electric, Water, Sewer and Refuse utilities, comprises the largest revenue source across all funds for the City, at 48% of total City revenues in FY 2022/23 and 50% in FY 2023/24. Additional details related to revenue projections for the City's largest funds are included in the *Five-Year Financial Plans* section of this budget document, beginning on page 37.

Citywide revenues and transfers in are anticipated to be \$1.27 billion in FY 2022/23 and \$1.25 billion in FY 2023/24; excluding transfers in, citywide revenues are expected to total \$1.12 billion in FY 2022/23 and \$1.10 billion in FY 2023/24. The following charts provide a breakdown of revenue by major revenue type.

FY 2022/23



FY 2023/24



Additional revenue data and discussion of revenue projections are available for the General Fund, Measure Z, Electric, Water, Sewer, Refuse, and Public Parking funds in the *Five-Year Financial Plans* section of this document (page 37).

TAXES

The Taxes revenue category includes Property Tax, Sales and Use Tax, Transaction and Use Tax, Utility Users Tax, Transient Occupancy Tax, and Franchise Tax. Data sources used to project these revenues include industry experts, current economic data, consultants, and historical revenue performance. The largest sources of taxes reside in the General Fund and Measure Z, as listed in the following table. The tax revenues in these two funds comprise 95% and 94% of total tax revenue for FY 2022/23 and FY 2023/24, respectively.

General Fund and Measure Z Primary Tax Revenue Sources			
	Adopted FY 2022/23	Adopted FY 2023/24	
Property Tax	\$ 79,280,514	\$ 79,895,400	
Sales and Use Tax	83,514,697	85,914,880	
Measure Z Transaction Use Tax	76,502,034	78,720,583	
Utility Users Tax	32,799,766	33,522,261	
Transient Occupancy Tax	7,103,900	7,317,100	
Franchise Fees	5,722,100	5,843,700	
Total Primary Tax Sources	\$ 284,923,011	\$ 291,213,924	

TAXES					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 177,523,425	\$ 193,820,391	\$ 187,539,983	\$ 208,420,977	\$ 212,493,341
110 - Measure Z	62,380,085	71,999,092	64,499,610	76,502,034	78,720,583
170 - RDSA Administration	1,245,319	721,434	810,274	860,468	884,767
390 - General Debt Service Fund	1,803,928	1,895,433	1,781,370	1,788,800	1,780,800
530 - Airport	23,732	95,978	-	-	-
770 - Successor Agency Trust Fund	14,893,755	12,761,350	12,696,650	12,247,790	17,445,300
Total Taxes	\$ 257,870,244	\$ 281,293,678	\$ 267,327,887	\$ 299,820,069	\$ 311,324,791

CHARGES FOR SERVICES

Charges for Services is the City's largest revenue source and includes fees collected for utility services; parking and transportation; parks and recreational services; and cost recovery fees. Revenue projections for Charges for Services are developed collaboratively by Finance and the City department administering the fee; projections are based on historical trends, economic factors, and current demand for services. Other information used to project these revenues include weather models, historical revenue performance, relevant economic factors, and projected increases due to new development.

Within the Charges for Services category, scheduled rate increases are incorporated into the City's FY 2022-2024 biennial budget. Recreation revenues and developer fees continue to lag behind the pre-COVID revenue levels. Recreation revenues are projected to regain pre-pandemic revenue level in FY 2023/24. Developer fees are projected at a conservative 1.9% annual growth rate based on FY 2020/21 actuals and lagging revenues in FY 2021/22.

CHARGES FOR SERVICES					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 15,257,546	\$ 13,143,112	\$ 15,131,122	\$ 15,169,448	\$ 16,021,270
215 - Grants & Restricted Programs	700,565	1,411,020	1,597,220	1,515,372	1,524,872
510 - Electric	359,491,246	366,848,336	394,548,900	397,754,400	407,331,100
511 - Electric Public Benefit Programs	8,872,837	9,204,829	9,657,000	10,067,000	10,331,000
520 - Water	69,144,094	79,185,378	79,212,000	84,308,900	85,334,900
521 - Water Conservation	931,938	1,063,420	1,065,000	1,140,000	1,149,000
530 - Airport	1,742,858	1,709,111	1,645,218	1,690,599	1,741,317
540 - Refuse	24,824,627	25,585,345	28,903,712	29,062,657	30,393,727
550 - Sewer	66,106,180	66,171,092	69,641,253	67,389,617	68,468,089
560 - Special Transit	308,679	65,367	95,100	95,100	118,875
580 - Convention Center	6,944,170	1,325,914	11,040,000	7,119,324	9,663,992
581 - Entertainment	5,289,196	54,802	7,412,074	5,542,930	6,775,830
582 - Cheech Marin Center	-	-	125,000	262,500	275,625
610 - Workers Compensation Trust	7,609,880	5,029,235	9,234,927	9,696,700	10,036,100
620 - Unemployment Insurance	120,807	125,978	126,336	153,820	157,272
630 - Liability Insurance Trust	9,063,260	8,234,605	8,793,306	11,154,100	13,384,900
640 - Central Stores	1,628,425	1,378,657	1,342,638	1,342,638	1,342,638
650 - Central Garage	12,715,869	12,225,443	13,678,994	14,007,289	14,343,464
Total Charges for Services	\$ 590,752,177	\$ 592,761,644	\$ 653,249,800	\$ 657,472,394	\$ 678,393,971

LICENSES AND PERMITS

The majority of Licenses and Permits revenue is received by the General Fund through the collection of business license tax, animal license fees, and building permits and other development-related permits. The General Fund accounts for 63% of all Licenses and Permit revenues in FY 2022/23 and FY 2023/24; within the General Fund, 76% is Business Tax revenue, 17% is development-related or other miscellaneous permits, and Animal Control revenue rounds out the balance, at 7% for the FY 2022-2024 Biennial Budget. Beginning in FY 2022/23, the Public Parking Fund accounts for a greater portion of all Licenses and Permit revenues as rates from the adopted Parking Ecosystem Sustainability Plan were implemented on July 1 and parking in the downtown area returns to pre-pandemic levels. Information used to project revenues in this category include industry experts, feedback from the development community, current economic data, and historical revenue performance.

LICENSES AND PERMITS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 10,140,872	\$ 10,264,870	\$ 9,953,057	\$ 10,625,893	\$ 10,850,355
410 - Storm Drain	147,313	125,432	195,200	179,000	183,770
570 - Public Parking	3,085,833	2,271,689	3,328,466	6,156,000	6,457,884
Total Licenses and Permits	\$ 13,374,018	\$ 12,661,991	\$ 13,476,723	\$ 16,960,893	\$ 17,492,009

INTERGOVERNMENTAL

Intergovernmental revenues come from other government agencies, primarily the state and federal governments. These revenues include general or categorical support, such as reimbursements for state

mandates and mutual aid reimbursement. Intergovernmental revenue projections are developed by City departments and reviewed by Finance. Information used to project these revenues includes feedback from various state/federal agencies and historical revenue performance.

Grant revenue is not included in the adopted budget; it is budgeted by separate Council action when the grant is awarded. This accounts for the variation in actual versus adopted budget presented in the following table. FY 2020/21 includes CARES Act funding received from the federal government in response to the COVID-19 pandemic.

INTERGOVERNMENTAL					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 2,961,574	\$ 3,851,425	\$ 1,413,045	\$ 1,441,349	\$ 1,438,525
205 - Urban Areas Security Initiative (UASI)	753,852	1,190,559	-	-	-
215 - Grants & Restricted Programs	4,943,127	31,566,335	-	-	-
220 - CDBG	2,464,230	3,577,962	3,200,792	3,268,259	3,327,068
221 - Home Investment Partnership Program	943,398	582,036	1,157,757	1,208,215	1,220,297
222 - Housing Opportunities for Persons with AIDS	2,816,597	2,825,338	3,100,994	3,679,016	3,752,596
223 - Development Grants	1,963,296	12,043,089	-	-	-
230 - Special Gas Tax	13,213,210	13,215,759	14,566,911	16,804,892	17,336,700
240 - Air Quality Improvement	575,329	445,202	550,000	499,200	528,442
410 - Storm Drain	-	957,975	-	-	-
413 - Regional Park Special Capital Improvements	(55)	-	-	-	-
430 - Capital Outlay - Grants	2,216,635	2,398,850	-	-	-
431 - Transportation Projects	-	255,172	-	-	-
432 - Measure A Capital Outlay	7,800,505	9,559,375	7,854,000	10,257,000	10,462,000
434 - Transportation Uniform Mitigation Fee	775,019	3,701,962	-	-	-
520 - Water	-	1,113,783	-	-	-
530 - Airport	56,237	105,875	-	-	-
560 - Special Transit	4,326,402	4,062,589	5,326,323	5,329,276	5,432,158
582 - Cheech Marin Center	-	3,726,114	-	-	-
650 - Central Garage	71,250	136,676	-	-	-
Total Intergovernmental	\$ 45,880,606	\$ 95,316,076	\$ 37,169,822	\$ 42,487,207	\$ 43,497,786

SPECIAL ASSESSMENTS

Special Assessment revenue generally includes taxes generated in certain geographic areas of the City for specific purposes (e.g., landscape services, street lighting, and infrastructure needs). Information used to project these revenues includes levy revenues inclusive of projected adjustments and any cap on revenue established during the development of the special district, where applicable.

SPECIAL ASSESSMENTS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 563,032	\$ 625,803	\$ 550,540	\$ 541,200	\$ 550,853

SPECIAL ASSESSMENTS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
260 - NPDES Storm Drain	643,685	1,308,921	1,716,370	1,405,284	1,419,337
291 - Special Districts	4,037,476	4,077,469	3,555,000	3,576,931	3,579,240
292 - Riverwalk LMD	-	-	419,417	440,387	462,408
293 - Highlander LMD	-	-	104,513	101,000	104,030
390 - General Debt Service Fund	1,142,523	1,242,213	1,234,400	1,233,500	1,236,370
433 - Transportation Development Impact Fees	559,592	394,570	686,600	579,979	597,378
741 - Assessment Districts - Miscellaneous	412,000	418,638	405,718	418,730	410,855
742 - Hunter Business Park Assessment District	1,038,668	1,036,872	999,259	996,513	997,738
745 - Riverwalk Assessment District	745,386	748,855	725,205	725,253	723,549
746 - Riverwalk Business Assessment District	303,471	308,322	295,198	295,025	294,169
756 - CFD Riverwalk Vista	317,845	330,570	306,658	308,303	309,630
758 - CFD Sycamore Canyon 92-1	672,195	664,796	651,805	645,599	648,624
759 - CFD Riverwalk Vista Area #2	385,872	390,350	378,520	379,181	379,480
760 - CFD 2014-2 Highlands	152,199	175,365	153,621	151,978	150,429
761 - CFD 2013-1 Kunny Ranch	-	-	10,000	10,000	10,000
762 - CFD 2015-1 Orangecrest Grove	229,065	235,555	164,210	168,161	167,044
Total Special Assessments	\$ 11,203,009	\$ 11,958,299	\$ 12,357,034	\$ 11,977,024	\$ 12,041,134

FINES AND FORFEITS

Fines and Forfeits revenue includes administrative citations/penalties and other fines for municipal code violations. Information used to project these revenues includes any anticipated fine/penalty increases and historical revenue performance. Most of the revenue comes from code enforcement violations and parking fines.

FINES AND FORFEITS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 1,886,990	\$ 2,100,289	\$ 1,607,800	\$ 1,894,100	\$ 1,922,827
221 - Home Investment Partnership Program	3	-	-	-	-
280 - Housing Authority	141	-	-	-	-
281 - Low/Mod Housing Asset Fund	62	8	-	-	-
530 - Airport	4,866	-	-	-	-
540 - Refuse	284,039	883,105	910,705	1,359,290	1,495,219
570 - Public Parking	1,713,179	1,289,965	1,980,421	2,038,935	2,242,829
Total Fines and Forfeits	\$ 3,889,280	\$ 4,273,367	\$ 4,498,926	\$ 5,292,325	\$ 5,660,875

MISCELLANEOUS REVENUE

Miscellaneous Revenue includes interest income, passport fees, lease revenue, rebates and refunds, and miscellaneous utility revenue such as backup facility capacity charges and contributions in aid of

construction. Revenue projections are based on lease and rental contracts, historical trends, and any known factors, such as passport fee increases.

MISCELLANEOUS REVENUE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 5,874,585	\$ 3,011,130	\$ 3,302,924	\$ 3,457,739	\$ 3,483,650
110 - Measure Z	695,598	465,809	300,000	300,000	300,000
115 - Section 115 Pension Trust	144,274	1,089,350	-	-	-
170 - RDSA Administration	-	1,104	-	-	-
215 - Grants & Restricted Programs	1,543,491	1,894,462	400,000	400,000	400,000
220 - CDBG	7,518	521	-	-	-
221 - Home Investment Partnership Program	155,752	192,614	-	-	-
223 - Development Grants	221,162	358,634	-	-	-
225 - Neighborhood Stabilization Program	21,944	23,438	-	-	-
230 - Special Gas Tax	810,601	2,200	150,000	150,000	150,000
240 - Air Quality Improvement	42,037	28,805	-	-	-
260 - NPDES Storm Drain	1,745	3,145	-	-	-
280 - Housing Authority	3,641,292	77,090	-	-	-
281 - Low/Mod Housing Asset Fund	111,692	3,946,174	-	-	-
291 - Special Districts	26,873	7,286	-	-	-
390 - General Debt Service Fund	684,888	2,216	110,000	110,000	110,000
391 - Public Works Debt Service Fund	35,814	(8,586)	-	-	-
401 - Capital Outlay	114,979	(15,496)	-	-	-
410 - Storm Drain	31,746	(16,989)	12,500	12,500	12,500
411 - Special Capital Improvement	2,323,585	1,989,417	2,280,000	2,180,000	2,180,000
413 - Regional Park Special Capital Improvements	497,831	381,679	300,000	435,000	435,000
420 - Measure Z - Capital Projects	587,886	231,712	-	-	-
430 - Capital Outlay - Grants	440,951	25,512	-	-	-
431 - Transportation Projects	242	-	-	-	-
432 - Measure A Capital Outlay	692,067	13,700	150,000	150,000	150,000
433 - Transportation Development Impact Fees	888,921	46,487	30,000	30,000	30,000
434 - Transportation Uniform Mitigation Fee	49	33	-	-	-
442 - Hunter Business Park Assessment District	61,258	(748)	-	-	-
450 - Canyon Springs Assessment District	3,480	(43)	-	-	-
456 - CFD Riverwalk Vista	14,575	(4,531)	-	-	-
458 - CFD Sycamore Canyon 92-1	466	(5)	-	-	-
459 - CFD Riverwalk Vista Area #2	486	17	-	-	-
510 - Electric	26,338,187	11,823,897	9,066,900	10,861,700	13,721,600
511 - Electric Public Benefit Programs	604,810	47,131	115,000	648,000	1,462,000
520 - Water	5,950,899	2,622,966	3,336,500	3,642,200	4,480,700
521 - Water Conservation	91,485	3,231	21,000	99,000	225,000

MISCELLANEOUS REVENUE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
530 - Airport	63,718	7,908	6,000	8,000	8,000
540 - Refuse	416,139	367,049	80,000	80,000	80,000
550 - Sewer	3,713,585	591,966	1,445,000	882,299	908,768
560 - Special Transit	132,176	(29,129)	-	-	-
570 - Public Parking	984,802	833,501	887,964	841,599	865,451
580 - Convention Center	-	510,815	-	-	-
581 - Entertainment	17,302	23,828	-	-	-
610 - Workers Compensation Trust	631,232	(11,319)	-	-	-
620 - Unemployment Insurance	11,425	(6,625)	-	-	-
630 - Liability Insurance Trust	287,359	376,440	130,000	130,000	130,000
640 - Central Stores	-	1,063	-	-	-
650 - Central Garage	336,789	60,464	-	-	-
722 - Library Minor Gift Fund	-	1,048	-	-	-
741 - Assessment Districts - Miscellaneous	11,049	958	10,000	-	-
742 - Hunter Business Park Assessment District	27,932	2,362	26,700	26,757	26,815
745 - Riverwalk Assessment District	11,563	1,222	10,500	10,500	10,500
746 - Riverwalk Business Assessment District	7,096	618	6,800	6,800	6,800
753 - CFD 90-1 Highlander Debt Service	4,186	2,397	-	-	-
756 - CFD Riverwalk Vista	5,598	1,057	5,000	5,000	5,000
758 - CFD Sycamore Canyon 92-1	14,581	1,308	10,000	10,000	10,000
759 - CFD Riverwalk Vista Area #2	14,472	3,047	5,000	5,000	5,000
760 - CFD 2014-2 Highlands	6,736	377	4,000	4,000	4,000
762 - CFD 2015-1 Orangecrest Grove	2,511	579	4,000	4,000	4,000
770 - Successor Agency Trust Fund	2,429,963	111,001	2,536,360	2,575,400	2,606,860
Total Miscellaneous Revenue	\$ 61,793,383	\$ 31,095,297	\$ 24,742,148	\$ 27,065,494	\$ 31,811,644

OTHER REVENUE

Other Revenue includes property lease revenue for land owned by the Water Fund (approximately \$1.8 million in the FY 2022-2024 Biennial Budget) and other miscellaneous revenue such as claims recovery and the sale of land, buildings, salvaged materials, and equipment. Revenue projections are based on the land lease contract, historical trends, and any known factors, such as the planned sale of property.

OTHER REVENUE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 856,321	\$ 188,667	\$ 1,000,000	\$ -	\$ -
280 - Housing Authority	-	(58,657)	-	-	-
432 - Measure A Capital Outlay	-	24,455	-	-	-
510 - Electric	380,515	627,177	500,000	485,000	485,000

OTHER REVENUE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
520 - Water	2,335,086	2,458,931	2,495,000	1,766,100	1,800,200
530 - Airport	-	4,885	-	-	-
540 - Refuse	-	500	-	-	-
550 - Sewer	64,550	202	-	-	-
560 - Special Transit	2,470	2,133	-	-	-
570 - Public Parking	249,022	-	-	-	-
640 - Central Stores	-	30	-	-	-
650 - Central Garage	41,638	72,553	-	-	-
770 - Successor Agency Trust Fund	(604,614)	(12,203)	-	-	-
Total Other Revenue	\$ 3,324,988	\$ 3,308,673	\$ 3,995,000	\$ 2,251,100	\$ 2,285,200

REVENUE SCHEDULES

The following pages include revenue schedules in two summary formats:

- **Revenue by Fund** (page 88): This schedule lists Revenues by fund, followed by Transfers In by fund. Additional schedules of Transfers In can be found on pages 64 and 65.
- **Revenue by Fund and Type** (page 91): This schedule includes Transfers In as a line item within each applicable fund.

REVENUE BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 215,064,345	\$ 227,005,687	\$ 220,498,471	\$ 241,550,706	\$ 246,760,821
110 - Measure Z	63,075,683	72,464,901	64,799,610	76,802,034	79,020,583
115 - Section 115 Pension Trust	144,274	1,089,350	-	-	-
170 - RDSA Administration	1,245,319	722,538	810,274	860,468	884,767
205 - Urban Areas Security Initiative (UASI)	753,852	1,190,559	-	-	-
215 - Grants & Restricted Programs	7,187,183	34,871,817	1,997,220	1,915,372	1,924,872
220 - CDBG	2,471,748	3,578,483	3,200,792	3,268,259	3,327,068
221 - Home Investment Partnership Program	1,099,153	774,650	1,157,757	1,208,215	1,220,297
222 - Housing Opportunities for Persons with AIDS	2,816,597	2,825,338	3,100,994	3,679,016	3,752,596
223 - Development Grants	2,184,458	12,401,723	-	-	-
225 - Neighborhood Stabilization Program	21,944	23,438	-	-	-
230 - Special Gas Tax	14,023,811	13,217,959	14,716,911	16,954,892	17,486,700
240 - Air Quality Improvement	617,366	474,007	550,000	499,200	528,442
260 - NPDES Storm Drain	645,430	1,312,066	1,716,370	1,405,284	1,419,337
280 - Housing Authority	3,641,433	18,433	-	-	-
281 - Low/Mod Housing Asset Fund	111,754	3,946,182	-	-	-

REVENUE BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
291 - Special Districts	4,064,349	4,084,755	3,555,000	3,576,931	3,579,240
292 - Riverwalk LMD	-	-	419,417	440,387	462,408
293 - Highlander LMD	-	-	104,513	101,000	104,030
390 - General Debt Service Fund	323,762,636	3,139,862	3,125,770	3,132,300	3,127,170
391 - Public Works Debt Service Fund	35,814	(8,586)	-	-	-
401 - Capital Outlay	114,979	(15,496)	-	-	-
410 - Storm Drain	179,059	1,066,418	207,700	191,500	196,270
411 - Special Capital Improvement	2,323,585	1,989,417	2,280,000	2,180,000	2,180,000
413 - Regional Park Special Capital Improvements	497,776	381,679	300,000	435,000	435,000
420 - Measure Z - Capital Projects	587,886	231,712	-	57,700,000	-
430 - Capital Outlay - Grants	2,657,586	2,424,362	-	-	-
431 - Transportation Projects	242	255,172	-	-	-
432 - Measure A Capital Outlay	8,492,572	9,597,530	8,004,000	10,407,000	10,612,000
433 - Transportation Development Impact Fees	1,448,513	441,057	716,600	609,979	627,378
434 - Transportation Uniform Mitigation Fee	775,068	3,701,995	-	-	-
442 - Hunter Business Park Assessment District	61,258	(748)	-	-	-
450 - Canyon Springs Assessment District	3,480	(43)	-	-	-
456 - CFD Riverwalk Vista	14,575	(4,531)	-	-	-
458 - CFD Sycamore Canyon 92-1	466	(5)	-	-	-
459 - CFD Riverwalk Vista Area #2	486	17	-	-	-
510 - Electric	386,209,948	379,299,410	394,458,800	409,101,100	421,537,700
511 - Electric Public Benefit Programs	9,477,647	9,251,960	9,772,000	10,715,000	11,793,000
520 - Water	77,430,079	85,381,058	85,043,500	89,717,200	91,615,800
521 - Water Conservation	1,023,423	1,066,651	1,086,000	1,239,000	1,374,000
530 - Airport	1,891,411	1,923,757	1,651,218	1,698,599	1,749,317
540 - Refuse	25,524,805	26,835,999	29,894,417	30,501,947	31,968,946
550 - Sewer	69,884,315	66,763,260	71,086,253	68,271,916	69,376,857
560 - Special Transit	4,769,727	4,100,960	5,421,423	5,424,376	5,551,033
570 - Public Parking	6,032,836	4,395,155	6,196,851	9,036,534	9,566,164
580 - Convention Center	6,944,170	1,836,729	11,040,000	7,119,324	9,663,992
581 - Entertainment	5,306,498	78,630	7,412,074	5,542,930	6,775,830
582 - Cheech Marin Center	-	3,726,114	125,000	262,500	275,625
610 - Workers Compensation Trust	8,241,112	5,017,916	9,234,927	9,696,700	10,036,100

REVENUE BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
620 - Unemployment Insurance	132,232	119,353	126,336	153,820	157,272
630 - Liability Insurance Trust	9,350,619	8,611,045	8,923,306	11,284,100	13,514,900
640 - Central Stores	1,628,425	1,379,750	1,342,638	1,342,638	1,342,638
650 - Central Garage	13,165,546	12,495,136	13,678,994	14,007,289	14,343,464
722 - Library Minor Gift Fund	-	1,048	-	-	-
741 - Assessment Districts - Miscellaneous	423,049	419,596	415,718	418,730	410,855
742 - Hunter Business Park Assessment District	1,066,600	1,039,234	1,025,959	1,023,270	1,024,553
745 - Riverwalk Assessment District	756,949	750,077	735,705	735,753	734,049
746 - Riverwalk Business Assessment District	310,567	308,940	301,998	301,825	300,969
753 - CFD 90-1 Highlander Debt Service	4,186	2,397	-	-	-
756 - CFD Riverwalk Vista	323,443	331,627	311,658	313,303	314,630
758 - CFD Sycamore Canyon 92-1	686,776	666,104	661,805	655,599	658,624
759 - CFD Riverwalk Vista Area #2	400,344	393,397	383,520	384,181	384,480
760 - CFD 2014-2 Highlands	158,935	175,742	157,621	155,978	154,429
761 - CFD 2013-1 Kunny Ranch	-	-	10,000	10,000	10,000
762 - CFD 2015-1 Orangecrest Grove	2,960,812	236,134	168,210	172,161	171,044
770 - Successor Agency Trust Fund	16,730,947	12,872,351	15,233,010	14,823,190	20,052,160
Total Revenue	\$ 1,310,960,081	\$ 1,032,681,228	\$ 1,007,160,340	\$ 1,121,026,506	\$ 1,102,507,410
INTERFUND TRANSFERS (OPERATING)					
101 - General Fund	\$ 64,388,284	\$ 71,022,621	\$ 66,474,726	\$ 69,075,626	\$ 71,468,326
110 - Measure Z Fund	426,454	505,716	-	-	-
115 - Section 115 Pension Trust	9,353,989	277,539	499,745	895,490	11,000,000
215 - Grants and Restricted Programs	1,249,381	1,768,298	189,046	-	-
291 - Special Districts	1,112,788	1,143,517	1,212,100	1,242,808	1,291,246
292 - Riverwalk LMD	-	-	187,426	135,546	121,004
293 - Highland LMD	-	-	14,928	19,500	18,670
390 - General Debt Service Fund	2,200,043	-	-	-	-
401 - Capital Outlay	638,597	1,525,971	-	-	-
420 - Measure Z - Capital Projects	11,391,644	12,914,960	5,375,000	14,475,000	12,975,000
434 - Transportation Uniform Mitigation Fee	12,060	-	-	-	-
520 - Water	(259,925)	-	-	-	-
580 - Convention Center	6,199,690	7,123,421	4,817,697	5,999,800	5,304,990

REVENUE BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
581 - Entertainment	4,552,153	4,948,699	3,667,091	4,317,818	3,863,700
582 - Cheech Marin Center	-	601,414	342,900	986,980	1,014,040
630 - Liability Insurance Trust	-	24,000,000	-	-	-
770 - Successor Agency Trust Fund	12,368,536	42,150,407	-	-	-
Total Interfund Transfers (Operating)	\$ 113,633,694	\$ 167,982,563	\$ 82,780,659	\$ 97,148,568	\$ 107,056,976
INTERFUND TRANSFERS (DEBT)					
390 - General Debt Service Fund	\$ -	\$ 39,117,013	\$ 41,754,300	\$ 44,502,260	\$ 38,812,474
391 - Public Works Debt Service Fund	-	2,997,240	2,997,490	2,998,740	2,995,740
Total Interfund Transfers (Debt)	\$ -	\$ 42,114,253	\$ 44,751,790	\$ 47,501,000	\$ 41,808,214
Total Revenues and Transfers In	\$ 1,424,593,775	\$ 1,242,778,044	\$ 1,134,692,789	\$ 1,265,676,074	\$ 1,251,372,600

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - General Fund					
Taxes	\$ 177,523,425	\$ 193,820,391	\$ 187,539,983	\$ 208,420,977	\$ 212,493,341
Charges for Services	15,257,546	13,143,112	15,131,122	15,169,448	16,021,270
Licenses & Permits	10,140,872	10,264,870	9,953,057	10,625,893	10,850,355
Intergovernmental	2,961,574	3,851,425	1,413,045	1,441,349	1,438,525
Special Assessments	563,032	625,803	550,540	541,200	550,853
Fines & Forfeits	1,886,990	2,100,289	1,607,800	1,894,100	1,922,827
Miscellaneous	5,874,585	3,011,130	3,302,924	3,457,739	3,483,650
Other Revenue	856,321	188,667	1,000,000	-	-
Operating Transfers In	64,388,284	71,022,621	66,474,726	69,075,626	71,468,326
Total General Fund	\$ 279,452,629	\$ 298,028,308	\$ 286,973,197	\$ 310,626,332	\$ 318,229,147
110 - Measure Z					
Taxes	\$ 62,380,085	\$ 71,999,092	\$ 64,499,610	\$ 76,502,034	\$ 78,720,583
Miscellaneous	695,598	465,809	300,000	300,000	300,000
Operating Transfers In	426,454	505,716	-	-	-
Total Measure Z	\$ 63,502,137	\$ 72,970,617	\$ 64,799,610	\$ 76,802,034	\$ 79,020,583
115 - Section 115 Pension Trust					
Miscellaneous	\$ 144,274	\$ 1,089,350	-	-	-
Operating Transfers In	9,353,989	277,539	499,745	895,490	11,000,000
Total Section 115 Pension Trust	\$ 9,498,263	\$ 1,366,889	\$ 499,745	\$ 895,490	\$ 11,000,000

REVENUE BY FUND AND TYPE						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
170 - RDSA Administration						
Taxes	\$ 1,245,319	\$ 721,434	\$ 810,274	\$ 860,468	\$ 884,767	
Miscellaneous	-	1,104	-	-	-	
Total RDSA Administration	\$ 1,245,319	\$ 722,538	\$ 810,274	\$ 860,468	\$ 884,767	
205 - Urban Areas Security Initiative (UASI)						
Intergovernmental	\$ 753,852	\$ 1,190,559	-	-	-	
Total Urban Areas Security Initiative (UASI)	\$ 753,852	\$ 1,190,559	-	-	-	
215 - Grants & Restricted Programs						
Charges for Services	\$ 700,565	\$ 1,411,020	\$ 1,597,220	\$ 1,515,372	\$ 1,524,872	
Intergovernmental	4,943,127	31,566,335	-	-	-	
Miscellaneous	1,543,491	1,894,462	400,000	400,000	400,000	
Operating Transfers In	1,249,381	1,768,298	189,046	-	-	
Total Grants and Restricted Programs	\$ 8,436,564	\$ 36,640,115	\$ 2,186,266	\$ 1,915,372	\$ 1,924,872	
220 - CDBG						
Intergovernmental	\$ 2,464,230	\$ 3,577,962	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068	
Miscellaneous	7,518	521	-	-	-	
Total CDBG	\$ 2,471,748	\$ 3,578,483	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068	
221 - Home Investment Partnership Program						
Intergovernmental	\$ 943,398	\$ 582,036	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297	
Fines & Forfeits	3	-	-	-	-	
Miscellaneous	155,752	192,614	-	-	-	
Total Home Investment Partnership Program	\$ 1,099,153	\$ 774,650	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297	
222 - Housing Opportunities for Persons with AIDS						
Intergovernmental	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596	
Total Housing Opportunities for Persons with AIDS	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596	
223 - Development Grants						
Intergovernmental	\$ 1,963,296	\$ 12,043,089	-	-	-	
Miscellaneous	221,162	358,634	-	-	-	
Total Development Grants	\$ 2,184,458	\$ 12,401,723	-	-	-	
225 - Neighborhood Stabilization Program						
Miscellaneous	\$ 21,944	\$ 23,438	-	-	-	
Total Neighborhood Stabilization Program	\$ 21,944	\$ 23,438	-	-	-	

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
230 - Special Gas Tax					
Intergovernmental	\$ 13,213,210	\$ 13,215,759	\$ 14,566,911	\$ 16,804,892	\$ 17,336,700
Miscellaneous	810,601	2,200	150,000	150,000	150,000
Total Special Gas Tax	\$ 14,023,811	\$ 13,217,959	\$ 14,716,911	\$ 16,954,892	\$ 17,486,700
240 - Air Quality Improvement					
Intergovernmental	\$ 575,329	\$ 445,202	\$ 550,000	\$ 499,200	\$ 528,442
Miscellaneous	42,037	28,805	-	-	-
Total Air Quality Improvement	\$ 617,366	\$ 474,007	\$ 550,000	\$ 499,200	\$ 528,442
260 - NPDES Storm Drain					
Special Assessments	\$ 643,685	\$ 1,308,921	\$ 1,716,370	\$ 1,405,284	\$ 1,419,337
Miscellaneous	1,745	3,145	-	-	-
Total NPDES Storm Drain	\$ 645,430	\$ 1,312,066	\$ 1,716,370	\$ 1,405,284	\$ 1,419,337
280 - Housing Authority					
Fines & Forfeits	\$ 141	\$ -	\$ -	\$ -	\$ -
Miscellaneous	3,641,292	77,090	-	-	-
Other Revenues	-	(58,657)	-	-	-
Total Housing Authority	\$ 3,641,433	\$ 18,433	\$ -	\$ -	\$ -
281 - Low/Mod Housing Asset Fund					
Fines & Forfeits	\$ 62	\$ 8	\$ -	\$ -	\$ -
Miscellaneous	111,692	3,946,174	-	-	-
Total Low/Mod Housing Asset Fund	\$ 111,754	\$ 3,946,182	\$ -	\$ -	\$ -
291 - Special Districts					
Special Assessments	\$ 4,037,476	\$ 4,077,469	\$ 3,555,000	\$ 3,576,931	\$ 3,579,240
Miscellaneous	26,873	7,286	-	-	-
Operating Transfers In	1,112,788	1,143,517	1,212,100	1,242,808	1,291,246
Total Special Districts	\$ 5,177,137	\$ 5,228,272	\$ 4,767,100	\$ 4,819,739	\$ 4,870,486
292 - Riverwalk LMD					
Special Assessments	\$ -	\$ -	\$ 419,417	\$ 440,387	\$ 462,408
Operating Transfers In	-	-	187,426	135,546	121,004
Total Special Districts	\$ -	\$ -	\$ 606,843	\$ 575,933	\$ 583,412
293 - Highland LMD					
Special Assessments	\$ -	\$ -	\$ 104,513	\$ 101,000	\$ 104,030
Operating Transfers In	-	-	14,928	19,500	18,670
Total Special Districts	\$ -	\$ -	\$ 119,441	\$ 120,500	\$ 122,700

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
390 - General Debt Service Fund					
Taxes	\$ 1,803,928	\$ 1,895,433	\$ 1,781,370	\$ 1,788,800	\$ 1,780,800
Special Assessments	1,142,523	1,242,213	1,234,400	1,233,500	1,236,370
Long-Term Obligation Proceeds	320,131,297	-	-	-	-
Miscellaneous	684,888	2,216	110,000	110,000	110,000
Debt Transfers In	-	39,117,013	41,754,300	44,502,260	38,812,474
Operating Transfers In	2,200,043	-	-	-	-
Total General Debt Service Fund	\$ 325,962,679	\$ 42,256,875	\$ 44,880,070	\$ 47,634,560	\$ 41,939,644
391 - Public Works Debt Service Fund					
Miscellaneous	\$ 35,814	\$ (8,586)	\$ -	\$ -	\$ -
Debt Transfers In	-	2,997,240	2,997,490	2,998,740	2,995,740
Total Public Works Debt Service Fund	\$ 35,814	\$ 2,988,654	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
401 - Capital Outlay					
Miscellaneous	\$ 114,979	\$ (15,496)	\$ -	\$ -	\$ -
Operating Transfers In	638,597	1,525,971	-	-	-
Total Capital Outlay	\$ 753,576	\$ 1,510,475	\$ -	\$ -	\$ -
410 - Storm Drain					
Licenses & Permits	\$ 147,313	\$ 125,432	\$ 195,200	\$ 179,000	\$ 183,770
Intergovernmental	-	957,975	-	-	-
Miscellaneous	31,746	(16,989)	12,500	12,500	12,500
Total Storm Drain	\$ 179,059	\$ 1,066,418	\$ 207,700	\$ 191,500	\$ 196,270
411 - Special Capital Improvement					
Miscellaneous	\$ 2,323,585	\$ 1,989,417	\$ 2,280,000	\$ 2,180,000	\$ 2,180,000
Total Special Capital Improvement	\$ 2,323,585	\$ 1,989,417	\$ 2,280,000	\$ 2,180,000	\$ 2,180,000
413 - Regional Park Special Capital Improvements					
Intergovernmental	\$ (55)	\$ -	\$ -	\$ -	\$ -
Miscellaneous	497,831	381,679	300,000	435,000	435,000
Total Regional Park Special Capital Improvements	\$ 497,776	\$ 381,679	\$ 300,000	\$ 435,000	\$ 435,000
420 - Measure Z - Capital Projects					
Miscellaneous	\$ 587,886	\$ 231,712	\$ -	\$ -	\$ -
Operating Transfers In	11,391,644	12,914,960	5,375,000	14,475,000	12,975,000

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Long-Term Obligation Proceeds	-	-	-	57,700,000	-
Total Measure Z - Capital Projects	\$ 11,979,530	\$ 13,146,672	\$ 5,375,000	\$ 72,175,000	\$ 12,975,000
430 - Capital Outlay - Grants					
Intergovernmental	\$ 2,216,635	\$ 2,398,850	\$ -	\$ -	\$ -
Miscellaneous	440,951	25,512	-	-	-
Total Capital Outlay - Grants	\$ 2,657,586	\$ 2,424,362	\$ -	\$ -	\$ -
431 - Transportation Projects					
Intergovernmental	\$ -	\$ 255,172	\$ -	\$ -	\$ -
Miscellaneous	242	-	-	-	-
Total Transportation Projects	\$ 242	\$ 255,172	\$ -	\$ -	\$ -
432 - Measure A Capital Outlay					
Intergovernmental	\$ 7,800,505	\$ 9,559,375	\$ 7,854,000	\$ 10,257,000	\$ 10,462,000
Miscellaneous	692,067	13,700	150,000	150,000	150,000
Other Revenue	-	24,455	-	-	-
Total Measure A Capital Outlay	\$ 8,492,572	\$ 9,597,530	\$ 8,004,000	\$ 10,407,000	\$ 10,612,000
433 - Transportation Development Impact Fees					
Special Assessments	\$ 559,592	\$ 394,570	\$ 686,600	\$ 579,979	\$ 597,378
Miscellaneous	888,921	46,487	30,000	30,000	30,000
Total Transportation Development Impact Fees	\$ 1,448,513	\$ 441,057	\$ 716,600	\$ 609,979	\$ 627,378
434 - Transportation Uniform Mitigation Fee					
Intergovernmental	\$ 775,019	\$ 3,701,962	\$ -	\$ -	\$ -
Miscellaneous	49	33	-	-	-
Operating Transfers In	12,060	-	-	-	-
Total Transportation Uniform Mitigation Fee	\$ 787,128	\$ 3,701,995	\$ -	\$ -	\$ -
442 - Hunter Business Park Assessment District					
Miscellaneous	\$ 61,258	\$ (748)	\$ -	\$ -	\$ -
Total Hunter Business Park Assessment District	\$ 61,258	\$ (748)	\$ -	\$ -	\$ -
450 - Canyon Springs Assessment District					
Miscellaneous	\$ 3,480	\$ (43)	\$ -	\$ -	\$ -
Total Canyon Springs Assessment District	\$ 3,480	\$ (43)	\$ -	\$ -	\$ -

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
456 - CFD Riverwalk Vista					
Miscellaneous	\$ 14,575	\$ (4,531)	\$ -	\$ -	\$ -
Total CFD Riverwalk Vista	\$ 14,575	\$ (4,531)	\$ -	\$ -	\$ -
458 - CFD Sycamore Canyon 92-1					
Miscellaneous	\$ 466	\$ (5)	\$ -	\$ -	\$ -
Total CFD Sycamore Canyon 92-1	\$ 466	\$ (5)	\$ -	\$ -	\$ -
459 - CFD Riverwalk Vista Area #2					
Miscellaneous	\$ 486	\$ 17	\$ -	\$ -	\$ -
Total CFD Riverwalk Vista Area #2	\$ 486	\$ 17	\$ -	\$ -	\$ -
510 - Electric					
Charges for Services	\$ 359,491,246	\$ 366,848,336	\$ 384,891,900	\$ 397,754,400	\$ 407,331,100
Miscellaneous	26,338,187	11,823,897	9,066,900	10,861,700	13,721,600
Other Revenues	380,515	627,177	500,000	485,000	485,000
Total Electric	\$ 386,209,948	\$ 379,299,410	\$ 394,458,800	\$ 409,101,100	\$ 421,537,700
511 - Electric Public Benefit Programs					
Charges for Services	\$ 8,872,837	\$ 9,204,829	\$ 9,657,000	\$ 10,067,000	\$ 10,331,000
Miscellaneous	604,810	47,131	115,000	648,000	1,462,000
Total Electric Public Benefit Programs	\$ 9,477,647	\$ 9,251,960	\$ 9,772,000	\$ 10,715,000	\$ 11,793,000
520 - Water					
Charges for Services	\$ 69,144,094	\$ 79,185,378	\$ 79,212,000	\$ 84,308,900	\$ 85,334,900
Intergovernmental	-	1,113,783	-	-	-
Miscellaneous	5,950,899	2,622,966	3,336,500	3,642,200	4,480,700
Rents	2,267,464	2,326,796	2,409,000	1,706,100	1,740,200
Other Revenues	67,622	132,135	86,000	60,000	60,000
Operating Transfers In	(259,925)	-	-	-	-
Total Water	\$ 77,170,154	\$ 85,381,058	\$ 85,043,500	\$ 89,717,200	\$ 91,615,800
521 - Water Conservation					
Charges for Services	\$ 931,938	\$ 1,063,420	\$ 1,065,000	\$ 1,140,000	\$ 1,149,000
Miscellaneous	91,485	3,231	21,000	99,000	225,000
Total Water Conservation	\$ 1,023,423	\$ 1,066,651	\$ 1,086,000	\$ 1,239,000	\$ 1,374,000
530 - Airport					
Taxes	\$ 23,732	\$ 95,978	\$ -	\$ -	\$ -
Charges for Services	1,742,858	1,709,111	1,645,218	1,690,599	1,741,317
Intergovernmental	56,237	105,875	-	-	-

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Fines & Forfeits	4,866	-	-	-	-
Miscellaneous	63,718	7,908	6,000	8,000	8,000
Other Revenues	-	4,885	-	-	-
Total Airport	\$ 1,891,411	\$ 1,923,757	\$ 1,651,218	\$ 1,698,599	\$ 1,749,317
540 - Refuse					
Charges for Services	\$ 24,824,627	\$ 25,585,345	\$ 28,903,712	\$ 29,062,657	\$ 30,393,727
Fines & Forfeits	284,039	883,105	910,705	1,359,290	1,495,219
Miscellaneous	416,139	367,049	80,000	80,000	80,000
Other Revenues	-	500	-	-	-
Total Refuse	\$ 25,524,805	\$ 26,835,999	\$ 29,894,417	\$ 30,501,947	\$ 31,968,946
550 - Sewer					
Charges for Services	\$ 66,106,180	\$ 66,171,092	\$ 69,641,253	\$ 67,389,617	\$ 68,468,089
Miscellaneous	3,713,585	591,966	1,445,000	882,299	908,768
Other Revenues	64,550	202	-	-	-
Total Sewer	\$ 69,884,315	\$ 66,763,260	\$ 71,086,253	\$ 68,271,916	\$ 69,376,857
560 - Special Transit					
Charges for Services	\$ 308,679	\$ 65,367	\$ 95,100	\$ 95,100	\$ 118,875
Intergovernmental	4,326,402	4,062,589	5,326,323	5,329,276	5,432,158
Miscellaneous	132,176	(29,129)	-	-	-
Other Revenue	2,470	2,133	-	-	-
Total Special Transit	\$ 4,769,727	\$ 4,100,960	\$ 5,421,423	\$ 5,424,376	\$ 5,551,033
570 - Public Parking					
Licenses & Permits	\$ 3,085,833	\$ 2,271,689	\$ 3,328,466	\$ 6,156,000	\$ 6,457,884
Fines & Forfeits	1,713,179	1,289,965	1,980,421	2,038,935	2,242,829
Miscellaneous	984,802	833,501	887,964	841,599	865,451
Other Revenue	249,022	-	-	-	-
Total Public Parking	\$ 6,032,836	\$ 4,395,155	\$ 6,196,851	\$ 9,036,534	\$ 9,566,164
580 - Convention Center					
Charges for Services	\$ 6,944,170	\$ 1,325,914	\$ 11,040,000	\$ 7,119,324	\$ 9,663,992
Miscellaneous	-	510,815	-	-	-
Operating Transfers In	6,199,690	7,123,421	4,817,697	5,999,800	5,304,990
Total Convention Center	\$ 13,143,860	\$ 8,960,150	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982
581 - Entertainment					
Charges for Services	\$ 5,289,196	\$ 54,802	\$ 7,412,074	\$ 5,542,930	\$ 6,775,830
Miscellaneous	17,302	23,828	-	-	-
Operating Transfers In	4,552,153	4,948,699	3,667,091	4,317,818	3,863,700
Total Entertainment	\$ 9,858,651	\$ 5,027,329	\$ 11,079,165	\$ 9,860,748	\$ 10,639,530

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
582 - Cheech Marin Center					
Charges for Services	\$ -	\$ -	\$ 125,000	\$ 262,500	\$ 275,625
Intergovernmental	-	3,726,114	-	-	-
Operating Transfers In	-	601,414	342,900	986,980	1,014,040
Total Cheech Marin Center	\$ -	\$ 4,327,528	\$ 467,900	\$ 1,249,480	\$ 1,289,665
610 - Workers Compensation Trust					
Charges for Services	\$ 7,609,880	\$ 5,029,235	\$ 9,234,927	\$ 9,696,700	\$ 10,036,100
Miscellaneous	631,232	(11,319)	-	-	-
Total Workers Compensation Trust	\$ 8,241,112	\$ 5,017,916	\$ 9,234,927	\$ 9,696,700	\$ 10,036,100
620 - Unemployment Insurance					
Charges for Services	\$ 120,807	\$ 125,978	\$ 126,336	\$ 153,820	\$ 157,272
Miscellaneous	11,425	(6,625)	-	-	-
Total Unemployment Insurance	\$ 132,232	\$ 119,353	\$ 126,336	\$ 153,820	\$ 157,272
630 - Liability Insurance Trust					
Charges for Services	\$ 9,063,260	\$ 8,234,605	\$ 8,793,306	\$ 11,154,100	\$ 13,384,900
Miscellaneous	287,359	376,440	130,000	130,000	130,000
Operating Transfers In	-	24,000,000	-	-	-
Total Liability Insurance Trust	\$ 9,350,619	\$ 32,611,045	\$ 8,923,306	\$ 11,284,100	\$ 13,514,900
640 - Central Stores					
Charges for Services	\$ 1,628,425	\$ 1,378,657	\$ 1,342,638	\$ 1,342,638	\$ 1,342,638
Miscellaneous	-	1,063	-	-	-
Other Revenue	-	30	-	-	-
Total Central Stores	\$ 1,628,425	\$ 1,379,750	\$ 1,342,638	\$ 1,342,638	\$ 1,342,638
650 - Central Garage					
Charges for Services	\$ 12,715,869	\$ 12,225,443	\$ 13,678,994	\$ 14,007,289	\$ 14,343,464
Intergovernmental	71,250	136,676	-	-	-
Miscellaneous	336,789	60,464	-	-	-
Other Revenue	41,638	72,553	-	-	-
Total Central Garage	\$ 13,165,546	\$ 12,495,136	\$ 13,678,994	\$ 14,007,289	\$ 14,343,464
722 - Library Minor Gift Fund					
Miscellaneous	\$ -	\$ 1,048	\$ -	\$ -	\$ -
Total Library Minor Gift Fund	\$ -	\$ 1,048	\$ -	\$ -	\$ -
741 - Assessment Districts - Miscellaneous					
Special Assessments	\$ 412,000	\$ 418,638	\$ 405,718	\$ 418,730	\$ 410,855

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Miscellaneous	11,049	958	10,000	-	-
Total Assessment Districts - Miscellaneous	\$ 423,049	\$ 419,596	\$ 415,718	\$ 418,730	\$ 410,855
742 - Hunter Business Park Assessment District					
Special Assessments	\$ 1,038,668	\$ 1,036,872	\$ 999,259	\$ 996,513	\$ 997,738
Miscellaneous	27,932	2,362	26,700	26,757	26,815
Total Hunter Business Park Assessment District	\$ 1,066,600	\$ 1,039,234	\$ 1,025,959	\$ 1,023,270	\$ 1,024,553
745 - Riverwalk Assessment District					
Special Assessments	\$ 745,386	\$ 748,855	\$ 725,205	\$ 725,253	\$ 723,549
Miscellaneous	11,563	1,222	10,500	10,500	10,500
Total Riverwalk Assessment District	\$ 756,949	\$ 750,077	\$ 735,705	\$ 735,753	\$ 734,049
746 - Riverwalk Business Assessment District					
Special Assessments	\$ 303,471	\$ 308,322	\$ 295,198	\$ 295,025	\$ 294,169
Miscellaneous	7,096	618	6,800	6,800	6,800
Total Riverwalk Business Assessment District	\$ 310,567	\$ 308,940	\$ 301,998	\$ 301,825	\$ 300,969
753 - CFD 90-1 Highlander Debt Service					
Miscellaneous	\$ 4,186	\$ 2,397	\$ -	\$ -	\$ -
Total CFD 90-1 Highlander Debt Service	\$ 4,186	\$ 2,397	\$ -	\$ -	\$ -
756 - CFD Riverwalk Vista					
Special Assessments	\$ 317,845	\$ 330,570	\$ 306,658	\$ 308,303	\$ 309,630
Miscellaneous	5,598	1,057	5,000	5,000	5,000
Total CFD Riverwalk Vista	\$ 323,443	\$ 331,627	\$ 311,658	\$ 313,303	\$ 314,630
758 - CFD Sycamore Canyon 92-1					
Special Assessments	\$ 672,195	\$ 664,796	\$ 651,805	\$ 645,599	\$ 648,624
Miscellaneous	14,581	1,308	10,000	10,000	10,000
Total CFD Sycamore Canyon 92-1	\$ 686,776	\$ 666,104	\$ 661,805	\$ 655,599	\$ 658,624
759 - CFD Riverwalk Vista Area #2					
Special Assessments	\$ 385,872	\$ 390,350	\$ 378,520	\$ 379,181	\$ 379,480
Miscellaneous	14,472	3,047	5,000	5,000	5,000
Total CFD Riverwalk Vista Area #2	\$ 400,344	\$ 393,397	\$ 383,520	\$ 384,181	\$ 384,480

REVENUE BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
760 - CFD 2014-2 Highlands					
Special Assessments	\$ 152,199	\$ 175,365	\$ 153,621	\$ 151,978	\$ 150,429
Miscellaneous	6,736	377	4,000	4,000	4,000
Total CFD 2014-2 Highlands	\$ 158,935	\$ 175,742	\$ 157,621	\$ 155,978	\$ 154,429
761 - CFD 2013-1 Kunny Ranch					
Special Assessments	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Total CFD 2013-1 Kunny Ranch	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
762 - CFD 2015-1 Orangecrest Grove					
Special Assessments	\$ 229,065	\$ 235,555	\$ 164,210	\$ 168,161	\$ 167,044
Long-Term Obligation Proceeds	2,729,236	-	-	-	-
Miscellaneous	2,511	579	4,000	4,000	4,000
Total CFD 2015-1 Orangecrest Grove	\$ 2,960,812	\$ 236,134	\$ 168,210	\$ 172,161	\$ 171,044
770 - Successor Agency Trust Fund					
Taxes	\$ 14,893,755	\$ 12,761,350	\$ 12,696,650	\$ 12,247,790	\$ 17,445,300
Miscellaneous	1,393,954	32,738	2,536,360	2,575,400	2,606,860
Other Revenues	(580,928)	12,203	-	-	-
Operating Transfers In	12,368,536	42,150,407	-	-	-
Total Successor Agency Trust Fund	\$ 28,075,317	\$ 54,956,698	\$ 15,233,010	\$ 14,823,190	\$ 20,052,160
Total Revenues and Transfers In	\$ 1,424,593,775	\$ 1,242,778,044	\$ 1,134,692,789	\$ 1,265,676,074	\$ 1,251,372,600

EXPENDITURE OVERVIEW

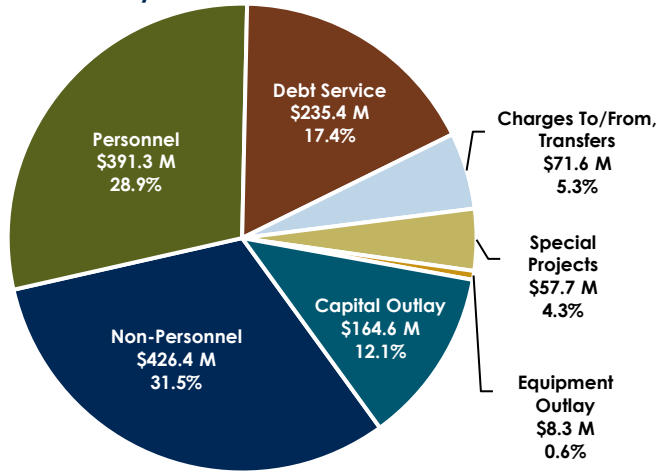


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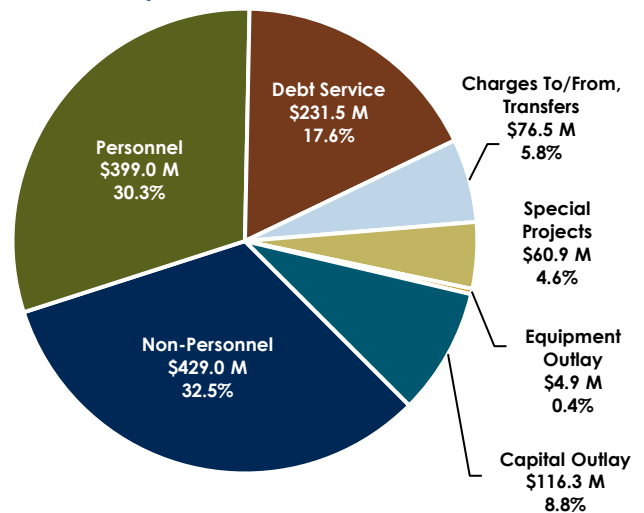
CITYWIDE OVERVIEW

The City's FY 2022-2024 Biennial Budget totals \$1.36 billion in FY 2022/23 and \$1.32 billion in FY 2023/24, inclusive of the capital projects budget. The General Fund, Measure Z Funds, Electric, Water, Refuse, and Sewer comprise nearly 86% of the total expenditure budget. Five-year financial plans have been developed for these funds to identify future fiscal challenges and facilitate informed discussions and decision-making that will be necessary to address these challenges. The plans are available in the *Five-Year Financial Plans* section of this document starting on page 37.

FY 2022/23



FY 2023/24



EXPENDITURE CATEGORIES

NON-PERSONNEL

Non-Personnel expenditures comprise the largest spending category of the City, however, more than \$290 million, or 68%, of this category in FY 2022/23 and \$287 million, or 67%, in FY 2023/24 is for power and energy supply purchases in the Electric fund. Other Non-Personnel expenditures include but are not limited to: professional services and contracts; utilities; maintenance and repairs; insurance; fuel and operating supplies; outside legal costs; land and building rental; software purchases and licensing; and general office costs such as office supplies, travel, and training. Non-personnel costs were generally forecasted to remain similar to prior years' spending, with consideration given to contract and other committed price increases, such as software licensing costs. Within the General Fund, departmental budget targets included a rollover of the prior year budget plus a 4% CPI increase in FY 2022/23 and a 3% CPI increase in FY 2023/24.

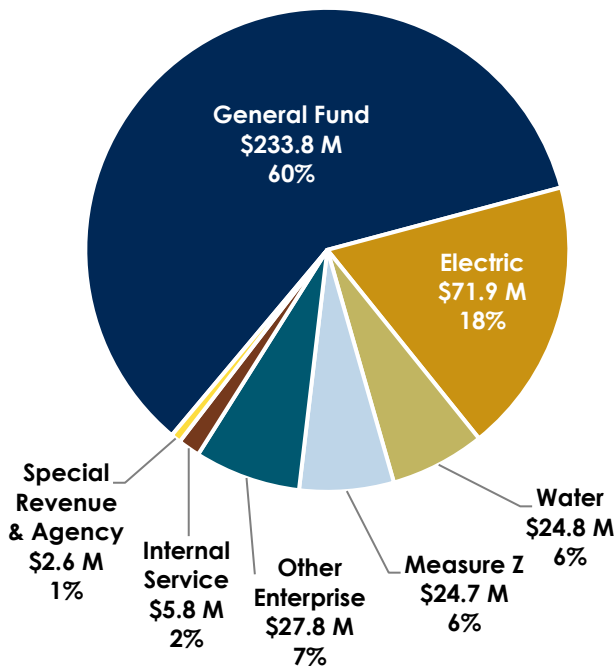
NON-PERSONNEL					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 47,132,956	\$ 46,590,541	\$ 54,384,875	\$ 57,344,551	\$ 61,452,727
110 - Measure Z	3,513,251	2,268,680	6,597,053	9,210,181	9,177,338
170 - RDSA Administration	42,802	14,547	27,680	101,020	105,810
215 - Grants & Restricted Programs	2,171,328	7,917,773	68,475	84,797	86,899
220 - CDBG	80,807	58,888	66,110	83,875	92,968

NON-PERSONNEL					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
223 - Development Grants	46,742	-	-	-	-
230 - Special Gas Tax	-	1,532	-	-	-
240 - Air Quality Improvement	220,932	14,675	103,270	103,200	103,200
260 - NPDES Storm Drain	22,058	14,920	162,180	166,463	171,095
280 - Housing Authority	111,896	67,729	218,170	230,020	237,147
291 - Special Districts	4,930,423	4,924,331	4,712,100	4,742,808	4,791,246
292 - Riverwalk LMD	-	-	371,430	377,508	383,699
293 - Highlander LMD	-	-	119,028	120,080	122,267
390 - General Debt Service Fund	-	-	10,000	10,000	10,000
401 - Capital Outlay	-	29,916	-	-	-
413 - Regional Park Special Capital Improvements	(430)	-	-	-	-
420 - Measure Z - Capital Projects	26,394	43,556	-	-	-
510 - Electric	229,880,561	239,952,612	249,404,709	266,330,615	262,766,648
511 - Electric Public Benefit Programs	199,883	104,486	-	-	-
520 - Water	16,561,598	17,803,543	20,366,910	23,814,186	24,225,040
521 - Water Conservation	94,326	1,677	-	-	-
530 - Airport	648,963	569,439	561,315	610,876	630,945
540 - Refuse	9,785,453	11,803,112	12,767,327	13,282,929	13,700,888
550 - Sewer	12,639,214	12,919,054	16,493,726	17,483,969	16,907,227
560 - Special Transit	806,060	627,573	1,071,462	919,361	946,512
570 - Public Parking	2,912,297	2,897,851	4,272,414	4,696,774	5,035,451
580 - Convention Center	170,556	96,655	99,730	142,240	149,880
581 - Entertainment	6,137,931	1,340,260	7,106,247	6,017,172	6,677,134
582 - Cheech Marin Center	-	-	67,900	424,480	439,665
610 - Workers Compensation Trust	9,078,723	6,087,667	7,494,931	6,179,002	6,378,368
620 - Unemployment Insurance	138,460	554,401	121,316	150,872	154,088
630 - Liability Insurance Trust	4,600,930	32,603,443	4,395,389	6,365,405	6,555,706
640 - Central Stores	65,568	91,438	85,655	97,894	103,202
650 - Central Garage	6,343,625	6,419,071	7,063,202	7,330,562	7,569,007
760 - CFD 2014-2 Highlands	420,429	-	-	-	-
762 - CFD 2015-1 Orangecrest Grove	412,069	1,450,107	-	-	-
770 - Successor Agency Trust Fund	293,217	254,600	-	-	-
Total Non-Personnel	\$ 359,489,022	\$ 397,524,077	\$ 398,212,604	\$ 426,420,840	\$ 428,974,157

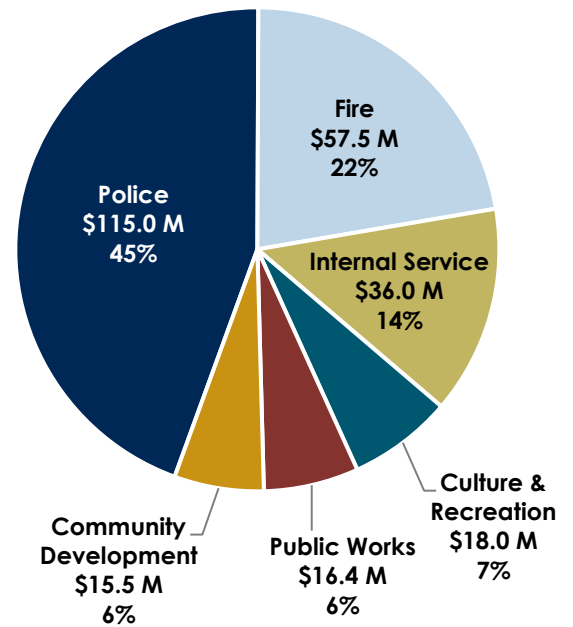
PERSONNEL

Personnel costs are the second largest spending category of the City and include salaries, benefits, workers compensation insurance, and retirement costs, including the CalPERS UAL. The following pie charts present the FY 2022/23 personnel budget by fund or fund type citywide, and by department or department type for the General Fund and Measure Z. The FY 2023/24 personnel allocation causes no material changes in the allocation.

FY 2022/23 Citywide Personnel by Fund Type



FY 2022/23 General Fund & Measure Z by Department Type



Citywide personnel costs total approximately \$391 million in FY 2022/23 and \$399 million in FY 2023/24, with Public Safety departments contributing nearly 44% of that amount for both fiscal years. Public safety accounts for more than 67% of General Fund and Measure Z personnel costs combined in this biennial budget. Measure Z funds nearly \$25 million in FY 2022/23 and \$25 million in FY 2023/24 in City personnel costs, including 18% (more than \$17 million) of total Police Department personnel costs and 8% (approximately \$4 million) of total Fire Department personnel costs. Fourteen firefighters with a combined cost of approximately \$2 million were transferred back to the General Fund from Measure Z. These positions were shifted to Measure Z for the FY 2021/22 budget year to accommodate Fire Department's vacancy savings target which was determined to be unachievable within the General Fund due to mandated staffing levels required by MOUs.

The CalPERS UAL accounts for more than \$23.9 million of the adopted personnel budget in FY 2022/23 and \$25.5 million in FY 2023/24 (approximately 6%), allocated almost evenly between the Safety and Miscellaneous groups.

The following table lists the adopted personnel budget by fund. The \$319 million shown in FY 2019/20 for the *Debt Service Fund - General* (Fund 390) represents the paydown of the City's UAL with the issuance of the 2020 Pension Obligation Bond (POB). The POB will result in an estimated savings of \$175 million in UAL costs over the life of the debt.

PERSONNEL					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 222,978,890	\$ 207,116,017	\$ 220,686,979	\$ 233,765,228	\$ 237,702,737
110 - Measure Z	13,592,118	15,535,662	20,879,142	24,687,394	25,261,624
170 - RDSA Administration	384,122	307,724	460,099	442,909	460,734
205 - Urban Areas Security Initiative (UASI)	256,598	317,135	-	-	-

PERSONNEL					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
215 - Grants & Restricted Programs	1,184,699	2,209,966	331,194	337,373	350,718
220 - CDBG	415,467	400,010	477,488	521,591	542,291
223 - Development Grants	225,762	131,957	-	-	-
260 - NPDES Storm Drain	290,718	275,865	272,298	316,909	325,358
280 - Housing Authority	878,007	916,445	973,856	990,122	1,023,124
390 - Debt Service Fund - General	318,943,839	-	-	-	-
510 - Electric	64,340,158	68,796,496	71,055,026	71,904,410	73,971,608
511 - Electric Public Benefit Programs	1,189,734	-	-	-	-
520 - Water	23,894,025	20,607,042	24,562,841	24,824,253	25,300,219
521 - Water Conservation	163,738	(6,238)	-	-	-
530 - Airport	737,106	759,765	760,732	764,467	774,114
540 - Refuse	5,650,581	4,917,725	6,177,185	6,369,034	6,477,955
550 - Sewer	14,601,244	13,216,304	15,668,601	15,639,778	15,869,154
560 - Special Transit	2,792,131	2,797,733	3,462,753	3,576,147	3,633,515
570 - Public Parking	998,422	1,158,907	1,352,501	1,418,794	1,447,508
610 - Workers Compensation Trust	695,102	369,578	601,472	585,397	595,070
630 - Liability Insurance Trust	527,112	737,455	520,949	546,112	568,416
640 - Central Stores	750,872	668,319	818,488	860,393	867,623
650 - Central Garage	3,819,421	3,036,778	3,835,994	3,788,982	3,843,425
Total Personnel	\$ 679,309,866	\$ 344,270,645	\$ 372,897,598	\$ 391,339,293	\$ 399,015,193

SPECIAL PROJECTS

Special Project expenditures represent several different expenditure types, including costs mandated by the City's charter, such as board and commission costs; programs funded by restricted funding, such as the use of Public, Educational & Government (PEG) revenue; the support of various community organizations, City events and City venues; management and incentive fees for operators of City-owned entertainment venues; and programs that directly benefit the public community. A few items included in this category are:

- Festival of Lights
- Janet Goeske Center
- Animal Control (outsourced)
- Safety Vehicle Replacement
- CDBG & HOPWA
- Outsourced Refuse Services
- Street Replacement Fees
- Hazardous Materials Cleanup
- Electric Public Benefit Programs
- Water Conservation Programs
- Public, Educational & Government (PEG)
- RPU Community Outreach Programs
- Convention Center Operations
- Live Nation Management Fee

SPECIAL PROJECTS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 6,237,467	\$ 4,547,710	\$ 8,757,726	\$ 7,149,067	\$ 7,244,925
110 - Measure Z	3,397,685	4,144,018	2,507,993	4,423,127	5,235,017
170 - RDSA Administration	500,000	500,000	-	-	-

SPECIAL PROJECTS					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
215 - Grants & Restricted Programs	269,367	559,310	400,000	394,000	394,000
220 - CDBG	492,117	1,165,584	2,609,025	2,635,115	2,661,466
221 - Home Investment Partnership Program	985,658	660,020	1,041,981	1,087,393	1,098,267
222 - Housing Opportunities for Persons with AIDS	2,763,489	2,776,414	3,007,964	3,568,646	3,640,019
240 - Air Quality Improvement	56,435	50,885	316,800	316,800	316,800
260 - NPDES Storm Drain	112,334	127,146	830,000	457,000	457,000
280 - Housing Authority	-	-	-	150,000	150,000
291 - Special Districts	17,559	91,687	55,000	76,931	79,240
292 - Riverwalk LMD	-	-	66,329	-	-
293 - Highlander LMD	-	-	413	420	433
442 - Hunter Business Park Assessment District	-	1,179	-	-	-
510 - Electric	47,525	632,431	897,750	1,654,750	1,664,750
511 - Electric Public Benefit Programs	4,289,885	4,521,710	7,808,524	13,283,764	13,676,369
520 - Water	64,898	60,456	370,000	374,400	378,888
521 - Water Conservation	228,467	295,117	549,717	1,584,751	1,140,494
540 - Refuse	5,232,213	5,554,187	5,715,489	6,541,656	6,736,614
550 - Sewer	1,910,991	1,962,256	2,210,600	2,268,632	2,328,547
580 - Convention Center	9,525,331	5,437,918	12,708,817	9,932,904	11,784,382
581 - Entertainment	632,500	400,000	835,000	725,000	835,000
582 - Cheech Marin Center	-	-	400,000	825,000	850,000
630 - Liability Insurance Trust	49,661	249,139	250,000	250,000	250,000
770 - Successor Agency Trust Fund	338,549	174,846	-	-	-
Total Special Projects	\$ 37,152,131	\$ 33,912,013	\$ 51,339,128	\$ 57,699,356	\$ 60,922,211

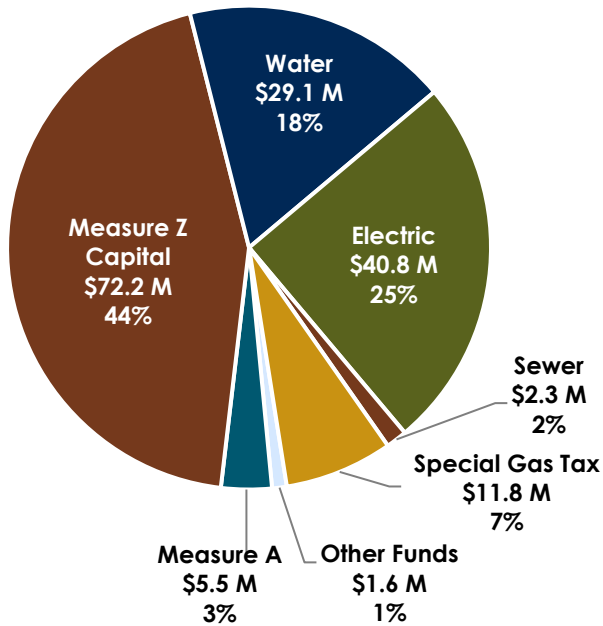
CAPITAL AND EQUIPMENT OUTLAY

Expenditures in this category include the construction or purchase of tangible items equal to or exceeding a cost of \$5,000 per item, as well as capital project expenditures as budgeted in the Capital Improvement Program. A purchase or investment of resources may be considered a capital project if the total cost of the project exceeds \$20,000 and the item purchased or constructed has a useful life of at least ten years.

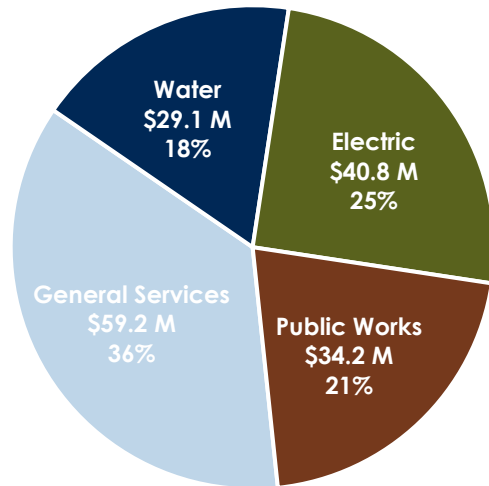
CAPITAL PROJECTS BUDGET

The capital projects budget totals \$163.3 million for FY 2022/23 and \$115.2 million for FY 2023/24. For reporting purposes, the capital project budget is combined with minor capital outlay and reported in the Capital Outlay line item of the budget schedules. The allocation of the capital budget to specific funds and departments is shown in the following charts. For more details, refer to the *Capital Improvement Program Overview* section beginning on page 137, and the City's separate publication titled *FY 2022-2027 Capital Improvement Program*.

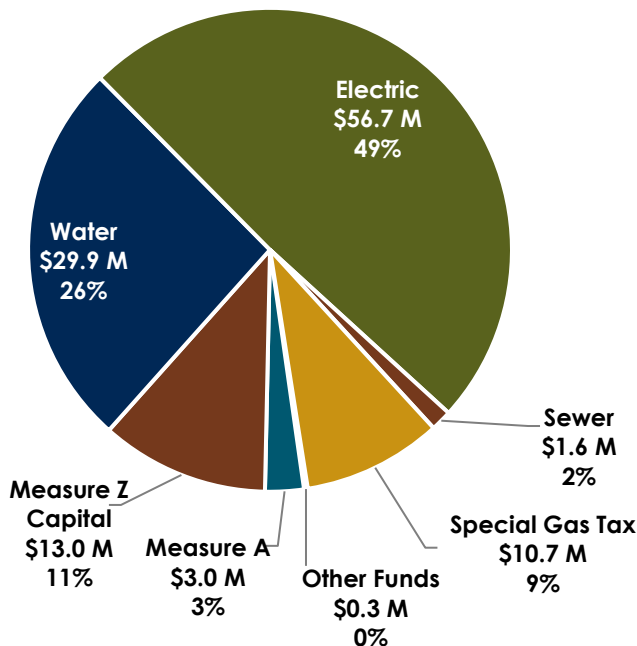
**FY 2022/23
Capital Projects by Fund**



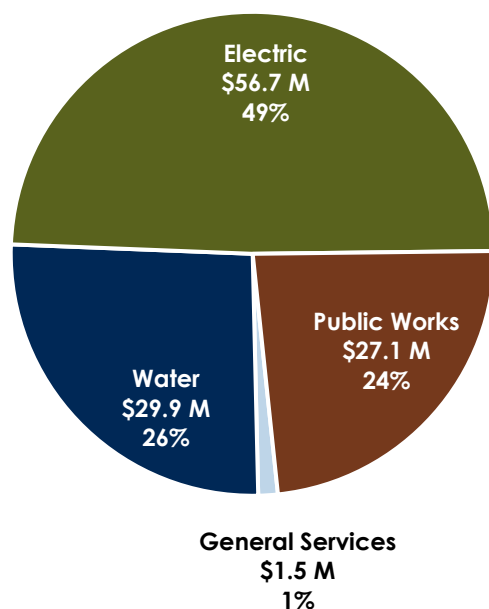
**FY 2022/23
Capital Projects by Department**



**FY 2023/24
Capital Projects by Fund**



**FY 2023/24
Capital Projects by Department**



CAPITAL AND EQUIPMENT OUTLAY					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 936,114	\$ 698,405	\$ 429,477	\$ 420,589	\$ 416,613
110 - Measure Z	547,357	348,743	3,375,231	3,115,606	1,909,334
205 - Urban Areas Security Initiative (UASI)	497,255	873,423	-	-	-
215 - Grants & Restricted Programs	3,660,568	8,601,524	-	-	-
220 - CDBG	2,106,395	1,893,705	-	-	-
223 - Development Grants	31,663	617,331	-	-	-
225 - Neighborhood Stabilization Program	30,207	3,924	-	-	-
230 - Special Gas Tax	7,509,662	8,011,734	12,002,633	11,801,099	10,730,945
240 - Air Quality Improvement	542,480	11,850	-	-	-
260 - NPDES Storm Drain	42,581	2,505	-	250,000	-
280 - Housing Authority	1,851,934	772,497	-	-	-
401 - Capital Outlay	1,658,565	1,809,878	-	-	-
410 - Storm Drain	809,970	1,096,991	150,000	132,111	130,700
413 - Regional Park Special Capital Improvements	425,836	148,596	300,000	-	-
420 - Measure Z - Capital Projects	27,492,166	17,843,859	5,327,568	72,094,117	12,889,133
430 - Capital Outlay - Grants	2,028,601	3,266,823	-	-	-
431 - Transportation Projects	27,316	227,857	-	-	-
432 - Measure A Capital Outlay	1,964,430	7,568,593	7,494,600	6,767,000	4,232,890
433 - Transportation Development Impact Fees	268,244	1,481,242	-	-	-
434 - Transportation Uniform Mitigation Fee	708,474	3,587,785	-	-	-
456 - CFD - Riverwalk Vista	224,575	88,877	-	-	-
510 - Electric	48,151,359	41,453,272	48,539,470	42,644,855	56,887,736
520 - Water	18,980,479	16,459,223	21,501,562	29,089,738	29,930,773
530 - Airport	83,139	522,160	-	-	-
540 - Refuse	767,380	470,299	884,000	900,000	500,000
550 - Sewer	14,097,393	11,808,467	23,684,094	3,386,933	2,326,914
560 - Special Transit	631,980	2,054	-	-	-
570 - Public Parking	-	-	-	1,250,000	190,000
582 - Cheech Marin Center	-	3,726,114	-	-	-
630 - Liability Insurance Trust	250	186	377	300	310
640 - Central Stores	5,243	52,010	1,140	1,484	1,529
650 - Central Garage	309,174	750,678	1,006,100	1,035,277	1,065,300
770 - Successor Agency Trust Fund	3,730,481	244,306	-	-	-
Total Capital and Equipment Outlay	\$ 140,121,271	\$ 134,444,911	\$ 124,696,252	\$ 172,889,109	\$ 121,212,177

DEBT SERVICE

The debt service budget includes current principal and interest obligations, fiscal charges, and other related costs. Estimated future debt service expenditures are based on the City's debt repayment schedule (refer to *Long-Term Debt Obligations* on page 137). Actual debt obligations may vary from the budget due to variable interest rates and interest credits applied in the debt schedule.

The budgeting for General Fund and Measure Z debt service has changed from prior years. Prior to FY 2020/21, general debt obligations were allocated to departments through utilization charges and reclassified as interfund transfers in the City's financial statements. The budget now reflects the proper accounting methodology, which results in general debt obligations budgeted only within the General and Public Works Debt Service Funds (Funds 390 and 391). Utilization Charges are no longer used; the governmental funds now include a Debt Transfer Out which represents their share of debt obligations. For more information, refer to *Transfers to Debt Service Funds* on page 63.

DEBT SERVICE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 21,569,111	\$ 54,204,142	\$ 32,769,205	\$ 32,938,950	\$ 22,716,810
110 - Measure Z	8,401,442	6,954,891	7,027,115	9,605,330	14,137,694
115 - Section 115 Pension Trust	113,822	54,070	-	-	-
215 - Grants & Restricted Programs	-	207,980	207,980	207,980	207,970
220 - CDBG	7,779	24,606	33,220	38,830	44,060
280 - Housing Authority	19,812	54,832	73,440	85,560	96,840
390 - General Debt Service Fund	32,912,557	42,437,657	44,870,070	47,624,560	41,929,644
391 - Public Works Debt Service Fund	2,998,238	2,997,238	2,997,490	2,998,740	2,995,740
411 - Special Capital Improvement	1,368,660	2,420,166	1,750,000	1,750,000	1,750,000
430 - Capital Outlay - Grants	1,195	741	-	-	-
431 - Transportation Projects	-	32	-	-	-
432 - Measure A Capital Outlay	5,065	2,999,055	2,999,490	3,000,740	2,997,740
510 - Electric	38,247,787	43,799,846	53,378,296	58,176,120	58,547,370
511 - Electric Public Benefit Programs	13,988	7,759	7,770	7,760	7,760
520 - Water	17,495,264	18,344,797	20,651,694	24,083,524	24,502,438
530 - Airport	41,617	53,316	66,690	75,410	83,530
540 - Refuse	183,075	291,292	375,320	545,100	596,185
550 - Sewer	23,863,820	24,551,249	26,550,578	26,714,057	28,027,412
560 - Special Transit	87,525	147,572	191,440	220,020	246,690
570 - Public Parking	1,706,355	1,732,141	1,756,150	1,770,580	1,782,910
580 - Convention Center	3,449,740	3,424,085	3,049,150	3,043,980	3,034,720
581 - Entertainment	3,355,503	3,027,026	3,137,640	3,118,010	3,126,980
610 - Workers Compensation Trust	19,065	33,979	44,370	51,130	57,420
630 - Liability Insurance Trust	286	3,618	5,180	6,180	7,100
640 - Central Stores	25,911	40,797	52,520	60,150	67,250
650 - Central Garage	112,475	208,864	273,760	316,060	355,510
741 - Assessment Districts - Miscellaneous	413,756	405,531	410,260	411,390	409,610
742 - Hunter Business Park Assessment District	1,003,570	1,003,536	1,008,330	1,005,170	1,005,970
745 - Riverwalk Assessment District	721,165	719,817	722,940	722,690	720,680
746 - Riverwalk Business Assessment District	293,770	294,314	296,760	296,464	295,482
756 - CFD Riverwalk Vista	297,902	293,042	307,500	309,030	310,239
758 - CFD Sycamore Canyon 92-1	653,980	652,557	652,597	646,136	648,899

DEBT SERVICE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
759 - CFD Riverwalk Vista Area #2	375,299	380,976	378,223	378,737	378,885
760 - CFD 2014-2 Highlands	148,255	151,614	153,380	151,620	149,950
761 - CFD 2013-1 Kunny Ranch	-	-	10,000	10,000	10,000
762 - CFD 2015-1 Orangecrest Grove	234,228	104,026	166,014	170,096	168,847
770 - Successor Agency Trust Fund	13,617,285	13,791,181	15,233,010	14,823,190	20,052,160
Total Debt Service	\$ 173,759,302	\$ 225,818,345	\$ 221,607,582	\$ 235,363,294	\$ 231,470,495

CHARGES TO/FROM OTHERS

COST ALLOCATION PLAN

The Cost Allocation Plan (CAP) facilitates the allocation of General Fund administrative service costs to the departments, programs, or funds that receive benefit from the services. For example, the budgets for internal service departments (such as Human Resources) are allocated to public service departments (such as the Police Department and Public Works Department). The CAP uses various statistical data to distribute identified service costs appropriately. This allocation of costs adjusts each department's budget to a truer representation of the cost for providing its services to the City's citizens and customers. Any fees or charges set for city services are then based upon the expenditures of this adjusted budget, which includes an appropriate amount of overhead or allocated costs.

The allocation of costs is recorded as "Charges from Others" in the department receiving the service and "Charges to Others" in the department allocating the cost of service. *Charges to Others* will show as a negative (contra-) expenditure, offsetting the internal service department's operating costs. In a department that is entirely classified as an internal service department, such as the City Council, the net expenditure budget after cost allocation will be zero. For this reason, the CAP is excluded from many budget schedules contained in this publication to fully disclose the core operating cost of a City department, rather than presenting the post-allocation (zero or substantially reduced) budget of internal service departments. The *Budget Overview* sections of each department contained in the *Department Budget Detail* section beginning on page 233 explains the extent to which the respective department is allocated to others.

COST ALLOCATION PLAN					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$(26,319,140)	\$(23,415,711)	\$(23,526,240)	\$(21,652,818)	\$(22,677,171)
170 - RDSA Administration	458,554	170,536	153,985	148,019	151,628
215 - Grants & Restricted Programs	-	602	285	-	-
280 - Housing Authority	349,972	484,345	474,008	511,280	528,221
291 - Special Districts	11	1,217	-	-	-
410 - Storm Drain	-	-	-	17,889	19,300
411 - Special Capital Improvement	112,380	56,078	49,727	47,295	51,261
420 - Measure Z - Capital Projects	-	339,954	47,432	80,883	85,867
510 - Electric	12,629,090	9,448,778	9,483,908	8,644,492	9,075,125
511 - Electric Public Benefit Programs	583,340	423,443	220,368	128,455	138,616
520 - Water	3,320,076	3,732,603	3,779,728	3,445,898	3,627,751

COST ALLOCATION PLAN					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
521 - Water Conservation	101,071	43,227	22,888	11,784	12,699
530 - Airport	194,053	233,739	184,909	183,634	190,832
540 - Refuse	1,468,339	1,218,039	1,262,053	1,129,506	1,194,661
550 - Sewer	3,158,222	2,311,866	2,709,154	2,304,721	2,429,035
560 - Special Transit	176,595	453,697	481,246	551,600	575,324
570 - Public Parking	447,731	411,810	375,832	329,358	344,428
610 - Workers Compensation Trust	192,974	903,431	772,031	732,241	757,098
620 - Unemployment Insurance	8,113	6,067	5,020	2,948	3,184
630 - Liability Insurance Trust	2,395,143	2,201,380	2,583,263	2,597,728	2,667,766
640 - Central Stores	81,723	96,331	95,099	103,118	107,666
650 - Central Garage	579,251	814,249	771,634	681,969	716,709
741 - Assessment Districts - Miscellaneous	6,769	6,516	5,458	-	-
742 - Hunter Business Park Assessment District	16,565	15,940	13,160	-	-
745 - Riverwalk Assessment District	11,913	11,490	9,472	-	-
746 - Riverwalk Business Assessment District	4,957	4,728	3,891	-	-
756 - CFD Riverwalk Vista	4,949	4,651	3,945	-	-
758 - CFD Sycamore Canyon 92-1	10,757	10,322	8,595	-	-
759 - CFD Riverwalk Vista Area #2	5,173	5,931	4,953	-	-
760 - CFD 2014-2 Highlands	1,420	4,742	2,000	-	-
762 - CFD 2015-1 Orangecrest Grove	-	-	2,196	-	-
Total Cost Allocation Plan	\$ -	\$ -	\$ -	\$ -	\$ -

UTILIZATION/DIRECT CHARGES

Utilization or direct charges are typically employed when the origin and destination of a specific cost are readily apparent and fixed. For example, the Community & Economic Development Department uses utilization charges to allocate specific personnel costs to applicable grants (e.g., CDBG). Other direct charges are estimates, such as the projected amount of labor and overhead costs allocated to capital projects. Direct charges are recorded in the Charges from Others and Charges to Others line items.

UTILIZATION / DIRECT CHARGES					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$(17,211,593)	\$(20,644,409)	\$(17,459,758)	\$(17,895,342)	\$(18,357,110)
110 - Measure Z	50,000	6,962	8,437	7,043	7,336
170 - RDSA Administration	(335,036)	(125,972)	168,510	168,520	166,595
215 - Grants & Restricted Programs	(1,951,363)	(1,210,098)	872,655	799,309	807,518
220 - CDBG	35,663	35,692	14,949	(11,152)	(13,717)
221 - Home Investment Partnership Program	113,494	114,629	115,776	120,822	122,030

UTILIZATION / DIRECT CHARGES					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
222 - Housing Opportunities for Persons with AIDS	53,108	48,924	93,030	110,370	112,577
230 - Special Gas Tax	2,287,097	3,087,102	3,087,097	3,087,097	3,087,097
240 - Air Quality Improvement	1,549	1,561	1,630	1,565	1,681
260 - NPDES Storm Drain	577,009	490,499	408,935	409,469	422,311
280 - Housing Authority	4,325	(276,198)	(131,219)	(198,474)	(205,300)
291 - Special Districts	267,066	180,746	-	-	-
292 - Riverwalk LMD	-	-	169,084	198,425	199,713
390 - General Debt Service Fund	(29,970,553)	-	-	-	-
391 - Public Works Debt Service Fund	(2,998,238)	-	-	-	-
411 - Special Capital Improvement	1,000,000	-	-	-	-
432 - Measure A Capital Outlay	2,998,238	-	-	-	-
510 - Electric	(22,497,678)	(20,640,001)	(23,182,539)	(20,277,104)	(24,680,407)
511 - Electric Public Benefit Programs	174,415	1,368,163	1,416,109	1,534,010	1,568,090
520 - Water	3,614,968	2,653,080	546,598	186,435	(709,487)
521 - Water Conservation	32,499	471,611	488,271	482,065	492,290
530 - Airport	5,099	18,639	3,144	14,786	15,281
540 - Refuse	3,484,912	3,719,432	3,674,530	3,439,485	3,422,291
550 - Sewer	759,478	703,430	1,126,773	501,906	1,259,284
560 - Special Transit	278,725	205,449	214,522	157,248	148,992
570 - Public Parking	(727,004)	(665,328)	(637,067)	(660,045)	(671,695)
581 - Entertainment	535	267	278	566	416
610 - Workers Compensation Trust	396,132	338,557	322,123	343,052	358,424
630 - Liability Insurance Trust	(336)	1,227,552	1,168,148	1,226,763	1,263,855
640 - Central Stores	(25,393)	10,419	130	157	245
650 - Central Garage	244,328	172,102	244,983	672,851	667,256
Total Utilization / Direct Charges	\$ (59,338,554)	\$ (28,707,190)	\$ (27,264,871)	\$ (25,580,173)	\$ (30,514,434)

EXPENDITURE SCHEDULES

The following pages include expenditure schedules in three summary formats:

- **Expenditures by Fund** (page 112): This schedule lists Expenditures by fund, followed by Operating Transfers Out by fund. Transfers for debt service are included within the fund expenditures. Additional schedules of Transfers Out can be found on pages 64 and 65. The Cost Allocation Plan is included in this schedule, to represent the complete budget by fund, as adopted.
- **Expenditures by Fund and Type** (page 115): This schedule includes Debt Transfers Out and Operating Transfers Out as a line item within each applicable fund. The Cost Allocation Plan is included in this schedule, to represent the complete budget by fund, as adopted.
- **Expenditures by Fund and Department** (page 126): This schedule lists the departmental budgets that comprise the total fund budget, followed by the total amount of the fund allocated to others via the Cost Allocation Plan.

Additional expenditure schedules by department are included in the *Department Budget Detail* section beginning on page 233. These include:

- **Budget Summary by Expenditure Category – All Funds:** This schedule lists the department's full budget by budget category (e.g., Personnel, Non-personnel, etc.) for all funds combined. This provides a good picture of the greatest areas of cost in a department. For example, Personnel costs account for more than 80% of the Police and Fire Department budgets.
- **Budget Summary by Fund:** This schedule lists the funds in which each department's budget resides.
- **Division/Program Budgets:** The schedules in these sections list departmental expenditures by fund and budget category, for the division, programs, and services described.

EXPENDITURES BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
101 - General Fund	\$ 281,654,046	\$ 292,988,187	\$ 299,568,514	\$ 313,723,043	\$ 311,176,702
110 - Measure Z	29,501,853	29,258,956	40,394,971	51,048,681	55,728,343
115 - Section 115 Pension Trust	113,822	54,070	-	-	-
170 - RDSA Administration	591,888	696,299	656,289	712,449	733,139
205 - Urban Areas Security Initiative (UASI)	753,853	1,190,558	-	-	-
215 - Grants and Restricted Programs	7,323,782	30,790,827	1,880,304	1,823,459	1,847,105
220 - CDBG	3,247,118	3,578,485	3,200,792	3,268,259	3,327,068
221 - Home Investment Partnership Program	1,099,152	774,649	1,157,757	1,208,215	1,220,297
222 - Housing Opportunities for Persons with AIDS	2,816,597	2,825,338	3,100,994	3,679,016	3,752,596
223 - Development Grants	2,026,867	12,092,247	-	-	-
225 - Neighborhood Stabilization Program	30,207	3,924	-	-	-
230 - Special Gas Tax	9,796,759	11,100,368	15,089,730	14,888,196	13,818,042
240 - Air Quality Improvement	821,396	78,971	421,700	421,565	421,681
260 - NPDES Storm Drain	1,044,700	910,935	1,673,413	1,599,841	1,375,764
280 - Housing Authority	2,865,974	1,535,305	1,134,247	1,257,228	1,301,811
291 - Special Districts	5,215,048	5,196,764	4,767,100	4,819,739	4,870,486
292 - Riverwalk LMD	-	-	606,843	575,933	583,412
293 - Highlander LMD	-	-	119,441	120,500	122,700
390 - General Debt Service Fund	321,885,843	42,437,657	44,880,070	47,634,560	41,939,644
391 - Public Works Debt Service Fund	-	2,997,238	2,997,490	2,998,740	2,995,740
401 - Capital Outlay	1,658,565	1,839,794	-	-	-
410 - Storm Drain	809,970	1,096,991	150,000	132,111	130,700
411 - Special Capital Improvement	2,368,660	2,420,166	1,750,000	1,750,000	1,750,000
413 - Regional Park Special Capital Improvements	425,406	148,596	300,000	-	-
420 - Measure Z - Capital Projects	27,518,560	17,887,415	5,327,568	72,094,117	12,889,133

EXPENDITURES BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
430 - Capital Outlay - Grants	2,029,796	3,267,564	-	-	-
431 - Transportation Projects	27,316	227,889	-	-	-
432 - Measure A Capital Outlay	4,967,733	10,567,648	10,494,090	9,767,740	7,230,630
433 - Transportation Development Impact Fees	268,244	1,481,242	-	-	-
434 - Transportation Uniform Mitigation Fee	708,474	3,587,785	-	-	-
442 - Hunter Business Park Assessment District	-	1,179	-	-	-
456 - CFD Riverwalk Vista	224,575	88,877	-	-	-
510 - Electric	358,169,712	373,994,656	400,092,712	420,433,646	429,157,705
511 - Electric Public Benefit Programs	5,867,905	6,002,118	9,232,403	14,825,534	15,252,219
520 - Water	80,611,232	75,928,141	87,999,605	102,372,536	103,627,871
521 - Water Conservation	519,030	762,167	1,037,988	2,066,816	1,632,784
530 - Airport	1,515,924	1,923,319	1,391,881	1,465,539	1,503,870
540 - Refuse	25,103,614	26,756,047	29,593,851	31,078,204	31,433,933
550 - Sewer	67,872,140	65,160,999	85,734,372	65,995,275	66,718,538
560 - Special Transit	4,596,421	3,780,381	4,940,177	4,872,776	4,975,709
570 - Public Parking	4,890,070	5,123,571	6,743,998	8,476,103	7,784,174
580 - Convention Center	13,145,627	8,958,658	15,857,697	13,119,124	14,968,982
581 - Entertainment	10,126,469	4,767,553	11,079,165	9,860,748	10,639,530
582 - Cheech Marin Center	-	3,726,114	467,900	1,249,480	1,289,665
610 - Workers Compensation Trust	10,189,022	6,829,781	8,462,896	7,158,581	7,389,282
620 - Unemployment Insurance	138,460	554,401	121,316	150,872	154,088
630 - Liability Insurance Trust	5,177,903	34,821,393	6,340,043	8,394,760	8,645,387
640 - Central Stores	822,201	862,983	957,933	1,020,078	1,039,849
650 - Central Garage	10,829,023	10,587,493	12,424,039	13,143,732	13,500,498
741 - Assessment Districts - Miscellaneous	413,756	405,531	410,260	411,390	409,610
742 - Hunter Business Park Assessment District	1,003,570	1,003,536	1,008,330	1,005,170	1,005,970
745 - Riverwalk Assessment District	721,165	719,817	722,940	722,690	720,680
746 - Riverwalk Business Assessment District	293,770	294,314	296,760	296,464	295,482
756 - CFD Riverwalk Vista	297,902	293,042	307,500	309,030	310,239
758 - CFD Sycamore Canyon 92-1	653,980	652,557	652,597	646,136	648,899
759 - CFD Riverwalk Vista Area #2	375,299	380,976	378,223	378,737	378,885
760 - CFD 2014-2 Highlands	568,684	151,614	153,380	151,620	149,950
761 - CFD 2013-1 Kunny Ranch	-	-	10,000	10,000	10,000

EXPENDITURES BY FUND					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CITY FUND					
762 - CFD 2015-1 Orangecrest Grove	646,297	1,554,133	166,014	170,096	168,847
770 - Successor Agency Trust Fund	17,979,532	14,464,933	15,233,010	14,823,190	20,052,160
Total Expenditures	\$ 1,334,324,912	\$ 1,131,586,152	\$ 1,141,488,303	\$ 1,258,131,719	\$ 1,211,079,799
INTERFUND TRANSFERS					
101 - General Fund	25,141,596	16,522,855	10,930,933	13,597,942	22,613,650
110 - Measure Z	29,657,670	31,180,986	23,641,026	32,741,026	31,241,026
215 - Grants and Restricted Programs	191,838	5,661,800	-	-	-
223 - Development Grants	-	361,494	-	-	-
390 - General Debt Service Fund	19,469	41,624	-	-	-
401 - Capital Outlay	-	4,809	-	-	-
420 - Measure Z - Capital Projects	426,454	505,716	-	-	-
431 - Transportation Projects	12,060	-	-	-	-
510 - Electric	39,720,800	39,899,000	40,622,600	42,831,200	44,636,500
511 - Electric - Public Benefit Programs	1,170	-	-	-	-
520 - Water	6,577,386	6,972,200	7,586,100	7,978,400	8,565,800
521 - Water Conservation	(259,925)	-	-	-	-
530 - Airport	3,271	-	-	-	-
540 - Refuse	14,000	80,260	-	-	-
550 - Sewer	37,612	-	-	-	-
560 - Special Transit	6,635	-	-	-	-
570 - Public Parking	3,882	-	-	-	-
610 - Workers' Compensation Trust	1,433	-	-	-	-
640 - Central Stores	1,984	-	-	-	-
650 - Central Garage	8,394	-	-	-	-
770 - Successor Agency Trust Fund	11,814,640	42,150,407	-	-	-
Total Interfund Transfers	\$ 113,380,369	\$ 143,381,153	\$ 82,780,659	\$ 97,148,568	\$ 107,056,976
TOTAL EXPENDITURES AND TRANSFERS OUT	\$ 1,447,705,281	\$ 1,274,967,305	\$ 1,224,268,962	\$ 1,355,280,287	\$ 1,318,136,775

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - General Fund					
Personnel	\$ 222,978,890	\$ 207,116,017	\$ 220,686,989	\$ 233,765,228	\$ 237,702,737
Non-Personnel	47,132,956	46,590,541	54,384,875	57,344,551	61,452,727
Special Projects	6,237,467	4,547,710	8,757,726	7,149,067	7,244,925
Operating Grants	11,104	475,786	-	-	-
Equipment Outlay	695,391	341,672	256,117	242,202	242,781
Debt Service / Debt Transfers Out	21,569,111	54,204,142	32,769,205	32,938,950	22,716,810
Capital Outlay	240,723	356,733	173,360	178,387	173,832
Charges From Others	11,893,324	12,072,490	10,476,337	10,927,080	11,110,525
Charges To Others	(29,104,917)	(32,716,899)	(27,936,095)	(28,822,422)	(29,467,635)
Operating Transfers Out	25,141,593	16,522,852	10,930,933	13,597,942	22,613,650
Total General Fund	\$ 306,795,642	\$ 309,511,044	\$ 310,499,447	\$ 327,320,985	\$ 333,790,352
110 - Measure Z					
Personnel	\$ 13,592,118	\$ 15,535,662	\$ 20,879,142	\$ 24,687,394	\$ 25,261,624
Non-Personnel	3,513,251	2,268,680	6,597,053	9,210,181	9,177,338
Special Projects	3,397,685	4,144,018	2,507,993	4,423,127	5,235,017
Equipment Outlay	547,357	348,743	3,375,231	3,115,606	1,909,334
Debt Service / Debt Transfers out	8,401,442	6,954,891	7,027,115	9,605,330	14,137,694
Charges From Others	50,000	6,962	8,437	7,043	7,336
Operating Transfers Out	29,657,670	31,180,986	23,641,026	32,741,026	31,241,026
Total Measure Z	\$ 59,159,523	\$ 60,439,942	\$ 64,035,997	\$ 83,789,707	\$ 86,969,369
115 - Section 115 Pension Trust					
Debt Service	\$ 113,822	\$ 54,070	\$ -	\$ -	\$ -
Total Section 115 Pension Trust	\$ 113,822	\$ 54,070	\$ -	\$ -	\$ -
170 - RDSA Administration					
Personnel	\$ 384,122	\$ 307,724	\$ 460,099	\$ 442,909	\$ 460,734
Non-Personnel	42,802	14,547	27,680	101,020	105,810
Special Projects	500,000	500,000	-	-	-
Charges From Others	274,264	201,610	217,767	219,988	220,149
Charges To Others	(609,300)	(327,582)	(49,257)	(51,468)	(53,554)
Total RDSA Administration	\$ 591,888	\$ 696,299	\$ 656,289	\$ 712,449	\$ 733,139
205 - Urban Areas Security Initiative (UASI)					
Personnel	\$ 256,598	\$ 317,135	\$ -	\$ -	\$ -
Capital Outlay	497,255	873,423	-	-	-
Total Urban Areas Security Initiative (UASI)	\$ 753,853	\$ 1,190,558	\$ -	\$ -	\$ -

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
215 - Grants and Restricted Programs					
Personnel	\$ 1,184,699	\$ 2,209,966	\$ 331,194	\$ 337,373	\$ 350,718
Non-Personnel	2,171,328	7,917,773	68,475	84,797	86,899
Special Projects	269,367	559,310	400,000	394,000	394,000
Operating Grants	1,989,183	12,504,372	-	-	-
Debt Service / Debt Transfers Out	-	207,980	207,980	207,980	207,970
Equipment Outlay	394,594	503,001	-	-	-
Capital Outlay	3,265,974	8,098,523	-	-	-
Charges From Others	342,148	879,138	1,012,168	944,684	958,437
Charges To Others	(2,293,511)	(2,089,236)	(139,513)	(145,375)	(150,919)
Operating Transfers Out	191,838	5,661,800	-	-	-
Total Grants and Restricted Programs	\$ 7,515,620	\$ 36,452,627	\$ 1,880,304	\$ 1,823,459	\$ 1,847,105
220 - CDBG					
Personnel	\$ 415,467	\$ 400,010	\$ 477,488	\$ 521,591	\$ 542,291
Non-Personnel	80,807	58,888	66,110	83,875	92,968
Special Projects	492,117	1,165,584	2,609,025	2,635,115	2,661,466
Operating Grants	108,890	-	-	-	-
Debt Service / Debt Transfers Out	7,779	24,606	33,220	38,830	44,060
Capital Outlay	2,106,395	1,893,705	-	-	-
Charges From Others	62,233	60,554	107,979	99,218	98,860
Charges To Others	(26,570)	(24,862)	(93,030)	(110,370)	(112,577)
Total CDBG	\$ 3,247,118	\$ 3,578,485	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068
221 - Home Investment Partnership Program					
Special Projects	\$ 985,658	\$ 660,020	\$ 1,041,981	\$ 1,087,393	\$ 1,098,267
Charges From Others	113,494	114,629	115,776	120,822	122,030
Total Home Investment Partnership Program	\$ 1,099,152	\$ 774,649	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297
222 - Housing Opportunities for Persons with AIDS					
Special Projects	\$ 2,763,489	\$ 2,776,414	\$ 3,007,964	\$ 3,568,646	\$ 3,640,019
Charges From Others	53,108	48,924	93,030	110,370	112,577
Total Housing Opportunities for Persons with AIDS	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596
223 - Development Grants					
Personnel	\$ 225,762	\$ 131,957	\$ -	\$ -	\$ -
Non-Personnel	46,742	-	-	-	-
Operating Grants	1,722,700	11,342,959	-	-	-
Capital Outlay	31,663	617,331	-	-	-

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Operating Transfers Out	-	361,494	-	-	-
Total Development Grants	\$ 2,026,867	\$ 12,453,741	\$ -	\$ -	\$ -
225 - Neighborhood Stabilization Program					
Capital Outlay	\$ 30,207	\$ 3,924	\$ -	\$ -	-
Total Neighborhood Stabilization Program	\$ 30,207	\$ 3,924	\$ -	\$ -	-
230 - Special Gas Tax					
Non-Personnel	\$ -	\$ 1,532	\$ -	\$ -	-
Capital Outlay	7,509,662	8,011,734	12,002,633	11,801,099	10,730,945
Charges From Others	2,287,097	3,087,102	3,087,097	3,087,097	3,087,097
Total Special Gas Tax	\$ 9,796,759	\$ 11,100,368	\$ 15,089,730	\$ 14,888,196	\$ 13,818,042
240 - Air Quality Improvement					
Non-Personnel	\$ 220,932	\$ 14,675	\$ 103,270	\$ 103,200	\$ 103,200
Special Projects	56,435	50,885	316,800	316,800	316,800
Equipment Outlay	542,480	-	-	-	-
Capital Outlay	-	11,850	-	-	-
Charges From Others	1,549	1,561	1,630	1,565	1,681
Total Air Quality Improvement	\$ 821,396	\$ 78,971	\$ 421,700	\$ 421,565	\$ 421,681
260 - NPDES Storm Drain					
Personnel	\$ 290,718	\$ 275,865	\$ 272,298	\$ 316,909	\$ 325,358
Non-Personnel	22,058	14,920	162,180	166,463	171,095
Special Projects	112,334	127,146	830,000	457,000	457,000
Capital Outlay	42,581	2,505	-	250,000	-
Charges From Others	577,009	490,499	408,935	409,469	422,311
Total NPDES Storm Drain	\$ 1,044,700	\$ 910,935	\$ 1,673,413	\$ 1,599,841	\$ 1,375,764
280 - Housing Authority					
Personnel	\$ 878,007	\$ 916,445	\$ 973,856	\$ 990,122	\$ 1,023,124
Non-Personnel	111,896	67,729	218,170	230,020	237,147
Special Projects	-	-	-	150,000	150,000
Debt Service / Debt Transfers Out	19,812	54,832	73,440	85,560	96,840
Capital Outlay	1,851,934	772,497	-	-	-
Charges From Others	266,164	153,455	158,145	161,412	163,388
Charges To Others	(261,839)	(429,653)	(289,364)	(359,886)	(368,688)
Total Housing Authority	\$ 2,865,974	\$ 1,535,305	\$ 1,134,247	\$ 1,257,228	\$ 1,301,811
291 - Special Districts					
Non-Personnel	\$ 4,930,423	\$ 4,924,331	\$ 4,712,100	\$ 4,742,808	\$ 4,791,246

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Special Projects	17,559	91,687	55,000	76,931	79,240
Charges From Others	267,066	180,746	-	-	-
Total Special Districts	\$ 5,215,048	\$ 5,196,764	\$ 4,767,100	\$ 4,819,739	\$ 4,870,486
292 - Riverwalk LMD					
Non-Personnel	\$ -	\$ -	\$ 371,430	\$ 377,508	\$ 383,699
Special Projects	-	-	66,329	-	-
Charges From Others	-	-	169,084	198,425	199,713
Total Riverwalk LMD	\$ -	\$ -	\$ 606,843	\$ 575,933	\$ 583,412
293 - Highlander LMD					
Non-Personnel	\$ -	\$ -	\$ 119,028	\$ 120,080	\$ 122,267
Special Projects	-	-	413	420	433
Total Highlander LMD	\$ -	\$ -	\$ 119,441	\$ 120,500	\$ 122,700
390 - General Debt Service Fund					
Personnel	\$ 318,943,839	\$ -	\$ -	\$ -	\$ -
Non-Personnel	-	-	10,000	10,000	10,000
Debt Service / Debt Transfers Out	32,912,557	42,437,657	44,870,070	47,624,560	41,929,644
Charges To Others	(29,970,553)	-	-	-	-
Operating Transfers Out	19,469	41,624	-	-	-
Total General Debt Service Fund	\$ 321,905,312	\$ 42,479,281	\$ 44,880,070	\$ 47,634,560	\$ 41,939,644
391 - Public Works Debt Service Fund					
Debt Service / Debt Transfers Out	\$ 2,998,238	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
Charges To Others	(2,998,238)	-	-	-	-
Total Public Works Debt Service Fund	\$ -	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
401 - Capital Outlay					
Non-Personnel	\$ -	\$ 29,916	\$ -	\$ -	\$ -
Equipment Outlay	-	1,026,066	-	-	-
Capital Outlay	1,658,565	783,812	-	-	-
Operating Transfers Out	-	4,809	-	-	-
Total Capital Outlay	\$ 1,658,565	\$ 1,844,603	\$ -	\$ -	\$ -
410 - Storm Drain					
Capital Outlay	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700
Total Storm Drain	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
411 - Special Capital Improvement					
Debt Service / Debt Transfers Out	\$ 1,368,660	\$ 670,166	\$ -	\$ -	\$ -
Charges From Others	1,000,000	1,750,000	1,750,000	1,750,000	1,750,000
Total Special Capital Improvement	\$ 2,368,660	\$ 2,420,166	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
413 - Regional Park Special Capital Improvements					
Non-Personnel	\$ (430)	\$ -	\$ -	\$ -	\$ -
Capital Outlay	425,836	148,596	300,000	-	-
Total Regional Park Special Capital Improvements	\$ 425,406	\$ 148,596	\$ 300,000	\$ -	\$ -
420 - Measure Z - Capital Projects					
Non-Personnel	\$ 26,394	\$ 43,556	\$ -	\$ -	\$ -
Equipment Outlay	-	3,358,377	-	-	-
Capital Outlay	27,492,166	14,485,482	5,327,568	72,094,117	12,889,133
Operating Transfers Out	426,454	505,716	-	-	-
Total Measure Z - Capital Projects	\$ 27,945,014	\$ 18,393,131	\$ 5,327,568	\$ 72,094,117	\$ 12,889,133
430 - Capital Outlay - Grants					
Debt Service / Debt Transfers Out	\$ 1,195	\$ 741	\$ -	\$ -	\$ -
Capital Outlay	2,028,601	3,266,823	-	-	-
Total Capital Outlay - Grants	\$ 2,029,796	\$ 3,267,564	\$ -	\$ -	\$ -
431 - Transportation Projects					
Debt Service / Debt Transfers Out	\$ -	\$ 32	\$ -	\$ -	\$ -
Capital Outlay	27,316	227,857	-	-	-
Operating Transfers Out	12,060	-	-	-	-
Total Transportation Projects	\$ 39,376	\$ 227,889	\$ -	\$ -	\$ -
432 - Measure A Capital Outlay					
Debt Service / Debt Transfers Out	\$ 5,065	\$ 2,999,055	\$ 2,999,490	\$ 3,000,740	\$ 2,997,740
Capital Outlay	1,964,430	7,568,593	7,494,600	6,767,000	4,232,890
Charges From Others	2,998,238	-	-	-	-
Total Measure A Capital Outlay	\$ 4,967,733	\$ 10,567,648	\$ 10,494,090	\$ 9,767,740	\$ 7,230,630

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
433 - Transportation Development Impact Fees					
Capital Outlay	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -
Total Transportation Development Impact Fees	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -
434 - Transportation Uniform Mitigation Fee					
Capital Outlay	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
Total Transportation Uniform Mitigation Fee	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
442 - Hunter Business Park Assessment District					
Special Projects	\$ -	\$ 1,179	\$ -	\$ -	\$ -
Total Hunter Business Park Assessment District	\$ -	\$ 1,179	\$ -	\$ -	\$ -
456 - CFD Riverwalk Vista					
Capital Outlay	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
Total CFD Riverwalk Vista	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
510 - Electric					
Personnel	\$ 64,340,158	\$ 68,796,496	\$ 71,055,026	\$ 71,904,410	\$ 73,971,608
Non-Personnel	229,880,561	239,952,612	249,404,709	266,330,615	262,766,648
Special Projects	47,525	632,431	897,750	1,654,750	1,664,750
Equipment Outlay	4,359,618	1,429,349	229,540	1,730,131	230,733
Debt Service / Debt Transfers Out	38,247,787	43,799,846	53,378,296	58,176,120	58,547,370
Capital Outlay	43,791,741	40,023,923	48,309,930	40,914,724	56,657,003
Charges From Others	6,994,249	8,999,698	8,774,471	8,978,114	9,134,071
Charges To Others	(29,491,927)	(29,639,699)	(31,957,010)	(29,255,218)	(33,814,478)
Operating Transfers Out	39,720,800	39,899,000	40,622,600	42,831,200	44,636,500
Total Electric	\$ 397,890,512	\$ 413,893,656	\$ 440,715,312	\$ 463,264,846	\$ 473,794,205
511 - Electric Public Benefit Programs					
Personnel	\$ 1,189,734	\$ -	\$ -	\$ -	\$ -
Non-Personnel	199,883	104,486	-	-	-
Special Projects	4,289,885	4,521,710	7,808,524	13,283,764	13,676,369
Debt Service / Debt Transfers Out	13,988	7,759	7,770	7,760	7,760
Charges From Others	175,987	1,368,163	1,416,109	1,534,010	1,568,090
Charges To Others	(1,572)	-	-	-	-
Operating Transfers Out	1,170	-	-	-	-
Total Electric Public Benefit Programs	\$ 5,869,075	\$ 6,002,118	\$ 9,232,403	\$ 14,825,534	\$ 15,252,219

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - Water					
Personnel	\$ 23,894,025	\$ 20,607,042	\$ 24,562,841	\$ 24,824,253	\$ 25,300,219
Non-Personnel	16,561,598	17,803,543	20,366,910	23,814,186	24,225,040
Special Projects	64,898	60,456	370,000	374,400	378,888
Equipment Outlay	513,866	-	-	-	-
Debt Service / Debt Transfers Out	17,495,264	18,344,797	20,651,694	24,083,524	24,502,438
Capital Outlay	18,466,613	16,459,223	21,501,562	29,089,738	29,930,773
Charges From Others	10,559,275	9,433,482	9,405,158	7,530,918	6,845,255
Charges To Others	(6,944,307)	(6,780,402)	(8,858,560)	(7,344,483)	(7,554,742)
Operating Transfers Out	6,577,386	6,972,200	7,586,100	7,978,400	8,565,800
Total Water	\$ 87,188,618	\$ 82,900,341	\$ 95,585,705	\$ 110,350,936	\$ 112,193,671
521 - Water Conservation					
Personnel	\$ 163,738	\$ (6,238)	\$ -	\$ -	\$ -
Non-Personnel	94,326	1,677	-	-	-
Special Projects	228,467	295,117	549,717	1,584,751	1,140,494
Charges From Others	33,156	471,611	488,271	482,065	492,290
Charges To Others	(657)	-	-	-	-
Operating Transfers Out	(259,925)	-	-	-	-
Total Water Conservation	\$ 259,105	\$ 762,167	\$ 1,037,988	\$ 2,066,816	\$ 1,632,784
530 - Airport					
Personnel	\$ 737,106	\$ 759,765	\$ 760,732	\$ 764,467	\$ 774,114
Non-Personnel	648,963	569,439	561,315	610,876	630,945
Equipment Outlay	53,245	15,706	-	-	-
Debt Service / Debt Transfers Out	41,617	53,316	66,690	75,410	83,530
Capital Outlay	29,894	506,454	-	-	-
Charges From Others	5,099	18,639	9,821	20,988	21,734
Charges To Others	-	-	(6,677)	(6,202)	(6,453)
Operating Transfers Out	3,271	-	-	-	-
Total Airport	\$ 1,519,195	\$ 1,923,319	\$ 1,391,881	\$ 1,465,539	\$ 1,503,870
540 - Refuse					
Personnel	\$ 5,650,581	\$ 4,917,725	\$ 6,177,185	\$ 6,369,034	\$ 6,477,955
Non-Personnel	9,785,453	11,803,112	12,767,327	13,282,929	13,700,888
Special Projects	5,232,213	5,554,187	5,715,489	6,541,656	6,736,614
Equipment Outlay	755,112	381,645	884,000	900,000	500,000
Debt Service / Debt Transfers Out	183,075	291,292	375,320	545,100	596,185
Capital Outlay	12,268	88,654	-	-	-
Charges From Others	3,757,339	3,916,277	3,761,982	3,485,899	3,468,719
Charges To Others	(272,427)	(196,845)	(87,452)	(46,414)	(46,428)

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Operating Transfers Out	14,000	80,260	-	-	-
Total Refuse	\$ 25,117,614	\$ 26,836,307	\$ 29,593,851	\$ 31,078,204	\$ 31,433,933
550 - Sewer					
Personnel	\$ 14,601,244	\$ 13,216,304	\$ 15,668,601	\$ 15,639,778	\$ 15,869,154
Non-Personnel	12,639,214	12,919,054	16,493,726	17,483,969	16,907,227
Special Projects	1,910,991	1,962,256	2,210,600	2,268,632	2,328,547
Equipment Outlay	1,713,555	480,621	1,629,094	1,280,650	924,110
Debt Service / Debt Transfers Out	23,863,820	24,551,249	26,550,578	26,714,057	28,027,412
Capital Outlay	12,383,838	11,327,846	22,055,000	2,106,283	1,402,804
Charges From Others	3,014,440	3,054,967	2,738,929	2,225,195	2,255,966
Charges To Others	(2,254,962)	(2,351,537)	(1,612,156)	(1,723,289)	(996,682)
Operating Transfers Out	37,612	239	-	-	-
Total Sewer	\$ 67,909,752	\$ 65,160,999	\$ 85,734,372	\$ 65,995,275	\$ 66,718,538
560 - Special Transit					
Personnel	\$ 2,792,131	\$ 2,797,733	\$ 3,462,753	\$ 3,576,147	\$ 3,633,515
Non-Personnel	806,060	627,573	1,071,462	919,361	946,512
Equipment Outlay	499,291	2,054	-	-	-
Debt Service / Debt Transfers Out	87,525	147,572	191,440	220,020	246,690
Capital Outlay	132,689	-	-	-	-
Charges From Others	278,725	205,449	214,522	157,248	148,992
Operating Transfers Out	6,635	-	-	-	-
Total Special Transit	\$ 4,603,056	\$ 3,780,381	\$ 4,940,177	\$ 4,872,776	\$ 4,975,709
570 - Public Parking					
Personnel	\$ 998,422	\$ 1,158,907	\$ 1,352,501	\$ 1,418,794	\$ 1,447,508
Non-Personnel	2,912,297	2,897,851	4,272,414	4,696,774	5,035,451
Debt Service / Debt Transfers Out	1,706,355	1,732,141	1,756,150	1,770,580	1,782,910
Capital Outlay	-	-	-	1,250,000	190,000
Charges From Others	367,697	374,017	371,155	355,778	364,769
Charges To Others	(1,094,701)	(1,039,345)	(1,008,222)	(1,015,823)	(1,036,464)
Operating Transfers Out	3,882	-	-	-	-
Total Public Parking	\$ 4,893,952	\$ 5,123,571	\$ 6,743,998	\$ 8,476,103	\$ 7,784,174
580 - Convention Center					
Non-Personnel	\$ 170,556	\$ 96,655	\$ 99,730	\$ 142,240	\$ 149,880
Special Projects	9,525,331	5,437,918	12,708,817	9,932,904	11,784,382
Debt Service / Debt Transfers Out	3,449,740	3,424,085	3,049,150	3,043,980	3,034,720
Total Convention Center	\$ 13,145,627	\$ 8,958,658	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
581 - Entertainment					
Non-Personnel	\$ 6,137,931	\$ 1,340,260	\$ 7,106,247	\$ 6,017,172	\$ 6,677,134
Special Projects	632,500	400,000	835,000	725,000	835,000
Debt Service / Debt Transfers Out	3,355,503	3,027,026	3,137,640	3,118,010	3,126,980
Charges From Others	535	267	278	566	416
Total Entertainment	\$ 10,126,469	\$ 4,767,553	\$ 11,079,165	\$ 9,860,748	\$ 10,639,530
582 - Cheech Marin Center					
Non-Personnel	\$ -	\$ -	\$ 67,900	\$ 424,480	\$ 439,665
Special Projects	-	-	400,000	825,000	850,000
Capital Outlay	-	3,726,114	-	-	-
Total Cheech Marin Center	\$ -	\$ 3,726,114	\$ 467,900	\$ 1,249,480	\$ 1,289,665
610 - Workers Compensation Trust					
Personnel	\$ 695,102	\$ 369,578	\$ 601,472	\$ 585,397	\$ 595,070
Non-Personnel	9,078,723	6,087,667	7,494,931	6,179,002	6,378,368
Debt Service / Debt Transfers Out	19,065	33,979	44,370	51,130	57,420
Charges From Others	396,132	338,557	322,123	343,052	358,424
Operating Transfer Out	1,433	-	-	-	-
Total Workers Compensation Trust	\$ 10,190,455	\$ 6,829,781	\$ 8,462,896	\$ 7,158,581	\$ 7,389,282
620 - Unemployment Insurance					
Non-Personnel	\$ 138,460	\$ 554,401	\$ 121,316	\$ 150,872	\$ 154,088
Total Unemployment Insurance	\$ 138,460	\$ 554,401	\$ 121,316	\$ 150,872	\$ 154,088
630 - Liability Insurance Trust					
Personnel	\$ 527,112	\$ 737,455	\$ 520,949	\$ 546,112	\$ 568,416
Non-Personnel	4,600,930	32,603,443	4,395,389	6,365,405	6,555,706
Special Projects	49,661	249,139	250,000	250,000	250,000
Equipment Outlay	250	186	377	300	310
Debt Service / Debt Transfers Out	286	3,618	5,180	6,180	7,100
Charges From Others	-	1,227,552	1,168,148	1,226,763	1,263,855
Charges To Others	(336)	-	-	-	-
Total Liability Insurance Trust	\$ 5,177,903	\$ 34,821,393	\$ 6,340,043	\$ 8,394,760	\$ 8,645,387
640 - Central Stores					
Personnel	\$ 750,872	\$ 668,319	\$ 818,488	\$ 860,393	\$ 867,623
Non-Personnel	65,568	91,438	85,655	97,894	103,202
Equipment Outlay	4,986	47,228	1,140	1,484	1,529

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Debt Service / Debt Transfers Out	25,911	40,797	52,520	60,150	67,250
Capital Outlay	257	4,782	-	-	-
Charges From Others	190	11,222	130	157	245
Charges To Others	(25,583)	(803)	-	-	-
Operating Transfers Out	1,984	-	-	-	-
Total Central Stores	\$ 824,185	\$ 862,983	\$ 957,933	\$ 1,020,078	\$ 1,039,849
650 - Central Garage					
Personnel	\$ 3,819,421	\$ 3,036,778	\$ 3,835,994	\$ 3,788,982	\$ 3,843,425
Non-Personnel	6,343,625	6,419,071	7,063,202	7,330,562	7,569,007
Equipment Outlay	99,341	47,511	1,006,100	1,035,277	1,065,300
Debt Service / Debt Transfers Out	112,475	208,864	273,760	316,060	355,510
Capital Outlay	209,833	703,167	-	-	-
Charges From Others	311,737	264,250	262,893	691,488	686,692
Charges To Others	(67,409)	(92,148)	(17,910)	(18,637)	(19,436)
Operating Transfers Out	8,394	-	-	-	-
Total Central Garage	\$ 10,837,417	\$ 10,587,493	\$ 12,424,039	\$ 13,143,732	\$ 13,500,498
741 - Assessment Districts - Miscellaneous					
Debt Service / Debt Transfers Out	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
Total Assessment Districts - Miscellaneous	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
742 - Hunter Business Park Assessment District					
Debt Service / Debt Transfers Out	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970
Total Hunter Business Park Assessment District	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970
745 - Riverwalk Assessment District					
Debt Service / Debt Transfers Out	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680
Total Riverwalk Assessment District	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680
746 - Riverwalk Business Assessment District					
Non-Personnel	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482
Total Riverwalk Business Assessment District	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482

EXPENDITURES BY FUND AND TYPE					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
756 - CFD Riverwalk Vista					
Debt Service / Debt Transfers Out	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239
Total CFD Riverwalk Vista	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239
758 - CFD Sycamore Canyon 92-1					
Debt Service / Debt Transfers Out	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899
Total CFD Sycamore Canyon 92-1	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899
759 - CFD Riverwalk Vista Area #2					
Debt Service / Debt Transfers Out	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885
Total CFD Riverwalk Vista Area #2	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885
760 - CFD 2014-2 Highlands					
Non-Personnel	\$ 420,429	\$ -	\$ -	\$ -	\$ -
Debt Service / Debt Transfers Out	148,255	151,614	153,380	151,620	149,950
Total CFD 2014-2 Highlands	\$ 568,684	\$ 151,614	\$ 153,380	\$ 151,620	\$ 149,950
761 - CFD 2013-1 Kunny Ranch					
Debt Service / Debt Transfers Out	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Total CFD 2013-1 Kunny Ranch	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
762 - CFD 2015-1 Orangecrest Grove					
Non-Personnel	\$ 412,069	\$ 1,450,107	\$ -	\$ -	\$ -
Debt Service / Debt Transfers Out	234,228	104,026	166,014	170,096	168,847
Total CFD 2015-1 Orangecrest Grove	\$ 646,297	\$ 1,554,133	\$ 166,014	\$ 170,096	\$ 168,847
770 - Successor Agency Trust Fund					
Non-personnel	\$ 293,217	\$ 254,600	\$ -	\$ -	\$ -
Special Projects	338,549	174,846	-	-	-
Debt Service / Debt Transfers Out	13,617,285	13,791,181	15,233,010	14,823,190	20,052,160
Capital Outlay	3,730,481	244,306	-	-	-
Operating Transfers Out	11,814,640	42,150,407	-	-	-
Total Successor Agency Trust Fund	\$ 29,794,172	\$ 56,615,340	\$ 15,233,010	\$ 14,823,190	\$ 20,052,160
Total Expenditures and Transfers Out	\$ 1,447,705,281	\$ 1,274,967,305	\$ 1,224,268,962	\$ 1,355,280,287	\$ 1,318,136,775

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - General Fund					
00 - Non-Classified	\$ 11,610,510	\$ 25,592,204	\$ -	\$ -	\$ -
01 - Mayor	841,060	650,024	838,926	903,455	930,392
02 - City Council	1,314,562	1,195,061	1,324,227	1,324,910	1,345,936
11 - City Manager	4,295,134	3,627,865	4,660,766	4,785,663	4,881,203
12 - City Clerk	1,722,364	1,751,111	1,970,394	1,377,723	2,019,524
13 - City Attorney's Office	6,002,872	5,019,745	5,078,177	5,295,532	5,434,455
21 - Human Resources	3,276,395	2,863,726	3,416,341	3,665,803	3,800,691
22 - General Services	4,130,062	3,747,431	4,588,099	4,890,115	4,973,999
23 - Finance	6,264,871	5,860,455	7,085,167	7,676,248	7,861,671
24 - Innovation & Technology	10,848,022	9,165,043	11,866,000	12,248,963	12,821,303
28 - Community & Economic Development	14,736,945	11,505,640	15,756,252	17,267,494	17,753,768
31 - Police	112,557,261	103,149,162	108,748,734	114,401,976	109,284,536
35 - Fire	62,018,904	63,595,464	58,991,389	63,137,172	60,131,610
41 - Public Works	17,214,949	13,015,066	17,851,407	18,264,478	19,092,016
51 - Library	7,382,952	6,220,632	7,906,336	8,336,614	8,489,122
52 - Parks, Recreation & Community Services	20,344,233	17,915,427	22,198,385	23,101,708	23,828,657
53 - Museum	1,691,214	1,759,039	2,039,448	2,195,414	2,239,972
72 - Non-Departmental	20,543,332	32,877,949	36,179,389	38,447,717	48,901,497
Subtotal General Fund	\$ 306,795,642	\$ 309,511,044	\$ 310,499,437	\$ 327,320,985	\$ 333,790,352
Cost Allocation Plan	(26,319,140)	(23,415,711)	(23,526,240)	(21,652,818)	(22,677,171)
Total General Fund	\$ 280,476,502	\$ 286,095,333	\$ 286,973,197	\$ 305,668,167	\$ 311,113,181
110 - Measure Z Fund					
00 - Non-Classified	\$ 13,066,134	\$ 12,914,960	\$ 5,375,000	\$ 14,475,000	\$ 12,975,000
11 - City Manager	755,283	1,286,699	1,523,972	3,167,176	3,140,592
12 - City Clerk	-	-	-	25,543	30,336
13 - City Attorney's Office	295,207	303,969	323,321	335,302	350,282
21 - Human Resources	146,192	156,248	158,748	159,854	161,273
22 - General Services	433,963	456,979	465,301	474,622	477,323
23 - Finance	18,274,391	99,810	37,687	1,200	1,200
24 - Innovation & Technology	643,369	468,862	1,000,000	1,000,000	1,000,000
28 - Community & Economic Development	950,741	549,137	1,339,759	3,012,447	2,958,693
31 - Police	10,479,993	12,200,922	17,483,449	23,856,742	27,959,337
35 - Fire	6,794,054	7,867,388	7,682,088	8,132,124	8,689,585
41 - Public Works	2,018,472	994,585	3,000,000	4,250,000	4,300,000
51 - Library	5,241,309	3,095,402	3,124,029	2,742,130	2,738,750

¹⁶ This schedule excludes the allocation of internal service departments of the General Fund produced by the Cost Allocation plan, to provide a more informative picture of each department's operating costs within each fund.

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
52 - Parks, Recreation & Community Services	60,415	104,455	2,582,127	898,567	927,548
53 - Museum of Riverside	-	-	-	1,319,894	1,319,894
72 - Non-Departmental	-	19,940,526	19,940,516	19,939,106	19,939,556
Total Measure Z Fund	\$ 59,159,523	\$ 60,439,942	\$ 64,035,997	\$ 83,789,707	\$ 86,969,369
115 - Section 115 Pension Trust					
00 - Non-Classified	\$ 113,822	\$ 54,070	\$ -	\$ -	\$ -
Total Section 115 Pension Trust	\$ 113,822	\$ 54,070	\$ -	\$ -	\$ -
170 - RDSA Administration					
28 - Community & Economic Development	\$ 591,888	\$ 696,299	\$ 656,289	\$ 712,449	\$ 733,139
Subtotal RDSA Administration	\$ 591,888	\$ 696,299	\$ 656,289	\$ 712,449	\$ 733,139
Cost Allocation Plan	458,554	170,536	153,985	148,019	151,628
Total RDSA Administration	\$ 1,050,442	\$ 866,835	\$ 810,274	\$ 860,468	\$ 884,767
205 - Urban Areas Security Initiative (UASI)					
35 - Fire	\$ 753,853	\$ 1,190,558	\$ -	\$ -	\$ -
Total Urban Areas Security Initiative (UASI)	\$ 753,853	\$ 1,190,558	\$ -	\$ -	\$ -
215 - Grants and Restricted Programs					
11 - City Manager	\$ -	\$ 356,517	\$ 400,000	\$ 395,373	\$ 395,030
21 - Human Resources	11,579	-	-	-	-
22 - General Services	595,033	-	-	-	-
28 - Community & Economic Development	375,060	1,293,448	830,420	749,816	759,702
31 - Police	2,592,290	2,469,984	1,090	540	554
35 - Fire	2,223,547	2,569,210	648,794	677,730	691,819
41 - Public Works	160,694	67,751	-	-	-
51 - Library	298,311	351,232	-	-	-
52 - Parks, Recreation & Community Services	239,197	531,947	-	-	-
53 - Museum of Riverside	12,616	2,100	-	-	-
72 - Non-Departmental	1,007,293	28,810,438	-	-	-
Subtotal Grants and Restricted Programs	\$ 7,515,620	\$ 36,452,627	\$ 1,880,304	\$ 1,823,459	\$ 1,847,105
Cost Allocation Plan	-	602	285	-	-
Total Grants and Restricted Programs	\$ 7,515,620	\$ 36,453,229	\$ 1,880,589	\$ 1,823,459	\$ 1,847,105

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
220 - CDBG						
28 - Community & Economic Development	\$ 3,247,118	\$ 3,578,485	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068	
Total CDBG	\$ 3,247,118	\$ 3,578,485	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068	
221 - Home Investment Partnership Program						
28 - Community & Economic Development	\$ 1,099,152	\$ 774,649	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297	
Total Home Investment Partnership Program	\$ 1,099,152	\$ 774,649	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297	
222 - Housing Opportunities for Persons with AIDS						
28 - Community & Economic Development	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596	
Total Housing Opportunities for Persons with AIDS	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596	
223 - Development Grants						
28 - Community & Economic Development	\$ 2,026,867	\$ 12,453,741	\$ -	\$ -	\$ -	
Total Development Grants	\$ 2,026,867	\$ 12,453,741	\$ -	\$ -	\$ -	
225 - Neighborhood Stabilization Program						
28 - Community & Economic Development	\$ 30,207	\$ 3,924	\$ -	\$ -	\$ -	
Total Neighborhood Stabilization Program	\$ 30,207	\$ 3,924	\$ -	\$ -	\$ -	
230 - Special Gas Tax						
41 - Public Works	\$ 9,796,759	\$ 11,100,368	\$ 15,089,730	\$ 14,888,196	\$ 13,818,042	
Total Special Gas Tax	\$ 9,796,759	\$ 11,100,368	\$ 15,089,730	\$ 14,888,196	\$ 13,818,042	
240 - Air Quality Improvement						
41 - Public Works	\$ 821,396	\$ 78,971	\$ 421,700	\$ 421,565	\$ 421,681	
Total Air Quality Improvement	\$ 821,396	\$ 78,971	\$ 421,700	\$ 421,565	\$ 421,681	
260 - NPDES Storm Drain						
41 - Public Works	\$ 1,044,700	\$ 910,935	\$ 1,673,413	\$ 1,599,841	\$ 1,375,764	
Total NPDES Storm Drain	\$ 1,044,700	\$ 910,935	\$ 1,673,413	\$ 1,599,841	\$ 1,375,764	
280 - Housing Authority						
28 - Community & Economic Development	\$ 2,865,974	\$ 1,535,305	\$ 1,134,247	\$ 1,257,228	\$ 1,301,811	
Subtotal Housing Authority	\$ 2,865,974	\$ 1,535,305	\$ 1,134,247	\$ 1,257,228	\$ 1,301,811	
Cost Allocation Plan	349,972	484,345	474,008	511,280	528,221	
Total Housing Authority	\$ 3,215,946	\$ 2,019,650	\$ 1,608,255	\$ 1,768,508	\$ 1,830,032	

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
291 - Special Districts					
23 - Finance	\$ 4,640,767	\$ 4,632,306	\$ 4,712,100	\$ 4,742,808	\$ 4,791,246
41 - Public Works	557,193	542,129	-	-	-
52 - Parks, Recreation & Community Services	17,088	22,329	55,000	76,931	79,240
Subtotal Special Districts	\$ 5,215,048	\$ 5,196,764	\$ 4,767,100	\$ 4,819,739	\$ 4,870,486
Cost Allocation Plan	11	1,217	-	-	-
Total Special Districts	\$ 5,215,059	\$ 5,197,981	\$ 4,767,100	\$ 4,819,739	\$ 4,870,486
292 - Riverwalk LMD					
41 - Public Works	\$ -	\$ -	\$ 369,834	\$ 376,893	\$ 382,864
52 - Parks, Recreation & Community Services	-	-	237,009	199,040	200,548
Total General Debt Service Fund	\$ -	\$ -	\$ 606,843	\$ 575,933	\$ 583,412
293 - Highlander LMD					
41 - Public Works	\$ -	\$ -	\$ 119,441	\$ 120,500	\$ 122,700
Total Highlander LMD	\$ -	\$ -	\$ 119,441	\$ 120,500	\$ 122,700
390 - General Debt Service Fund					
00 - Non-Classified	\$ 19,469	\$ -	\$ -	\$ -	\$ -
23 - Finance	321,885,843	42,479,281	44,880,070	47,634,560	41,939,644
Total General Debt Service Fund	\$ 321,905,312	\$ 42,479,281	\$ 44,880,070	\$ 47,634,560	\$ 41,939,644
391 - Public Works Debt Service Fund					
41 - Public Works	\$ -	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
Total Public Works Debt Service Fund	\$ -	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
401 - Capital Outlay					
00 - Non-Classified	\$ -	\$ 4,809	\$ -	\$ -	\$ -
22 - General Services	338,815	13,365	-	-	-
24 - Innovation & Technology	1,278,083	1,813,744	-	-	-
52 - Parks, Recreation & Community Services	41,667	12,685	-	-	-
Total Capital Outlay	\$ 1,658,565	\$ 1,844,603	\$ -	\$ -	\$ -
410 - Storm Drain					
41 - Public Works	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700
Subtotal Storm Drain	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700
Cost Allocation Plan	-	-	-	17,889	19,300
Total Storm Drain	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 150,000	\$ 150,000

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶										
	Actual FY 2019/20		Actual FY 2020/21		Adopted FY 2021/22		Adopted FY 2022/23		Adopted FY 2023/24	
411 - Special Capital Improvement										
52 - Parks, Recreation & Community Services	\$	2,368,660	\$	2,420,166	\$	1,750,000	\$	1,750,000	\$	1,750,000
Subtotal Special Capital Improvement	\$	2,368,660	\$	2,420,166	\$	1,750,000	\$	1,750,000	\$	1,750,000
Cost Allocation Plan		112,380		56,078		49,727		47,295		51,261
Total Special Capital Improvement	\$	2,481,040	\$	2,476,244	\$	1,799,727	\$	1,797,295	\$	1,801,261
413 - Regional Park Special Capital Improvements										
52 - Parks, Recreation & Community Services	\$	425,406	\$	148,596	\$	300,000	\$	-	\$	-
Total Regional Park Special Capital Improvements	\$	425,406	\$	148,596	\$	300,000	\$	-	\$	-
420 - Measure Z - Capital Projects										
00 - Non-Classified	\$	426,454	\$	505,716	\$	-	\$	-	\$	-
22 - General Services		26,848,639		11,079,044		1,000,000		59,133,657		1,490,073
24 - Innovation & Technology		35,881		2,323,255		-		-		-
28 - Community & Economic Development		173,546		-		-		-		-
41 - Public Works		460,494		4,485,116		4,327,568		12,960,460		11,399,060
Subtotal Measure Z - Capital Projects	\$	27,945,014	\$	18,393,131	\$	5,327,568	\$	72,094,117	\$	12,889,133
Cost Allocation Plan		-		339,954		47,432		80,883		85,867
Total Measure Z - Capital Projects	\$	27,945,014	\$	18,733,085	\$	5,375,000	\$	72,175,000	\$	12,975,000
430 - Capital Outlay - Grants										
00 - Non-Classified	\$	1,195	\$	741	\$	-	\$	-	\$	-
41 - Public Works		2,028,601		3,266,823		-		-		-
Total Capital Outlay - Grants	\$	2,029,796	\$	3,267,564	\$	-	\$	-	\$	-
431 - Transportation Projects										
00 - Non-Classified	\$	12,060	\$	32	\$	-	\$	-	\$	-
41 - Public Works		27,316		227,857		-		-		-
Total Transportation Projects	\$	39,376	\$	227,889	\$	-	\$	-	\$	-
432 - Measure A Capital Outlay										
41 - Public Works	\$	4,967,733	\$	10,567,648	\$	10,494,090	\$	9,767,740	\$	7,230,630
Total Measure A Capital Outlay	\$	4,967,733	\$	10,567,648	\$	10,494,090	\$	9,767,740	\$	7,230,630

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
433 - Transportation Development Impact Fees					
41 - Public Works	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -
Total Transportation Development Impact Fees	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -
434 - Transportation Uniform Mitigation Fee					
41 - Public Works	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
Total Transportation Uniform Mitigation Fee	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
442 - Hunter Business Park Assessment District					
23 - Finance	\$ -	\$ 1,179	\$ -	\$ -	\$ -
Total Hunter Business Park Assessment District	\$ -	\$ 1,179	\$ -	\$ -	\$ -
456 - CFD Riverwalk Vista					
23 - Finance	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
Total CFD Riverwalk Vista	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
510 - Electric					
60 - Administration	\$ 22,514,107	\$ 27,829,094	\$ 23,771,188	\$ 26,886,423	\$ 27,880,119
61 - Electric	375,376,405	386,064,562	416,944,124	436,378,423	445,914,086
Subtotal Electric	\$ 397,890,512	\$ 413,893,656	\$ 440,715,312	\$ 463,264,846	\$ 473,794,205
Cost Allocation Plan	12,629,090	9,448,778	9,483,908	8,644,492	9,075,125
Total Electric	\$ 410,519,602	\$ 423,342,434	\$ 450,199,220	\$ 471,909,338	\$ 482,869,330
511 - Electric Public Benefit Programs					
00 - Non-Classified	\$ 1,170	\$ -	\$ -	\$ -	\$ -
60 - Administration	5,867,905	6,002,118	9,232,403	14,825,534	15,252,219
Subtotal Electric Public Benefit Programs	\$ 5,869,075	\$ 6,002,118	\$ 9,232,403	\$ 14,825,534	\$ 15,252,219
Cost Allocation Plan	583,340	423,443	220,368	128,455	138,616
Total Electric Public Benefit Programs	\$ 6,452,415	\$ 6,425,561	\$ 9,452,771	\$ 14,953,989	\$ 15,390,835
520 - Water					
62 - Water	\$ 87,188,618	\$ 82,900,341	\$ 95,585,705	\$ 110,350,936	\$ 112,193,671
Subtotal Water	\$ 87,188,618	\$ 82,900,341	\$ 95,585,705	\$ 110,350,936	\$ 112,193,671
Cost Allocation Plan	3,320,076	3,732,603	3,779,728	3,445,898	3,627,751
Total Water	\$ 90,508,694	\$ 86,632,944	\$ 99,365,433	\$ 113,796,834	\$ 115,821,422

EXPENDITURES BY FUND AND DEPARTMENT¹⁶

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
521 - Water Conservation					
00 - Non-Classified	\$ (259,925)	\$ -	\$ -	\$ -	\$ -
62 - Water	519,030	762,167	1,037,988	2,066,816	1,632,784
Subtotal Water Conservation	\$ 259,105	\$ 762,167	\$ 1,037,988	\$ 2,066,816	\$ 1,632,784
Cost Allocation Plan	101,071	43,227	22,888	11,784	12,699
Total Water Conservation	\$ 360,176	\$ 805,394	\$ 1,060,876	\$ 2,078,600	\$ 1,645,483
530 - Airport					
00 - Non-Classified	\$ 3,271	\$ -	\$ -	\$ -	\$ -
22 - General Services	1,515,924	1,923,319	1,391,881	1,465,539	1,503,870
Subtotal Airport	\$ 1,519,195	\$ 1,923,319	\$ 1,391,881	\$ 1,465,539	\$ 1,503,870
Cost Allocation Plan	194,053	233,739	184,909	183,634	190,832
Total Airport	\$ 1,713,248	\$ 2,157,058	\$ 1,576,790	\$ 1,649,173	\$ 1,694,702
540 - Refuse					
00 - Non-Classified	\$ 14,000	\$ 80,260	\$ -	\$ -	\$ -
41 - Public Works	25,103,614	26,756,047	29,593,851	31,078,204	31,433,933
Subtotal Refuse	\$ 25,117,614	\$ 26,836,307	\$ 29,593,851	\$ 31,078,204	\$ 31,433,933
Cost Allocation Plan	1,468,339	1,218,039	1,262,053	1,129,506	1,194,661
Total Refuse	\$ 26,585,953	\$ 28,054,346	\$ 30,855,904	\$ 32,207,710	\$ 32,628,594
550 - Sewer					
00 - Non-Classified	\$ (712,388)	\$ (749,980)	\$ -	\$ -	\$ -
41 - Public Works	68,622,140	65,910,979	85,734,372	65,995,275	66,718,538
Subtotal Sewer	\$ 67,909,752	\$ 65,160,999	\$ 85,734,372	\$ 65,995,275	\$ 66,718,538
Cost Allocation Plan	3,158,222	2,311,866	2,709,154	2,304,721	2,429,035
Total Sewer	\$ 71,067,974	\$ 67,472,865	\$ 88,443,526	\$ 68,299,996	\$ 69,147,573
560 - Special Transit					
00 - Non-Classified	\$ 6,635	\$ -	\$ -	\$ -	\$ -
52 - Parks, Recreation & Community Services	4,596,421	3,780,381	4,940,177	4,872,776	4,975,709
Subtotal Special Transit	\$ 4,603,056	\$ 3,780,381	\$ 4,940,177	\$ 4,872,776	\$ 4,975,709
Cost Allocation Plan	176,595	453,697	481,246	551,600	575,324
Total Special Transit	\$ 4,779,651	\$ 4,234,078	\$ 5,421,423	\$ 5,424,376	\$ 5,551,033
570 - Public Parking					
00 - Non-Classified	\$ 602	\$ -	\$ -	\$ -	\$ -
41 - Public Works	4,893,350	5,123,571	6,743,998	8,476,103	7,784,174
Subtotal Public Parking	\$ 4,893,952	\$ 5,123,571	\$ 6,743,998	\$ 8,476,103	\$ 7,784,174
Cost Allocation Plan	447,731	411,810	375,832	329,358	344,428
Total Public Parking	\$ 5,341,683	\$ 5,535,381	\$ 7,119,830	\$ 8,805,461	\$ 8,128,602

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
580 - Convention Center					
22 - General Services	\$ 13,145,627	\$ 8,958,658	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982
Total Convention Center	\$ 13,145,627	\$ 8,958,658	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982
581 - Entertainment					
28 - Community & Economic Development	\$ 10,126,469	\$ 4,767,553	\$ 11,079,165	\$ 9,860,748	\$ 10,639,530
Total Entertainment	\$ 10,126,469	\$ 4,767,553	\$ 11,079,165	\$ 9,860,748	\$ 10,639,530
582 - Cheech Marin Center					
22 - General Services	\$ -	\$ 3,726,114	\$ 467,900	\$ 1,249,480	\$ 1,289,665
Total Cheech Marin Center	\$ -	\$ 3,726,114	\$ 467,900	\$ 1,249,480	\$ 1,289,665
610 - Workers Compensation Trust					
00 - Non-Classified	\$ 4,469,433	\$ 1,278,000	\$ -	\$ -	\$ -
21 - Human Resources	5,721,022	5,551,781	8,462,896	7,158,581	7,389,282
Subtotal Workers Compensation Trust	\$ 10,190,455	\$ 6,829,781	\$ 8,462,896	\$ 7,158,581	\$ 7,389,282
Cost Allocation Plan	192,974	903,431	772,031	732,241	757,098
Total Workers Compensation Trust	\$ 10,383,429	\$ 7,733,212	\$ 9,234,927	\$ 7,890,822	\$ 8,146,380
620 - Unemployment Insurance					
00 - Non-Classified	\$ 1,379	\$ 2,578	\$ -	\$ -	\$ -
23 - Finance	137,081	551,823	121,316	150,872	154,088
Subtotal Unemployment Insurance	\$ 138,460	\$ 554,401	\$ 121,316	\$ 150,872	\$ 154,088
Cost Allocation Plan	8,113	6,067	5,020	2,948	3,184
Total Unemployment Insurance	\$ 146,573	\$ 560,468	\$ 126,336	\$ 153,820	\$ 157,272
630 - Liability Insurance Trust					
00 - Non-Classified	\$ 899,000	\$ 21,494,000	\$ -	\$ -	\$ -
13 - City Attorney's Office	3,223,026	11,971,364	4,912,915	6,350,758	6,476,415
23 - Finance	1,055,877	1,356,029	1,427,128	2,044,002	2,168,972
Subtotal Liability Insurance Trust	\$ 5,177,903	\$ 34,821,393	\$ 6,340,043	\$ 8,394,760	\$ 8,645,387
Cost Allocation Plan	2,395,143	2,201,380	2,583,263	2,597,728	2,667,766
Total Liability Insurance Trust	\$ 7,573,046	\$ 37,022,773	\$ 8,923,306	\$ 10,992,488	\$ 11,313,153
640 - Central Stores					
00 - Non-Classified	\$ 1,984	\$ -	\$ -	\$ -	\$ -
23 - Finance	(488)	858,201	957,933	1,020,078	1,039,849
64 - Central Stores	822,689	4,782	-	-	-
Subtotal Central Stores	\$ 824,185	\$ 862,983	\$ 957,933	\$ 1,020,078	\$ 1,039,849

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Cost Allocation Plan	81,723	96,331	95,099	103,118	107,666
Total Central Stores	\$ 905,908	\$ 959,314	\$ 1,053,032	\$ 1,123,196	\$ 1,147,515
650 - Central Garage					
00 - Non-Classified	\$ 8,394	\$ -	\$ -	\$ -	\$ -
22 - General Services	10,829,023	10,587,493	12,424,039	13,143,732	13,500,498
Subtotal Central Garage	\$ 10,837,417	\$ 10,587,493	\$ 12,424,039	\$ 13,143,732	\$ 13,500,498
Cost Allocation Plan	579,251	814,249	771,634	681,969	716,709
Total Central Garage	\$ 11,416,668	\$ 11,401,742	\$ 13,195,673	\$ 13,825,701	\$ 14,217,207
741 - Assessment Districts - Miscellaneous					
23 - Finance	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
Subtotal Assessment Districts - Miscellaneous	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
Cost Allocation Plan	6,769	6,516	5,458	-	-
Total Assessment Districts - Miscellaneous	\$ 420,525	\$ 412,047	\$ 415,718	\$ 411,390	\$ 409,610
742 - Hunter Business Park Assessment District					
23 - Finance	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970
Subtotal Hunter Business Park Assessment District	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970
Cost Allocation Plan	16,565	15,940	13,160	-	-
Total Hunter Business Park Assessment District	\$ 1,020,135	\$ 1,019,476	\$ 1,021,490	\$ 1,005,170	\$ 1,005,970
745 - Riverwalk Assessment District					
23 - Finance	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680
Subtotal Riverwalk Assessment District	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680
Cost Allocation Plan	11,913	11,490	9,472	-	-
Total Riverwalk Assessment District	\$ 733,078	\$ 731,307	\$ 732,412	\$ 722,690	\$ 720,680
746 - Riverwalk Business Assessment District					
23 - Finance	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482
Subtotal Riverwalk Business Assessment District	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482
Cost Allocation Plan	4,957	4,728	3,891	-	-
Total Riverwalk Business Assessment District	\$ 298,727	\$ 299,042	\$ 300,651	\$ 296,464	\$ 295,482
756 - CFD Riverwalk Vista					
23 - Finance	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239
Subtotal CFD Riverwalk Vista	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239

EXPENDITURES BY FUND AND DEPARTMENT ¹⁶						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
Cost Allocation Plan	4,949	4,651	3,945	-	-	
Total CFD Riverwalk Vista	\$ 302,851	\$ 297,693	\$ 311,445	\$ 309,030	\$ 310,239	
758 - CFD Sycamore Canyon 92-1						
23 - Finance	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899	
Subtotal CFD Sycamore Canyon 92-1	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899	
Cost Allocation Plan	10,757	10,322	8,595	-	-	
Total CFD Sycamore Canyon 92-1	\$ 664,737	\$ 662,879	\$ 661,192	\$ 646,136	\$ 648,899	
759 - CFD Riverwalk Vista Area #2						
23 - Finance	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885	
Subtotal CFD Riverwalk Vista Area #2	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885	
Cost Allocation Plan	5,173	5,931	4,953	-	-	
Total CFD Riverwalk Vista Area #2	\$ 380,472	\$ 386,907	\$ 383,176	\$ 378,737	\$ 378,885	
760 - CFD 2014-2 Highlands						
23 - Finance	\$ 568,684	\$ 151,614	\$ 153,380	\$ 151,620	\$ 149,950	
Subtotal CFD 2014-2 Highlands	\$ 568,684	\$ 151,614	\$ 153,380	\$ 151,620	\$ 149,950	
Cost Allocation Plan	1,420	4,742	2,000	-	-	
Total CFD 2014-2 Highlands	\$ 570,104	\$ 156,356	\$ 155,380	\$ 151,620	\$ 149,950	
761 - CFD 2013-1 Kunny Ranch						
23 - Finance	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	
Total 761 - CFD 2013-1 Kunny Ranch	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	
762 - CFD 2015-1 Orangecrest Grove						
23 - Finance	\$ 646,297	\$ 1,554,133	\$ 166,014	\$ 170,096	\$ 168,847	
Subtotal CFD 2015-1 Orangecrest Grove	\$ 646,297	\$ 1,554,133	\$ 166,014	\$ 170,096	\$ 168,847	
Cost Allocation Plan	-	-	2,196	-	-	
Total CFD 2015-1 Orangecrest Grove	\$ 646,297	\$ 1,554,133	\$ 168,210	\$ 170,096	\$ 168,847	
770 - Successor Agency Trust Fund						
00 - Non-Classified	\$ 22,277,348	\$ 55,941,588	\$ 15,233,010	\$ 14,823,190	\$ 20,052,160	
28 - Community & Economic Development	7,516,824	673,752	-	-	-	
Total Successor Agency Trust Fund	\$ 29,794,172	\$ 56,615,340	\$ 15,233,010	\$ 14,823,190	\$ 20,052,160	
Total Expenditures and Transfers Out	\$ 1,447,705,281	\$ 1,274,967,305	\$ 1,224,268,962	\$ 1,355,280,287	\$ 1,318,136,775	

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LONG-TERM DEBT OBLIGATIONS



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DEBT TYPES AND PURPOSE

Where applicable, the Official Statements for the debt issuances listed below can be accessed at the City's Finance Department website¹⁷.

GENERAL OBLIGATION

MEASURE G FIRE FACILITY PROJECTS GENERAL OBLIGATION BONDS 2004

Fund the update and modernization of fire facilities to improve emergency services and response times, upgrade training facilities, and construct an emergency operations center to manage major disasters.

PENSION OBLIGATION BONDS

Pay the unamortized, unfunded accrued actuarial liability to CalPERS for certain pension benefits of City employees (Safety and/or Miscellaneous groups).

CERTIFICATIONS OF PARTICIPATION

GALLERIA MALL IMPROVEMENTS COPS SERIES 2006A

Acquisition and construction of improvements related to the Galleria at Tyler, a retail center of the City. Debt service is paid through an annual levy of CFD 2004-1, which consists of businesses within the center.

RIVERSIDE RENAISSANCE PROJECTS REFUNDING COPS SERIES 2008A

Refund outstanding debt issued to finance the cost of citywide capital improvement projects, including streets, parks, and facility expansion and refurbishment.

LOCAL MEASURE A SALES TAX REVENUE COPS SERIES 2013A

Design, acquisition, and construction costs associated with the rehabilitation of public arterial and local roads. Debt service is paid by County "Measure A" sales tax revenue.

LEASE REVENUE BONDS

CALIFORNIA TOWER LEASE REVENUE BONDS SERIES 2003A & 2003 B

Refund outstanding debt issued to finance the acquisition and improvement of an office tower located in Riverside, California, known as the California Tower.

LEASE REVENUE REFUNDING BONDS SERIES 2012A

Refund outstanding debt issued to fund capital improvement projects, including a parking garage and City facility improvements.

LEASE REVENUE REFUNDING BONDS (GALLERIA) SERIES 2019A

Refund all but \$5,000 of the outstanding debt (2006 Certificates of Participation) issued to fund the acquisition and construction of improvements related to the Galleria at Tyler, a retail center of the City. Debt service is paid through an annual levy of CFD 2004-1, which consists of businesses within the center.

LEASE REVENUE BONDS (MAIN LIBRARY PROJECT) SERIES 2019B

Acquisition and construction of a new main branch City library in downtown Riverside.

¹⁷ <https://RiversideCA.gov/Finance/Investor/>

CAPITAL LEASES

PINNACLE #2 - VOIP PHONE SYSTEM

Purchase hardware, phones, licensing, and data switching for City of Riverside VoIP phone system.

BOFA #2 - VARIOUS HARDWARE AND SOFTWARE

Purchase various computer hardware and software.

BOFA #3 - FIRE VEHICLES AND EQUIPMENT

Acquisition and outfitting of fire apparatus, dump truck, and refuse vehicles.

BOFA #4 – POLICE HELICOPTERS

Acquisition and outfitting of police helicopters.

BOFA #2 - WATER FUND VEHICLES CAPITAL LEASE

Acquisition and replacement of water utility vehicles.

ELECTRIC FUND VEHICLES CAPITAL LEASES – VARIOUS

Acquisition and replacement of electric utility vehicles.

INTERFUND LOANS

REID PARK ACQUISITION INTERFUND LOAN

Internal borrowing by the Successor to the Redevelopment Agency fund from the Electric fund to acquire Reid Park.

RIVERSIDE GOLF COURSE ACQUISITION INTERFUND LOAN

Internal borrowing by the Successor to the Redevelopment Agency fund from the Electric fund to acquire the Riverside Golf Course.

UTILITIES PLAZA PURCHASE INTERFUND LOAN

An internal borrowing by the General Fund from the Sewer Fund to acquire the property referred to as the Utilities Plaza.

PRIVATE PLACEMENT LOANS

FOX ENTERTAINMENT PLAZA LOAN

Acquisition, design, development, construction, installation and equipping of the Fox Entertainment Plaza.

CONVENTION CENTER EXPANSION LOAN

Finance the construction, installation, equipping and furnishing of improvements to the Riverside Convention Center.

ENTERPRISE REVENUE BONDS

ELECTRIC REVENUE REFUNDING BONDS (2008) SERIES A & C

Refund outstanding 2004 and 2005 bonds that were issued to fund electric system improvements.

ELECTRIC REVENUE BONDS (2010) SERIES A

Finance capital improvements to the City's electric public utility system in order to increase electric system reliability and help the City's customers avoid "rolling blackouts" on peak days.

ELECTRIC REVENUE BONDS (2011) SERIES A

Refund outstanding 2008B Electric Bonds which were issued to fund electric system improvements.

ELECTRIC REVENUE REFUNDING BONDS (2013) SERIES A

Refund various outstanding debt obligations and to fund electric system improvements.

ELECTRIC REVENUE REFUNDING BONDS (2019) SERIES A

Refund various outstanding debt obligations, including the 2008A, 2008C, and 2008D Electric Revenue Bonds and to fund electric system improvements.

WATER REVENUE BONDS (2009) SERIES B

Refund outstanding 1998 and 2001 Water Revenue Bonds and finance capital costs of the City's public water utility system.

WATER REVENUE BONDS (2011) SERIES A

Refund outstanding 2008A Water Revenue Bonds and finance capital costs of the City's public water utility system.

WATER REVENUE REFUNDING BONDS (2019) SERIES A

Refund various outstanding debt obligations, including the 2008B and a portion of the 2011A Water Revenue Bonds and to fund water system improvements.

SEWER REVENUE BONDS (2015) SERIES A

Refund outstanding 2014A Sewer Revenue Bonds and to fund Wastewater system improvements.

SEWER REVENUE BONDS (2018) SERIES A

Refund outstanding 2009B Direct Pay Build America Bonds that were issued to finance Wastewater system improvements.

TAX ALLOCATION BONDS

2014 SUBORDINATE TAX ALLOCATION REFUNDING BONDS SERIES 2014A & B

Refund outstanding obligations of the former Redevelopment Agency of the City of Riverside that were originally issued to fund infrastructure improvements within Redevelopment project areas.

2018 TAX ALLOCATION REFUNDING BONDS SERIES 2018A & B

Refund outstanding obligations of the former Redevelopment Agency of the City of Riverside that were originally issued to fund infrastructure improvements within Redevelopment project areas.

MELLO ROOS AND ASSESSMENT DISTRICT BONDS

RIVERWALK BUSINESS CENTER ASSESSMENT DISTRICT BONDS

Finance the design, construction, and acquisition of improvements for the benefit of the property owners within the Assessment District. Debt Service is paid by annual assessments levied on all property owners within the District.

SYCAMORE CANYON BUSINESS PARK CFD 92-1 BONDS

Finance various improvements needed to develop property located within Community Facilities District No. 92-1 (Sycamore Canyon Business Park). Debt Service is paid by an annual Special Tax levy of all property owners within the District.

HUNTER PARK ASSESSMENT DISTRICT BONDS

Finance the design, construction, and acquisition of improvements for the benefit of the property owners within the Assessment District. Debt Service is paid by annual assessments levied on all property owners within the District.

RIVERWALK ASSESSMENT DISTRICT REFUNDING BONDS

Refund outstanding debt issued to fund the design, construction, and acquisition of improvements for the benefit of the property owners within the Assessment District. Debt Service is paid by annual assessments levied on all property owners within the District.

AUTO CENTER ASSESSMENT DISTRICT REFUNDING BONDS

Refund outstanding Limited Obligation Bonds issued to fund the design, construction, and acquisition of improvements for the benefit of the property owners within the Assessment District. Debt Service is paid by annual assessments levied on all property owners within the District.

RIVERWALK VISTA CFD 2006-1 BONDS

Finance various improvements needed to develop property located within Community Facilities District No. 2006-1 (Riverwalk Vista) Improvement Area No.1 and to finance certain elementary and secondary school facilities in lieu of fees for the Alvord Unified School District. Debt Service is paid by an annual Special Tax levy of all property owners within the District.

RIVERWALK VISTA CFD 2006-1 IMPROV AREA NO.2 2016 SERIES A & B

Finance various improvements needed to develop property located within Community Facilities District No. 2006-1 (Riverwalk Vista) Improvement Area No. 2. Debt Service is paid by an annual Special Tax levy of all property owners within the District.

HIGHLANDS CFD 2014-2 2016 SERIES A & B

Finance various improvements needed to develop property located within Community Facilities District No. 2014-2 (The Highlands). Debt Service is paid by an annual Special Tax levy of all property owners within the District.

ORANGECREST CFD 2015-1 BONDS SERIES 2020 SERIES A

Finance various improvements needed to develop property located within Community Facilities District No. 2015-1 (Orangecrest Grove). Debt Service is paid by an annual Special Tax levy of all property owners within the District.

POMELO CFD 2015-2 BONDS SERIES 2022

Finance various improvements needed to develop property located within Community Facilities District No. 2015-2 (Pomelo). Debt Service is paid by an annual Special Tax levy of all property owners within the District.

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FISCAL YEAR 2022/23 PROJECTED DETAIL OF OUTSTANDING DEBT ¹⁸									
Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2022	FY 2022/23 Budgeted Principal	FY 2022/23 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2023	
General Obligation									
Measure G Fire Facility Projects General Obligation Bonds 2004	2004	2025	\$ 20,000,000	\$ 4,940,000	\$ 1,560,000	\$ 228,800	\$ 1,788,800	\$ 3,380,000	
Total General Obligation Bonds			\$ 20,000,000	\$ 4,940,000	\$ 1,560,000	\$ 228,800	\$ 1,788,800	\$ 3,380,000	
Pension Obligation¹⁹									
Pension Obligation Bonds Series 2004A	2004	2023	\$ 89,540,000	\$ 10,715,000	\$ 10,715,000	\$ 631,756	\$ 11,346,756	\$ -	
Pension Obligation Bonds Series 2017A	2017	2027	31,960,000	16,915,000	3,200,000	491,713	3,691,713	13,715,000	
Pension Obligation Bonds Series 2020A ²⁰	2020	2045	432,165,000	421,545,000	9,985,000	14,647,599	24,632,599	411,560,000	
Total Pension Obligation Bonds			\$ 553,665,000	\$ 449,175,000	\$ 23,900,000	\$ 15,771,068	\$ 39,671,068	\$ 425,275,000	
Certificates of Participation									
Galleria Mall Improvements COPs Series 2006A	2006	2037	\$ 19,945,000	\$ 5,000	\$ -	\$ 250	\$ 250	\$ 5,000	
Riverside Renaissance Projects Refunding COPs Series 2008A	2008	2037	128,300,000	85,700,000	4,400,000	2,844,252	7,244,252	81,300,000	
Local Measure A Sales Tax Revenue COPs Series 2013A	2013	2033	35,235,000	24,985,000	1,760,000	1,238,738	2,998,738	23,225,000	
Total Certificates of Participation			\$ 183,480,000	\$ 110,690,000	\$ 6,160,000	\$ 4,083,240	\$ 10,243,240	\$ 104,530,000	
Lease Revenue Bonds									
California Tower Lease Revenue Bonds Series 2003A	2003	2024	\$ 26,255,000	\$ 6,265,000	\$ 1,950,000	\$ 264,500	\$ 2,214,500	\$ 4,315,000	
California Tower Lease Revenue Bonds Series 2003B	2003	2024	4,810,000	995,000	315,000	45,895	360,895	680,000	
Lease Revenue Refunding Bonds Series 2012A	2013	2034	41,240,000	27,605,000	1,905,000	1,166,100	3,071,100	25,700,000	

¹⁸ Excludes water stock acquisition rights, copier leases, development agreements, and amortization of premiums and discounts on outstanding debt, none of which are material.

¹⁹ Debt service for these bonds is allocated based on the percentage of CalPERS plan employees budgeted in those funds. Payments are sent to the trustee annually on August 1 but are actually paid to bondholders in December and June.

²⁰ 2020A Pension Obligation Bonds in the amount of \$432,165,000 were issued on June 11, 2020, after compilation of the FY 2021/22 budget.

FISCAL YEAR 2022/23 PROJECTED DETAIL OF OUTSTANDING DEBT¹⁸

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2022	FY 2022/23 Budgeted Principal	FY 2022/23 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2023
Lease Revenue Refunding Bonds (Galleria) Series 2019A	2019	2037	15,980,000	13,960,000	735,000	488,244	1,223,244	13,225,000
Lease Revenue Bonds (Main Library Project) Series 2019B	2019	2037	33,505,000	28,810,000	1,335,000	1,407,125	2,742,125	27,475,000
Total Lease Revenue Bonds			\$ 121,790,000	\$ 77,635,000	\$ 6,240,000	\$ 3,371,864	\$ 9,611,864	\$ 71,395,000
Capital Leases								
Pinnacle #2 - VOIP Phone System	2013	2023	\$ 1,650,000	\$ 92,098	\$ 92,098	\$ 1,096	\$ 93,194	-
BofA #2 - Various Hardware and Software	2018	2028	7,955,000	3,154,988	1,027,034	68,585	1,095,619	2,127,954
BofA #3 - Fire Vehicles and Equipment	2017	2027	14,500,000	8,348,758	1,444,755	174,411	1,619,166	6,904,003
BofA #4 - Police Helicopters	2022	2032	11,291,564	11,291,564	1,033,593	204,564	1,238,157	10,257,971
BofA #2 - Water Fund Vehicles Capital Lease	2018	2028	2,305,000	1,218,357	232,350	27,451	259,801	986,007
Electric Fund Vehicles Capital Leases - Various	Various	Various	Various	363,637	363,637	2,712	366,349	-
Total Capital Leases			\$ 37,701,564	\$ 24,469,402	\$ 4,193,467	\$ 478,819	\$ 4,672,286	\$ 20,275,935
Interfund Loans²¹								
Reid Park Acquisition Interfund Loan	2011	2028	\$ 720,000	\$ 316,346	\$ 55,510	\$ 9,490	\$ 65,000	\$ 260,836
Riverside Golf Course Acquisition Interfund Loan	2011	2028	4,837,500	2,138,000	370,860	64,140	435,000	1,767,140
Utilities Plaza Purchase Interfund Loan	2012	2027	4,469,221	1,442,410	296,728	43,272	340,000	1,145,682
Total Interfund Loans			\$ 10,026,721	\$ 3,896,756	\$ 723,098	\$ 116,902	\$ 840,000	\$ 3,173,658
Private Placement Loans								
Fox Entertainment Plaza Loan	2011	2032	\$ 25,000,000	\$ 13,788,006	\$ 1,227,569	\$ 519,136	\$ 1,746,705	\$ 12,560,437
Convention Center Expansion Loan 4	2013	2034	44,650,000	29,520,326	2,110,103	919,635	3,029,738	27,410,223
Total Private Placement Loans			\$ 69,650,000	\$ 43,308,332	\$ 3,337,672	\$ 1,438,771	\$ 4,776,443	\$ 39,970,660

²¹ Beginning outstanding principal balance on interfund loans may be less than the prior year projected ending balance due to actual FY 2020 pooled interest rate adjustment at the end of the fiscal year.

FISCAL YEAR 2022/23 PROJECTED DETAIL OF OUTSTANDING DEBT¹⁸

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2022	FY 2022/23 Budgeted Principal	FY 2022/23 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2023
Enterprise Revenue Bonds								
Electric Revenue Refunding Bonds (2008) Series A	2008	2030	\$ 84,515,000	\$ 34,465,000	\$ -	\$ 1,072,206	\$ 1,072,206	\$ 34,465,000
Electric Revenue Refunding Bonds (2008) Series C	2008	2036	57,325,000	32,150,000	-	1,030,086	1,030,086	32,150,000
Electric Revenue Bonds (2010) Series A	2010	2041	133,290,000	128,600,000	2,490,000	6,431,012	8,921,012	126,110,000
Electric Revenue Bonds (2011) Series A	2011	2036	56,450,000	35,550,000	1,950,000	1,311,687	3,261,687	33,600,000
Electric Revenue Refunding Bonds (2013) Series A	2013	2044	79,080,000	36,355,000	970,000	1,761,856	2,731,856	35,385,000
Electric Revenue Refunding Bonds (2019) Series A	2019	2049	283,325,000	257,010,000	11,350,000	12,566,750	23,916,750	245,660,000
Water Revenue Bonds (2009) Series B	2009	2040	67,790,000	65,315,000	2,555,000	2,669,610	5,224,610	62,760,000
Water Revenue Bonds (2011) Series A	2011	2036	59,000,000	24,050,000	-	789,321	789,321	24,050,000
Water Revenue Refunding Bonds (2019) Series A	2019	2049	114,215,000	102,825,000	4,360,000	5,032,250	9,392,250	98,465,000
Sewer Revenue Bonds (2015) Series A	2015	2041	200,030,000	179,430,000	5,820,000	8,709,400	14,529,400	173,610,000
Sewer Revenue Bonds (2018) Series A	2018	2040	153,670,000	143,425,000	3,950,000	6,959,900	10,909,900	139,475,000
Total Enterprise Revenue Bonds			\$1,288,690,000	\$1,039,175,000	\$ 33,445,000	\$ 48,334,078	\$ 81,779,078	\$1,005,730,000
Tax Allocation Bonds								
2014 Subordinate Tax Allocation Refunding Bonds Series 2014A	2014	2035	\$ 61,250,000	\$ 32,415,000	\$ 4,390,000	\$ 1,496,000	\$ 5,886,000	\$ 28,025,000
2014 Subordinate Tax Allocation Refunding Bonds Series 2014B	2014	2025	1,730,000	565,000	180,000	18,215	198,215	385,000
2018 Tax Allocation Refunding Bonds Series 2018A	2018	2035	74,435,000	74,435,000	140,000	3,713,281	3,853,281	74,295,000
2018 Tax Allocation Refunding Bonds, Taxable Series 2018B	2018	2038	40,380,000	40,380,000	-	1,595,275	1,595,275	40,380,000
Total Tax Allocation Bonds			\$ 177,795,000	\$ 147,795,000	\$ 4,710,000	\$ 6,822,771	\$ 11,532,771	\$ 143,085,000

FISCAL YEAR 2022/23 PROJECTED DETAIL OF OUTSTANDING DEBT¹⁸

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2022	FY 2022/23 Budgeted Principal	FY 2022/23 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2023
Mello Roos and Assessment District Bonds								
Riverwalk Business Center Assessment District Bonds	2004	2029	\$ 3,755,000	\$ 1,800,000	\$ 180,000	\$ 106,058	\$ 286,058	1,620,000
Sycamore Canyon Business Park CFD 92-1 Bonds	2005	2034	9,700,000	5,990,000	330,000	306,503	636,503	5,660,000
Hunter Park Assessment District Bonds	2006	2036	15,269,906	10,280,000	470,000	519,970	989,970	9,810,000
Riverwalk Assessment District Refunding Bonds	2011	2026	7,805,000	3,135,000	570,000	142,488	712,488	2,565,000
Auto Center Assessment District Refunding Bonds5	2012	2024	4,050,000	1,100,000	350,000	45,156	395,156	750,000
Riverwalk Vista CFD 2006-1 Bonds	2013	2043	4,415,000	3,760,000	100,000	187,094	287,094	3,660,000
Riverwalk Vista CFD 2006-1 Improv Area No.2 2016 Series A	2016	2046	5,505,000	5,140,000	85,000	178,519	263,519	5,055,000
Riverwalk Vista CFD 2006-1 Improv Area No.2 2016 Series B	2016	2031	1,275,000	860,000	70,000	35,831	105,831	790,000
Highlands CFD 2014-2 2016 Series A	2016	2046	1,800,000	1,750,000	10,000	56,975	66,975	1,740,000
Highlands CFD 2014-2 2016 Series B	2016	2031	810,000	580,000	50,000	23,638	73,638	530,000
Orangecrest CFD 2015-1 Bonds Series 2020 Series A	2020	2050	2,075,000	2,075,000	-	83,000	83,000	2,075,000
Orangecrest CFD 2015-1 Bonds Series 2020 Series B	2020	2028	365,000	320,000	50,000	10,030	60,030	270,000
Pomelo CFD 2015-2 Bonds Series 2022	2022	2053	4,805,000	4,805,000	-	161,104	161,104	4,805,000
Total Mello Roos and Assessment District Bonds			\$ 61,629,906	\$ 41,595,000	\$ 2,265,000	\$ 1,856,366	\$ 4,121,366	\$ 39,330,000
Total			\$2,524,428,191	\$1,942,679,490	\$ 86,534,237	\$ 82,502,678	\$ 169,036,916	\$1,856,145,253

FISCAL YEAR 2023/24 PROJECTED DETAIL OF OUTSTANDING DEBT²²

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2023	FY 2023/24 Budgeted Principal	FY 2023/24 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2024
General Obligation								
Measure G Fire Facility Projects General Obligation Bonds 2004	2004	2025	\$ 20,000,000	\$ 3,380,000	\$ 1,640,000	\$ 140,800	\$ 1,780,800	\$ 1,740,000
Total General Obligation Bonds			\$ 20,000,000	\$ 3,380,000	\$ 1,640,000	\$ 140,800	\$ 1,780,800	\$ 1,740,000
Pension Obligation²³								
Pension Obligation Bonds Series 2017A	2017	2027	\$ 31,960,000	\$ 13,715,000	\$ 3,285,000	\$ 407,713	\$ 3,692,713	\$ 10,430,000
Pension Obligation Bonds Series 2020A ²⁴	2020	2045	432,165,000	411,560,000	12,795,000	14,457,584	27,252,584	398,765,000
Total Pension Obligation Bonds			\$464,125,000	\$ 25,275,000	\$ 16,080,000	\$ 14,865,297	\$ 30,945,297	\$ 409,195,000
Certificates of Participation								
Galleria Mall Improvements COPs Series 2006A	2006	2037	\$ 19,945,000	\$ 5,000	\$ -	\$ 250	\$ 250	\$ 5,000
Riverside Renaissance Projects Refunding COPs Series 2008A	2008	2037	128,300,000	81,300,000	4,600,000	2,694,643	7,294,643	76,700,000
Local Measure A Sales Tax Revenue COPs Series 2013A	2013	2033	35,235,000	23,225,000	1,845,000	1,150,738	2,995,738	21,380,000
Total Certificates of Participation			\$ 183,480,000	\$ 104,530,000	\$ 6,445,000	\$ 3,845,631	\$ 10,290,631	\$ 98,085,000
Lease Revenue Bonds								
California Tower Lease Revenue Bonds Series 2003A	2003	2024	\$ 26,255,000	\$ 4,315,000	\$ 2,085,000	\$ 163,625	\$ 2,248,625	\$ 2,230,000
California Tower Lease Revenue Bonds Series 2003B	2003	2024	4,810,000	680,000	330,000	28,222	358,222	350,000
Lease Revenue Refunding Bonds Series 2012A	2013	2034	41,240,000	25,700,000	2,000,000	1,068,475	3,068,475	23,700,000
Lease Revenue Refunding Bonds (Galleria) Series 2019A	2019	2037	15,980,000	13,225,000	760,000	466,113	1,226,113	12,465,000

²² Excludes water stock acquisition rights, copier leases, development agreements, and amortization of premiums and discounts on outstanding debt, none of which are material.

²³ Debt service for these bonds is allocated based on the percentage of CalPERS plan employees budgeted in those funds. Payments are sent to the trustee annually on August 1 but are actually paid to bondholders in December and June.

²⁴ 2020A Pension Obligation Bonds in the amount of \$432,165,000 were issued on June 11, 2020, after compilation of the FY 2021/22 budget.

FISCAL YEAR 2023/24 PROJECTED DETAIL OF OUTSTANDING DEBT²⁵

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2023	FY 2023/24 Budgeted Principal	FY 2023/24 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2024
Lease Revenue Bonds (Main Library Project) Series 2019B	2019	2037	33,505,000	27,475,000	1,400,000	1,338,750	2,738,750	26,075,000
Total Lease Revenue Bonds			\$ 121,790,000	\$ 71,395,000	\$ 6,575,000	\$ 3,065,185	\$ 9,640,185	\$ 64,820,000
Capital Leases								
BofA #2 - Various Hardware and Software	2018	2028	\$ 7,955,000	\$ 2,127,954	\$ 1,051,470	\$ 44,150	\$ 1,095,620	\$ 1,076,484
BofA #3 - Fire Vehicles and Equipment	2017	2027	14,500,000	6,904,003	1,476,465	142,701	1,619,166	5,427,538
BofA #4 - Police Helicopters	2022	2032	11,291,564	10,257,971	1,060,976	177,182	1,238,158	9,196,995
BofA #2 - Water Fund Vehicles Capital Lease	2018	2028	2,305,000	986,007	237,877	21,923	259,800	748,130
Total Capital Leases			\$36,051,564	\$ 20,275,935	\$ 3,826,788	\$ 385,956	\$ 4,212,744	\$ 16,449,147
Interfund Loans²⁵								
Reid Park Acquisition Interfund Loan	2011	2028	\$ 720,000	\$ 260,836	\$ 57,175	\$ 7,826	\$ 65,001	\$ 203,661
Riverside Golf Course Acquisition Interfund Loan	2011	2028	4,837,500	1,767,140	381,986	53,014	435,000	1,385,154
Utilities Plaza Purchase Interfund Loan	2012	2027	4,469,221	1,145,682	305,630	34,370	340,000	840,052
Total Interfund Loans			\$ 10,026,721	\$ 3,173,658	\$ 744,791	\$ 95,210	\$ 840,001	\$ 2,428,867
Private Placement Loans								
Fox Entertainment Plaza Loan	2011	2032	\$ 25,000,000	\$ 12,560,437	\$ 1,275,285	\$ 471,419	\$ 1,746,704	\$ 11,285,152
Convention Center Expansion Loan 4	2013	2034	44,650,000	27,410,223	2,170,284	850,140	3,020,424	25,239,939
Total Private Placement Loans			\$ 69,650,000	\$ 39,970,660	\$ 3,445,569	\$ 1,321,559	\$ 4,767,128	\$ 36,525,091
Enterprise Revenue Bonds								
Electric Revenue Refunding Bonds (2008) Series A	2008	2030	\$ 84,515,000	\$ 34,465,000	-	\$ 1,072,206	\$ 1,072,206	\$ 34,465,000

²⁵ Beginning outstanding principal balance on interfund loans may be less than the prior year projected ending balance due to actual FY 2020 pooled interest rate adjustment at the end of the fiscal year.

FISCAL YEAR 2023/24 PROJECTED DETAIL OF OUTSTANDING DEBT²²

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2023	FY 2023/24 Budgeted Principal	FY 2023/24 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2024
Electric Revenue Refunding Bonds (2008) Series C	2008	2036	57,325,000	32,150,000	-	1,030,086	1,030,086	32,150,000
Electric Revenue Bonds (2010) Series A	2010	2041	133,290,000	126,110,000	2,595,000	6,315,693	8,910,693	123,515,000
Electric Revenue Bonds (2011) Series A	2011	2036	56,450,000	33,600,000	725,000	1,272,005	1,997,005	32,875,000
Electric Revenue Refunding Bonds (2013) Series A	2013	2044	79,080,000	35,385,000	1,015,000	1,718,532	2,733,532	34,370,000
Electric Revenue Refunding Bonds (2019) Series A	2019	2049	283,325,000	245,660,000	13,180,000	11,953,500	25,133,500	232,480,000
Water Revenue Bonds (2009) Series B	2009	2040	67,790,000	62,760,000	2,645,000	2,569,151	5,214,151	60,115,000
Water Revenue Bonds (2011) Series A	2011	2036	59,000,000	24,050,000	-	789,321	789,321	24,050,000
Water Revenue Refunding Bonds (2019) Series A	2019	2049	114,215,000	98,465,000	4,570,000	4,809,000	9,379,000	93,895,000
Sewer Revenue Bonds (2015) Series A	2015	2041	200,030,000	173,610,000	6,120,000	8,410,900	14,530,900	167,490,000
Sewer Revenue Bonds (2018) Series A	2018	2040	153,670,000	139,475,000	5,340,000	6,727,650	12,067,650	134,135,000
Total Enterprise Revenue Bonds			\$1,288,690,000	\$1,005,730,000	\$ 36,190,000	\$ 46,668,044	\$ 82,858,044	\$ 969,540,000

Tax Allocation Bonds								
2014 Subordinate Tax Allocation Refunding Bonds Series 2014A	2014	2035	\$ 61,250,000	\$ 28,025,000	\$ 4,600,000	\$ 1,271,250	\$ 5,871,250	\$ 23,425,000
2014 Subordinate Tax Allocation Refunding Bonds Series 2014B	2014	2025	1,730,000	385,000	190,000	11,410	201,410	195,000
2018 Tax Allocation Refunding Bonds Series 2018A	2018	2035	74,435,000	74,295,000	5,490,000	3,572,531	9,062,531	68,805,000
2018 Tax Allocation Refunding Bonds, Taxable Series 2018B	2018	2038	40,380,000	40,380,000	-	1,595,275	1,595,275	40,380,000
Total Tax Allocation Bonds			\$ 177,795,000	\$ 143,085,000	\$ 10,280,000	\$ 6,450,466	\$ 16,730,466	\$ 132,805,000

Mello Roos and Assessment District Bonds								
Riverwalk Business Center Assessment District Bonds	2004	2029	\$ 3,755,000	\$ 1,620,000	\$ 190,000	\$ 94,863	\$ 284,863	\$ 1,430,000
Sycamore Canyon Business Park CFD 92-1 Bonds	2005	2034	9,700,000	5,660,000	350,000	289,078	639,078	5,310,000
Hunter Park Assessment District Bonds	2006	2036	15,269,906	9,810,000	495,000	495,363	990,363	9,315,000

Long-Term Debt Obligations

FISCAL YEAR 2023/24 PROJECTED DETAIL OF OUTSTANDING DEBT²²

Debt Type / Issuance	Year Issued	Final Maturity	Total Issue Size	Outstanding Principal Balance 7/1/2023	FY 2023/24 Budgeted Principal	FY 2023/24 Budgeted Interest	Total Payments	Projected Principal Balance 6/30/2024
Riverwalk Assessment District Refunding Bonds	2011	2026	7,805,000	2,565,000	595,000	115,175	710,175	1,970,000
Auto Center Assessment District Refunding Bonds ⁵	2012	2024	4,050,000	750,000	365,000	28,375	393,375	385,000
Riverwalk Vista CFD 2006-1 Bonds	2013	2043	4,415,000	3,660,000	105,000	182,863	287,863	3,555,000
Riverwalk Vista CFD 2006-1 Improv Area No.2 2016 Series A	2016	2046	5,505,000	5,055,000	85,000	175,969	260,969	4,970,000
Riverwalk Vista CFD 2006-1 Improv Area No.2 2016 Series B	2016	2031	1,275,000	790,000	75,000	33,335	108,335	715,000
Highlands CFD 2014-2 2016 Series A	2016	2046	1,800,000	1,740,000	10,000	56,775	66,775	1,730,000
Highlands CFD 2014-2 2016 Series B	2016	2031	810,000	530,000	50,000	21,950	71,950	480,000
Orangetrest CFD 2015-1 Bonds Series 2020 Series A	2020	2050	2,075,000	2,075,000	-	83,000	83,000	2,075,000
Orangetrest CFD 2015-1 Bonds Series 2020 Series B	2020	2028	365,000	270,000	50,000	8,330	58,330	220,000
Pomelo CFD 2015-2 Bonds Series 2022	2022	2053	4,805,000	4,805,000	85,000	209,625	294,625	4,720,000
Total Mello Roos and Assessment District Bonds			\$ 61,629,906	\$ 39,330,000	\$ 2,455,000	\$ 1,794,701	\$ 4,249,701	\$ 36,875,000
Total			\$2,433,238,191	\$1,856,145,253	\$ 87,682,148	\$ 78,632,849	\$ 166,314,997	\$1,768,463,105

20-YEAR SCHEDULE OF DEBT PAYMENTS									
FY	101 - General Fund			110 - Measure Z			220 - CDBG		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 22,302,596.20	\$ 14,111,756.29	\$ 36,414,352.49	\$ 5,285,407.68	\$ 2,889,536.83	\$ 8,174,944.51	\$ 25,243.89	\$ 13,571.97	\$ 38,815.85
2024	13,093,157.23	13,105,381.19	26,198,538.42	5,498,886.68	2,723,915.11	8,222,801.78	30,980.99	13,064.43	44,045.42
2025	15,217,896.60	12,704,601.23	27,922,497.83	5,814,717.75	2,558,493.91	8,373,211.66	34,550.85	12,386.84	46,937.69
2026	12,594,846.14	12,301,324.90	24,896,171.04	5,971,925.94	2,379,872.76	8,351,798.70	35,550.51	11,592.86	47,143.37
2027	13,664,819.41	11,915,952.62	25,580,772.03	6,273,041.43	2,194,349.80	8,467,391.23	33,877.28	10,686.83	44,564.11
2028	14,600,213.09	11,499,309.02	26,099,522.11	4,207,074.81	1,996,599.48	6,203,674.29	24,861.92	9,772.06	34,633.99
2029	15,788,163.82	11,036,482.04	26,824,645.86	3,754,847.74	1,863,551.36	5,618,399.10	19,805.63	9,082.64	28,888.27
2030	16,994,610.84	10,532,638.32	27,527,249.15	4,037,426.77	1,728,411.91	5,765,838.68	14,942.97	8,523.53	23,466.50
2031	17,209,313.05	9,994,860.68	27,204,173.72	4,144,651.73	1,583,062.08	5,727,713.81	14,717.05	8,094.22	22,811.27
2032	20,413,307.57	9,346,424.74	29,759,732.31	4,500,892.29	1,423,111.22	5,924,003.51	20,171.40	7,526.58	27,697.98
2033	22,113,442.60	8,574,933.78	30,688,376.39	3,535,319.61	1,254,083.83	4,789,403.45	20,440.35	6,748.57	27,188.92
2034	23,936,439.14	7,738,455.74	31,674,894.89	3,810,050.77	1,090,116.31	4,900,167.07	20,666.27	5,960.19	26,626.46
2035	24,594,691.25	6,872,873.69	31,467,564.95	4,177,037.50	914,170.10	5,091,207.59	21,107.35	5,163.09	26,270.44
2036	25,610,538.82	5,945,634.52	31,556,173.35	4,365,275.59	722,754.76	5,088,030.35	21,871.18	4,348.98	26,220.15
2037	25,197,743.77	4,980,836.47	30,178,580.25	4,469,756.05	522,389.63	4,992,145.68	19,611.98	3,505.41	23,117.39
2038	19,537,869.29	4,076,041.57	23,613,910.86	1,778,210.81	385,883.79	2,164,094.61	18,213.43	2,748.97	20,962.40
2039	18,770,288.59	3,322,465.96	22,092,754.55	1,720,941.58	317,298.20	2,038,239.78	16,610.48	2,046.48	18,656.96
2040	17,874,120.70	2,598,495.92	20,472,616.61	1,653,015.93	250,921.49	1,903,937.42	14,813.88	1,405.81	16,219.69
2041	17,347,735.02	1,909,091.09	19,256,826.11	1,622,110.07	187,164.66	1,809,274.73	13,124.86	834.44	13,959.30
2042	12,294,188.23	1,239,988.95	13,534,177.18	1,200,039.05	124,599.88	1,324,638.93	5,744.81	328.22	6,073.03
2043	9,888,735.89	765,802.11	10,654,538.01	991,575.74	78,314.37	1,069,890.11	2,764.83	106.64	2,871.47
2044	7,321,776.00	384,393.57	7,706,169.57	763,224.00	40,069.29	803,293.29	-	-	-
2045	2,644,352.00	101,992.66	2,746,344.66	275,648.00	10,631.74	286,279.74	-	-	-
2046	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-
Total	\$ 389,010,845.25	\$ 165,059,737.06	\$ 554,070,582.34	\$ 79,851,077.52	\$ 27,239,302.51	\$ 107,090,380.02	\$ 429,671.91	\$ 137,498.76	\$ 567,170.66

20-YEAR SCHEDULE OF DEBT PAYMENTS

FY	280 - Housing Authority			432 - Measure A			510 - Electric		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 55,984.96	\$ 29,543.38	\$ 85,528.34	\$ 1,760,000.00	\$ 1,238,737.50	\$ 2,998,737.50	\$ 21,355,371.30	\$ 26,307,889.70	\$ 47,663,260.99
2024	68,417.87	28,408.88	96,826.76	1,845,000.00	1,150,737.50	2,995,737.50	22,633,438.06	25,406,223.37	48,039,661.44
2025	76,170.90	26,904.14	103,075.04	1,945,000.00	1,053,875.00	2,998,875.00	24,009,515.03	24,418,484.79	48,427,999.82
2026	78,375.83	25,143.00	103,518.83	2,045,000.00	951,762.50	2,996,762.50	25,143,970.89	23,377,259.24	48,521,230.13
2027	74,808.51	23,138.43	97,946.94	2,155,000.00	844,400.00	2,999,400.00	25,680,526.73	22,387,851.30	48,068,378.03
2028	53,711.67	21,111.56	74,823.23	2,250,000.00	747,425.00	2,997,425.00	24,759,525.15	21,357,460.66	46,116,985.81
2029	42,788.05	19,622.13	62,410.18	2,355,000.00	643,362.50	2,998,362.50	24,856,796.10	20,337,316.20	45,194,112.30
2030	32,282.78	18,414.22	50,697.01	2,465,000.00	531,500.00	2,996,500.00	25,043,660.94	19,294,751.46	44,338,412.40
2031	31,794.71	17,486.74	49,281.45	2,590,000.00	408,250.00	2,998,250.00	25,979,134.75	18,211,910.71	44,191,045.45
2032	43,578.27	16,260.42	59,838.69	2,720,000.00	278,750.00	2,998,750.00	27,837,695.65	17,040,376.00	44,878,071.65
2033	44,159.31	14,579.60	58,738.92	2,855,000.00	142,750.00	2,997,750.00	28,948,798.26	15,787,301.47	44,736,099.73
2034	44,647.39	12,876.38	57,523.77	-	-	-	30,103,324.45	14,481,408.17	44,584,732.62
2035	45,600.30	11,154.33	56,754.63	-	-	-	29,345,732.73	13,170,677.50	42,516,410.23
2036	47,250.47	9,395.53	56,645.99	-	-	-	30,592,464.14	11,854,705.71	42,447,169.85
2037	42,369.70	7,573.08	49,942.77	-	-	-	31,417,202.22	10,497,543.65	41,914,745.88
2038	39,348.27	5,938.88	45,287.15	-	-	-	32,618,468.66	8,920,915.42	41,539,384.08
2039	35,885.25	4,421.21	40,306.47	-	-	-	33,863,497.11	7,279,675.59	41,143,172.70
2040	32,003.88	3,037.12	35,041.00	-	-	-	40,103,931.69	5,434,881.41	45,538,813.10
2041	28,354.93	1,802.73	30,157.66	-	-	-	41,715,807.30	3,377,538.03	45,093,345.33
2042	12,411.09	709.08	13,120.17	-	-	-	7,167,951.72	2,134,159.77	9,302,111.49
2043	5,973.13	230.38	6,203.51	-	-	-	7,027,534.82	1,777,922.17	8,805,456.99
2044	-	-	-	-	-	-	6,935,000.00	1,423,125.00	8,358,125.00
2045	-	-	-	-	-	-	4,525,000.00	1,136,625.00	5,661,625.00
2046	-	-	-	-	-	-	4,750,000.00	904,750.00	5,654,750.00
2047	-	-	-	-	-	-	4,985,000.00	661,375.00	5,646,375.00
2048	-	-	-	-	-	-	5,235,000.00	405,875.00	5,640,875.00
2049	-	-	-	-	-	-	5,500,000.00	137,500.00	5,637,500.00
2050	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-
Total	\$ 935,917.27	\$ 297,751.22	\$ 1,233,668.51	\$ 24,985,000.00	\$ 7,991,550.00	\$ 32,976,550.00	\$ 592,134,347.70	\$ 317,525,502.32	\$ 909,659,850.02

20-YEAR SCHEDULE OF DEBT PAYMENTS										
FY	520 - Water			530 - Airport			540 - Refuse			Total
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
2023	\$ 8,510,533.34	\$ 9,188,862.96	\$ 17,699,396.30	\$ 52,286.46	\$ 23,096.39	\$ 75,382.85	\$ 393,352.50	\$ 151,722.85	\$ 545,075.35	
2024	9,093,114.55	8,831,215.95	17,924,330.49	61,548.31	21,964.91	83,513.22	452,807.52	143,353.73	596,161.25	
2025	9,598,059.87	8,444,049.20	18,042,109.07	67,462.85	20,543.31	88,006.16	491,215.51	133,186.98	624,402.50	
2026	9,991,473.69	8,035,122.10	18,026,595.80	69,424.35	18,896.31	88,320.67	504,711.51	121,682.39	626,393.90	
2027	10,278,222.43	7,604,336.53	17,882,558.96	67,252.83	17,062.96	84,315.79	492,224.69	108,990.49	601,215.18	
2028	9,781,832.58	7,157,048.20	16,938,880.77	38,633.23	15,184.92	53,818.15	299,709.53	96,055.32	395,764.86	
2029	9,921,477.18	6,713,062.33	16,634,539.51	30,776.19	14,113.62	44,889.81	193,422.16	88,701.28	282,123.44	
2030	10,290,326.89	6,253,174.76	16,543,501.65	23,220.06	13,244.81	36,464.87	145,933.40	83,240.97	229,174.37	
2031	10,209,587.61	5,841,529.24	16,051,116.84	22,869.00	12,577.70	35,446.70	143,727.06	79,048.31	222,775.37	
2032	10,848,864.60	5,418,007.96	16,266,872.55	31,344.57	11,695.64	43,040.21	196,994.33	73,504.75	270,499.08	
2033	11,266,649.46	4,967,745.14	16,234,394.59	31,762.50	10,486.68	42,249.18	199,620.92	65,906.68	265,527.60	
2034	11,707,388.74	4,478,579.55	16,185,968.29	32,113.56	9,261.60	41,375.16	201,827.25	58,207.30	260,034.56	
2035	12,158,355.91	3,989,060.48	16,147,416.39	32,798.96	8,022.98	40,821.94	206,134.86	50,422.83	256,557.69	
2036	12,649,664.92	3,478,014.22	16,127,679.14	33,985.87	6,757.93	40,743.80	213,594.38	42,472.20	256,066.59	
2037	13,017,272.08	2,944,202.50	15,961,474.58	30,475.28	5,447.09	35,922.37	191,531.02	34,233.87	225,764.89	
2038	13,510,790.81	2,323,661.35	15,834,452.15	28,302.06	4,271.66	32,573.72	177,872.74	26,846.52	204,719.26	
2039	14,034,593.03	1,678,065.38	15,712,658.41	25,811.21	3,180.05	28,991.26	162,218.26	19,985.97	182,204.23	
2040	7,369,190.16	1,186,345.35	8,555,535.51	23,019.45	2,184.51	25,203.96	144,672.63	13,729.21	158,401.84	
2041	2,383,901.23	967,165.94	3,351,067.17	20,394.87	1,296.65	21,691.52	128,177.64	8,149.18	136,326.83	
2042	2,123,084.64	852,852.07	2,975,936.70	8,926.93	510.02	9,436.95	56,103.98	3,205.37	59,309.36	
2043	2,076,428.37	747,444.19	2,823,872.57	4,296.30	165.71	4,462.00	27,001.36	1,041.44	28,042.80	
2044	2,040,000.00	642,750.00	2,682,750.00	-	-	-	-	-	-	
2045	2,140,000.00	538,250.00	2,678,250.00	-	-	-	-	-	-	
2046	2,250,000.00	428,500.00	2,678,500.00	-	-	-	-	-	-	
2047	2,360,000.00	313,250.00	2,673,250.00	-	-	-	-	-	-	
2048	2,480,000.00	192,250.00	2,672,250.00	-	-	-	-	-	-	
2049	2,605,000.00	65,125.00	2,670,125.00	-	-	-	-	-	-	
2050	-	-	-	-	-	-	-	-	-	
2051	-	-	-	-	-	-	-	-	-	
2052	-	-	-	-	-	-	-	-	-	
2053	-	-	-	-	-	-	-	-	-	
Total	\$ 214,695,812.09	\$ 103,279,670.40	\$ 317,975,482.44	\$ 736,704.84	\$ 219,965.45	\$ 956,670.29	\$ 5,022,853.25	\$ 1,403,687.64	\$ 6,426,540.95	

20-YEAR SCHEDULE OF DEBT PAYMENTS

FY	550 - Sewer			560 - Special Transit			570 - Public Parking		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 10,618,996.40	\$ 16,084,765.70	\$ 26,703,762.10	\$ 147,857.72	\$ 72,134.73	\$ 219,992.45	\$ 1,180,929.27	\$ 589,581.28	\$ 1,770,510.55
2024	12,480,523.22	15,536,290.44	28,016,813.66	177,614.57	69,044.24	246,658.81	1,243,492.14	539,359.45	1,782,851.59
2025	13,178,491.64	14,925,603.71	28,104,095.35	196,352.69	65,048.87	261,401.56	1,264,480.81	490,992.90	1,755,473.71
2026	13,831,220.80	14,280,880.54	28,112,101.33	202,047.85	60,394.76	262,442.62	1,310,154.70	444,854.87	1,755,009.57
2027	14,435,524.23	13,601,012.71	28,036,536.94	194,146.58	55,151.47	249,298.05	1,355,078.26	392,978.01	1,748,056.27
2028	14,731,030.06	12,887,383.85	27,618,413.91	126,746.17	49,818.01	176,564.18	1,372,606.10	335,201.47	1,707,807.57
2029	15,302,356.70	12,149,112.39	27,451,469.09	100,969.14	46,303.34	147,272.49	1,418,149.52	275,981.29	1,694,130.81
2030	15,914,377.22	11,377,797.46	27,292,174.68	76,179.33	43,452.98	119,632.31	1,465,357.90	214,519.41	1,679,877.31
2031	16,697,734.36	10,571,674.15	27,269,408.52	75,027.59	41,264.35	116,291.94	1,522,894.12	153,864.51	1,676,758.63
2032	17,693,111.79	9,720,858.59	27,413,970.38	102,833.86	38,370.54	141,204.40	1,133,550.86	93,513.94	1,227,064.80
2033	18,581,019.95	8,820,982.27	27,402,002.22	104,204.98	34,404.23	138,609.22	707,082.76	57,125.38	764,208.13
2034	19,507,662.80	7,875,800.93	27,383,463.73	105,356.72	30,385.05	135,741.77	732,842.93	28,410.54	761,253.48
2035	20,490,632.18	6,883,113.37	27,373,745.55	107,605.36	26,321.44	133,926.80	52,336.61	12,802.10	65,138.72
2036	21,533,091.35	5,840,175.59	27,373,266.94	111,499.33	22,171.10	133,670.43	54,230.55	10,783.48	65,014.03
2037	22,476,662.83	4,803,921.56	27,280,584.38	99,981.94	17,870.57	117,852.51	48,628.77	8,691.81	57,320.58
2038	23,500,540.41	3,718,354.67	27,218,895.08	92,852.12	14,014.27	106,866.39	45,161.00	6,816.20	51,977.20
2039	24,573,407.79	2,577,748.88	27,151,156.67	84,680.26	10,432.96	95,113.22	41,186.41	5,074.34	46,260.74
2040	25,695,581.30	1,381,585.99	27,077,167.29	75,521.19	7,166.84	82,688.03	36,731.66	3,485.78	40,217.44
2041	14,560,918.07	378,910.62	14,939,828.69	66,910.57	4,253.99	71,164.56	32,543.66	2,069.04	34,612.70
2042	168,918.24	9,650.76	178,569.00	29,287.08	1,673.25	30,960.34	14,244.52	813.83	15,058.35
2043	81,295.86	3,135.58	84,431.44	14,095.10	543.65	14,638.74	6,855.51	264.42	7,119.93
2044	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-
Total	\$ 336,053,097.20	\$ 173,428,759.76	\$ 509,481,856.95	\$ 2,291,770.15	\$ 710,220.64	\$ 3,001,990.82	\$ 15,038,538.06	\$ 3,667,184.05	\$ 18,705,722.11

20-YEAR SCHEDULE OF DEBT PAYMENTS											
FY	580 – Convention Center			581 – Entertainment			610 – Worker's Compensation				
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total		
2023	\$ 2,118,300.32	\$ 924,933.75	\$ 3,043,234.07	\$ 1,901,735.10	\$ 1,099,781.61	\$ 3,001,516.71	\$ 34,168.65	\$ 16,932.83	\$ 51,101.49		
2024	2,178,853.35	855,159.62	3,034,012.97	1,984,361.95	1,032,297.25	3,016,659.21	41,182.74	16,222.86	57,405.59		
2025	2,252,158.19	783,265.27	3,035,423.46	2,037,814.45	962,169.27	2,999,983.72	45,590.58	15,300.51	60,891.10		
2026	2,320,984.59	709,136.17	3,030,120.76	2,122,226.60	889,868.77	3,012,095.36	46,912.41	14,225.12	61,137.53		
2027	2,390,394.61	632,751.04	3,023,145.65	2,207,583.78	814,602.67	3,022,186.46	45,018.59	13,011.17	58,029.76		
2028	2,464,194.39	553,988.78	3,018,183.17	2,293,922.73	736,334.26	3,030,256.99	29,964.83	11,777.78	41,742.61		
2029	2,540,158.32	472,810.46	3,012,968.78	2,351,231.59	655,277.93	3,006,509.52	23,870.73	10,946.85	34,817.58		
2030	2,616,885.27	389,136.19	3,006,021.46	2,439,650.02	571,899.18	3,011,549.21	18,010.02	10,272.98	28,283.00		
2031	2,701,260.82	302,853.84	3,004,114.66	2,559,219.21	485,146.55	3,044,365.76	17,737.73	9,755.56	27,493.28		
2032	2,784,720.59	213,886.12	2,998,606.71	2,237,572.35	394,472.11	2,632,044.45	24,311.58	9,071.41	33,382.99		
2033	2,870,717.23	122,152.42	2,992,869.65	1,893,150.00	324,552.77	2,217,702.77	24,635.73	8,133.71	32,769.45		
2034	2,402,420.49	30,574.34	2,432,994.83	1,953,250.00	260,399.93	2,213,649.93	24,908.02	7,183.51	32,091.54		
2035	12,482.10	1,204.14	13,686.24	2,013,350.00	194,226.52	2,207,576.52	25,439.63	6,222.81	31,662.45		
2036	13,041.00	779.79	13,820.79	2,103,500.00	125,779.98	2,229,279.98	26,360.23	5,241.60	31,601.84		
2037	13,413.60	338.22	13,751.82	2,163,600.00	54,555.17	2,218,155.17	23,637.34	4,224.89	27,862.23		
2038	-	-	-	-	-	-	21,951.73	3,313.20	25,264.93		
2039	-	-	-	-	-	-	20,019.77	2,466.52	22,486.29		
2040	-	-	-	-	-	-	17,854.42	1,694.36	19,548.78		
2041	-	-	-	-	-	-	15,818.73	1,005.71	16,824.45		
2042	-	-	-	-	-	-	6,923.94	395.58	7,319.52		
2043	-	-	-	-	-	-	3,332.31	128.53	3,460.83		
2044	-	-	-	-	-	-	-	-	-		
2045	-	-	-	-	-	-	-	-	-		
2046	-	-	-	-	-	-	-	-	-		
2047	-	-	-	-	-	-	-	-	-		
2048	-	-	-	-	-	-	-	-	-		
2049	-	-	-	-	-	-	-	-	-		
2050	-	-	-	-	-	-	-	-	-		
2051	-	-	-	-	-	-	-	-	-		
2052	-	-	-	-	-	-	-	-	-		
2053	-	-	-	-	-	-	-	-	-		
Total	\$ 29,679,984.87	\$ 5,992,970.15	\$ 35,672,955.02	\$ 32,262,167.78	\$ 8,601,363.97	\$ 40,863,531.76	\$ 537,649.71	\$ 167,527.49	\$ 705,177.24		

20-YEAR SCHEDULE OF DEBT PAYMENTS

FY	630 – Liability Insurance Trust			640 – Central Stores			650 – Central Garage		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 3,834.25	\$ 2,319.09	\$ 6,153.34	\$ 40,682.53	\$ 19,434.67	\$ 60,117.20	\$ 210,560.12	\$ 105,475.40	\$ 316,035.53
2024	4,840.34	2,246.13	7,086.46	48,654.18	18,577.73	67,231.90	254,373.64	101,118.33	355,491.97
2025	5,458.58	2,144.14	7,602.72	53,688.07	17,476.92	71,164.99	281,869.54	95,438.58	377,308.12
2026	5,616.02	2,023.67	7,639.69	55,246.09	16,196.16	71,442.25	290,039.68	88,812.14	378,851.82
2027	5,295.38	1,883.83	7,179.21	53,178.65	14,757.05	67,935.70	278,077.90	81,321.59	359,399.49
2028	4,437.14	1,744.03	6,181.17	33,814.58	13,290.94	47,105.52	187,550.12	73,717.21	261,267.33
2029	3,534.73	1,620.99	5,155.72	26,937.54	12,353.26	39,290.80	149,407.08	68,516.45	217,923.53
2030	2,666.89	1,521.20	4,188.09	20,323.87	11,592.81	31,916.68	112,724.84	64,298.69	177,023.53
2031	2,626.57	1,444.58	4,071.15	20,016.60	11,008.91	31,025.50	111,020.58	61,060.10	172,080.68
2032	3,600.01	1,343.28	4,943.29	27,435.03	10,236.87	37,671.89	152,166.37	56,778.04	208,944.40
2033	3,648.01	1,204.43	4,852.44	27,800.83	9,178.70	36,979.53	154,195.25	50,908.98	205,104.23
2034	3,688.33	1,063.72	4,752.05	28,108.10	8,106.42	36,214.52	155,899.51	44,961.67	200,861.18
2035	3,767.05	921.46	4,688.52	28,708.01	7,022.29	35,730.30	159,226.89	38,948.63	198,175.51
2036	3,903.37	776.17	4,679.54	29,746.88	5,915.02	35,661.91	164,988.92	32,807.24	197,796.16
2037	3,500.17	625.61	4,125.79	26,674.16	4,767.69	31,441.85	147,946.29	26,443.62	174,389.91
2038	3,250.57	490.61	3,741.18	24,772.00	3,738.86	28,510.86	137,396.08	20,737.33	158,133.42
2039	2,964.49	365.24	3,329.73	22,591.83	2,783.41	25,375.24	125,303.93	15,437.97	140,741.90
2040	2,643.85	250.90	2,894.75	20,148.28	1,912.04	22,060.32	111,750.98	10,604.99	122,355.97
2041	2,342.41	148.92	2,491.33	17,851.06	1,134.92	18,985.98	99,009.58	6,294.76	105,304.34
2042	1,025.28	58.58	1,083.86	7,813.50	446.41	8,259.90	43,336.98	2,475.96	45,812.94
2043	493.44	19.03	512.47	3,760.43	145.04	3,905.47	20,856.94	804.45	21,661.39
2044	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-
Total	\$ 73,136.88	\$ 24,215.61	\$ 97,352.50	\$ 617,952.22	\$ 190,076.12	\$ 808,028.31	\$ 3,347,701.22	\$ 1,046,962.13	\$ 4,394,663.35

20-YEAR SCHEDULE OF DEBT PAYMENTS									
FY	Community Facility Districts / Assessment Districts			770 – Successor Agency Trust Fund			ALL FUNDS		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 3,000,000.00	\$ 2,344,857.67	\$ 5,344,857.67	\$ 7,533,582.47	\$ 7,290,558.88	\$ 14,824,141.36	\$ 86,531,423.17	\$ 82,505,493.48	\$ 169,036,916.66
2024	3,215,000.00	2,261,060.63	5,476,060.63	13,273,001.75	6,780,102.01	20,053,103.75	87,679,249.09	78,635,743.73	166,314,992.82
2025	3,360,000.00	2,116,718.13	5,476,718.13	13,840,393.57	6,128,944.90	19,969,338.47	93,770,887.48	74,975,628.62	168,746,516.09
2026	3,105,000.00	1,973,779.38	5,078,779.38	11,387,323.22	5,505,241.32	16,892,564.53	91,112,050.81	71,208,068.96	162,320,119.77
2027	3,245,000.00	1,832,457.50	5,077,457.50	11,751,353.70	4,932,796.45	16,684,150.15	94,680,425.00	67,479,492.44	162,159,917.44
2028	2,665,000.00	1,700,998.13	4,365,998.13	10,680,627.58	4,368,012.33	15,048,639.91	90,605,455.66	63,632,233.03	154,237,688.69
2029	2,780,000.00	1,579,926.25	4,359,926.25	10,947,450.75	3,842,216.98	14,789,667.73	92,607,142.97	59,840,360.30	152,447,503.27
2030	2,900,000.00	1,451,563.75	4,351,563.75	10,600,538.13	3,303,517.26	13,904,055.38	95,214,118.12	55,903,471.91	151,117,590.03
2031	2,745,000.00	1,322,451.25	4,067,451.25	9,257,922.25	2,807,945.36	12,065,867.61	96,056,254.77	51,925,288.83	147,981,543.60
2032	2,875,000.00	1,193,176.88	4,068,176.88	8,574,954.75	2,363,937.82	10,938,892.57	102,222,105.87	47,711,302.88	149,933,408.75
2033	3,005,000.00	1,058,940.63	4,063,940.63	8,872,338.88	1,929,641.95	10,801,980.82	105,258,986.63	43,241,761.22	148,500,747.85
2034	3,140,000.00	919,451.25	4,059,451.25	9,324,723.00	1,526,488.21	10,851,211.21	107,235,317.49	38,607,690.81	145,843,008.30
2035	3,275,000.00	773,390.00	4,048,390.00	9,110,000.00	1,159,190.63	10,269,190.63	105,860,006.70	34,124,908.39	139,984,915.09
2036	2,775,000.00	637,727.50	3,412,727.50	9,060,000.00	793,000.00	9,853,000.00	109,410,007.00	29,539,241.34	138,949,248.34
2037	2,900,000.00	512,633.13	3,412,633.13	8,460,000.00	442,600.00	8,902,600.00	110,750,007.20	24,872,403.97	135,622,411.17
2038	790,000.00	432,190.63	1,222,190.63	6,835,000.00	136,700.00	6,971,700.00	99,160,000.00	20,082,663.93	119,242,663.93
2039	820,000.00	398,625.00	1,218,625.00	-	-	-	94,320,000.00	15,640,073.14	109,960,073.14
2040	855,000.00	363,406.25	1,218,406.25	-	-	-	94,030,000.00	11,261,107.96	105,291,107.96
2041	890,000.00	326,553.13	1,216,553.13	-	-	-	78,945,000.00	7,173,413.82	86,118,413.82
2042	925,000.00	288,100.00	1,213,100.00	-	-	-	24,065,000.00	4,659,967.72	28,724,967.72
2043	970,000.00	247,543.75	1,217,543.75	-	-	-	21,125,000.00	3,623,611.47	24,748,611.47
2044	1,020,000.00	204,637.50	1,224,637.50	-	-	-	18,080,000.00	2,694,975.36	20,774,975.36
2045	765,000.00	167,453.13	932,453.13	-	-	-	10,350,000.00	1,954,952.53	12,304,952.53
2046	800,000.00	136,384.38	936,384.38	-	-	-	7,800,000.00	1,469,634.38	9,269,634.38
2047	825,000.00	104,109.38	929,109.38	-	-	-	8,170,000.00	1,078,734.38	9,248,734.38
2048	350,000.00	80,015.63	430,015.63	-	-	-	8,065,000.00	678,140.63	8,743,140.63
2049	365,000.00	64,131.25	429,131.25	-	-	-	8,470,000.00	266,756.25	8,736,756.25
2050	385,000.00	47,331.25	432,331.25	-	-	-	385,000.00	47,331.25	432,331.25
2051	260,000.00	32,537.50	292,537.50	-	-	-	260,000.00	32,537.50	292,537.50
2052	270,000.00	19,950.00	289,950.00	-	-	-	270,000.00	19,950.00	289,950.00
2053	285,000.00	6,768.75	291,768.75	-	-	-	285,000.00	6,768.75	291,768.75
Total	\$ 55,560,000.00	\$ 24,598,869.61	\$ 80,158,869.61	\$ 159,509,210.05	\$ 53,310,894.10	\$ 212,820,104.12	\$1,942,773,437.96	\$ 894,893,708.98	\$2,837,667,146.94

CAPITAL IMPROVEMENT PROGRAM OVERVIEW



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CAPITAL IMPROVEMENT PROGRAM

The *Capital Improvement Program (CIP)* is a separate five-year planning document that details planned capital expenditures. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers and ball fields, to water main and sewerage system replacement. The CIP aligns capital project requirements to the financial sources that will support their realization and the timeframe in which both the financing and work will take place. Capital improvement projects typically have a life span of several years and therefore carry considerable future impact. They are often financed over a longer period of time than the project term, in effect spreading the cost of the project across generations of users. Because of the more long-term nature of the CIP and the complex nature of capital project financing, the CIP is presented in a separate document. The first two years of the CIP are approved by the City Council with the adoption of the Fiscal Year 2022-2024 Biennial Budget, while the following years are subject to future Council approval. However, individual capital projects and their estimated budgets may also be approved by separate Council action throughout the fiscal year, allowing the planned appropriations to be carried forward each year until project completion.



CAPITAL FISCAL POLICIES

In March 2018, the City approved two capital policies that established guidelines for the development of the Capital Improvement Program Budget and Plan, and prioritization principles to guide the selection of capital projects to be funded.

MULTI-YEAR CAPITAL PLANNING

The Multi-Year Capital Planning Fiscal Policy requires that a multi-year Capital Plan spanning at least five years be approved in conjunction with the budget and five-year financial planning processes. The Capital Plan should include all of the City's planned capital projects known at the time of budget development. To qualify as a capital project, the asset or improvement should have: 1) monetary value (cost) of at least \$20,000; and 2) useful life of at least ten years. Furthermore, the Capital Plan should incorporate the following elements as relevant and appropriate:

- Assessment of the physical condition of existing capital assets;
- Economic development projections, strategic plans, comprehensive plans, facility master plans and regional plans, including changes in federal, state, and county policy and regulations;
- Prioritization of capital needs based on established policy; and
- Financial strategies and sources of funding for the:
 - Acquisition or improvements associated with the project, and
 - Subsequent annual operation and maintenance costs of the capital asset throughout its life.

PRIORITIZATION OF CAPITAL IMPROVEMENT PROJECTS

The Government Finance Officers Association (GFOA) recommends that state and local governments establish an objective process for prioritizing capital improvement projects to give decision-makers a

basis for choosing the most compelling projects for funding and implementation. The Prioritization of Capital Improvement Projects fiscal policy requires an objective process of prioritizing capital improvement projects to ensure consistency with the City's General Plan and in conjunction with the budget process or otherwise as capital funding becomes available, using the following factors:

1. Risk to health, safety, and environment
2. Regulatory or mandated requirements
3. Asset condition, annual recurring costs, and asset longevity
4. Community investment and economic prosperity
5. Level and quality of service
6. Sustainability and conservation
7. Funding availability
8. Project readiness
9. Multiple category benefit and bundling opportunities

CIP BUDGET OVERVIEW

The FY 2022-2024 adopted biennial budget includes a capital projects budget of \$163.3 million allocated to 93 planned capital projects in FY 2022/23, and \$115.2 million allocated to 78 planned capital projects in FY 2023/24. Two enterprise funds – Electric and Water – account for more than 56% of the FY 2022-2024 CIP budget with projects intended to maintain, repair, and expand utility infrastructure. Refer to page 106 in the *Expenditure Overview* section for a graphical representation of projects by fund and department.

Funding for planned capital improvement projects is largely provided by bond proceeds, transportation funds, grants, user fees or rates, and Measure Z; however, a strategic use of cash reserves will provide funding for some Electric and Water projects – refer to their respective five-year plans for more information, beginning on page 37. The Measure Z spending plan provides funding for ongoing capital needs, including street projects and facilities maintenance. Parks, Recreation & Community Services projects are largely funded by grants, including CDBG funds.

Capital projects are categorized into eleven broad categories to denote the general area of impact, such as railroads, transportation, or utility infrastructure. Four City departments have planned capital projects in the FY 2022-2024 adopted budget.

FUNDING SOURCES AND USES		
	Adopted FY 2022/23	Adopted FY 2023/24
Funding Sources		
Electric Utility	\$ 40,814,724	\$ 56,567,003
Measure Z	72,175,000	12,975,000
Sewer	2,297,609	1,615,000
Transportation Funds	17,330,099	13,705,945
Water Utility	29,089,738	29,930,773
Other	1,600,000	290,000
Total Funding Sources	\$ 163,307,170	\$ 115,173,721
Funding Uses		
Electric Utility	\$ 40,814,724	\$ 56,657,003
Municipal Buildings & Facilities	59,200,000	1,500,000
Public Parking	1,250,000	190,000
Railroad-Related	804,000	-
Sewer	2,297,609	1,615,000
Storm Drain	850,000	100,000
Transportation	29,001,099	25,180,945
Water Utility	29,089,738	29,930,773
Total Funding Uses	\$ 163,307,170	\$ 115,173,721

RECURRING/NONRECURRING CAPITAL PROJECTS

The City's CIP includes capital projects that are recurring or nonrecurring in nature. Recurring projects are those that are commonly included in each CIP and do not have a significant impact on the operating budget. Projects of this type are typically infrastructure improvements or maintenance funded from reliable sources, such as gas tax funds or user fees. Nonrecurring projects are unique, one-time projects, such as the construction of new buildings or plants, which will often result in an ongoing operating financial impact, or replacement of aging infrastructure, which should reduce overall operating costs. The City has identified 170 capital projects in the FY 2022-2027 CIP as nonrecurring projects; 39 of the projects include FY 2022-2024 funding. Seven nonrecurring projects present ongoing operating impacts.

Nonrecurring projects and operating budget impacts are indicated in the *Project List* on page 162. Significant nonrecurring projects budgeted in FY 2022-2024 include:

- **Police Headquarters:** The Police Headquarters project will be a state-of-the-art facility designed to meet the administrative needs of the Riverside Police Department. The design will be adaptive to meet future needs and may include a community center, Emergency Operations Center expansion, joint police and fire training facility, physical agility training center, and secured parking for special operational equipment.
- **Museum Expansion & Rehabilitation:** The Museum of Riverside facility was built between 1912 and 1914 as a United States Post Office and federal building. It later served as the home of the Riverside Police Department with the Museum housed in its basement. Between 1962 and 1965, the Museum was remodeled into its current configuration, expanding to fill the entire building in 1966. Significant renovations have been completed since that time. The new renovation will bring the Museum into the twenty-first century and provide visitors with a modern museum experience where they will learn about the cultural and natural history of Riverside and the region.
- **Parking Access Revenue Control System:** The Parking Access and Revenue Control System (PARCS) will be an automated entry/exit control system for each garage. It will provide 24/7 operational capabilities and provide a deterrence to after-hours activity because the entry/exit arms can be kept down. It has the capability to charge different rates based on entry and exit times and will be able to capture entry/exit data 24/7 for analytical and marketing purposes.



Refer to the City's separate publication titled *FY 2022-2027 Capital Improvement Program* for details on all City projects budgeted in the current year, planned through June 30, 2027, or currently in process.

OPERATING IMPACT

Upon their completion, some capital projects will have ongoing operating costs, as identified in the *Project List* on page 162. Some projects are still in the planning stages, and operating impacts have not yet been quantified. Known or projected operating costs for active and planned capital projects are listed in the following table. The capital costs of some of the projects listed were fully funded in prior budget years; therefore, the *Operating Impact by Fund* table will list projects that are not included in the *Project List* on page 162.

Operating impacts expected to occur within FY 2022-2024 are included in the FY 2022-2024 operating budget if no other funding has been identified (e.g., grants, donations, or endowments), and include personnel, non-personnel, and maintenance costs. Some projects are anticipated to result in a reduction of current operating costs but estimates of this type are unavailable due to the nature of

the projects. For example, many of the City's projects relate to the replacement of aging infrastructure which should reduce overall operating costs, but the potential savings cannot be reasonably estimated at this time. The operating costs in the following table are listed under the fund from which resources would be required, which may differ from the fund that provided the capital funding.



OPERATING IMPACT BY FUND					
	Projected FY 2022/23	Projected FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
101 - General Fund					
BNSF Quiet Zone - Mission Inn, Third, & Spruce	\$ -	\$ -	\$ 25,000	\$ 50,000	\$ 50,000
BNSF/UP Quiet Zone - Panorama & Cridge	-	25,000	50,000	50,000	50,000
Central/Canyon Crest/Watkins Bike Lanes	6,370	6,500	6,630	6,760	6,900
Cheech Marin Center for Chicano Art	986,980	1,014,040	1,044,825	1,075,828	1,107,052
Cybersecurity Infrastructure	-	13,000	13,000	13,000	13,000
Data Network Replacement	-	-	289,570	298,260	307,210
Downtown Bicycle & Pedestrian Improvements	10,610	10,830	11,040	11,260	11,490
El Dorado Park Development	-	-	13,500	13,905	14,322
Gage Canal Trail Improvements	-	90,000	90,000	90,000	90,000
Harada House and Interpretive Center	-	-	-	10,199	10,505
High Friction Surface & Hawk Intensity Activated Crosswalk Signals	-	6,500	6,630	6,760	6,900
Museum Expansion & Rehabilitation	-	-	-	-	-
New Traffic Signal Installations	31,800	32,754	33,737	34,749	35,791
Patterson Park Renovation	-	-	-	6,000	6,180
Pool Heating Improvements	75,000	77,251	79,568	81,955	84,414
UP Quiet Zone - Brockton & Palm	-	-	50,000	50,000	50,000
Voice Over IP (VoIP) Telecommunications System Upgrades	176,000	176,000	176,000	176,000	176,000
Total General Fund	\$ 1,286,760	\$ 1,451,875	\$ 1,889,500	\$ 1,974,676	\$ 2,019,764
110 - Measure Z Fund					
Data Center/Disaster Recovery	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Total Measure Z Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
215 - Grants and Restricted Programs Fund					
Bordwell Park Gymnasium	\$ -	\$ -	\$ 26,500	\$ 54,440	\$ 55,925
Total Grants and Restricted Programs Fund	\$ -	\$ -	\$ 26,500	\$ 54,440	\$ 55,925
432 - Measure A Capital Outlay					
Battery Backup System Installation	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300
Total Measure A Capital Outlay	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300



OPERATING IMPACT BY FUND					
	Projected FY 2022/23	Projected FY 2023/24	Projected FY 2024/25	Projected FY 2025/26	Projected FY 2026/27
510 - Electric					
Advanced Metering Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 135,000
Customer Information System (CIS) Upgrade	-	-	100,000	103,000	106,090
Enterprise Operation Data Management System	300,000	300,000	300,000	300,000	300,000
Voice Over IP (VoIP) Telecommunications System Upgrades	24,000	24,000	24,000	24,000	24,000
Total Electric	\$ 324,000	\$ 324,000	\$ 424,000	\$ 427,000	\$ 565,090
520 - Water					
Enterprise Operation Data Management System	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000
Total Water	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000
Total Operating Impact	\$ 1,986,760	\$ 2,161,875	\$ 2,726,000	\$ 2,842,116	\$ 3,027,079



CAPITAL PROJECTS LIST



The following schedule lists all capital projects anticipated to be funded in the FY 2022-2027 CIP by the fund in which they are budgeted and identifies those projects that are nonrecurring and those that are expected to produce operating budgetary impact.

Table Legend:  = **Nonrecurring** **Project**  = **Operating Budget Impact**



CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
230 - Special Gas Tax								
Bryan Street & Cochran Avenue Sidewalk Improvements	✓		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
CDBG Street Improvements - Matching Funds			150,000	150,000	150,000	150,000	150,000	750,000
Citywide LED Stop Sign Installation Program	✓		162,500	-	-	-	-	162,500
Curb & Gutter Repairs			200,000	200,000	200,000	200,000	200,000	1,000,000
Fairmount Park Storm Drain Rehabilitation	✓		500,000	-	-	-	-	500,000
Minor Street Preservation			500,000	500,000	500,000	500,000	500,000	2,500,000
Minor Street Rehabilitation			1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Miscellaneous Bridge Repair			50,000	50,000	50,000	50,000	50,000	250,000
Miscellaneous Street Construction			500,000	500,000	500,000	500,000	500,000	2,500,000
Miscellaneous Traffic Projects			75,000	75,000	75,000	75,000	75,000	375,000
Orange Street Widening Improvement Project	✓		415,000	-	-	-	-	415,000
Pedestrian Ramps			300,000	300,000	300,000	300,000	300,000	1,500,000
RMRA Rehabilitation & Traffic Improvements			6,598,599	6,855,945	7,109,615	7,450,876	7,540,287	35,555,322
Sidewalk Repair Program			300,000	300,000	300,000	300,000	300,000	1,500,000
Sidewalk/Trail Construction			300,000	300,000	300,000	300,000	300,000	1,500,000
Total Special Gas Tax			\$ 11,801,099	\$ 10,730,945	\$ 10,984,615	\$ 11,325,876	\$ 11,415,287	\$ 56,257,822
260 – NPDES Storm Drain								
Storm Drain Field Office	✓		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Total NPDES Storm Drain			\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000



CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
410 - Storm Drain								
Miscellaneous Storm Drain Construction			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Total Storm Drain			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
420 - Measure Z - Capital Projects								
City Buildings Deferred Maintenance			\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Museum Expansion & Rehabilitation	✓	✓	13,700,000	-	-	-	-	13,700,000
Pavement Rehabilitation & Improvements			12,375,000	10,875,000	10,875,000	10,875,000	10,875,000	55,875,000
Police Headquarters	✓		44,000,000	-	-	-	-	44,000,000
Sidewalk Repair Program			600,000	600,000	600,000	600,000	600,000	3,000,000
Total Measure Z - Capital Projects			\$ 72,175,000	\$ 12,975,000	\$ 12,975,000	\$ 12,975,000	\$ 12,975,000	\$ 124,075,000
432 - Measure A Capital Outlay								
Arterial Interconnect Maintenance & Replacement			\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
Battery Backup System Installation	✓	✓	100,000	-	-	-	-	100,000
BNSF Quiet Zone - Mission Inn, Third, & Spruce	✓	✓	804,000	-	-	-	-	804,000
Controller Assembly Replacement			70,000	70,000	70,000	70,000	70,000	350,000
LED Signal Lens Replacements			20,000	20,000	20,000	20,000	20,000	100,000
Major Streets Rehabilitation			2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	12,000,000
Market Street Bridge Replacement over the Santa Ana River	✓		850,000	-	-	-	-	850,000
Miscellaneous Signal Revisions			100,000	100,000	100,000	100,000	100,000	500,000
Mission Boulevard Bridge Replacement at Santa Ana River	✓		800,000	-	-	-	-	800,000
New Traffic Signal Installations		✓	250,000	250,000	250,000	250,000	250,000	1,250,000
Traffic Detection Replacement Program			25,000	25,000	25,000	25,000	25,000	125,000
Traffic Management Center			50,000	50,000	50,000	50,000	50,000	250,000
Traffic Signal Communication Equipment			10,000	10,000	10,000	10,000	10,000	50,000
Traffic Signal Preemption Device Replacement			10,000	10,000	10,000	10,000	10,000	50,000

CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
Total Measure A Capital Outlay			\$ 5,529,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 17,429,000
510 - Electric								
Advanced Distribution Management System	✓		\$ 965,864	\$ 993,391	\$ 1,021,703	\$ 2,446,765	\$ 1,192,025	\$ 6,619,748
Advanced Metering Infrastructure	✓	✓	-	1,217,391	1,252,087	1,287,771	3,843,621	7,600,870
Cable Replacement			4,652,465	8,129,335	8,129,335	8,783,584	8,166,364	37,861,083
Citywide Communications			1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Customer Information System (CIS) Upgrade	✓	✓	946,925	-	-	-	-	946,925
Distribution Automation			885,000	685,000	685,000	685,000	685,000	3,625,000
Distribution Line Extensions			2,831,267	2,942,653	3,178,956	3,196,798	3,215,149	15,364,823
Enterprise Operation Data Management System		✓	-	-	1,001,669	1,030,217	-	2,031,886
General Order 165 Upgrades/Line Rebuilds/Relocation - Overhead			5,060,145	5,491,648	5,592,151	7,323,582	6,921,229	30,388,755
Generating Station			348,147	4,475,867	-	-	-	4,824,014
Land Mobile Radio	✓		353,913	364,000	374,374	-	-	1,092,287
Line Rebuilds			2,121,787	4,557,834	5,557,834	6,659,676	6,357,922	25,255,053
Major 4-12 kV Conversion			2,803,117	4,768,975	5,440,698	5,099,092	5,099,092	23,210,974
Major Feeders			600,000	600,000	600,000	600,000	600,000	3,000,000
Major Overhead / Underground Conversions			500,000	500,000	500,000	500,000	500,000	2,500,000
Major Streetlight Projects			300,000	300,000	300,000	794,773	794,773	2,489,546
Major Transmission Line Projects			300,000	300,000	300,000	300,000	300,000	1,500,000
Meters (Electric)			300,000	300,000	300,000	300,000	300,000	1,500,000
Mobile Applications	✓		236,731	608,695	-	-	-	845,426
Neighborhood Streetlight Retrofit			-	1,034,782	1,064,273	1,480,938	1,480,938	5,060,931
Network Communication System	✓		1,183,657	1,217,391	1,252,087	1,287,771	1,324,472	6,265,378
Operational Technology Governance			430,852	443,130	455,760	468,749	482,108	2,280,599
Outage Management System	✓		662,848	681,739	701,168	-	-	2,045,755
Services			400,000	400,000	400,000	400,000	400,000	2,000,000

CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
Southern California Edison (SCE) Condemnation Costs			400,000	400,000	400,000	400,000	400,000	2,000,000
Street Lighting			300,000	300,000	300,000	794,772	794,772	2,489,544
Substation Bus & Upgrades			1,562,583	1,562,583	2,137,465	4,505,011	4,505,011	14,272,653
Substation Transformer Addition			3,678,851	6,572,868	8,720,116	9,368,749	9,777,407	38,117,991
Supervisory Control and Data Acquisition (SCADA)			600,000	600,000	600,000	600,000	600,000	3,000,000
System Substation Modifications			223,259	357,547	447,771	565,168	851,987	2,445,732
Transformers			4,500,000	4,700,000	4,700,000	4,700,000	5,752,165	24,352,165
Work, Asset, & Inventory Management Systems	✓		2,367,313	852,174	626,043	643,886	662,237	5,151,653
Total Electric			\$ 40,814,724	\$ 56,657,003	\$ 57,338,490	\$ 65,522,302	\$ 66,306,272	\$ 286,638,791

520 - Water								
Advanced Metering Infrastructure	✓		\$ 1,420,388	\$ 2,069,565	\$ 626,043	\$ 1,045,670	\$ -	\$ 5,161,666
Distribution Automation/Reliability			591,828	620,869	513,356	721,152	662,236	3,109,441
Distribution System Facilities Replacements			2,706,457	2,012,216	1,956,260	2,013,314	2,070,693	10,758,940
Facility Rehabilitation Program			1,716,302	1,339,129	1,815,525	1,609,714	1,920,485	8,401,155
Hydrant Check Valves			103,577	106,529	-	50,000	51,425	311,531
Main Replacements Program			5,943,769	9,130,432	10,342,235	11,152,097	11,734,827	48,303,360
Meters (Water)			946,925	973,913	1,001,669	1,030,217	1,059,578	5,012,302
Mobile Applications	✓		503,054	-	-	-	-	503,054
Network Communication System	✓		710,194	-	-	-	-	710,194
Operational Technology Governance			231,998	238,609	245,409	252,403	148,341	1,116,760
Potable/Irrigation Well Replacements			4,497,896	608,695	3,130,217	1,287,772	6,622,363	16,146,943
SCADA Upgrade & System Automation	✓		946,925	730,435	1,502,504	1,929,081	1,523,143	6,632,088
System Expansion			1,834,524	1,886,808	1,800,000	1,800,000	1,851,300	9,172,632
Transmission Mains			6,320,727	9,836,519	5,884,807	1,158,994	6,225,021	29,426,068
Water Stock			11,509	11,837	-	-	-	23,346
Work, Asset, & Inventory Management Systems	✓		603,665	365,217	751,252	772,663	821,173	3,313,970

CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
Total Water			\$ 29,089,738	\$ 29,930,773	\$ 29,569,277	\$ 24,823,077	\$ 34,690,585	\$ 148,103,450
550 - Sewer								
Pierce Street Sanitary Sewer Pump Station Study	✓		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Priority Pipeline Assessment & Repair			615,200	600,000	1,000,000	1,000,000	900,000	4,115,200
Sewer Main Replacement - Kmart Lot	✓		-	85,000	465,000	300,000	-	850,000
Sewer Main Replacement - Palm & Rubidoux	✓		75,000	-	-	-	-	75,000
Sewer Main Replacement - Palm Avenue	✓		260,000	-	-	-	-	260,000
Sewer Main Replacement - Rubidoux Avenue	✓		60,000	-	-	-	-	60,000
Sewer Main Replacement - Rutland Avenue	✓		-	40,000	180,000	180,000	-	400,000
Sewer Main Replacement - Santa Ana River Trail	✓		75,000	-	-	-	-	75,000
Sewer Main Replacement - West Rutland Avenue	✓		-	60,000	270,000	270,000	-	600,000
Sewer Pipe Replacement - Arlington Valley Channel	✓		-	-	-	-	1,000,000	1,000,000
Sewer Pipe Replacement - Golden Avenue	✓		-	60,000	270,000	270,000	-	600,000
Sewer Pipe Replacement - Morris Street	✓		-	200,000	-	-	1,000,000	1,200,000
Water Quality Control Plant - 3D GIS Asset Management	✓		100,000	-	-	-	-	100,000
Water Quality Control Plant - Activated Treatment Train Rehabilitation	✓		-	-	-	550,000	-	550,000
Water Quality Control Plant - Daft Rehabilitation	✓		-	-	-	-	550,000	550,000
Water Quality Control Plant - Headworks Area Rehabilitation	✓		-	350,000	-	-	-	350,000
Water Quality Control Plant - Membrane Bioreactor Tank Wall Rehab	✓		200,000	-	-	-	-	200,000
Water Quality Control Plant - Plant II Sludge Pumps I & II Rehabilitation	✓		-	-	-	250,000	1,375,700	1,625,700
Water Quality Control Plant - Security Upgrades Phase III	✓		512,409	-	-	-	-	512,409
Water Quality Control Plant - Wi-Fi Phase III	✓		-	220,000	-	-	-	220,000
Wood Road Sanitary Sewer Pump Station Gravity System Study	✓		200,000	-	-	-	-	200,000

CAPITAL PROJECTS LIST BY FUND								
			Adopted 2022/23	Adopted 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Five-Year Total
Total Sewer			\$ 2,297,609	\$ 1,615,000	\$ 2,185,000	\$ 2,820,000	\$ 4,825,700	\$ 13,743,309
570 - Public Parking								
Garage 3 Structure Maintenance	✓		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Garage LED Lighting Upgrade	✓		-	190,000	-	-	-	190,000
Parking Access Revenue Control System	✓		950,000	-	-	-	-	950,000
Total Public Parking			\$ 1,250,000	\$ 190,000	\$ -	\$ -	\$ -	\$ 1,440,000
Total Capital Improvement Program Budget			\$ 163,307,170	\$ 115,173,721	\$ 116,127,382	\$ 120,541,255	\$ 133,287,844	\$ 648,437,372

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PERSONNEL



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PERSONNEL OVERVIEW

The positions listed in this budget document reflect positions funded with current resources. All positions, both full and part-time, are shown in Full-Time Equivalents (FTE). A Full-Time Equivalent (FTE) is defined as a position that works 2,080 hours per fiscal year, or 2,912 hours for certain Fire personnel. For example, a full-time employee who works 2,080 hours per year equals 1.00 FTE. A part-time employee who works 1,040 hours per fiscal year equals 0.50 FTE. The FTE for Fire Department positions are reflected at the applicable calendar of 2,080 or 2,912 hours per FTE.

POSITION CONTROL

Addition or deletion of positions following budget will occur within City guidelines as stated in Riverside Municipal Code Section 2.36.140: "The City Manager shall have the authority to increase or decrease the number of positions and/or substitute the classification of those positions, so long as the total annual cost for the resulting positions does not exceed the approved budget for the current fiscal year(s)."

SUMMARY OF SIGNIFICANT CHANGES

In preparation for the biennial budget process, departments assess their operational needs and recommend the addition, consolidation, or deletion of positions. In the FY 2022-2024 budget, a net total of 49.74 FTE was added in FY 2022/23 and 1.00 FTE was added in FY 2023/24, with 27.74 FTE additions occurring in the Measure Z fund in FY 2022/23.

PERSONNEL SUMMARY BY FUND						
	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
CITY FUND						
101 - General Fund	1,462.40	1,478.40	16.00	1,478.40	-	(1), (5)
110 - Measure Z	153.26	181.00	27.74	181.00	-	(1), (2)
170 - Development	3.00	3.00	-	3.00	-	
215 - Grants and Restricted Programs	3.00	3.00	-	3.00	-	
220 - CDBG – Community Development	4.00	4.00	-	4.00	-	
260 - NPDES Storm Drain	2.00	2.00	-	2.00	-	
280 - Housing Authority	8.00	8.00	-	8.00	-	
510 - Electric	468.50	473.00	4.50	473.00	-	(3)
511 - Electric Public Benefit Programs	-	-	-	-	-	
520 - Water	164.50	164.00	(0.50)	165.00	1.00	(4)
521 - Water Conservation	-	-	-	-	-	
530 - Airport	7.00	7.00	-	7.00	-	
540 - Refuse	62.00	62.00	-	62.00	-	
550 - Sewer	117.00	117.00	-	117.00	-	
560 - Special Transit	48.25	48.25	-	48.25	-	
570 - Public Parking	18.00	19.00	1.00	19.00	-	(19)
610 - Workers Compensation Trust	5.00	5.00	-	5.00	-	
630 - Liability Insurance Trust	5.00	5.00	-	5.00	-	
640 - Central Stores	8.00	9.00	1.00	9.00	-	(20)
650 - Central Garage	38.00	38.00	-	38.00	-	
Total Budgeted FTE	2,576.91	2,626.65	49.74	2,627.65	1.00	

SUMMARY OF CHANGES

The FY 2022/23 budget includes 2,626.65 FTE, an increase of 49.74 FTE as compared to the FY 2021/22 budget. The FY 2023/24 budget includes a 1.0 FTE increase as compared to the FY 2022/23 budget. The following summaries net increases and decreases in total FTE at the fund level.

- (1) **General Fund:** 16.00 FTE increase in FY 2022/23, as follows: Fourteen (14.00 FTE) firefighter positions temporarily transferred to the Measure Z Fund for FY 2021/22 are transferred back to the General Fund; an existing Assistant Recreation Coordinator (0.50 FTE) is reclassified to an Office Specialist (1.00 FTE) for a net increase of 0.50 FTE; an Instructor (0.50 FTE) previously funded by Measure Z is transferred back to the General Fund; and, a Senior Engineer (1.00 FTE) is added.
- (2) **Measure Z:** 27.74 FTE increase in FY 2022/23, as follows: Fourteen (14.00 FTE) firefighter positions temporarily transferred to the Measure Z Fund for FY 2021/22 are transferred back to the General Fund; Measure Z funding for the first year of partial operating costs of the Bourns Family Innovation Youth Center has ended, including the funding of 4.26 FTE for the Parks, Recreation and Community Services Department – the duties of 3.76 FTE will be absorbed by existing staff and an Instructor position (0.50 FTE) is transferred to the General Fund; a Diversity, Equity, and Inclusion Officer (1.00 FTE) is added as an initial step in the creation of an Office of Sustainability; staffing for the Office of Homeless Solutions is expanded to add a Project Assistant (1.00 FTE) and Senior Office Specialist (1.00 FTE); the existing PSET Urban program is expanded to add 15.00 FTE across applicable departments; and, a new PSET Wildlands program has been created with 28.00 FTE across applicable departments.
- (3) **Electric Fund:** 3.50 FTE increase in FY 2022/23, as follows: A Project Manager (1.00 FTE) and Senior Engineering Aide (1.00 FTE) are transferred in from the Water Fund, Water Production and Operations division to the Electric Fund, Utilities Administration Department, Safety Division, an

Innovation & Technology Officer II, reclassified as a Senior Geographic Information Systems Analyst, is transferred out from the Administration Department, Office of Operational Technology division to the Electric Department, Electric Power Supply Operations division; a Senior Office Specialist (1.00 FTE) that supports Central Stores is transferred from the Electric Fund to the Central Stores Fund; two Utilities Electric Power System Dispatcher (2.00 FTE) positions are transferred from the Water Fund, Production and Operations division to the Electric Fund, Operations division; and, a net 1.50 FTE Utilities Electric Power Systems Dispatcher II is added to the Electric Fund, Operations division.

- (4) **Water Fund:** 0.50 FTE decrease in FY 2022/23 and 1.00 FTE increase in FY 2023/24, as follows: two Utilities Electric Power System Dispatcher positions (2.00 FTE) are transferred from the Water Fund, Production and Operations division to the Electric Fund, Operations division; a Project Manager (1.00 FTE) and Senior Engineering Aide (1.00 FTE) are transferred from the Water Fund, Water Production and Operations division to the Electric Fund, Utilities Administration Department, Safety Division; increased four position classifications (job titles) by a net 3.50 FTE; and, added a Senior System Analyst (1.00 FTE) in FY 2023/24.
- (5) **Public Parking Fund:** 1.00 FTE increase in FY 2022/23, as follows: A Senior Office Specialist (1.00 FTE) is added with 45% of the position cost charged to the General Fund to assist with construction management in the Traffic Engineering and Land Development divisions on an as needed basis.
- (6) **Central Stores:** 1.00 FTE increase in FY 2022/23, as follows: A Senior Office Specialist (1.00 FTE) that supports Central Stores is transferred from the Electric Fund to the Central Stores Fund.

PERSONNEL SUMMARY BY DEPARTMENT AND FTE						
	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
CITY DEPARTMENT						
01 - Mayor	7.75	7.75	-	7.75	-	
02 - City Council	14.00	14.00	-	14.00	-	
11 - City Manager	31.55	32.55	1.00	32.55	-	(1)
12 - City Clerk	11.00	11.00	-	11.00	-	
13 - City Attorney	39.00	39.00	-	39.00	-	
21 - Human Resources	37.00	37.00	-	37.00	-	
22 - General Services	79.00	79.00	-	79.00	-	
23 - Finance	65.00	66.00	1.00	66.00	-	(2)
24 - Innovation & Technology	60.25	60.25	-	60.25	-	
28 - Community & Economic Development	124.50	145.50	21.00	145.50	-	(3)
31 - Police	604.00	626.00	22.00	626.00	-	(4)
35 - Fire	250.00	252.00	2.00	252.00	-	(5)
41 - Public Works	333.00	335.00	2.00	335.00	-	(6)
51 - Library	60.00	60.00	-	60.00	-	
52 - Parks, Recreation & Community Services	214.36	211.10	(3.26)	211.10	-	(7)
53 - Museum	13.50	13.50	-	13.50	-	
60 - Public Utilities - Administration	189.00	190.00	1.00	190.00	-	(8)
61 - Public Utilities - Electric	279.50	283.00	3.50	283.00	-	(9)
62 - Public Utilities - Water	164.50	164.00	(0.50)	165.00	1.00	(10)
Total Budgeted FTE	2,576.91	2,626.65	49.74	2,627.65	1.00	

SUMMARY OF CHANGES

- (1) **City Manager's Office:** 1.00 FTE increase in FY 2022/23, as follows: A Diversity, Equity, and Inclusion Officer (1.00 FTE) is added as an initial step in the creation of an Office of Sustainability.
- (2) **Finance:** 1.00 FTE increase in FY 2022/23, as follows: A Senior Office Specialist (1.00 FTE) that supports Central Stores is transferred from Public Utilities – Electric to Finance.
- (3) **Community & Economic Development:** 21.00 FTE increase in FY 2022/23, as follows: Staffing is expanded to add five Code Enforcement Officer II positions (5.00 FTE) and six Outreach Worker positions (6.00 FTE) to support the existing PSET Urban program; the Office of Homeless Solutions added a Project Assistant (1.00 FTE) and a Senior Office Specialist (1.00 FTE) to meet the City Council's priorities and values of diversity, equity and inclusivity; and, eight Outreach Worker positions (8.00 FTE) are added to support the new PSET Wildlands program.
- (4) **Police Department:** 22.00 FTE increase in FY 2022/23, as follows: Four Police Officers (4.00 FTE) are added to support the existing PSET Urban program, and sixteen Police Officers (16.00 FTE) and two Police Sergeants (2.00 FTE) are added to support the new PSET Wildlands program.
- (5) **Fire:** 2.00 FTE increase in FY 2022/23, as follows: Two Fire Captains (D) (2.00 FTE) are added to support the new PSET Wildlands program.
- (6) **Public Works:** 2.00 FTE increase in FY 2022/23, as follows: A Senior Engineer (1.00 FTE) is added, and a Senior Office Specialist (1.00 FTE) is added.
- (7) **Parks, Recreation and Community Services:** 3.26 FTE decrease in FY 2022/23, as follows: Measure Z funding for the first year of partial operating costs of the Bourns Family Innovation Youth Center has ended, including the funding of 4.26 FTE for the Parks, Recreation and Community Services

Department – the duties of 3.76 FTE will be absorbed by existing staff and an Instructor position (0.50 FTE) is transferred to the General Fund.

- (8) **Public Utilities – Administration:** 1.00 FTE increase in FY 2022/23, as follows: A Project Manager (1.00 FTE) and Senior Engineering Aide (1.00 FTE) are transferred from Public Utilities – Water, and an Innovation & Technology Officer II (1.00 FTE), reclassified as a Senior Geographic Information Systems Analyst, is transferred from Public Utilities – Administration to Public Utilities – Electric.
- (9) **Public Utilities – Electric:** 3.50 FTE increase in FY 2022/23, as follows: A Senior Office Specialist (1.00 FTE) that supports Central Stores is transferred from Public Utilities – Electric to Finance; an Innovation & Technology Officer II (1.00 FTE), reclassified as a Senior Geographic Information Systems Analyst, is transferred from Public Utilities – Administration to Public Utilities – Electric; two Utilities Electric Power System Dispatcher positions (2.00 FTE) are transferred from Public Utilities – Water to Public Utilities – Electric; and, Utilities Electric Power Systems Dispatcher II positions (1.50 FTE) are added.
- (10) **Public Utilities – Water:** 0.50 FTE decrease in FY 2022/23 and 1.00 FTE increase in FY 2023/24, as follows: two Utilities Electric Power System Dispatcher positions (2.00 FTE) are transferred from Public Utilities – Water to Public Utilities – Electric; a Project Manager (1.00 FTE) and Senior Engineering Aide (1.00 FTE) are transferred from Public Utilities – Water to Public Utilities – Electric; increased four position classifications (job titles) by a net 3.50 FTE; and, added a Senior System Analyst (1.00 FTE) in FY 2023/24.

PERSONNEL DETAIL BY DEPARTMENT

The following Personnel Detail lists all budgeted positions for each department, identifies the change from the FY 2021/22 adopted budget, and provides annotations for the changes. Four classifications of position type are segregated in the Personnel Detail:

1. Full-Time Benefitted
2. 3/4 Time Benefitted
3. Half-Time Benefitted
4. Part-Time Non-Benefitted

Part-Time, Non-Benefitted positions are considered pooled positions. The FTE value listed for these positions reflects the FTE equivalent of the allocated budget amount; the actual FTE hired may vary from the FTE listed in the Personnel Detail. City departments are required to adhere to the total amount budgeted for the pool but are not required to adhere to the FTE allocation.

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CITY ATTORNEY'S OFFICE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
130000 - City Attorney						
0310 Legal Secretary	6.00	6.00	-	6.00	-	
0320 Legal Support Specialist	2.00	2.00	-	2.00	-	
8910 Paralegal	5.00	5.00	-	5.00	-	
8922 Deputy City Attorney II	7.00	7.00	-	7.00	-	
8923 Senior Deputy City Attorney	6.00	6.00	-	6.00	-	
8988 Assistant City Attorney	3.00	3.00	-	3.00	-	
8989 Chief Assistant City Attorney	1.00	1.00	-	1.00	-	
8990 City Attorney	1.00	1.00	-	1.00	-	
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	32.00	32.00	-	32.00	-	
8910 Paralegal	0.50	0.50	-	0.50	-	
Half-Time Benefitted Total	0.50	-	-	-	-	
8915 Law Clerk	0.50	0.50	-	0.50	-	
Part-Time Non-Benefitted Total	0.50	0.50	-	0.50	-	
130000 - City Attorney Total	33.00	33.00	-	33.00	-	
130500 - Community Livability Advocacy						
0310 Legal Secretary	1.00	1.00	-	1.00	-	
8921 Deputy City Attorney I	1.00	1.00	-	1.00	-	
8922 Deputy City Attorney II	1.00	-	(1.00)	-	-	(1)
8923 Senior Deputy City Attorney	-	1.00	1.00	1.00	-	(1)
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
130500 - Community Livability Advocacy Total	3.00	3.00	-	3.00	-	
131000 - Claims Management						
8665 Risk Management Specialist	2.00	2.00	-	2.00	-	
8669 Risk Supervisor	1.00	1.00	-	1.00	-	(2)
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
131000 - Claims Management Total	3.00	3.00	-	3.00	-	
Total Budgeted FTE	39.00	39.00	-	39.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

POSITION CHANGES

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (1) Community Livability Advocacy (130500): Deputy City Attorney II (1.00 FTE) to Senior Deputy City Attorney (1.00 FTE).

Updates

- (2) Correcting title from Risk Management Supervisor to Risk Supervisor.

CITY CLERK'S OFFICE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
120000 - Administration						
0115 City Clerk Specialist	2.00	2.00	-	2.00	-	
0117 Deputy City Clerk	5.00	5.00	-	5.00	-	
0131 Assistant City Clerk	1.00	1.00	-	1.00	-	
9720 City Clerk	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
120000 - Administration Total	9.00	9.00	-	9.00	-	
121500 - Passport Services						
0115 City Clerk Specialist	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
121500 - Passport Services Total	2.00	2.00	-	2.00	-	
Total Budgeted FTE	11.00	11.00	-	11.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

CITY COUNCIL						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
020000 - City Council						
0357 Council Assistant	7.00	7.00	-	7.00	-	
9810 Mayor Pro Tem	1.00	1.00	-	1.00	-	
9820 Council Member	6.00	6.00	-	6.00	-	
Full-Time Benefitted Total	14.00	14.00	-	14.00	-	
020000 - City Council Total FTE	14.00	14.00	-	14.00	-	
Total Budgeted FTE	14.00	14.00	-	14.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

CITY MANAGER'S OFFICE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
110000 - Administration						
0360 Executive Assistant	3.00	3.00	-	3.00	-	
8460 Principal Management Analyst	3.00	3.00	-	3.00	-	
9652 Intergovernmental Relations Officer	1.00	1.00	-	1.00	-	
9770 Assistant City Manager	2.00	3.00	1.00	3.00	-	(1)
9780 Deputy City Manager	1.00	-	(1.00)	-	-	(1)
9790 City Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	11.00	11.00	-	11.00	-	
110000 - Administration Total	11.00	11.00	-	11.00	-	
112500 - Community Police Review Commission						
0353 Senior Administrative Assistant (C)	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
112500 - Community Police Review Commission Total	1.00	1.00	-	1.00	-	
114000 - Communications Office						
7800 Graphics Technician	2.00	2.00	-	2.00	-	
7801 Senior Graphics Technician	1.00	1.00	-	1.00	-	
8110 Project Assistant	3.00	3.00	-	3.00	-	
8131 Project Manager	1.00	1.00	-	1.00	-	
8151 Marketing Officer	1.00	1.00	-	1.00	-	
8386 Utilities Customer Communications Coordinator	1.00	1.00	-	1.00	-	
9160 Web Designer	1.00	1.00	-	1.00	-	
9251 Innovation & Technology Analyst	1.00	1.00	-	1.00	-	
9660 Communication Technician	3.00	3.00	-	3.00	-	
9664 Communications Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	15.00	15.00	-	15.00	-	
9300 Extra Help	1.10	1.10	-	1.10	-	
9660 Communication Technician	1.45	1.45	-	1.45	-	
Part-Time Non-Benefitted Total	2.55	2.55	-	2.55	-	
114000 - Communications Office Total	17.55	17.55	-	17.55	-	
114500 - Office of Organizational Performance and Accountability						
8317 Performance Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
114500 - Office of Organizational Performance and Audit Total	1.00	1.00	-	1.00	-	

CITY MANAGER'S OFFICE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
115000 - Public Relations						
9650 Public Information Officer	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
115000 - Public Relations Total	1.00	1.00	-	1.00	-	
118000 - Office of Sustainability						
9650 Diversity, Equity, and Inclusion Officer	-	1.00	1.00	1.00	-	(2)
Full-Time Benefitted Total	-	1.00	1.00	1.00	-	
118000 - Office of Sustainability Total	-	1.00	1.00	1.00	-	
Total Budgeted FTE	31.55	32.55	1.00	32.55	-	

SUMMARY OF CHANGES

Staffing levels increased by 1.00 FTE from the previous budget period.

POSITION CHANGES

Reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (1) Administration (110000): Deputy City Manager (1.00 FTE) to Assistant City Manager (1.00 FTE).

Position additions/deletions:

- (2) On May 3, 2022, the City Council approved the addition of Measure Z spending item #51 with the following new position: Office of Sustainability (118000): Add Diversity, Equity, and Inclusion Officer (1.00 FTE).

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
280000 - Administration						
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
0450 Senior Accounting Technician	1.00	1.00	-	1.00	-	
7976 Community & Economic Development Director	1.00	1.00	-	1.00	-	
8152 Deputy Community & Economic Development Director	1.00	1.00	-	1.00	-	
8450 Senior Management Analyst	2.00	2.00	-	2.00	-	
9256 Business Systems Manager I	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
9580 Fiscal Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
280000 - Administration Total	9.00	9.00	-	9.00	-	
280500 - Redevelopment (RDSA RORF)						
8125 Project Coordinator	1.00	1.00	-	1.00	-	
8132 Senior Project Manager	1.00	1.00	-	1.00	-	
8133 Principal Project Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
280500 - Redevelopment (RDSA RORF) Total	3.00	3.00	-	3.00	-	
281000 - Planning						
0082 Senior Office Specialist	2.00	2.00	-	2.00	-	
7830 Planning Technician	3.00	3.00	-	3.00	-	
7890 Assistant Planner	1.00	1.00	-	1.00	-	
7910 Associate Planner	8.00	8.00	-	8.00	-	
7920 City Historic Preservation Officer	1.00	1.00	-	1.00	-	
7930 Senior Planner	4.00	4.00	-	4.00	-	
7950 Principal Planner	4.00	4.00	-	4.00	-	
7966 City Planner	1.00	1.00	-	1.00	-	
8110 Project Assistant	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	25.00	25.00	-	25.00	-	
281000 - Planning Total	25.00	25.00	-	25.00	-	
281025 - Planning - Neighborhoods						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
8110 Project Assistant	1.00	1.00	-	1.00	-	
8131 Project Manager	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
281025 - Planning - Neighborhoods Total	4.00	4.00	-	4.00	-	
281500 - Economic Development						
8125 Project Coordinator	2.00	2.00	-	2.00	-	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
8132 Senior Project Manager	3.00	3.00	-	3.00	-	
8155 Economic Development Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
9510 Administrative Intern	0.50	0.50	-	0.50	-	
Part-Time Non-Benefitted Total	0.50	0.50	-	0.50	-	
281500 - Economic Development Total	6.50	6.50	-	6.50	-	
282500 - Building and Safety						
0910 Development Services Representative II	1.00	1.00	-	1.00	-	
6950 Plans Examiner	2.00	2.00	-	2.00	-	
6955 Building Permit Technician	4.00	4.00	-	4.00	-	
7200 Senior Plan Check Engineer	2.00	2.00	-	2.00	-	
7201 Senior Plans Examiner	1.00	1.00	-	1.00	-	
7490 Building Inspector II	6.00	6.00	-	6.00	-	
7510 Senior Building Inspector	2.00	2.00	-	2.00	-	
7530 Building Inspection Supervisor	1.00	1.00	-	1.00	-	
7551 Assistant Building Official	1.00	1.00	-	1.00	-	
7552 Building Official	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	22.00	22.00	-	22.00	-	
282500 - Building and Safety Total	22.00	22.00	-	22.00	-	
284000 - Code Enforcement						
0082 Senior Office Specialist	3.00	3.00	-	3.00	-	
0345 Administrative Assistant	1.00	1.00	-	1.00	-	
7450 Code Enforcement Officer II	16.00	21.00	5.00	21.00	-	(2)
7460 Senior Code Enforcement Officer	4.00	4.00	-	4.00	-	
7540 Code Enforcement Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	25.00	30.00	5.00	30.00	-	
2935 General Service Worker (Reset)	2.00	2.00	-	2.00	-	
Part-Time Non-Benefitted Total	2.00	2.00	-	2.00	-	
284000 - Code Enforcement Total	27.00	32.00	5.00	32.00	-	
284500 - Property Services						
7450 Code Enforcement Officer II	1.00	1.00	-	1.00	-	
8810 Real Property Agent	3.00	3.00	-	3.00	-	
8821 Supervising Real Property Agent	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
284500 - Property Services Total	5.00	5.00	-	5.00	-	
285000 - Arts and Cultural Affairs						
8110 Project Assistant	1.00	1.00	-	1.00	-	
8125 Project Coordinator	3.00	3.00	-	3.00	-	

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
8131 Project Manager	1.00	1.00	-	1.00	-	
8136 Arts and Culture Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
285000 - Arts and Cultural Affairs Total	6.00	6.00	-	6.00	-	
285500 - CDBG						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
8125 Project Coordinator	2.00	2.00	-	2.00	-	
8131 Project Manager	1.00	-	(1.00)	-	-	(1)
8132 Senior Project Manager	-	1.00	1.00	1.00	-	(1)
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
285500 - CDBG Total	4.00	4.00	-	4.00	-	
285531 - Outreach Homeless Services						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(3a)
8110 Project Assistant	-	1.00	1.00	1.00	-	(3b)
8133 Principal Project Manager	1.00	1.00	-	1.00	-	
8756 Outreach Worker	2.00	16.00	14.00	16.00	-	(3c)
8757 Lead Outreach Worker	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	5.00	21.00	16.00	21.00	-	
285531 - Outreach Homeless Services Total	5.00	21.00	16.00	21.00	-	
287500 - Housing Authority						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0345 Administrative Assistant	1.00	1.00	-	1.00	-	
8110 Project Assistant	2.00	2.00	-	2.00	-	
8125 Project Coordinator	1.00	1.00	-	1.00	-	
8131 Project Manager	2.00	2.00	-	2.00	-	
8165 Housing Authority Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	8.00	8.00	-	8.00	-	
287500 - Housing Authority Total	8.00	8.00	-	8.00	-	
Total Budgeted FTE	124.50	145.50	21.00	145.50	-	

SUMMARY OF CHANGES

Staffing levels increased by 21.00 FTE from the previous budget period.

POSITION CHANGES

Position Reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (1) Housing CDBG (285500): Project Manager (1.00 FTE) to Senior Project Manager (1.00 FTE).

Position additions/deletions:

- (2) On May 3, 2022, the City Council approved the addition of Measure Z spending item #39 with the following new position - Code Enforcement (284000): Add Code Enforcement Officers II (5.00 FTE).
- (3) On May 3, 2022, the City Council approved the addition of Measure Z spending items #39, #48, #49 with the following new positions - Outreach Homeless Services (285531):
 - a. Add Senior Office Specialist (1.00 FTE)
 - b. Add Project Assistant (1.00 FTE)
 - c. Add Outreach Worker (14.00 FTE)

FINANCE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
230000 - Administration						
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
8326 Assistant Chief Financial Officer	1.00	1.00	-	1.00	-	
8330 Chief Financial Officer / City Treasurer	1.00	1.00	-	1.00	-	
9257 Senior Business Systems Analyst	-	1.00	1.00	1.00	-	(1)
9530 Administrative Analyst	1.00	-	(1.00)	-	-	(1)
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
230000 - Administration Total	4.00	4.00	-	4.00	-	
230200 - Debt and Treasury						
0471 Treasury Supervisor	1.00	1.00	-	1.00	-	
0500 Revenue Representative	3.00	3.00	-	3.00	-	
0520 Revenue Specialist	1.00	1.00	-	1.00	-	
8302 Financial Analyst	2.00	2.00	-	2.00	-	
8335 Debt & Treasury Manager	1.00	1.00	-	1.00	-	
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
230200 - Debt and Treasury Total	9.00	9.00	-	9.00	-	
230400 - Business Tax						
0520 Revenue Specialist	1.00	1.00	-	1.00	-	
0579 Business Tax Representative I	2.00	2.00	-	2.00	-	
0580 Business Tax Representative II	1.00	1.00	-	1.00	-	
0581 Senior Business Tax Representative	3.00	3.00	-	3.00	-	
0585 Business Tax Inspector	2.00	2.00	-	2.00	-	
0876 Business Tax / Collections Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	10.00	10.00	-	10.00	-	
230400 - Business Tax Total	10.00	10.00	-	10.00	-	
230500 - Accounting						
0410 Account Clerk II	3.00	3.00	-	3.00	-	
0450 Senior Accounting Technician	1.00	1.00	-	1.00	-	
0460 Accounting Technician	3.00	3.00	-	3.00	-	
0474 Payroll Technician I	1.00	-	(1.00)	-	-	(2)
0475 Payroll Technician II	1.00	2.00	1.00	2.00	-	(2)
0490 Accounts Payable Supervisor	1.00	1.00	-	1.00	-	
0492 Payroll Supervisor	1.00	1.00	-	1.00	-	
0570 Collection Representative II	1.00	1.00	-	1.00	-	
8260 Accountant II	1.00	1.00	-	1.00	-	
8280 Senior Accountant	2.00	2.00	-	2.00	-	
8290 Principal Accountant	1.00	1.00	-	1.00	-	
8319 Assistant Controller	1.00	1.00	-	1.00	-	

FINANCE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
8326 Assistant Chief Financial Officer	1.00	1.00	-	1.00	-	
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	19.00	19.00	-	19.00	-	
230500 - Accounting Total	19.00	19.00	-	19.00	-	
231000 - Budget and Revenue						
8335 Budget & Revenue Manager	1.00	1.00	-	1.00	-	
8450 Senior Management Analyst	2.00	2.00	-	2.00	-	
8460 Principal Management Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
231000 - Budget and Revenue Total	5.00	5.00	-	5.00	-	
231500 - Purchasing						
0025 Office Specialist	1.00	1.00	-	1.00	-	
1230 Procurement & Contract Specialist	3.00	3.00	-	3.00	-	
1232 Procurement & Contract Specialist Trainee	1.00	1.00	-	1.00	-	
1250 Senior Procurement & Contract Specialist	2.00	2.00	-	2.00	-	
8676 Purchasing Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	8.00	8.00	-	8.00	-	
231500 - Purchasing Total	8.00	8.00	-	8.00	-	
231520 - Central Stores						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(3)
1130 Inventory Control Specialist	5.00	5.00	-	5.00	-	
1150 Senior Inventory Control Specialist	2.00	2.00	-	2.00	-	
1170 Warehouse Supervisor	1.00	5.00	-	5.00	-	
Full-Time Benefitted Total	8.00	9.00	1.00	9.00	-	
640000 - Central Stores Total	8.00	9.00	1.00	9.00	-	
232000 - Risk Management						
8665 Risk Management Specialist	1.00	1.00	-	1.00	-	
8671 Risk Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
232000 - Risk Management Total	2.00	2.00	-	2.00	-	
Total Budgeted FTE	65.00	66.00	1.00	66.00	-	

SUMMARY OF CHANGES

The department's staffing levels increased by 1.00 FTE in the FY 2022/23 Budget from a transfer from Riverside Public Utilities to the Central Store's fund.

POSITION CHANGES

Position Reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (1) Administration (230000): Administrative Analyst (1.00 FTE) to Senior Business Systems Analyst (1.00 FTE).
- (2) Accounting (230500): Payroll Technician I (1.00 FTE) to Payroll Technician II (1.00 FTE).

Interdepartmental transfer

- (3) Transfer in; Senior Office Specialist (1.00 FTE) from Riverside Public Utilities - Electric (610000) to Finance - Purchasing Central Stores (231520).

FIRE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
350000 - Administration						
0345 Administrative Assistant	1.00	1.00	-	1.00	-	
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
0430 Senior Account Clerk	1.00	1.00	-	1.00	-	
2125 Fire Battalion Chief (D)	2.00	2.00	-	2.00	-	
2170 Fire Chief	1.00	1.00	-	1.00	-	
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	7.00	7.00	-	7.00	-	
350000 - Administration Total	7.00	7.00	-	7.00	-	
350500 - Prevention						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0345 Administrative Assistant	1.00	1.00	-	1.00	-	
2125 Fire Battalion Chief (D)	1.00	1.00	-	1.00	-	
2135 Deputy Fire Marshal	1.00	1.00	-	1.00	-	
7197 Fire Plan Check Engineer	2.00	2.00	-	2.00	-	
7760 Fire Safety Inspector II	6.00	6.00	-	6.00	-	
7780 Senior Fire Safety Inspector	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	13.00	13.00	-	13.00	-	
350500 - Prevention Total	13.00	13.00	-	13.00	-	
351000 - Operations						
2040 Firefighter (S)	108.00	108.00	-	108.00	-	
2070 Fire Engineer (S)	51.00	51.00	-	51.00	-	
2090 Fire Captain (S)	51.00	51.00	-	51.00	-	
2100 Fire Captain (D)	1.00	3.00	2.00	3.00	-	(1)
2120 Fire Battalion Chief (S)	6.00	6.00	-	6.00	-	
9325 Emergency Medical Services Coordinator	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	218.00	220.00	2.00	220.00	-	
351000 - Operations Total	218.00	220.00	2.00	220.00	-	
351500 - Special Services						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0460 Accounting Technician	1.00	1.00	-	1.00	-	
2580 Emergency Services Coordinator	1.00	1.00	-	1.00	-	
2585 Emergency Services Administrator	1.00	1.00	-	1.00	-	
8450 Senior Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
351500 - Special Services Total	5.00	5.00	-	5.00	-	
352000 - Training						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	

FIRE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
2100 Fire Captain (D)	2.00	2.00	-	2.00	-	
2125 Fire Battalion Chief (D)	1.00	1.00	-	1.00	-	
7750 Fire Safety Inspector I	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
352000 - Training Total	5.00	5.00	-	5.00	-	
352500 - Certified Unified Program Agency						
7760 Fire Safety Inspector II	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
352500 - Certified Unified Program Agency Total	2.00	2.00	-	2.00	-	
Total Budgeted FTE	250.00	252.00	2.00	252.00	-	

SUMMARY OF CHANGES

Staffing levels increased by 2.00 FTE from the previous budget period.

POSITION CHANGES**Position additions/deletions:**

- (1) On May 3, 2022, the City Council approved the addition of Measure Z spending item #49 with the following new position: Operations (351000) - Add Fire Captain (2.00 FTE). The Job Code 2090 was presented to City Council for the proposed budget on June 21, 2022; however, the correct Job Code is 2100.

GENERAL SERVICES DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
220000 - Administration						
4539 Deputy General Services Director	1.00	1.00	-	1.00	-	
4540 General Services Director	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
220000 - Administration Total	4.00	4.00	-	4.00	-	
220500 - Property Management						
8810 Real Property Agent	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
220500 - Property Management Total	1.00	1.00	-	1.00	-	
221000 - Building Services - Maintenance						
0025 Office Specialist	1.00	-	(1.00)	-	-	(1)
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(1)
2880 Senior Custodian	1.00	1.00	-	1.00	-	
2910 Maintenance Worker I	2.00	2.00	-	2.00	-	
4340 Building Maintenance Specialist	6.00	6.00	-	6.00	-	
4344 Building Maintenance Crew Leader	1.00	1.00	-	1.00	-	
4370 Maintenance Electrician	1.00	1.00	-	1.00	-	
4440 Air Conditioning Technician	2.00	2.00	-	2.00	-	
5395 Maintenance Services Manager	1.00	1.00	-	1.00	-	
6986 Building Services Project Manager	3.00	3.00	-	3.00	-	
9982 General Service Worker	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	20.00	20.00	-	20.00	-	
221000 - Building Services - Maintenance Total	20.00	20.00	-	20.00	-	
221500 - Central Garage						
2920 General Service Worker (Fleet Management)	-	1.00	1.00	1.00	-	(3c)
5290 Equipment Service Worker	5.00	6.00	1.00	6.00	-	(3b)
5310 Tire Maintenance Specialist	1.00	1.00	-	1.00	-	
5330 Mechanic	8.00	6.00	(2.00)	6.00	-	(3a), (3b)
5340 Senior Mechanic	9.00	10.00	1.00	10.00	-	(3a)
5342 Senior Mechanic Specialist	2.00	2.00	-	2.00	-	
5345 Fire Mechanic	4.00	4.00	-	4.00	-	
5360 Fleet Management Supervisor	3.00	3.00	-	3.00	-	
5370 Fleet Management Service Writer	1.00	1.00	-	1.00	-	
5395 Maintenance Services Manager	1.00	1.00	-	1.00	-	
5550 Metal Shop Technician	1.00	1.00	-	1.00	-	

GENERAL SERVICES DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
5640 Police Fleet Maintenance Coordinator	1.00	-	(1.00)	-	-	(3c)
Full-Time Benefitted Total	36.00	36.00	-	36.00	-	
221500 - Central Garage Total	36.00	36.00	-	36.00	-	
221510 - Central Garage - Auto Stores						
1130 Inventory Control Specialist	2.00	2.00	-	2.00	-	
2920 General Service Worker	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
221510 - Central Garage - Auto Stores Total	4.00	4.00	-	4.00	-	
221520 - Central Garage - Motor Pool						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0460 Accounting Technician	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
221520 - Central Garage - Motor Pool Total	2.00	2.00	-	2.00	-	
223000 - Publishing Services						
1760 Offset Duplicating Equipment Operator II	3.00	3.00	-	3.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
223000 - Publishing Services Total	3.00	3.00	-	3.00	-	
224000 - Capital Projects						
8132 Senior Project Manager	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
224000 - Capital Projects Total	2.00	2.00	-	2.00	-	
224500 - Airport Administration						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0371 Airport Operations Coordinator	-	1.00	1.00	1.00	-	(2)
0690 Airport Customer Service Representative	1.00	-	(1.00)	-	-	(2)
2940 Airport Operations Specialist	2.00	2.00	-	2.00	-	
2960 Senior Airport Operations Specialist	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9702 Airport Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	7.00	7.00	-	7.00	-	
224500 - Airport Administration Total	7.00	7.00	-	7.00	-	
Total Budgeted FTE	79.00	79.00	-	79.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

POSITION CHANGES

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (1) Building Services Maintenance (221000): Office Specialist (1.00 FTE) to Senior Office Specialist (1.00 FTE).
- (2) Airport Administration (224500): Airport Customer Service Representative (1.00 FTE) to Airport Operations Coordinator (1.00 FTE).
- (3) Central Garage Fleet Management (221500):
 - a. Mechanic (1.00 FTE) to Senior Mechanic (1.00 FTE)
 - b. Mechanic (1.00 FTE) to Equipment Service Worker (1.00 FTE)
 - c. Police Fleet Maintenance Coordinator (1.00 FTE) to General Service Worker (Fleet Management) (1.00 FTE)

HUMAN RESOURCES DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
210000 - Administration						
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
8648 Safety Officer	1.00	-	(1.00)	-	-	(1a)
8650 Safety Manager	-	1.00	1.00	1.00	-	(1a)
8655 Safety Specialist	1.00	1.00	-	1.00	-	
8699 Human Resources Specialist	8.00	8.00	-	8.00	-	
8710 Human Resources Analyst	4.00	4.00	-	4.00	-	
8720 Senior Human Resources Analyst	6.00	5.00	(1.00)	5.00	-	(1b)
8732 Principal Human Resources Analyst	4.00	5.00	1.00	5.00	-	(1b)
8738 Deputy Human Resources Director	2.00	2.00	-	2.00	-	
8739 Employee Relations Officer	1.00	1.00	-	1.00	-	
8740 Human Resources Director	1.00	1.00	-	1.00	-	
9256 Business Systems Manager I	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	31.00	31.00	-	31.00	-	
9510 Administrative Intern	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total	1.00	1.00	-	1.00	-	
210000 - Administration Total	32.00	32.00	-	32.00	-	
211510 - Workers Compensation						
0140 Workers Compensation Assistant	2.00	2.00	-	2.00	-	
8620 Claims Administrator	1.00	1.00	-	1.00	-	
8622 Senior Claims Administrator	1.00	1.00	-	1.00	-	
8625 Workers Compensation Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
211510 - Worker's Compensation Total	5.00	5.00	-	5.00	-	
Total Budgeted FTE	37.00	37.00	-	37.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

POSITION CHANGES

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

(1) Administration (210000):

- a. Safety Officer (1.00 FTE) to Safety Manager (1.00 FTE)
- b. Senior Human Resources Analyst (1.00 FTE) to Principal Human Resources Analyst (1.00 FTE)

INNOVATION & TECHNOLOGY DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
240000 - Administration						
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
0450 Senior Accounting Technician	1.00	1.00	-	1.00	-	
9210 Deputy Chief Information Officer	1.00	1.00	-	1.00	-	
9220 Chief Innovation Officer	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
240000 - Administration Total	6.00	6.00	-	6.00	-	
240500 - Network						
9239 Innovation & Technology Officer II	1.00	1.00	-	1.00	-	
9251 Innovation & Technology Analyst I	1.00	1.00	-	1.00	-	
9252 Innovation & Technology Analyst II	1.00	1.00	-	1.00	-	
9253 Senior Innovation & Technology Analyst	1.00	1.00	-	1.00	-	
9254 Principal Innovation & Technology Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
240500 - Network Total	5.00	5.00	-	5.00	-	
241000 - Operations						
9227 Systems Manager	1.00	1.00	-	1.00	-	
9239 Innovation & Technology Officer II	1.00	1.00	-	1.00	-	
9252 Innovation & Technology Analyst II	1.00	1.00	-	1.00	-	
9253 Senior Innovation & Technology Analyst	2.00	2.00	-	2.00	-	
9254 Principal Innovation & Technology Analyst	4.00	4.00	-	4.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
241000 - Operations Total	9.00	9.00	-	9.00	-	
241500 - Applications						
9239 Innovation & Technology Officer II	1.00	1.00	-	1.00	-	
9251 Innovation & Technology Analyst I	2.00	2.00	-	2.00	-	
9252 Innovation & Technology Analyst II	6.00	6.00	-	6.00	-	
9253 Senior Innovation & Technology Analyst	6.00	6.00	-	6.00	-	
9254 Principal Innovation & Technology Analyst	3.00	3.00	-	3.00	-	
Full-Time Benefitted Total	18.00	18.00	-	18.00	-	
241500 - Applications Total	18.00	18.00	-	18.00	-	
242000 - Client Services						
9240 Innovation & Technology Officer I	1.00	1.00	-	1.00	-	

INNOVATION & TECHNOLOGY DEPARTMENT						
Job Code and Position Title		Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change Note
9247	Innovation & Technology Technician I	3.00	3.00	-	3.00	-
9248	Innovation & Technology Technician II	5.00	5.00	-	5.00	-
9249	Senior Innovation & Technology Technician	3.00	3.00	-	3.00	-
Full-Time Benefitted Total		12.00	12.00	-	12.00	-
242000 - Client Services Total		12.00	12.00	-	12.00	-
242500 - Cybersecurity						
9244	Chief Innovation Security Officer	1.00	1.00	-	1.00	-
9252	Innovation & Technology Analyst II	1.00	1.00	-	1.00	-
Full-Time Benefitted Total		2.00	2.00	-	2.00	-
242500 - Cybersecurity Total		2.00	2.00	-	2.00	-
244000 - Innovation						
8132	Senior Project Manager	2.00	2.00	-	2.00	-
8460	Principal Management Analyst	1.00	1.00	-	1.00	-
9210	Deputy Chief Information Officer	1.00	1.00	-	1.00	-
9240	Innovation & Technology Officer I	1.00	1.00	-	1.00	-
9252	Innovation & Technology Analyst II	1.00	1.00	-	1.00	-
9259	Geographic Information Systems (GIS) Analyst	1.00	1.00	-	1.00	-
9264	Senior Geographic Information Systems (GIS) Analyst	1.00	1.00	-	1.00	-
Full-Time Benefitted Total		8.00	8.00	-	8.00	-
9264	Senior Geographic Information Systems (GIS) Analyst	0.25	0.25		0.25	
Part-Time Non-Benefitted Total		0.25	0.25	-	0.25	-
244000 - Innovation Total		8.25	8.25	-	8.25	-
Total Budgeted FTE		60.25	60.25	-	60.25	-

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

MAYOR'S OFFICE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
010000 - Mayor						
0347 Administrative Assistant	1.00	1.00	-	1.00	-	
9642 Chief of Staff	1.00	1.00	-	1.00	-	
9800 Mayor	1.00	1.00	-	1.00	-	
9881 Administrative Assistant to the Mayor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
010000 - Mayor Total FTE	4.00	4.00	-	4.00	-	
012000 - Community Relations						
9635 Assistant to the Mayor	3.00	3.00	-	3.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
9510 Administrative Intern	0.25	0.25	-	0.25	-	
Half-Time Benefitted Total	0.25	0.25	-	0.25	-	
9645 International Affairs & Protocol Officer	0.50	0.50	-	0.50	-	
Part-Time Non-Benefitted Total	0.50	0.50	-	0.50	-	
012000 - Community Relations Total FTE	3.75	3.75	-	3.75	-	
Total Budgeted FTE	7.75	7.75	-	7.75	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

MUSEUM OF RIVERSIDE						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
530500 - Facilities and Operations						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
6090 Museum Maintenance Worker	1.00	1.00	-	1.00	-	
6120 Exhibition Designer	1.00	1.00	-	1.00	-	
6128 Associate Education Curator (Science)	1.00	1.00	-	1.00	-	
6130 Education Curator	1.00	1.00	-	1.00	-	
6140 Collections Registrar	1.00	1.00	-	1.00	-	
6160 Museum Curator	3.00	3.00	-	3.00	-	
6170 Curatorial Services Manager	1.00	1.00	-	1.00	-	
6195 Museum Director	1.00	1.00	-	1.00	-	
8125 Project Coordinator	1.00	1.00	-	1.00	-	
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	13.00	13.00	-	13.00	-	
0025 Office Specialist	0.50	0.50	-	0.50	-	
Half-Time Benefitted Total	0.50	0.50	-	0.50	-	
530500 - Facilities and Operations Total	13.50	13.50	-	13.50	-	
Total Budgeted FTE	13.50	13.50	-	13.50	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
520000 - Administration						
0082 Senior Office Specialist	1.00	-	(1.00)	-	-	(3)
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
0460 Accounting Technician	1.00	1.00	-	1.00	-	
6511 Deputy Parks, Recreation & Community Services Director	1.00	2.00	1.00	2.00	-	(6)
6520 Parks, Recreation & Community Services Director	1.00	1.00	-	1.00	-	
7855 Transportation & Trails Coordinator	1.00	1.00	-	1.00	-	
7860 Park Planner (Designer)	1.00	1.00	-	1.00	-	
8131 Project Manager	1.00	1.00	-	1.00	-	
8133 Principal Project Manager	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	11.00	11.00	-	11.00	-	
520000 - Administration Total	11.00	11.00	-	11.00	-	
520020 - Administration - Special Transit Services						
0025 Office Specialist	1.00	-	(1.00)	-	-	(4b)
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(4b)
3930 Senior Mini-Bus Driver / Dispatcher-Scheduler	1.00	1.00	-	1.00	-	
3940 Mini-Bus Driver / Dispatcher-Scheduler	5.00	5.00	-	5.00	-	
3950 Mini-Bus Driver	33.00	33.00	-	33.00	-	
6430 Special Transit Supervisor	2.00	2.00	-	2.00	-	
6431 Special Transit Manager	-	1.00	1.00	1.00	-	(4a)
8440 Management Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	-	(1.00)	-	-	(4a)
Full-Time Benefitted Total	44.00	44.00	-	44.00	-	
3950 Mini-Bus Driver	4.25	4.25	-	4.25	-	
Part-Time Non-Benefitted Total	4.25	4.25	-	4.25	-	
520020 - Administration - Special Transit Services Total	48.25	48.25	-	48.25	-	
520500 - Recreation						
0025 Office Specialist	-	1.00	1.00	1.00	-	(5)
6420 Recreation Services Coordinator	16.00	16.00	-	16.00	-	
6480 Recreation Supervisor	5.00	5.00	-	5.00	-	
6490 Recreation Superintendent	1.00	-	(1.00)	-	-	(6)
8757 Lead Outreach Worker	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	23.00	23.00	-	23.00	-	
6380 Assistant Recreation Coordinator	5.25	5.25	-	5.25	-	
3/4 Time - Benefitted Total	5.25	5.25	-	5.25	-	
6380 Assistant Recreation Coordinator	4.00	3.50	(0.50)	3.50	-	(5)

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT

Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
8756 Outreach Worker	1.50	1.50	-	1.50	-	
Half-Time Benefitted Total	5.50	5.00	(0.50)	5.00	-	
2930 General Service Worker	2.25	1.25	(1.00)	1.25	-	(2)
6260 Lifeguard / Instructor	11.05	11.05	-	11.05	-	
6280 Pool Manager	2.04	2.04	-	2.04	-	
6285 Assistant Aquatics Coordinator	1.09	1.09	-	1.09	-	
6350 Recreation Leader	46.02	46.02	-	46.02	-	
6380 Assistant Recreation Coordinator	1.87	1.87	-	1.87	-	
6580 Instructor	4.28	4.28	-	4.28	-	
Part-Time Non-Benefitted Total	68.60	67.60	(1.00)	67.60	-	
520500 - Recreation Total	102.35	100.85	(1.50)	100.85	-	

521500 - Parks						
0460 Accounting Technician	-	1.00	1.00	1.00	-	(3)
2985 Park Maintenance Worker II	10.00	10.00	-	10.00	-	
3005 Park Maintenance Specialist	5.00	5.00	-	5.00	-	
3015 Park Supervisor	3.00	3.00	-	3.00	-	
3020 Park Maintenance Crew Leader	3.00	3.00	-	3.00	-	
3025 Park Superintendent	1.00	1.00	-	1.00	-	
3035 Landscape Maintenance Inspector	3.00	3.00	-	3.00	-	
4370 Maintenance Electrician	2.00	2.00	-	2.00	-	
4440 Air Conditioning Technician	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	30.00	31.00	1.00	31.00	-	
2930 General Service Worker	8.00	8.00	-	8.00	-	
2985 Park Maintenance Worker II	3.00	3.00	-	3.00	-	
2995 Weekend Crew Supervisor	2.25	2.25	-	2.25	-	
Part-Time Non-Benefitted Total	13.25	13.25	-	13.25	-	
521500 - Parks Total	43.25	44.25	1.00	44.25	-	

521540 - Fairmount Park Golf Course						
6350 Recreation Leader	0.75	0.75	-	0.75	-	
6380 Assistant Recreation Coordinator	0.75	0.75	-	0.75	-	
3/4 Time - Benefitted Total	1.50	1.50	-	1.50	-	
6580 Instructor	2.25	1.50	(0.75)	1.50	-	(1)
Part-Time Non-Benefitted Total	2.25	1.50	(0.75)	1.50	-	
521540 - Fairmount Park Golf Course Total	3.75	3.00	(0.75)	3.00	-	

523000 - Bourns Youth Innovation Center						
6420 Recreation Services Coordinator	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
6350 Recreation Leader	2.13	1.00	(1.13)	1.00	-	(2), (7a)
6580 Instructor	2.13	1.25	(0.88)	1.25	-	(1), (7b), (7c)
Part-time Non-Benefitted Total	4.26	2.25	(2.01)	2.25	-	
6380 Assistant Recreation Coordinator	0.50	0.50	-	0.50	-	
Half-Time Benefitted Total	0.50	0.50	-	0.50	-	
523000 - Bourns Youth Innovation Center Total	5.76	3.75	(2.01)	3.75	-	
Total Budgeted FTE	214.36	211.10	(3.26)	211.10	-	

SUMMARY OF CHANGES

The department's staffing levels decreased by a net 3.26 FTE in the FY 2022/23 Budget. Fiscal Year 2020/21 Measure Z carryovers funded 4.26 FTE in FY 2021/22, the department has also restructured their personnel needs and will add two (2) 0.50 FTEs to the General Fund.

POSITION CHANGES

Internal transfer

- (1) Transfer from Fairmont Park Golf Course (521540) to Youth Innovation Center (523000): Instructor (0.75 FTE).
- (2) Transfer from Recreation (520500) to Youth Innovation Center (523000): General Service Worker (1.00 FTE).
- (3) Transfer from Administration (520000) to Parks 521500): Senior Office Specialist (1.00 FTE) to Accounting Technician (1.00 FTE).

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reallocation of vacant positions to areas of greater need.

- (4) Administration - Special Transit Services (520020):
 - a. Senior Administrative Analyst (1.00 FTE) to Special Transit Manager (1.00 FTE), reclassification approved in FY 2020/21
 - b. Office Specialist (1.00 FTE) to Senior Office Specialist (1.00 FTE)
- (5) Recreation (520500): Reclassify and increase Assistant Recreation Coordinator (0.50 FTE) to Office Specialist (1.00 FTE).
- (6) Recreation (520500): Reclassify and reallocate Recreation Superintendent (1.00 FTE) to Administration (520000): Deputy Parks and Recreation Community Services Director (1.00 FTE).

Position additions/deletions:

- (7) Bourns Youth Innovation Center (523000):
 - a. Delete Recreation Leader (2.13 FTE) funded by Measure Z
 - b. Delete Instructor (2.13 FTE) funded by Measure Z
 - c. Add Instructor (0.50 FTE)

POLICE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
310000 - Office of the Chief						
0347 Administrative Assistant	1.00	-	(1.00)	-	-	(2)
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
2260 Police Detective	2.00	2.00	-	2.00	-	
2300 Police Sergeant	4.00	3.00	(1.00)	3.00	-	(7)
2320 Police Lieutenant	1.00	1.00	-	1.00	-	
2356 Deputy Police Chief	2.00	2.00	-	2.00	-	
2360 Police Chief	1.00	1.00	-	1.00	-	
2670 Police Administrative Specialist	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	14.00	12.00	(2.00)	12.00	-	
310000 - Office of the Chief Total	14.00	12.00	2.00)	12.00	-	
310100 - Community Services Bureau						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(3)
0347 Administrative Assistant	1.00	1.00	-	1.00	-	
2240 Police Officer	6.00	6.00	-	6.00	-	
2300 Police Sergeant	-	1.00	1.00	1.00	-	(7)
2320 Police Lieutenant	1.00	1.00	-	1.00	-	
2571 Police Service Representative	3.00	1.00	(2.00)	1.00	-	(5), (9)
2673 Police Program Coordinator	1.00	1.00	-	1.00	-	
9241 Programmer Analyst	-	1.00	1.00	1.00	-	(9)
9245 Senior Programmer Analyst	-	1.00	1.00	1.00	-	(6)
Full-Time Benefitted Total	12.00	14.00	2.00	14.00	-	
310100 - Community Services Bureau Total	12.00	14.00	2.00	14.00	-	
310200 - Support Services						
0082 Senior Office Specialist	3.00	3.00	-	3.00	-	
2240 Police Officer	6.00	6.00	-	6.00	-	
2260 Police Detective	1.00	1.00	-	1.00	-	
2300 Police Sergeant	2.00	2.00	-	2.00	-	
2320 Police Lieutenant	2.00	2.00	-	2.00	-	
2340 Police Captain	1.00	1.00	-	1.00	-	
2571 Police Service Representative	3.00	3.00	-	3.00	-	
2600 Range Master	1.00	1.00	-	1.00	-	
2605 Assistant Range Master	0.75	0.75	-	0.75	-	
2650 Police Property Specialist	6.00	6.00	-	6.00	-	
2655 Police Records Specialist	26.00	26.00	-	26.00	-	
2663 Police Records / Information Manager	1.00	1.00	-	1.00	-	
2670 Police Administrative Specialist	2.00	2.00	-	2.00	-	
2675 Police Program Supervisor	6.00	6.00	-	6.00	-	
2700 Police Records System Analyst	1.00	1.00	-	1.00	-	

POLICE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9530 Administrative Analyst	-	1.00	1.00	1.00	-	(1)
Full-Time Benefitted Total	61.75	62.75	1.00	62.75	-	
2430 Police Cadet	7.00	7.00	-	7.00	-	
9300 Extra Help	1.25	1.25	-	1.25	-	
Part-Time Non-Benefitted Total	8.25	8.25	-	8.25	-	
310200 - Support Services Total	70.00	71.00	1.00	71.00	-	
310500 - Administrative Services						
0082 Senior Office Specialist	2.00	1.00	(1.00)	1.00	-	(3)
0410 Account Clerk II	3.00	2.00	(1.00)	2.00	-	(8b)
0430 Senior Account Clerk	-	1.00	1.00	1.00	-	(8b)
0465 Accounting Technician	1.00	1.00	-	1.00	-	
2675 Police Program Supervisor	1.00	1.00	-	1.00	-	
2860 Custodian	7.00	7.00	-	7.00	-	
8280 Senior Accountant	1.00	1.00	-	1.00	-	
8450 Senior Management Analyst	2.00	1.00	(1.00)	1.00	-	(8a)
8460 Principal Management Analyst	-	1.00	1.00	1.00	-	(8a)
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9574 Police Administrator	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	19.00	18.00	(1.00)	18.00	-	
310500 - Administrative Services Total	19.00	18.00	(1.00)	18.00	-	
311000 - Communications						
2300 Police Sergeant	1.00	-	(1.00)	-	-	(4)
2490 Public Safety Dispatcher I	4.00	4.00	-	4.00	-	
2493 Public Safety Dispatcher II	49.00	49.00	-	49.00	-	
2510 Public Safety Communications Supervisor	7.00	7.00	-	7.00	-	
2515 Police Communications System Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	62.00	61.00	(1.00)	61.00	-	
311000 - Communications Total	62.00	61.00	(1.00)	61.00	-	
311500 - Field Operations						
0082 Senior Office Specialist	2.00	2.00	-	2.00	-	
0347 Administrative Assistant	-	1.00	1.00	1.00	-	(2)
2240 Police Officer	205.00	225.00	20.00	225.00	-	(10a)
2260 Police Detective	7.00	7.00	-	7.00	-	
2300 Police Sergeant	28.00	31.00	3.00	31.00	-	(4),(10b)
2320 Police Lieutenant	8.00	8.00	-	8.00	-	
2340 Police Captain	1.00	1.00	-	1.00	-	
2571 Police Service Representative	4.00	5.00	1.00	5.00	-	(5)
2673 Police Program Coordinator	1.00	1.00	-	1.00	-	

POLICE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9530 Administrative Analyst	1.00	-	(1.00)	-	-	(1)
Full-Time Benefitted Total	257.00	281.00	24.00	281.00	-	
311500 - Field Operations Total	257.00	281.00	24.00	281.00	-	
312000 - Aviation						
2240 Police Officer	1.00	1.00	-	1.00	-	
2280 Police Pilot	5.00	5.00	-	5.00	-	
2300 Police Sergeant	1.00	1.00	-	1.00	-	
5450 Senior Aviation Mechanic	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
312000 - Aviation Total	9.00	9.00	-	9.00	-	
312500 - Special Operations						
2240 Police Officer	39.00	39.00	-	39.00	-	
2260 Police Detective	15.00	15.00	-	15.00	-	
2300 Police Sergeant	7.00	7.00	-	7.00	-	
2320 Police Lieutenant	5.00	5.00	-	5.00	-	
2340 Police Captain	1.00	1.00	-	1.00	-	
2571 Police Service Representative	4.00	4.00	-	4.00	-	
9137 Crime Analyst	3.00	3.00	-	3.00	-	
9139 Supervising Crime Analyst	1.00	1.00	-	1.00	-	
9245 Senior Programmer Analyst	1.00	-	(1.00)	-	-	(6)
2573 Park and Neighborhood Specialist	20.00	20.00	-	20.00	-	(11)
Full-Time Benefitted Total	96.00	95.00	(1.00)	95.00	-	
312500 - Special Operations Total	96.00	95.00	(1.00)	95.00	-	
313000 - Central Investigations						
2240 Police Officer	1.00	1.00	-	1.00	-	
2260 Police Detective	25.00	25.00	-	25.00	-	
2300 Police Sergeant	4.00	4.00	-	4.00	-	
2320 Police Lieutenant	1.00	1.00	-	1.00	-	
2340 Police Captain	1.00	1.00	-	1.00	-	
2571 Police Service Representative	3.00	3.00	-	3.00	-	
2615 Senior Forensic Specialist	3.00	3.00	-	3.00	-	
2620 Supervising Forensic Specialist	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	39.00	39.00	-	39.00	-	
313000 - Central Investigations Total	39.00	39.00	-	39.00	-	
313500 - Special Investigations						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
2240 Police Officer	1.00	1.00	-	1.00	-	
2260 Police Detective	19.00	19.00	-	19.00	-	
2300 Police Sergeant	3.00	3.00	-	3.00	-	

POLICE DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
2320 Police Lieutenant	1.00	1.00	-	1.00	-	
2571 Police Service Representative	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	26.00	26.00	-	26.00	-	
313500 - Special Investigations Total	26.00	26.00	-	26.00	-	
Total Budgeted FTE	604.00	626.00	22.00	626.00	-	

SUMMARY OF CHANGES

Staffing levels increased by 22.00 FTE from the previous budget period.

POSITION CHANGE

Internal Transfers

- (1) Transfer from Field Operations (311500) to Support Services (310200): Administrative Analyst (1.00 FTE).
- (2) Transfer from Office of the Chief (310000) to Field Operations (311500): Administrative Assistant (1.00 FTE).
- (3) Transfer from Administrative Services (310500) to Community Services Bureau (310100): Senior Office Specialist (1.00 FTE).
- (4) Transfer from Communications 311000) to Field Operations (311500): Police Sergeant (1.00 FTE).
- (5) Transfer from Community Services Bureau (310100) to Field Operations (311500): Police Service Representative (1.00 FTE).
- (6) Transfer from Special Operations (312500) to Community Services Bureau (310100): Senior Programmer Analyst (1.00 FTE).
- (7) Transfer from Office of the Chief (310000) to Community Services Bureau (310100): Police Sergeant (1.00 FTE).

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (8) Administrative Services (310500):
 - a. Senior Management Analyst (1.00 FTE) to Principal Management Analyst (1.00 FTE)
 - b. Account Clerk II (1.00 FTE) to Senior Account Clerk (1.00 FTE)
- (9) Community Services Bureau (310100): Police Services Representative (1.00 FTE) to Programmer Analyst (1.00 FTE).

Position additions/deletions/changes:

- (10) On May 3, 2022, the City Council approved the addition of Measure Z spending items #39 and #49 with the following new positions - Field Operations (311500):
 - a. Add Police Officers (20.00 FTE)
 - b. Add Police Sergeant (2.00 FTE)
- (11) Special Operations (312500): Correcting job code and title from 2655 - Park & Community Safety Specialist to 2573 - Park and Neighborhood Specialist.

PUBLIC LIBRARY						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
513000 - Administration						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(1)
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
0430 Senior Account Clerk	1.00	1.00	-	1.00	-	
6035 Assistant Library Director	1.00	1.00	-	1.00	-	
6040 Library Director	1.00	1.00	-	1.00	-	
8450 Senior Management Analyst	1.00	1.00	-	1.00	-	
9165 Library Digital Systems Specialist	1.00	-	(1.00)	-	-	(2)
9261 Business Systems Analyst	-	1.00	1.00	1.00	-	(2)
9571 Administrative Services Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	7.00	8.00	1.00	8.00	-	
513000 - Administration Total	7.00	8.00	1.00	8.00	-	
513500 - Neighborhood Services						
0082 Senior Office Specialist	1.00	-	(1.00)	-	-	(1)
5785 Library Assistant	19.00	19.00	-	19.00	-	
5825 Library Technician	9.00	9.00	-	9.00	-	
5865 Library Associate	14.00	14.00	-	14.00	-	
5915 Librarian	7.00	7.00	-	7.00	-	
9982 General Service Worker	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	51.00	50.00	(1.00)	50.00	-	
5785 Library Assistant	1.00	1.00	-	1.00	-	
Half-Time Benefitted Total	1.00	1.00	-	1.00	-	
5785 Library Assistant	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total	1.00	1.00	-	1.00	-	
513500 - Neighborhood Services Total	53.00	52.00	(1.00)	52.00	-	
Total Budgeted FTE	60.00	60.00	-	60.00	-	

SUMMARY OF CHANGES

Staffing levels are unchanged from the previous budget period.

POSITION CHANGES

Internal Transfer:

- (1) Transfer from Neighborhood Services (513500) to Administration (513000): Senior Office Specialist (1.00 FTE).

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (2) Administration (513000): Library Digital Systems Specialist (1.00 FTE) to Business Systems Analyst (1.00 FTE).

PUBLIC UTILITIES DEPARTMENT - ADMINISTRATION						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
600000 - Management Services						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0345 Administrative Assistant	5.00	6.00	1.00	6.00	-	(1)
0360 Executive Assistant	1.00	1.00	-	1.00	-	
0450 Senior Accounting Technician	1.00	1.00	-	1.00	-	
0460 Accounting Technician	1.00	1.00	-	1.00	-	
6985 Building Services Project Coordinator	1.00	1.00	-	1.00	-	
7420 Utilities General Manager	1.00	1.00	-	1.00	-	
7424 Utilities Assistant General Manager / Energy Delivery	1.00	1.00	-	1.00	-	
7436 Utilities Assistant General Manager / Water Delivery	1.00	1.00	-	1.00	-	
8260 Accountant II	2.00	2.00	-	2.00	-	
8280 Senior Accountant	2.00	2.00	-	2.00	-	
8366 Utilities Assistant General Manager / Resources	1.00	1.00	-	1.00	-	
8376 Utilities Assistant General Manager - Finance / Administration	1.00	1.00	-	1.00	-	
8389 Utilities Analyst	1.00	1.00	-	1.00	-	
8393 Utilities Senior Analyst	4.00	3.00	(1.00)	3.00	-	(5)
8394 Utilities Principal Analyst	3.00	4.00	1.00	4.00	-	(5)
8398 Utilities Fiscal Manager	3.00	3.00	-	3.00	-	
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	34.00	35.00	1.00	35.00	-	
9950 Technical Intern	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total	1.00	1.00	-	1.00	-	
600000 - Management Services Total	35.00	36.00	1.00	36.00	-	
600300 - Office of Operational Technology						
9239 Innovation & Technology Officer II	1.00	-	(1.00)	-	-	(2)
9244 Chief Innovation Security Officer	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	1.00	(1.00)	1.00	-	
600300 - Office of Operational Technology Total	2.00	1.00	(1.00)	1.00	-	
600400 - Business Support						
9176 Senior Network Support Specialist	1.00	1.00	-	1.00	-	
9256 Business Systems Manager I	-	1.00	1.00	1.00	-	(4a)
9257 Senior Business Systems Analyst	4.00	4.00	-	4.00	-	
9261 Business Systems Analyst	-	2.00	2.00	2.00	-	(4b)
9262 Business Systems Support Technician	3.00	1.00	(2.00)	1.00	-	(4b)
9265 Business Systems Manager II	1.00	1.00	-	1.00	-	

PUBLIC UTILITIES DEPARTMENT - ADMINISTRATION						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9266 Principal Business Systems Analyst	1.00	-	(1.00)	-	-	(4a)
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	11.00	11.00	-	11.00	-	
600400 - Business Support Total	11.00	11.00	-	11.00	-	
600500 - Utility Billing						
0610 Utilities Customer Service Representative II	11.00	11.00	-	11.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	13.00	13.00	-	13.00	-	
600500 - Utility Billing Total	13.00	13.00	-	13.00	-	
600700 - Safety						
6765 Senior Engineering Aide	-	1.00	1.00	1.00	-	(3b)
8131 Project Manager	-	1.00	1.00	1.00	-	(3a)
8654 Utilities Safety & Training Manager	1.00	1.00	-	1.00	-	
8655 Safety Specialist	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	4.00	2.00	4.00	-	
600700 - Safety Total	2.00	4.00	2.00	4.00	-	
601000 - Field Services						
0650 Utilities Customer Service Supervisor	2.00	1.00	(1.00)	1.00	-	(6)
0670 Utilities Field Services Assistant	7.00	7.00	-	7.00	-	
0680 Utilities Meter Reader	16.00	16.00	-	16.00	-	
0810 Utilities Senior Field Services Technician	14.00	14.00	-	14.00	-	
0831 Utilities Field Services Manager	-	1.00	1.00	1.00	-	(6)
Full-Time Benefitted Total	39.00	39.00	-	39.00	-	
601000 - Field Services Total	39.00	39.00	-	39.00	-	
601500 - Customer Service						
0345 Administrative Assistant	1.00	-	(1.00)	-	-	(1)
0610 Utilities Customer Service Representative II	39.00	39.00	-	39.00	-	
0613 Utilities Customer Service Representative III	5.00	5.00	-	5.00	-	
0650 Utilities Customer Service Supervisor	4.00	4.00	-	4.00	-	
0891 Utilities Customer Service Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	50.00	49.00	(1.00)	49.00	-	
601500 - Customer Service Total	50.00	49.00	(1.00)	49.00	-	
601531 - 311 Call Center						
0610 Utilities Customer Service Representative II	11.00	11.00	-	11.00	-	

PUBLIC UTILITIES DEPARTMENT - ADMINISTRATION						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
0613 Utilities Customer Service Representative III	2.00	2.00	-	2.00	-	
0650 Utilities Customer Service Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	14.00	14.00	-	14.00	-	
601531 - 311 Call Center Total	14.00	14.00	-	14.00	-	
602000 - Customer Engagement						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0345 Administrative Assistant	1.00	-	(1.00)	-	-	(7a)
0610 Utilities Customer Service Representative II	1.00	3.00	2.00	3.00	-	(7a), (7b)
0613 Utilities Customer Service Representative III	1.00	-	(1.00)	-	-	(7b)
0650 Utilities Customer Service Supervisor	1.00	1.00	-	1.00	-	
1040 Utilities Information Assistant	4.00	2.00	(2.00)	2.00	-	(7c)
1065 Utilities Programs & Services Representative	1.00	3.00	2.00	3.00	-	(7c)
1070 Utilities Senior Programs & Services Representative	6.00	6.00	-	6.00	-	
1073 Utilities Principal Programs & Services Representative	3.00	3.00	-	3.00	-	
1079 Utilities Public Benefits / Customer Relations Manager	1.00	1.00	-	1.00	-	
8386 Utilities Customer Communications Coordinator	1.00	1.00	-	1.00	-	
8440 Management Analyst	1.00	-	(1.00)	-	-	(7d)
8450 Senior Management Analyst	-	1.00	1.00	1.00	-	(7d)
Full-Time Benefitted Total	22.00	22.00	-	22.00	-	
602000 - Customer Engagement Total	22.00	22.00	-	22.00	-	
602500 - Legislative and Regulatory Risk						
7521 Utilities Power Resources Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
602500 - Legislative and Regulatory Risk Total	1.00	1.00	-	1.00	-	
Total Budgeted FTE	189.00	190.00	1.00	190.00	-	

SUMMARY OF CHANGES

The department initiated minor organizational changes that resulted in a net increase of 1.00 FTE in the FY 2022/23 Budget.

POSITION CHANGES

Internal Transfers

- (1) Transfer from Customer Service (601500) to Management Services (600000): Administrative Assistant (1.00 FTE) Senior Administrative Assistant (1.00 FTE) to Executive Assistance (1.00 FTE).

(2) Transfer from Office of Operational Technology (600300) to Electric Power Supply Operations (612000): Innovation & Technology Officer II (1.00 FTE) to Senior Geographic Information Systems Analyst (1.00 FTE).

(3) Transfer from Water Production & Operations (620000) to Safety (600700):

- a. Project Manager (1.00 FTE)
- b. Senior Engineering Aide (1.00 FTE)

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

(4) Business Support (600400):

- a. Principal Business Systems Analyst (1.00 FTE) to Business Systems Manager I (1.00 FTE)
- b. Business Systems Support Technician (2.00 FTE) to Business Systems Analyst (2.00 FTE)

(5) Management Services (600000): Utilities Senior Analyst (1.00 FTE) to Utilities Principal Analyst (1.00 FTE).

(6) Field Services (601000): Utilities Customer Service Supervisor (1.00 FTE) to Utilities Field Services Manager (1.00 FTE).

(7) Customer Engagement (602000):

- a. Administrative Assistant (1.00 FTE) to Utilities Customer Service Representative II (1.00 FTE)
- b. Utilities Customer Service Representative III (1.00 FTE) to Utilities Customer Service Representative II (1.00 FTE)
- c. Utilities Information Assistant (2.00 FTE) to Utilities Programs & Services Representative (2.00 FTE)
- d. Management Analyst (1.00 FTE) to Senior Management Analyst (1.00 FTE)

PUBLIC UTILITIES DEPARTMENT - ELECTRIC						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
610000 - Operations						
0082 Senior Office Specialist	2.00	1.00	(1.00)	1.00	-	(1)
4700 Utilities Electric Supervisor	1.00	1.00	-	1.00	-	
4720 Utilities Electric Superintendent	3.00	3.00	-	3.00	-	
4745 Utilities Electric Meter Shop Assistant	2.00	4.00	2.00	4.00	-	(7b)
4765 Utilities Electric Meter Technician	12.00	10.00	(2.00)	10.00	-	(7b)
4860 Utilities Electric Power System Dispatcher II	9.00	13.00	4.00	13.00	-	(5), (9b)
4875 Utilities Dispatch Supervisor	1.00	1.00	-	1.00	-	
4876 Utilities Dispatch Superintendent	1.00	-	(1.00)	-	-	(2d)
5000 Utilities Transformer Technician II	-	1.00	1.00	1.00	-	(7a)
5020 Utilities Substation Electrician	13.00	13.00	-	13.00	-	
5060 Utilities Substation Test Technician	7.00	7.00	-	7.00	-	
5061 Utilities Substation Test Supervisor	1.00	1.00	-	1.00	-	
5100 Utilities Substation Construction Supervisor	3.00	3.00	-	3.00	-	
5120 Utilities Electric Operations Manager	1.00	1.00	-	1.00	-	
7040 SCADA System Supervisor	1.00	1.00	-	1.00	-	
7140 Principal Engineer	1.00	-	(1.00)	-	-	(2a)
7180 Utilities Senior Electrical Engineer	2.00	1.00	(1.00)	1.00	-	(2b)
8131 Project Manager	1.00	-	(1.00)	-	-	(4)
8132 Senior Project Manager	1.00	-	(1.00)	-	-	(2c)
8389 Utilities Analyst	1.00	-	(1.00)	-	-	(7a)
8394 Utilities Principal Analyst	1.00	1.00	-	1.00	-	
9176 Senior Network Support Specialist	1.00	1.00	-	1.00	-	
9230 Senior Systems Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	67.00	65.00	(2.00)	65.00	-	
4860 Utilities Electric Power System Dispatcher II	0.50	-	(0.50)	-	-	(9a)
Part-Time Non-Benefitted Total	0.50	-	(0.50)	-	-	
610000 - Operations Total	67.50	65.00	(2.50)	65.00	-	
610500 - Field Operations						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
3820 Utilities Street Light Maintenance Worker	2.00	2.00	-	2.00	-	
4640 Utilities Power Line Technician	42.00	42.00	-	42.00	-	
4660 Utilities Electric Troubleshooter	4.00	4.00	-	4.00	-	
4700 Utilities Electric Supervisor	11.00	11.00	-	11.00	-	
4711 Utilities Electric Field Manager	1.00	1.00	-	1.00	-	
4720 Utilities Electric Superintendent	2.00	2.00	-	2.00	-	
7590 Construction Inspector II	2.00	2.00	-	2.00	-	
7610 Senior Construction Inspector	1.00	1.00	-	1.00	-	
9257 Senior Business Systems Analyst	1.00	1.00	-	1.00	-	

PUBLIC UTILITIES DEPARTMENT - ELECTRIC

Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9530 Administrative Analyst	3.00	3.00	-	3.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	71.00	71.00	-	71.00	-	
610500 - Field Operations Total	71.00	71.00	-	71.00	-	
611000 - Energy Delivery Engineering						
0082 Senior Office Specialist	3.00	3.00	-	3.00	-	
4720 Utilities Electric Superintendent	-	1.00	1.00	1.00	-	(2d)
6755 Engineering Aide	7.00	7.00	-	7.00	-	
6765 Senior Engineering Aide	11.00	11.00	-	11.00	-	
6865 Utilities Supervising Engineering Technician (Electric)	5.00	5.00	-	5.00	-	
6875 Engineering Technician	9.00	8.00	(1.00)	8.00	-	(8a)
6895 Utilities Senior Engineering Technician (Electric)	7.00	6.00	(1.00)	6.00	-	(8c)
7140 Principal Engineer	6.00	6.00	-	6.00	-	(2a), (8b)
7175 Utilities Electrical Engineer	4.00	6.00	2.00	6.00	-	(8a), (8c)
7180 Utilities Senior Electrical Engineer	14.00	15.00	1.00	15.00	-	(2b)
7191 Utilities Electrical Engineering Manager	1.00	1.00	-	1.00	-	
8132 Senior Project Manager	-	1.00	1.00	1.00	-	(2c)
9264 Senior Geographic Information Systems (GIS) Analyst	-	1.00	1.00	1.00	-	(8b)
9530 Administrative Analyst	2.00	2.00	-	2.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	70.00	74.00	4.00	74.00	-	
9950 Technical Intern	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total	1.00	1.00	-	1.00	-	
611000 - Energy Delivery Engineering Total	71.00	75.00	4.00	75.00	-	
612000 - Power Supply Operations						
0650 Utilities Customer Service Supervisor	1.00	-	(1.00)	-	-	(6b)
7235 Utilities Power Scheduler / Trader	14.00	12.00	(2.00)	12.00	-	(6c)
7245 Utilities Resources Analyst	2.00	2.00	-	2.00	-	
7246 Utilities Senior Resources Analyst	15.00	14.00	(1.00)	14.00	-	(6d)
7247 Utilities Principal Resources Analyst	7.00	8.00	1.00	8.00	-	(6c), (6e)
7521 Utilities Power Resources Manager	4.00	4.00	-	4.00	-	
8132 Senior Project Manager	-	1.00	1.00	1.00	-	(6d)
8133 Principal Project Manager	1.00	2.00	1.00	2.00	-	(6e)
8394 Utilities Principal Analyst	1.00	1.00	-	1.00	-	
9261 Business Systems Analyst	-	1.00	1.00	1.00	-	(6a)
9264 Senior Geographic Information Systems (GIS) Analyst	1.00	3.00	2.00	3.00	-	(3), (4)

PUBLIC UTILITIES DEPARTMENT - ELECTRIC						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9530 Administrative Analyst	1.00	1.00	-	1.00	-	(6a), (6b)
Full-Time Benefitted Total	47.00	49.00	2.00	49.00	-	
9950 Technical Intern	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted	1.00	1.00	-	1.00	-	
612000 - Power Supply Operations Total	48.00	50.00	2.00	50.00	-	
612013 - Riverside Energy Resource Center (RERC) Generating Plant						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
1130 Inventory Control Specialist	1.00	1.00	-	1.00	-	
4708 Utilities Generation Manager	1.00	1.00	-	1.00	-	
4715 Utilities Generation Operations & Maintenance Supervisor	1.00	1.00	-	1.00	-	
5030 Utilities Generation Technician	4.00	4.00	-	4.00	-	
5031 Utilities Senior Generation Technician	1.00	1.00	-	1.00	-	
5035 Utilities Generation Test Technician	2.00	2.00	-	2.00	-	
5040 Utilities Senior Generation Test Technician	1.00	1.00	-	1.00	-	
7245 Utilities Resources Analyst	1.00	1.00	-	1.00	-	
7246 Utilities Senior Resources Analyst	1.00	1.00	-	1.00	-	
7411 Utilities Generation Plant Manager	1.00	1.00	-	1.00	-	
9230 Senior Systems Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	17.00	17.00	-	17.00	-	
612013 - Riverside Energy Resource Center (RERC) Generating Plant Total	17.00	17.00	-	17.00	-	
612014 - Clearwater Generating Plant						
5030 Utilities Generation Technician	2.00	2.00	-	2.00	-	
5031 Utilities Senior Generation Technician	1.00	1.00	-	1.00	-	
5035 Utilities Generation Test Technician	1.00	1.00	-	1.00	-	
7411 Utilities Generation Plant Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
612014 - Clearwater Generating Plant Total	5.00	5.00	-	5.00	-	
Total Budgeted FTE	279.50	283.00	3.50	283.00	-	

SUMMARY OF CHANGES

The department initiated minor organizational changes that resulted in a net increase of 3.50 FTE in the FY 2022/23 Budget.

POSITION CHANGES

Interdepartmental Transfers

- (1) Transfer out (1.00 FTE) from Riverside Public Utilities - Electric (610000) to the Finance Department - Purchasing Central Stores (231520): Senior Office Specialist (1.00 FTE).

Internal Transfers

- (2) Transfer from Operations (610000) to Energy Delivery Engineering (611000):
 - a. Principal Engineer (1.00 FTE)
 - b. Utilities Senior Electrical Engineer (1.00 FTE)
 - c. Senior Project Manager (1.00 FTE)
 - d. Utilities Dispatch Superintendent (1.00 FTE) to Utilities Electric Superintendent (1.00 FTE)
- (3) Transfer from Office of Operational Technology (600300) to Electric Power Supply Operations (612000): Innovation & Technology Officer II (1.00 FTE) to Senior Geographic Information Systems Analyst (1.00 FTE).
- (4) Transfer from Electric Operations (610000) to Electric Power Supply Operations (612000): Project Manager (1.00 FTE) to Senior Geographic Information Systems Analyst (1.00 FTE).
- (5) Transfer from Water - Production & Operation (620000) to Electric - Operations (610000): Utilities Electric Power System Dispatcher II (2.00 FTE).

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (6) Electric Power Supply Operation (612000):
 - a. Administrative Analyst (1.00 FTE) to Business Systems Analyst (1.00 FTE)
 - b. Utilities Customer Service Supervisor (1.00 FTE) to Administrative Analyst (1.00 FTE)
 - c. Utilities Power Scheduler/Trader (2.00 FTE) to Utilities Principal Resource Analyst (2.00 FTE)
 - d. Utilities Senior Resource Analyst (1.00 FTE) to Senior Project Manager (1.00 FTE)
 - e. Utilities Principal Resource Analyst (1.00 FTE) to Principal Project Manager (1.00 FTE)
- (7) Electric Operations (610000):
 - a. Utilities Analyst (1.00 FTE) to Utilities Transformer Technician II (1.00 FTE)
 - b. Utilities Electric Meter Technician (2.00 FTE) to Utilities Electric Meter Shop Assistant (2.00 FTE)
- (8) Energy Delivery Engineering (611000):
 - a. Engineering Technician (1.00 FTE) to Utilities Electric Engineer (1.00 FTE)
 - b. Principal Engineer (1.00 FTE) to Senior Geographic Information Systems Analyst (1.00 FTE)
 - c. Utilities Senior Engineering Technician (1.00 FTE) to Utilities Electrical Engineer (1.00 FTE)

Position additions/deletions:

- (9) Operations (610000):
 - a. Delete Utilities Electric Power System Dispatcher II (0.50 FTE)
 - b. Add Utilities Electric Power System Dispatcher II (2.00 FTE)

PUBLIC UTILITIES DEPARTMENT - WATER						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
620000 - Production and Operations						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
2801 Utilities Landscape & Maintenance Contract Administrator	1.00	1.00	-	1.00	-	
3670 Utilities Water Operations & Maintenance Supervisor	1.00	1.00	-	1.00	-	
3740 Utilities Water Superintendent	2.00	2.00	-	2.00	-	
4280 Utilities Water System Operator II	7.00	9.00	2.00	9.00	-	(5b)
4300 Utilities Senior Water System Operator	1.00	1.00	-	1.00	-	
4320 Utilities Water Control System Technician	3.00	3.00	-	3.00	-	
4330 Utilities Water System Operations Manager	1.00	1.00	-	1.00	-	
4337 Utilities Water Quality Technician	2.00	3.00	1.00	3.00	-	(5c)
4371 Utilities Water Maintenance Electrician	3.00	3.00	-	3.00	-	
4391 Utilities Water Maintenance Painter	1.00	1.00	-	1.00	-	
4860 Utilities Electric Power System Dispatcher II	2.50	-	(2.50)	-	-	(2), (5a)
5485 Utilities Water Maintenance Mechanic	3.00	3.00	-	3.00	-	
6765 Senior Engineering Aide	1.00	-	(1.00)	-	-	(1b)
6875 Engineering Technician	4.00	4.00	-	4.00	-	
6895 Utilities Senior Engineering Technician (Electric)	2.00	2.00	-	2.00	-	
7040 SCADA System Supervisor	-	1.00	1.00	1.00	-	(5d)
7246 Utilities Senior Resources Analyst	1.00	1.00	-	1.00	-	
7247 Utilities Principal Resources Analyst	1.00	1.00	-	1.00	-	
8131 Project Manager	1.00	-	(1.00)	-	-	(1a)
8389 Utilities Analyst	1.00	1.00	-	1.00	-	
9230 Senior Systems Analyst	1.00	1.00	-	2.00	1.00	(5e)
Full-Time Benefitted Total	40.50	40.00	(0.50)	41.00	1.00	
620000 - Production and Operations Total	40.50	40.00	(0.50)	41.00	1.00	
620500 - Field Operations						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
3620 Utilities Water Field Helper	16.00	16.00	-	16.00	-	
3660 Utilities Water Works Pipefitter	34.00	34.00	-	34.00	-	
3680 Utilities Water Utility Troubleshooter	4.00	4.00	-	4.00	-	
3720 Utilities Water Supervisor	10.00	10.00	-	10.00	-	
3740 Utilities Water Superintendent	2.00	2.00	-	2.00	-	
4010 Utility Equipment Operator	4.00	4.00	-	4.00	-	
4255 Utilities Water Meter Technician II	5.00	5.00	-	5.00	-	
5580 Utilities Welder / Pipe Fitter	2.00	2.00	-	2.00	-	

PUBLIC UTILITIES DEPARTMENT - WATER

Job Code and Position Title		Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
5590	Utilities Assistant Shop, Tool & Fabrication Technician	1.00	1.00	-	1.00	-	
5600	Utilities Shop, Tool & Fabrication Technician	1.00	1.00	-	1.00	-	
6765	Senior Engineering Aide	1.00	-	(1.00)	-	-	(3)
8389	Utilities Analyst	1.00	1.00	-	1.00	-	
8393	Utilities Senior Analyst	1.00	1.00	-	1.00	-	
8394	Utilities Principal Analyst	1.00	1.00	-	1.00	-	
9100	Utilities Data Control Clerk	2.00	2.00	-	2.00	-	
9259	Geographic Information Systems (GIS) Analyst	-	1.00	1.00	1.00	-	(3)
9530	Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total		87.00	87.00	-	87.00	-	
620500 - Field Operations		87.00	87.00	-	87.00	-	
621000 - Engineering & Resources							
0345	Administrative Assistant	-	1.00	1.00	1.00	-	(4b)
0610	Utilities Customer Service Representative II	1.00	-	(1.00)	-	-	(4b)
1070	Utilities Senior Programs & Services Representative	1.00	1.00	-	1.00	-	
6765	Senior Engineering Aide	1.00	1.00	-	1.00	-	
6875	Engineering Technician	3.00	3.00	-	3.00	-	
7140	Principal Engineer	4.00	4.00	-	4.00	-	
7155	Utilities Associate Water Engineer	7.00	7.00	-	7.00	-	
7160	Utilities Senior Water Engineer	8.00	8.00	-	8.00	-	
7193	Engineering Manager	2.00	2.00	-	2.00	-	
7246	Utilities Senior Resources Analyst	1.00	1.00	-	1.00	-	
7590	Construction Inspector II	2.00	2.00	-	2.00	-	
7610	Senior Construction Inspector	1.00	1.00	-	1.00	-	
7631	Chief Construction Inspector	1.00	1.00	-	1.00	-	
8131	Project Manager	1.00	1.00	-	1.00	-	
8133	Principal Project Manager	1.00	1.00	-	1.00	-	
8440	Management Analyst	-	1.00	1.00	1.00	-	(4a)
9130	Data Technician	1.00	-	(1.00)	-	-	(4a)
9264	Senior Geographic Information Systems (GIS) Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total		36.00	36.00	-	36.00	-	
9950	Technical Intern	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total		1.00	1.00	-	1.00	-	
621000 - Engineering Total		37.00	37.00	-	37.00	-	
Total Budgeted FTE		164.50	164.00	(0.50)	165.00	1.00	

SUMMARY OF CHANGES

The department initiated minor organizational changes that resulted in a net decrease of 0.50 FTE in year one and an increase of 1.00 FTE in year two of the FY 2022-2024 Budget.

POSITION CHANGES

Internal Transfers

- (1) Transfer from Water Production & Operations (620000) to Safety (600700):
 - a. Project Manager (1.00 FTE)
 - b. Senior Engineering Aide (1.00 FTE)
- (2) Transfer from Water - Production & Operation (620000) to Electric - Operations (610000): Utilities Electric Power System Dispatcher II (2.00 FTE).

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (3) Water Field Operations (620500): Senior Engineering Aide (1.00 FTE) to Geographic Information Systems Analyst (1.00 FTE)
- (4) Engineering & Resources (621000):
 - a. Data Technician (1.00 FTE) to Management Analyst (1.00 FTE)
 - b. Utilities Customer Service Representative II 1.00 FTE) to Administrative Assistant (1.00 FTE)

Position additions/deletions:

- (5) Water Production & Operations (620000):
 - a. Delete Electric Power Systems Dispatcher II (0.50 FTE)
 - b. Add Utilities Water System Operator II (2.00 FTE)
 - c. Add Utilities Water Quality Technician (1.00 FTE)
 - d. Add SCADA System Supervisor (1.00 FTE)
 - e. Add Senior System Analyst (1.00 FTE) in FY 2023/24

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
410000 - Administration						
0345 Administrative Assistant	1.00	1.00	-	1.00	-	
0353 Senior Administrative Assistant	1.00	1.00	-	1.00	-	
2580 Emergency Services Coordinator	1.00	-	(1.00)	-	-	(3)
7213 Deputy Public Works Director/City Engineer	1.00	1.00	-	1.00	-	
7217 Deputy Public Works Director - Field Operations	1.00	1.00	-	1.00	-	
7400 Public Works Director	1.00	1.00	-	1.00	-	
8460 Principal Management Analyst	2.00	2.00	-	2.00	-	
8656 Safety Coordinator	-	1.00	1.00	1.00	-	(3)
9580 Fiscal Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
410000 - Administration Total	9.00	9.00	-	9.00	-	
411000 - Streets - Administration						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
3365 Senior Field Services Operations Manager	1.00	1.00	-	1.00	-	
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
411000 - Streets - Administration Total	3.00	3.00	-	3.00	-	
411010 - Streets - Maintenance						
3210 Sign Technician	1.00	1.00	-	1.00	-	
3215 Senior Sign Technician	1.00	1.00	-	1.00	-	
3230 Vector Control Technician	2.00	2.00	-	2.00	-	
3240 Street Maintenance Worker	8.00	8.00	-	8.00	-	
3260 Street Maintenance Specialist	18.00	18.00	-	18.00	-	
3266 Graffiti Education Coordinator	1.00	1.00	-	1.00	-	
3290 Street Maintenance Crew Leader	4.00	4.00	-	4.00	-	
3310 Street Maintenance Supervisor	5.00	5.00	-	5.00	-	
4000 Heavy Equipment Operator	6.00	6.00	-	6.00	-	
9982 General Service Worker	4.00	4.00	-	4.00	-	
Full-Time Benefitted Total	50.00	50.00	-	50.00	-	
2935 General Service Worker (Reset)	5.00	5.00	-	5.00	-	
Part-Time Non-Benefitted Total	5.00	5.00	-	5.00	-	
411010 - Streets - Maintenance Total	55.00	55.00	-	55.00	-	
411011 - Forestry and Landscape						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
2860 Custodian	1.00	1.00	-	1.00	-	
3035 Landscape Maintenance Inspector	2.00	1.00	(1.00)	1.00	-	(5)
3050 Tree Maintenance Inspector	3.00	3.00	-	3.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
TBD Urban Forestry & Landscape Supervisor (TBD)	-	1.00	1.00	1.00	-	(5)
7867 Urban Forester Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	8.00	8.00	-	8.00	-	
411011 - Forestry and Landscape Total	8.00	8.00	-	8.00	-	
411030 - Storm Drain Maintenance						
3128 Wastewater Collection System Technician I	-	3.00	3.00	3.00	-	(4a), (4b)
3130 Wastewater Collection System Technician II	1.00	1.00	-	1.00	-	
3240 Street Maintenance Worker	2.00	-	(2.00)	-	-	(4a)
3260 Street Maintenance Specialist	1.00	-	(1.00)	-	-	(4b)
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
411030 - Storm Drain Maintenance Total	4.00	4.00	-	4.00	-	
411040 - Signals Maintenance						
5190 Traffic Signal Technician II	4.00	4.00	-	4.00	-	
5211 Traffic Signal Maintenance Supervisor	1.00	1.00	-	1.00	-	
6765 Senior Engineering Aide	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
411040 - Signals Maintenance Total	6.00	6.00	-	6.00	-	
411500 - City Engineering Services						
0920 Development Services Representative III	2.00	1.00	(1.00)	1.00	-	(6a)
6765 Senior Engineering Aide	3.00	3.00	-	3.00	-	
6820 Survey Party Chief	1.00	1.00	-	1.00	-	
6841 Surveyor	1.00	1.00	-	1.00	-	
6875 Engineering Technician	2.00	2.00	-	2.00	-	
6885 Senior Engineering Technician (Civil)	5.00	5.00	-	5.00	-	
6955 Building Permit Technician	-	1.00	1.00	1.00	-	(6a)
7120 Associate Engineer	6.00	6.00	-	6.00	-	
7130 Senior Engineer	1.00	3.00	2.00	3.00	-	(6b), (8)
7140 Principal Engineer	3.00	2.00	(1.00)	2.00	-	(6b)
7193 Engineering Manager	2.00	2.00	-	2.00	-	
7590 Construction Inspector II	11.00	11.00	-	11.00	-	
7610 Senior Construction Inspector	1.00	1.00	-	1.00	-	
7631 Chief Construction Inspector	1.00	1.00	-	1.00	-	
7636 Construction Contracts Administrator	1.00	1.00	-	1.00	-	
9372 Construction Project Manager	2.00	2.00	-	2.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	43.00	44.00	1.00	44.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
411500 - City Engineering Services Total	43.00	44.00	1.00	44.00	-	
412000 - Traffic Engineering						
6875 Engineering Technician	1.00	1.00	-	1.00	-	
6885 Senior Engineering Technician (Civil)	1.00	1.00	-	1.00	-	
7120 Associate Engineer	1.00	1.00	-	1.00	-	
7121 Associate Traffic Engineer	1.00	1.00	-	1.00	-	
7140 Principal Engineer	1.00	1.00	-	1.00	-	
7210 City Traffic Engineer	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
412000 - Traffic Engineering Total	6.00	6.00	-	6.00	-	
Total Public Works Administration / Public Services	134.00	135.00	1.00	135.00	-	
412500 - Sewer Systems - Administration and Regulatory Compliance						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
0410 Account Clerk II	1.00	-	(1.00)	-	-	(7)
0460 Accounting Technician	-	1.00	1.00	1.00	-	(7)
4150 Wastewater Operations Manager	3.00	3.00	-	3.00	-	
4186 Wastewater Resources Analyst	2.00	2.00	-	2.00	-	
7218 Deputy Public Works Director - Wastewater Systems	1.00	1.00	-	1.00	-	
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
8648 Safety Officer	1.00	1.00	-	1.00	-	
9264 Senior Geographic Information Systems (GIS) Analyst	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	14.00	14.00	-	14.00	-	
412500 - Sewer Systems - Administration and Regulatory Compliance Total	14.00	14.00	-	14.00	-	
412510 - Sewer - Collection Systems Maintenance						
3130 Wastewater Collection System Technician II	11.00	11.00	-	11.00	-	
3170 Wastewater Collection System Crew Leader	3.00	3.00	-	3.00	-	
3174 Senior Wastewater Collection System Technician	1.00	1.00	-	1.00	-	
3185 Wastewater Maintenance Scheduler	1.00	1.00	-	1.00	-	
4000 Heavy Equipment Operator	1.00	1.00	-	1.00	-	
4150 Wastewater Operations Manager	1.00	1.00	-	1.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
5505 Wastewater Mechanical Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	19.00	19.00	-	19.00	-	
412510 - Sewer - Collection Systems Maintenance Total	19.00	19.00	-	19.00	-	
412520 - Sewer Systems - Treatment						
4112 Wastewater Plant Operator III	16.00	16.00	-	16.00	-	
4125 Wastewater Operations Dispatcher	4.00	4.00	-	4.00	-	
4130 Senior Wastewater Plant Operator	6.00	6.00	-	6.00	-	
4140 Wastewater Plant Supervisor	3.00	3.00	-	3.00	-	
Full-Time Benefitted Total	29.00	29.00	-	29.00	-	
412520 - Sewer Systems - Treatment Total	29.00	29.00	-	29.00	-	
412530 - Sewer Systems - Environmental Compliance						
7670 Environmental Compliance Inspector II	7.00	7.00	-	7.00	-	
7675 Senior Environmental Compliance Inspector	2.00	2.00	-	2.00	-	
7681 Environmental Compliance Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	10.00	10.00	-	10.00	-	
412530 - Sewer Systems - Environmental Compliance Total	10.00	10.00	-	10.00	-	
412540 - Sewer Systems - Plant Maintenance						
2910 Maintenance Worker I	2.00	2.00	-	2.00	-	
3185 Wastewater Maintenance Scheduler	1.00	1.00	-	1.00	-	
5490 Wastewater Maintenance Mechanic	12.00	12.00	-	12.00	-	
5500 Senior Wastewater Maintenance Mechanic	2.00	2.00	-	2.00	-	
5505 Wastewater Mechanical Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	18.00	18.00	-	18.00	-	
412540 - Sewer Systems - Plant Maintenance Total	18.00	18.00	-	18.00	-	
412541 - Sewer Systems - Electrical and Instruments						
3185 Wastewater Maintenance Scheduler	1.00	1.00	-	1.00	-	
4420 Plant and Equipment Electrician	3.00	3.00	-	3.00	-	
4470 Wastewater Electrical and Instrumentation Supervisor	1.00	1.00	-	1.00	-	(1)
5230 Instrument Technician	3.00	3.00	-	3.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
5240 Senior Instrument Technician	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
412541 - Sewer Systems - Electrical and Instruments Total	9.00	9.00	-	9.00	-	
412542 - Sewer Systems - SCADA						
4120 Wastewater Control Systems Technician	1.00	1.00	-	1.00	-	
7035 Senior SCADA System Technician	1.00	1.00	-	1.00	-	
7041 SCADA System Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
412542 - Sewer Systems - SCADA Total	3.00	3.00	-	3.00	-	
412543 - Sewer Systems - Warehouse						
1130 Inventory Control Specialist	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
412543 - Sewer Systems - Warehouse Total	2.00	2.00	-	2.00	-	
412550 - Sewer Systems - Laboratory Services						
8025 Laboratory Analyst III	4.00	4.00	-	4.00	-	
8030 Laboratory Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	5.00	5.00	-	5.00	-	
412550 - Sewer Systems - Laboratory Services Total	5.00	5.00	-	5.00	-	
412590 - Sewer Systems - Capital Engineering Services						
7120 Associate Engineer	3.00	3.00	-	3.00	-	
7130 Senior Engineer	1.00	1.00	-	1.00	-	
7140 Principal Engineer	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
412590 - Sewer Systems - Capital Engineering Services Total	6.00	6.00	-	6.00	-	
412591 - Sewer Systems - Plant Construction Support						
7610 Senior Construction Inspector	1.00	1.00	-	1.00	-	
9372 Construction Project Manager	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
412591 - Sewer Systems - Plant Construction Support Total	2.00	2.00	-	2.00	-	
Total Sewer Systems	117.00	117.00	-	117.00	-	
413000 - Solid Waste - Administration						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
3361 Field Services Operations Manager	1.00	1.00	-	1.00	-	
9530 Administrative Analyst	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
413000 - Solid Waste - Administration Total	4.00	4.00	-	4.00	-	
413010 - Solid Waste - Collections						
3240 Street Maintenance Worker	1.00	1.00	-	1.00	-	
3390 Solid Waste Operator	11.00	11.00	-	11.00	-	
3400 Senior Solid Waste Operator	27.00	27.00	-	27.00	-	
3410 Solid Waste Collection Supervisor I	2.00	2.00	-	2.00	-	
3421 Solid Waste Collection Supervisor II	1.00	1.00	-	1.00	-	
9982 General Service Worker	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	44.00	44.00	-	44.00	-	
2995 Weekend Crew Supervisor	1.00	1.00	-	1.00	-	
Part-Time Non-Benefitted Total	1.00	1.00	-	1.00	-	
413010 - Solid Waste - Collections Total	45.00	45.00	-	45.00	-	
413040 - Solid Waste - Street Sweeping						
3260 Street Maintenance Specialist	2.00	2.00	-	2.00	-	
3290 Street Maintenance Crew Leader	1.00	1.00	-	1.00	-	
3310 Street Maintenance Supervisor	1.00	1.00	-	1.00	-	
4030 Street Sweeper Operator	7.00	7.00	-	7.00	-	
Full-Time Benefitted Total	11.00	11.00	-	11.00	-	
2935 General Service Worker (Reset)	2.00	2.00	-	2.00	-	
Part-Time Non-Benefitted Total	2.00	2.00	-	2.00	-	
413040 - Solid Waste - Street Sweeping Total	13.00	13.00	-	13.00	-	
Total Solid Waste Refuse	62.00	62.00	-	62.00	-	
414020 - NPDES - Urban Run-Off						
4186 Wastewater Resources Analyst	1.00	1.00	-	1.00	-	
7682 Environmental Services Manager	-	1.00	1.00	1.00	-	(2)
7695 Environmental Services Coordinator	1.00	-	(1.00)	-	-	(2)
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
414020 - NPDES - Urban Run-Off Total	2.00	2.00	-	2.00	-	
Total NPDES	2.00	2.00	-	2.00	-	
415000 - Public Parking						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	

PUBLIC WORKS DEPARTMENT						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
9504 Public Parking Services Manager	1.00	1.00	-	1.00	-	
9540 Senior Administrative Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	3.00	3.00	-	3.00	-	
415000 - Public Parking Total	3.00	3.00	-	3.00	-	
415100 - Parking Enforcement						
0082 Senior Office Specialist	1.00	2.00	1.00	2.00	-	(9)
2421 Parking Control Representative	13.00	13.00	-	13.00	-	
2422 Senior Parking Control Representative	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	15.00	16.00	1.00	16.00	-	
415100 - Parking Enforcement Total	15.00	16.00	1.00	16.00	-	
Total Public Parking	18.00	19.00	1.00	19.00	-	
Total Budgeted FTE	333.00	335.00	2.00	335.00	-	

SUMMARY OF CHANGES

The department's staffing levels increased by 2.00 FTE in the FY 2022/23 Budget with an addition of a position in the Public Parking Fund and the General Fund.

POSITION CHANGES

Title Changes

- (1) Sewer Systems - Electrical and Instrumentation (412541) - Title change for Job Code 4470 from Wastewater Electrical Supervisor to Wastewater Electrical and Instrumentation Supervisor.

Position reclassifications may occur during the fiscal year due to a review of incumbent duties or due to the reclassification of vacant positions to areas of greater need.

- (2) NPDES - Urban Run-Off (414020): Environmental Service Coordinator (1.00 FTE) to Environmental Services Manager (1.00 FTE), reclassification approved in FY 2020/21.
- (3) Administration (410000): Emergency Services Coordinator (1.00 FTE) to Safety Coordinator (1.00 FTE), reclassification approved October 2021.
- (4) Storm Drain Maintenance (411030):
 - a. Street Maintenance Worker (2.00 FTE) to Wastewater Collection System Technician I (2.00 FTE)
 - b. Street Maintenance Specialist (1.00 FTE) to Wastewater Collection System Technician I (1.00 FTE)
- (5) Forestry & Landscape (411011): Landscape Maintenance Inspector (1.00 FTE) to Urban Forestry & Landscape Supervisor (1.00 FTE).
- (6) City Engineering Services (411500):
 - a. Development Services Representative III (1.00 FTE) to Building Permit Technician (1.00 FTE)
 - b. Principal Engineer (1.00 FTE) to Senior Engineer (1.00 FTE)
- (7) Sewer System - Administration and Regulatory Compliance (412500): Account Clerk II (1.00 FTE) to Accounting Technician (1.00 FTE).

Position additions:

- (8) City Engineering Services (411500): Add Senior Engineer (1.00 FTE).
- (9) Parking Enforcement (415100): Add Senior Office Specialist (1.00 FTE).

MEASURE Z POSITIONS

Measure Z positions are funded by the 1¢ transaction and use tax approved by Riverside voters in November 2017 to maintain services and fund critical needs. Two schedules are provided to enhance transparency of Measure Z-funded positions: By Spending Item, and By Department.

The following table lists personnel by Spending Item, corresponding to the Measure Z Five-Year Plan beginning on page 44. Note that the Five-Year Plan spending items may include funding for non-personnel costs in addition to the funding for the positions listed below.

Measure Z Positions by Spending Item						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
#5 - Additional Sworn Police Positions						
2240 Police Officer	53.00	53.00	-	53.00	-	
2260 Police Detective	2.00	2.00	-	2.00	-	
2300 Police Sergeant	5.00	5.00	-	5.00	-	
Full-Time Benefitted Total	60.00	60.00	-	60.00	-	
#5 - Additional Sworn Police Positions Total	60.00	60.00	-	60.00	-	
#6 - Public Safety Non-Sworn Positions & Recruitment Costs						
0082 Senior Office Specialist	3.00	3.00	-	3.00	-	
2605 Assistant Range Master	0.75	0.75	-	0.75	-	
2655 Police Records Specialist	4.00	4.00	-	4.00	-	
2860 Custodian	1.00	1.00	-	1.00	-	
8720 Senior Human Resources Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.75	9.75	-	9.75	-	
9300 Extra Help	1.25	1.25	-	1.25	-	
Part-Time Non-Benefitted Total	1.25	1.25	-	1.25	-	
#6 - Public Safety Non-Sworn Positions & Recruitment Costs Total	11.00	11.00	-	11.00	-	
#8 - Additional Dispatchers						
2493 Public Safety Dispatcher II	8.00	8.00	-	8.00	-	
2510 Public Safety Communications Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
#8 - Additional Dispatchers Total	9.00	9.00	-	9.00	-	
#9 - Maintain Firefighter Staffing Level						
2040 Firefighters (S)	20.00	6.00	(14.00)	6.00	-	(1)
Full-Time Benefitted Total	20.00	6.00	(14.00)	6.00	-	
#9 - Maintain Firefighter Staffing Level Total	20.00	6.00	(14.00)	6.00	-	
#10 - Reinstatement of Fire Captains (Training and Arson)						
2100 Fire Captain	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
#10 - Reinstatement of Fire Captains (Training and Arson) Total	2.00	2.00	-	2.00	-	

Measure Z Positions by Spending Item						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
#11 - Reinstatement of Battalion Chief						
2125 Fire Battalion Chief (D)	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
#11 - Reinstatement of Battalion Chief Total	1.00	1.00	-	1.00	-	
#16 - Additional Fleet Mechanics for Police Department						
5340 Senior Mechanic	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
#16 - Additional Fleet Mechanics for Police Department Total	2.00	2.00	-	2.00	-	
#17 - Additional Fleet Mechanics for Fire Department Total						
5345 Fire Mechanic	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
#17 - Additional Fleet Mechanics for Fire Department Total	2.00	2.00	-	2.00	-	
#21 - Principal Analyst - City Manager's Office						
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
#21 - Principal Analyst - City Manager's Office Total	1.00	1.00	-	1.00	-	
#31 - Ward Action Team - City Attorney's Office						
0310 Legal Secretary	1.00	1.00	-	1.00	-	
8922 Deputy City Attorney II	1.00	-	(1.00)	-	-	(2)
8923 Senior Deputy City Attorney	-	1.00	1.00	1.00	-	(2)
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
#31 - Ward Action Team - City Attorney's Office Total	2.00	2.00	-	2.00	-	
#33 - Technology Improvements						
9252 Innovation & Technology Analyst II	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
#33 - Technology Improvements Total	1.00	1.00	-	1.00	-	
#34 - 4-Person Staffing on Fire Trucks						
2040 Firefighter (S)	6.00	6.00	-	6.00	-	
Full-Time Benefitted Total	6.00	6.00	-	6.00	-	
#34 - 4-Person Staffing on Fire Trucks Total	6.00	6.00	-	6.00	-	

Measure Z Positions by Spending Item						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
#38 - Bourns Family Youth Innovation Center						
6350 Recreation Leader	2.13	-	(2.13)	-	-	(3)
6580 Instructor	2.13	-	(2.13)	-	-	(4)
Part-Time Non-Benefitted Total	4.26	-	(4.26)	-	-	
#38 - Bourns Family Youth Innovation Center Total	4.26	-	(4.26)	-	-	
#39 - Public Safety Engagement Team Urban						
2240 Police Officers	-	4.00	4.00	4.00	-	(5)
2930 General Service Worker	5.00	5.00	-	5.00	-	
2985 Park Maintenance Worker II	3.00	3.00	-	3.00	-	
3015 Park Supervisor	1.00	1.00	-	1.00	-	
7450 Code Enforcement Officer II	3.00	8.00	5.00	8.00	-	(5)
8756 Outreach Workers	-	6.00	6.00	6.00	-	(5)
Full-Time Benefitted Total	12.00	27.00	15.00	27.00	-	
#39 - Public Safety Engagement Team Urban Total	12.00	27.00	15.00	27.00	-	
#46 - Park and Neighborhood Specialists Program						
2573 Park and Safety Neighborhood Specialist	20.00	20.00	-	20.00	-	
Full-Time Benefitted Total	20.00	20.00	-	20.00	-	
#46 - Park and Neighborhood Specialists Program Total	20.00	20.00	-	20.00	-	
#48 - Office of Homeless Solutions Expansion						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(6)
8110 Project Assistant	-	1.00	1.00	1.00	-	(6)
Full-Time Benefitted Total	-	2.00	2.00	2.00	-	
#48 - Office of Homeless Solutions Expansion Total	-	2.00	2.00	2.00	-	
#49 - Public Safety Engagement Team Wildland						
2100 Fire Captain (D)	-	2.00	2.00	2.00	-	(7)
2240 Police Officer	-	16.00	16.00	16.00	-	(7)
2300 Police Sergeant	-	2.00	2.00	2.00	-	(7)
8756 Outreach Worker	-	8.00	8.00	8.00	-	(7)
Full-Time Benefitted Total	-	28.00	28.00	28.00	-	
#49 - Public Safety Engagement Team Wildland Total	-	28.00	28.00	28.00	-	

Measure Z Positions by Spending Item						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
#51 - Office of Sustainability						
9675 Diversity, Equity, and Inclusion Officer	-	1.00	1.00	1.00	-	(8)
Full-Time Benefitted Total	-	1.00	1.00	1.00	-	
#51 - Office of Sustainability Total	-	1.00	1.00	1.00	-	
Total Budgeted FTE	153.26	181.00	27.74	181.00	-	

SUMMARY OF CHANGES

Staffing levels increased by 27.74 FTE in FY 2022/23.

POSITION CHANGES

- (1) The temporary, one year transfer of Firefighters (14.00 FTE) from the General Fund to Measure Z to meet the Fire Department's General Fund vacancy savings target for FY 2021/22 ended and the positions are transferred back to the General Fund for FY 2022/23.
- (2) Reclassification of a Deputy City Attorney II (1.00 FTE) to a Senior Deputy City Attorney (1.00 FTE).
- (3) Delete Recreation Leader (2.13 FTE): as a result of the COVID-19 Pandemic and closure of the Youth Innovation Center in FY 2020/21, the unused funding allocation carried over to fund this position for FY 2021/22.
- (4) Delete Instructor (2.13 FTE): as a result of the COVID-19 Pandemic and closure of the Youth Innovation Center in FY 2020/21, the unused funding allocation carried over to fund this position for FY 2021/2022.
- (5) On May 3, 2022, the City Council approved the addition of Measure Z spending item #39 with the following new positions: Police Officer (4.00 FTE); Code Enforcement Officer II (5.00 FTE); and, Outreach Workers (6.00 FTE).
- (6) On May 3, 2022, the City Council approved the addition of Measure Z spending item #48 with the following new positions: Senior Office Specialist (1.00 FTE); and, Project Assistant (1.00 FTE).
- (7) On May 3, 2022, the City Council approved the addition of Measure Z spending item #49 with the following new positions: Fire Captain (2.00 FTE) - The job code presented to City Council on June 21, 2022, was 2090 - Fire Captain Suppression, the correct job code is 2100 - Fire Captain Days; Police Officer (16.00 FTE); Police Sergeant (2.00 FTE); and, Outreach Workers (8.00 FTE).
- (8) On May 3, 2022, the City Council approved the addition of Measure Z spending item #51 with the following new position: Diversity, Equity, and Inclusion Officer (1.00 FTE).

Measure Z Positions by Department

Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
City Attorney's Office						
130500 - Community Livability Advocacy						
0310 Legal Secretary	1.00	1.00	-	1.00	-	
8922 Deputy City Attorney II	1.00	-	(1.00)	-	-	(1)
8923 Senior Deputy City Attorney	-	1.00	1.00	1.00	-	(1)
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
130500 - Community Livability Advocacy Total	2.00	2.00	-	2.00	-	
City Manager's Office						
110000 - Administration						
8460 Principal Management Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
110000 - Administration Total	1.00	1.00	-	1.00	-	
118000 - Office of Sustainability						
9675 Diversity, Equity, and Inclusion Officer	-	1.00	1.00	1.00	-	(2)
Full-Time Benefitted Total	-	1.00	1.00	1.00	-	
118000 - Office of Sustainability Total	-	1.00	1.00	1.00	-	
Total City Manager's Office	1.00	2.00	1.00	2.00	-	
Community & Economic Development Department						
284000 - Code Enforcement						
7450 Code Enforcement Officer II	3.00	8.00	5.00	8.00	-	(3)
Full-Time Benefitted Total	3.00	8.00	5.00	8.00	-	
284000 - Code Enforcement Total	3.00	8.00	5.00	8.00	-	
285531 - Outreach Homeless Services						
0082 Senior Office Specialist	-	1.00	1.00	1.00	-	(4)
8110 Project Assistant	-	1.00	1.00	1.00	-	(5)
8756 Outreach Workers	-	14.00	14.00	14.00	-	(6)
Full-Time Benefitted Total	-	16.00	16.00	16.00	-	
285531 - Outreach Homeless Services Total	-	16.00	16.00	16.00	-	
Total Community & Economic Development Department	3.00	24.00	21.00	24.00	-	
Fire Department						
351000 - Operations						
2040 Firefighter (S)	26.00	12.00	(14.00)	12.00	-	(7)
2100 Fire Captain (D)	1.00	3.00	2.00	3.00	-	(8)
Full-Time Benefitted Total	27.00	15.00	(12.00)	15.00	-	
351000 - Operations Total	27.00	15.00	(12.00)	15.00	-	

Measure Z Positions by Department						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
352000 - Training						
2100 Fire Captain (D)	1.00	1.00	-	1.00	-	
2125 Fire Battalion Chief (D)	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
352000 - Training Total	2.00	2.00	-	2.00	-	
Total Fire Department	29.00	17.00	(12.00)	17.00	-	
<u>General Services Department</u>						
221500 - Central Garage						
5340 Senior Mechanic	2.00	2.00	-	2.00	-	
5345 Fire Mechanic	2.00	2.00	-	2.00	-	
Full-Time Benefitted Total	4.00	4.00	-	4.00	-	
221500 - Central Garage Total	4.00	4.00	-	4.00	-	
<u>Human Resources Department</u>						
210000 - Administration						
8720 Senior Human Resource Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
210000 - Administration Total	1.00	1.00	-	1.00	-	
<u>Innovation & Technology Department</u>						
242500 - Cybersecurity						
9252 Innovation and Technology Analyst	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	1.00	1.00	-	1.00	-	
242500 - Cybersecurity Total	1.00	1.00	-	1.00	-	
<u>Parks, Recreation & Community Services Department</u>						
521500 - Parks						
2930 General Service Worker	5.00	5.00	-	5.00	-	
2985 Park Maintenance Worker II	3.00	3.00	-	3.00	-	
3015 Park Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
521500 - Parks Total	9.00	9.00	-	9.00	-	
523000 - Bourns Family Youth Innovation Center						
6350 Recreation Leader	2.13	-	(2.13)	-	-	(9)
6580 Instructor	2.13	-	(2.13)	-	-	(10)
Part-Time Non-Benefitted Total	4.26	-	(4.26)	-	-	
523000 - Bourns Family Youth Innovation Center Total	4.26	-	(4.26)	-	-	
Total Parks, Recreation & Community Services Department	13.26	9.00	(4.26)	9.00	-	

Measure Z Positions by Department						
Job Code and Position Title	Adopted FY 2021/22	Adopted FY 2022/23	Change	Adopted FY 2023/24	Change	Note
Police Department						
310200 - Support Services						
0082 Senior Office Specialist	2.00	2.00	-	2.00	-	
2605 Assistant Range Master	0.75	0.75	-	0.75	-	
2655 Police Record Specialist	4.00	4.00	-	4.00	-	
Full-Time Benefitted Total	6.75	6.75	-	6.75	-	
9300 Extra Help	1.25	1.25	-	1.25	-	
Part-Time Non-Benefitted Total	1.25	1.25	-	1.25	-	
310200 - Support Services Total	8.00	8.00	-	8.00	-	
310500 - Administrative Services						
0082 Senior Office Specialist	1.00	1.00	-	1.00	-	
2860 Custodian	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	2.00	2.00	-	2.00	-	
310500 - Administrative Services Total	2.00	2.00	-	2.00	-	
311000 - Communications						
2493 Public Safety Dispatcher II	8.00	8.00	-	8.00	-	
2510 Public Safety Communications Supervisor	1.00	1.00	-	1.00	-	
Full-Time Benefitted Total	9.00	9.00	-	9.00	-	
311000 - Communications Total	9.00	9.00	-	9.00	-	
311500 - Field Operations						
2240 Police Officer	53.00	73.00	20.00	73.00	-	(11)
2260 Police Detective	2.00	2.00	-	2.00	-	
2300 Police Sergeant	5.00	7.00	2.00	7.00	-	(12)
Full-Time Benefitted Total	60.00	82.00	22.00	82.00	-	
311500 - Field Operations Total	60.00	82.00	22.00	82.00	-	
312500 - Special Operations						
2573 Park and Safety Neighborhood Specialist	20.00	20.00	-	20.00	-	
Full-Time Benefitted Total	20.00	20.00	-	20.00	-	
312500 - Special Operations Total	20.00	20.00	-	20.00	-	
Total Police Department	99.00	121.00	22.00	121.00	-	
Total Budgeted FTE	153.26	181.00	27.74	181.00	-	

SUMMARY OF CHANGES

Staffing levels increase by 27.74 FTE in FY 2022/23.

POSITION CHANGES

- (1) Reclassification from a Deputy City Attorney II to a Senior Deputy City Attorney (1.00 FTE).

- (2) On May 3, 2022, the City Council approved the addition of Measure Z spending item #51 with the following new position: Add Diversity, Equity, and Inclusion Officer (1.00 FTE).
- (3) On May 3, 2022, the City Council approved the addition of Measure Z spending item #39 with the following new positions: Add Code Enforcement Officer II (5.00 FTE).
- (4) On May 3, 2022, the City Council approved the addition of Measure Z spending item #48 with the following new positions: Add Senior Office Specialist (1.00 FTE).
- (5) On May 3, 2022, the City Council approved the addition of Measure Z spending item #48 with the following new positions: Add Project Assistant (1.00 FTE).
- (6) On May 3, 2022, the City Council approved the addition of Measure Z spending items #39 and #49 with the following new positions: Add Outreach Workers (14.00 FTE).
- (7) Temporary, one (1) year transfer of Firefighters (14.00 FTE) from the General Fund to Measure Z to meet the Fire Department's General Fund vacancy savings target for FY 2021/22 ended and transferred back to the General Fund for FY 2022/23.
- (8) On May 3, 2022, the City Council approved the addition of Measure Z spending item #49 with the following new positions: Add Fire Captain (2.00 FTE). The job code presented to City Council on June 21, 2022 was 2090 - Fire Captain Suppression, the correct job code is 2100 - Fire Captain Days.
- (9) Delete Recreation Leader (2.13 FTE); as a result of the COVID-19 Pandemic and closure of the Youth Innovation Center in FY 2020/21, the unused funding allocation carried over to fund this position for FY 2021/2022.
- (10) Delete Instructor (2.13 FTE); as a result of the COVID-19 Pandemic and closure of the Youth Innovation Center in FY 2020/21, the unused funding allocation carried over to fund this position for FY 2021/2022.
- (11) On May 3, 2022, the City Council approved the addition of Measure Z spending items #39 and #49 with the following new positions: Add Police Officers (20.00 FTE).
- (12) On May 3, 2022, the City Council approved the addition of Measure Z spending item #49 with the following new positions: Add Police Sergeant (2.00 FTE).

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DEPARTMENT BUDGET DETAIL



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OVERVIEW

Departmental budget details include the following information for each applicable City department:

- **Department Overview:** Mission and/or vision statements; description of department purpose; goals; accomplishments; and challenges.
- **Department Strategic Goals, Objectives, and Performance Measures:** The City adopted a strategic plan titled *Envision Riverside 2025*. Departmental performance measures and related goals are listed.
- **Department Organization:** Department's summary organization chart. Refer to the *Personnel* section beginning on page 169 for a comprehensive personnel detail and explanation of changes.
- **Budget Overview:** Provides schedules of the department's budget and a summary of significant changes. The department summaries include the total capital budget request but do not list the capital projects to which capital funding will be allocated. Additional details of the FY 2022-2024 Capital Budget can be found in the *Capital Improvement Program Overview* section of this budget document (page 137), and in a separate publication titled *FY 2022-2027 Capital Improvement Program* available at the City's [Budget website](#)²⁶.
- **Division/Program Budgets:** Provides a description of the budgeted divisions/programs within the department, key statistics, and other relevant information.

DEPARTMENT DETAIL PAGE REFERENCES

City Attorney's Office	235
City Clerk's Office	241
City Council	247
City Manager's Office	251
Community & Economic Development Department	261
Finance Department	279
Fire Department	295
General Services Department	307
Human Resources Department	315
Innovation & Technology Department	321
Mayor's Office	331
Museum of Riverside	335
Parks, Recreation & Community Services Department	339
Police Department	349
Public Library	361
Public Utilities Department	367
Public Works Department	385
Non-Departmental	401

²⁶ [RiversideCA.gov/Budget](https://www.RiversideCA.gov/Budget)

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CITY ATTORNEY'S OFFICE



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CITY ATTORNEY'S OFFICE

DEPARTMENT OVERVIEW

MISSION STATEMENT

The Riverside City Attorney's Office is dedicated to providing professional, ethical, high-quality legal services to the City Council, Boards and Commissions, and City staff for the benefit of all. Working as a team with individual strengths and collaborative efforts, we strive to achieve our united goal of serving our community and making the City of Riverside a better place to live, work and play.

PURPOSE

The City Attorney's Office is dedicated to fulfilling our voter approved Charter powers and duties. We attend all City Council and the various Boards, Commissions and Committees meetings. Our team of lawyers represent and advise the City Council and City officers in all legal matters pertaining to their office. We represent and appear for the City in actions or proceedings in which the City is concerned or is a party, and represent and appear for City officers or employees, or former City officers or employees, in all actions and proceedings in which the officer or employee is concerned or is a party for any act arising out of the officer or employee's employment or by reason of such officer or employee's official capacity. We provide a wide range of other legal services including legal advice/opinions, approving as to legal form agreements and bonds, drafting resolutions and ordinances and amendments thereto, and guiding the implementation of the City Council's policy decisions in compliance with local, state, and federal laws, rules, and regulations.



GOALS

Top priorities for the City Attorney's Office include:

- Commitment to advocate for, defend, and protect the City's legal interests and reaching our full potential for the public good.
- Promote good governance by providing training to the Mayor and City Council, Boards, Commissions, Committees, and City Officers regarding legal processes, procedures, and topics relevant to the discharge of their official duties (i.e., the Brown Act, Quasi-Judicial Proceedings, Ethics Code, etc.).
- Support community well-being in Riverside through the Community Livability Program with a focus on quality-of-life concerns by utilizing proven tools, innovative strategies, and dedicated resources, and in appropriate cases, initiate criminal, civil, or administrative actions to support and enhance community safety.
- Be good stewards of City resources by utilizing in-house resources when possible, seeking recovery of attorney's fees and costs in appropriate cases, and proactively working with the City Manager's Office and each department to identify ways to mitigate potential legal risk and exposure.
- Build community trust by promoting good governance, foster professional relationships with those that we serve by facilitating and supporting an open, honest, and transparent government.

ACCOMPLISHMENTS

A few of the recent accomplishments of the City Attorney's Office include:

- *Mohamed Seirafi v. City of Riverside*: The City received a favorable decision in this federal court case arising from a real property development dispute related to a conditionally approved entitlement application, which sought more than \$100 million in damages against the City and a Councilmember.
- *Malya Vance v. City of Riverside*: The City received a favorable decision in this court case arising from a motor vehicle accident at Via Zapata and Canyon Crest Drive, with potential legal damages ranging from \$250,000 to \$500,000, barring the lawsuit against the City.
- *Springbrook Heritage Alliance v. City of Riverside*: The City prevailed at the trial court and at the appellate court in this case alleging that the City failed to comply with the California Environmental Quality Act related to the project for the construction of a warehouse by adopting a Mitigated Negative Declaration instead of preparing an Environmental Impact Report. The City argued that the project's potential environmental effects would be less than significant after implementing mitigation measures and the Mitigated Negative Declaration was appropriate. The parties have since agreed to enter into a settlement agreement, thus dismissing the lawsuit.
- The Municipal Services Division provided legal advice, prepared twelve ordinances and resolutions, and reviewed environmental documents to ensure that the City met its state mandated housing goals in support of the City's effort to adopt a Housing Element component of its General Plan.
- California law aims to connect developers who are interested in building affordable homes on surplus local public land, that is both available and suitable for housing development, with public agencies that have surplus land. The City Attorney's Office Municipal Services Division worked on numerous affordable housing projects to ensure that low income, affordable housing restrictions are appropriately applied to applicable multi-family and single-family homes developments.

CHALLENGES

The City Attorney's Office is addressing several key challenges:

- Strategic Planning that clearly defines our mission, establishes our aspirational vision, sets goals, and formulates an action plan to serve our mission, realize our vision, and accomplish our goals.
- Succession Planning to ensure that we have a cross-trained workforce that will seamlessly continue the operational and specialized functions of the office and leaders that are engaged and prepared to meet the needs and demands of the City.
- Adapting our physical environment and our infrastructure to meet the legal demands and organizational needs. Ensuring that the department has the physical and technological resources necessary to provide exceptional, effective, efficient in-house legal services for the public good.

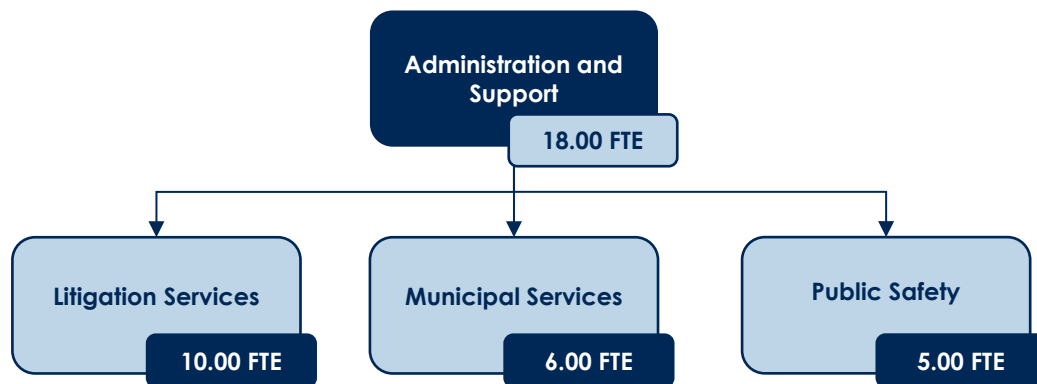
STRATEGIC GOALS AND PERFORMANCE MEASURES

No performance measures were identified for the City Attorney's Office under the City's current strategic plan. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

DEPARTMENT ORGANIZATION



Phaedra Norton – City Attorney



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - City Attorney's Office* on page 175.

BUDGET OVERVIEW

The City Attorney's Office is an internal service department that provides legal services to the entire City. The General Fund cost of the City Attorney's Office is fully allocated to City departments based on caseload and work hours directly attributable to those departments' needs and services.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 6,226,341	\$ 6,469,655	\$ 6,317,584	\$ 6,577,814	\$ 6,748,195	
Non-Personnel	3,587,844	11,184,567	4,317,630	5,734,597	5,845,701	(1)
Special Projects	63,548	7	-	-	-	
Debt Service	34,521	1,718	2,460	2,940	3,370	
Capital Outlay	27,749	-	-	-	-	
Charges From Others	5,698	1,233,250	1,173,846	1,232,632	1,269,900	

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Charges To Others	(424,596)	(1,594,119)	(1,497,107)	(1,566,391)	(1,606,014)	
Total Budget	\$ 9,521,105	\$ 17,295,078	\$ 10,314,413	\$ 11,981,592	\$ 12,261,152	

Budget Summary by Fund

FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 6,002,872	\$ 5,019,745	\$ 5,078,177	\$ 5,295,532	\$ 5,434,455	
110 - Measure Z Fund	295,207	303,969	323,321	335,302	350,282	
630 - Liability Insurance Trust	3,223,026	11,971,364	4,912,915	6,350,758	6,476,415	(1)
Total Budget	\$ 9,521,105	\$ 17,295,078	\$ 10,314,413	\$ 11,981,592	\$ 12,261,152	

SIGNIFICANT CHANGES IN BUDGET

(1) **Non-Personnel / Fund 630 - Liability Insurance Trust:** Increase in FY 2020/21 is due to higher bodily injury claims and a GFT settlement expense of \$24 million.

DIVISION/PROGRAM BUDGETS

The City Attorney's Office operates in a slightly different organizational structure than that represented by the accounting and budget structure, with the Administration overseeing three divisions: Litigation Services, Municipal Services, and Public Safety. The following provides a summary of these divisions.

ADMINISTRATION

Administration includes Litigation, Municipal, and Public Safety Divisions. These divisions provide necessary and critical legal advice to City Council, City officials, and all departments, boards, and commissions on a wide range of municipal issues.

Administration and Support (1300, 1390)

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 5,543,349	\$ 5,632,543	\$ 5,552,591	\$ 5,788,880	\$ 5,925,971
Non-Personnel	645,556	723,967	712,890	751,593	781,297
Debt Service	34,385	-	-	-	-
Capital Outlay	27,749	-	-	-	-
Charges From Others	5,698	5,698	5,698	5,869	6,045
Charges To Others	(424,596)	(1,594,119)	(1,497,107)	(1,566,391)	(1,606,014)
Total General Fund	\$ 5,832,141	\$ 4,768,089	\$ 4,774,072	\$ 4,979,951	\$ 5,107,299
Total Administration and Support	\$ 5,832,141	\$ 4,768,089	\$ 4,774,072	\$ 4,979,951	\$ 5,107,299

MUNICIPAL SERVICES

The Municipal Services Division handles drafting resolutions, ordinances, and contracts; providing advice on public utility issues, land use and planning, development projects, real estate transactions, finance issues, elections, ethics, and conflicts of interest; and defending the City in land use and California Environment Quality Act (CEQA) lawsuits.

PUBLIC SAFETY/COMMUNITY LIVABILITY ADVOCACY

The Community Livability Advocacy Division and Public Safety program contribute to an outstanding quality of life in Riverside by managing neighborhood livability issues. This division closely advises and works with the Riverside Police Department, Riverside Fire Department, and Code Enforcement Division. The division is proud to help shape the future of Riverside by fighting to improve the quality of life in our neighborhoods and interests of residents. Community Livability Advocacy attends community meetings to understand and address the concerns of the residents. The division initiates legal action to protect the community's health, welfare, quality of life, and economic interest.

Community Livability Advocacy (1305)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 106,080	\$ 136,935	\$ 146,250	\$ 153,057	\$ 159,542
Non-Personnel	1,120	114,714	157,855	162,524	167,614
Special Projects	63,531	7	-	-	-
Total General Fund	\$ 170,731	\$ 251,656	\$ 304,105	\$ 315,581	\$ 327,156
110 - MEASURE Z					
Personnel	\$ 291,735	\$ 301,801	\$ 321,221	\$ 332,702	\$347,162
Non-Personnel	3,472	2,168	2,100	2,600	3,120
Total Measure Z	\$ 295,207	\$ 303,969	\$ 323,321	\$ 335,302	\$ 350,282
Total Community Livability Advocacy	\$ 465,938	\$ 555,625	\$ 627,426	\$ 650,883	\$ 677,438

CLAIMS MANAGEMENT

The Claims Management Division and Litigation Services program advocates for the City's interests in claims and lawsuits filed against or on behalf of the City, its officers, employees, and agencies. Providing this service in-house results in not only a cost savings but enables the City to respond to and document alleged dangerous conditions at the very earliest occasion. This helps to reduce payouts on these types of claims. Major services provided by the Litigation Services Team include, but are not limited to, high value personal injury cases, complex civil rights actions, personnel disputes, eminent domain actions, breach of contract, challenges to constitutionality of Riverside's laws, policies and procedures, inverse condemnation cases, and Workers Compensation cases. Lawsuits are litigated in the state and federal trial and appellate courts. Litigators take an aggressive and strategic approach to manage liability and limit the City's financial exposure. At the same time, when liability is clear, as public servants, City attorneys advocate for a fair and just resolution.

Claims Management (1310)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
630 - LIABILITY INSURANCE TRUST					
Personnel	\$ 285,177	\$ 398,376	\$ 297,522	\$ 303,175	\$ 315,520
Non-Personnel	2,937,696	10,343,718	3,444,785	4,817,880	4,893,670
Special Projects	17	-	-	-	-
Debt Service	136	1,718	2,460	2,940	3,370
Charges To Others	-	1,227,552	1,168,148	1,226,763	1,263,855
Total Liability Insurance Trust	\$ 3,223,026	\$ 11,971,364	\$ 4,912,915	\$ 6,350,758	\$ 6,476,415
Total Claims Management	\$ 3,223,026	\$ 11,971,364	\$ 4,912,915	\$ 6,350,758	\$ 6,476,415

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CITY CLERK'S OFFICE



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CITY CLERK'S OFFICE

DEPARTMENT OVERVIEW

MISSION STATEMENT

The City Clerk's Office is committed to providing residents, City Council, City staff, and business partners with accessible and efficient digital services, and online records promoting community trust and equitable public services, while ensuring fiscal responsibility and adapting innovative services to meet the ever-changing needs of the community which supports the City's sustainability and resiliency.

VISION STATEMENT

To offer impartial municipal election services to candidates and voters, provide legislative support to the Mayor and City Council and other legislative bodies in compliance with State and local open meeting laws, and facilitate the public's access to government records and processes.

PURPOSE

The City Clerk's Office serves the public and all City Departments through the administration of legislative processes, election services, and records management. The department supports the City Council and the City's Boards and Commissions.

GOALS

The goals of the City Clerk's Office are:

- Enhance the process of maintaining the official record of all City Council proceedings;
- Complete City's 2022-2023 redistricting plan;
- Expand passport services to increase revenue;
- Extend legislative support to all boards and commissions; and
- Review Citywide document retention schedule.



ACCOMPLISHMENTS

Recent accomplishments of the City Clerk's Office include:

- Transitioned to an appointment system for Passport Services to manage customer traffic.
- Conducted November 2, 2021 election with Measure C on the ballot.
- Provided legislative support to the Charter Review Ad Hoc Committee.
- Service Indicators: Processed over 1,636 public records requests with an average response time of three days for routine requests; received 108 applications for boards and commissions and supported appointment of 26 applicants; executed approximately 1,000 contracts and agreements; processed approximately 6,400 passport applications including 5,000 photos.
- Provided legislative support to four additional boards and commissions totaling seven of the fifteen boards and commissions.

- Completed the Board and Commission Handbook, completed a virtual Board and Commission training, and hosted the Boards and Commissions Recognition and Reception in May 2022 which was suspended in 2020 and 2021 due to the COVID-19 Pandemic.

CHALLENGES

The City Clerk's Office is addressing several challenges:

- Need for additional financial and personnel resources to provide legislative support for City boards and commissions that are currently managed by other City departments.
- Implement the existing document retention schedule for email records.
- Expand and/or re-locate Passport Services.



STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the City Clerk's Office were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the City Clerk's Office and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity





Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	2.4	Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.
	5.3	Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.

PERFORMANCE MEASURES

The department's performance measures with related benchmarks and targets defined under the City's strategic plan are listed below.

GOAL	PERFORMANCE MEASURE	BENCHMARK	TARGET	PROGRESS
2.4	2.4.2 Average time to fulfill public records requests.	4 days in 2020	Maintain below 6 days	2.97 days

GOAL	PERFORMANCE MEASURE	BENCHMARK	TARGET	PROGRESS
5.3	5.3.1	Frequency of external communications by Ward to bring information to residents	Ward newsletters sent monthly; additional updates provided as needed	

DEPARTMENT ORGANIZATION



Donesia Gause – City Clerk



A complete schedule of the department's positions can be viewed at *Personnel - City Clerk's Office* on page 176.

BUDGET OVERVIEW

The City Clerk's Office is an internal service department that supports all City departments. Except for the Passport Acceptance Facility program, the City Clerk is fully allocated to City departments based on criteria that best represent the department's services provided to other City departments.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 1,112,260	\$ 1,198,482	\$ 1,150,947	\$ 1,147,032	\$ 1,179,664	
Non-Personnel	538,533	630,533	822,359	241,854	855,461	(1), (2)
Special Projects	3,062	1,982	14,490	15,000	15,450	
Debt Service	12,894	-	-	-	-	
Charges From Others	85,935	85,576	101,742	105,047	107,734	(2)
Charges To Others	(30,320)	(165,462)	(119,144)	(105,667)	(108,449)	(2)
Total Budget	\$ 1,722,364	\$ 1,751,111	\$ 1,970,394	\$ 1,403,266	\$ 2,049,860	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 – General Fund	\$ 1,722,364	\$ 1,751,111	\$ 1,970,394	\$ 1,377,723	\$ 2,019,524	(1)
110 – Measure Z Fund	-	-	-	25,543	30,336	(2)
Total Budget	\$ 1,722,364	\$ 1,751,111	\$ 1,970,394	\$ 1,403,266	\$ 2,049,860	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 101 – General Fund:** The fluctuation is due to the timing of elections; FY 2022/23 is a non-election year.
- (2) **Non-Personnel, Charges From Others & Charges To Others / Fund 110 – Measure Z Fund:** The increase beginning in FY 2022/23 is due to the shift of oversight of the Budget Engagement Commission budget from the Finance Department, including secretarial duties, publication, and production of meetings.

DIVISION/PROGRAM BUDGETS**ADMINISTRATION**

The Administration Division provides legislative support to the Mayor, City Council, City Boards and Commissions, and general public to ensure compliance of the legislative process with State and Municipal requirements.

Administration 1200, (1290)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,112,260	\$ 1,068,774	\$ 1,000,317	\$ 1,002,915	\$ 1,029,748
Non-Personnel	129,871	150,409	135,629	146,724	153,088
Special Projects	3,062	1,982	14,490	15,000	15,450
Debt Service	12,894	-	-	-	-
Charges From Others	85,935	50,628	66,587	59,735	61,057
Charges To Others	(30,320)	(165,462)	(119,144)	(105,667)	(108,449)
Total General Fund	\$ 1,313,702	\$ 1,106,331	\$ 1,097,879	\$ 1,118,707	\$ 1,150,894
110 – MEASURE Z					
Non-Personnel	\$ -	\$ -	\$ -	\$ 18,500	\$ 23,000
Charges From Others	-	-	-	7,043	7,336
Total Measure Z	\$ -	\$ -	\$ -	\$ 25,543	\$ 30,336
Total Administration	\$ 1,313,702	\$ 1,106,331	\$ 1,097,879	\$ 1,144,250	\$ 1,181,230

ELECTION SERVICES

The Election Services Division administers the City's municipal elections and related activities for candidates and voters to guarantee fair and impartial elections in compliance with State and Municipal requirements.

Election Services (1205)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 364,558	\$ 425,168	\$ 614,110	\$ 120	\$ 600,124
Total General Fund	\$ 364,558	\$ 425,168	\$ 614,110	\$ 120	\$ 600,124
Total Election Services	\$ 364,558	\$ 425,168	\$ 614,110	\$ 120	\$ 600,124

RECORDS MANAGEMENT

The Records Management Division preserves and protects the official records of the City for administrative departments and the public so that they may be guaranteed timely access to public information.

Records Management (1210)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 44,104	\$ 47,304	\$ 50,000	\$ 51,450	\$ 52,994
Total General Fund	\$ 44,104	\$ 47,304	\$ 50,000	\$ 51,450	\$ 52,994
Total Records Management	\$ 44,104	\$ 47,304	\$ 50,000	\$ 51,450	\$ 52,994

PASSPORT SERVICES

The Passport Services Division operates as a Passport Acceptance Facility for the United States Department of State. This division processes passport applications and passport photos for the general public.

Passport Services (1215)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ -	\$ 129,708	\$ 150,630	\$ 144,117	\$ 149,916
Non-Personnel	-	7,652	22,620	25,060	26,255
Charges From Others	-	34,948	35,155	38,269	39,341
Total General Fund	\$ -	\$ 172,308	\$ 208,405	\$ 207,446	\$ 215,512
Total Passport Services	\$ -	\$ 172,308	\$ 208,405	\$ 207,446	\$ 215,512

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CITY COUNCIL



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CITY COUNCIL

DEPARTMENT OVERVIEW

The City Council serves as the elected legislative and policy-making body of the City, enacting all laws and directing any actions necessary to provide for the general welfare of the community. The function of the City Council is established in the City Charter (Section 406) which states: “All powers of the City shall be vested in the City Council except as otherwise provided in this Charter.” Council Member elections are subject to a district system of government with geographical boundaries defined for each of the seven City wards. Each Council Member represents a different ward, ensuring that the citizenry receives equal representation.

CITY'S MISSION STATEMENT

The City of Riverside is committed to providing high-quality municipal services to ensure a safe, inclusive, and livable community.

STRATEGIC GOALS AND PERFORMANCE MEASURES

In 2020, the City Council developed the *Envision Riverside 2025 Strategic Plan*, a five-year plan reflecting the priorities of the City Council and their constituents in this unprecedented time. Refer to Appendix A: *Envision Riverside 2025* for the entire strategic plan.

STRATEGIC PLAN STRUCTURE

The *Envision Riverside 2025 Strategic Plan* is comprised of two components:

1. **City Council Strategic Policy** – This section sets forth the priorities and policy direction of the City Council to advance Riverside's potential and to frame the work efforts of City staff over the next five years. This section includes the Vision, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals.
2. **Operational Workplan** – This section sets forth envisioned actions to be carried out by City staff to implement the City Council Strategic Policy, as well as related metrics to track the trendlines of progress toward achieving City Council priorities. This section includes the Actions and Performance Metrics and will be evaluated by the City Manager on an as-needed basis in conjunction with the City's budget cycle.



DEPARTMENT ORGANIZATION

This department has a total of fourteen personnel: seven Council Members and seven Council Assistants. A complete schedule of the department's positions can be viewed at *Personnel - City Council* on page 177.



BUDGET OVERVIEW

As a department that represents the City as a whole, the City Council Department is fully cost allocated to other departments based on criteria that best represents the activities of the City Council in relation to other City departments.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 1,222,790	\$ 1,121,751	\$ 1,192,835	\$ 1,186,286	\$ 1,201,108	
Non-Personnel	37,302	26,337	84,860	88,944	94,706	
Special Projects	-	-	-	3,704	3,811	(1)
Equipment Outlay	3,091	-	-	-	-	
Debt Service	17,193	-	-	-	-	
Charges From Others	34,186	46,973	46,532	45,976	46,311	
Total Budget	\$ 1,314,562	\$ 1,195,061	\$ 1,324,227	\$ 1,324,910	\$ 1,345,936	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 1,314,562	\$ 1,195,061	\$ 1,324,227	\$ 1,324,910	\$ 1,345,936	(1)
Total Budget	\$ 1,314,562	\$ 1,195,061	\$ 1,324,227	\$ 1,324,910	\$ 1,345,936	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Special Projects / Fund 101 – General Fund:** Model Deaf Community moved from Office of The Mayor to City Council at the request of Councilmember Fierro who oversees this program beginning in FY 2022/23.

DIVISION/PROGRAM BUDGETS

City Council (0200, 0290)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,222,790	\$ 1,121,751	\$ 1,192,835	\$ 1,186,286	\$ 1,201,108
Non-Personnel	37,302	26,337	84,860	88,944	94,706
Special Projects	-	-	-	3,704	3,811
Equipment Outlay	3,091	-	-	-	-
Debt Service	17,193	-	-	-	-
Charges From Others	34,186	46,973	46,532	45,976	46,311
Total General Fund	\$ 1,314,562	\$ 1,195,061	\$ 1,324,227	\$ 1,324,910	\$ 1,345,936
Total City Council	\$ 1,314,562	\$ 1,195,061	\$ 1,324,227	\$ 1,324,910	\$ 1,345,936

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CITY MANAGER'S OFFICE



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CITY MANAGER'S OFFICE

DEPARTMENT OVERVIEW

MISSION STATEMENT

The City Manager's Office provides leadership, direction, and support to City departments in implementing the City Council's strategic policies and priorities, promotes a City organization that is customer- and results-focused in the provision of City services, improves the quality of life of the Riverside community, and promotes economic prosperity and environmental stewardship. Additionally, the City Manager's Office advances policies to promote a respectful workplace that respects diversity, equity, and inclusiveness.



PURPOSE

Section 601 of the Riverside City Charter defines the powers and duties of the City Manager. One of the provisions in this section is for the City Manager to be required to "Prepare the budget annually, submit such budget to the City Council and be responsible for its administration after its adoption." Further, per the provisions of the City Charter, in simple terms, the City Manager's Office carries out the City Council's policies and priorities through strategic, ethical, fiscally responsible, and proactive leadership of the administrative functions of the City organization. The City Manager's Office works in collaboration with all City departments and teams, as well as the community and external agencies, to pursue the City Council's policy direction by developing and implementing solutions and pursuing opportunities that advance quality of life and add to more effective and efficient provision of public services. Through its work, the City Manager's Office seeks to reinforce public trust, uphold public interest, advance public benefit, and accomplish public good.

GOALS

The City Manager's Office carries out City Council policy direction through the City's departments and offices. For this fiscal year, driving goals include:

- Effectively manage the City's fiscal responsibilities, including the long-term stability of the General Fund, through implementation of *Envision Riverside 2025 Strategic Plan* and Priority Based Budgeting.
- Strengthen community well-being and safety, with focus on preventing and reducing homelessness, addressing drug addiction and mental health needs, increasing housing production and affordability, increasing shelter beds and health services, expanding public awareness about homelessness and housing, and building a regional human service infrastructure with other jurisdictions and organizations.
- Prioritize updated and well-maintained infrastructure such as civic parks and buildings through capital replacement and proactive maintenance programs.
- Foster thoughtful economic growth and development and quality of place for the local community through the efficient and cost-effective provision of municipal services that promote neighborhood empowerment, arts, economic innovation, and safety in Riverside's neighborhoods.
- Continue to manifest the Triple Bottom Line (Social Responsibility, Economic Prosperity, Environmental Stewardship) in the form and functions of the City through increased investment and empowerment of the Office of Sustainability in the City Manager's Office.

ACCOMPLISHMENTS

Accomplishments of the City Manager's Office include:

- Effectively implemented a range of public policy, economic development, and outreach responses related to the COVID-19 Pandemic.
- Implemented \$73 million in federal relief funding benefitting local businesses, renters, and agencies providing pandemic relief.
- Received a \$31.2 million grant award from the State of California's Strategic Growth Council for integrated transit, urban greening, and affordable housing in the Eastside neighborhood.
- Established a dedicated Grants Administrator position to focus on the pursuit of grant and alternative funding opportunities, and an Intergovernmental Relations Officer to ensure the City is represented on a broad range of subjects before the State and federal legislative bodies.
- Received a score of 100 out of 100 on the 2021 Municipal Equality Index, a Nationwide Evaluation of Municipal Law (Human Rights Campaign Foundation and Equality Federation Institute).

CHALLENGES

Challenges of the City Manager's Office include:

- Climate change and the impacts of worsening drought conditions, incidence of wildfires, and air pollution on our community.
- Effects of the COVID-19 Pandemic and social stressors on the community.
- Incidence of homelessness and its contributing conditions such as insufficient drug addiction and mental health services, inadequate housing production, and lack of affordable housing.
- Effectively managing organizational workload within the context of available City resources and ensuring equitable benefit within the community.
- Maintaining a motivated, diverse, and well-trained workforce in a dynamic economic environment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the City Manager's Office were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The Office of Homeless Solutions falls under the managerial purview of the City Manager's Office but is budgeted in the Community and Economic Development Department. The performance measures identified for the Office of Homeless Solutions and City Manager's Office and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity



Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	2.2	Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.
	2.3	Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.
	2.4	Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.
	5.2	Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making and ensure services are accessible and distributed equitably throughout all geographic areas of the city.
	5.3	Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.

PERFORMANCE MEASURES

The City Manager's Office performance measures with related benchmarks and targets defined under the City's strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
2.2	2.2.1	Number of homeless individuals identified through the Point in Time (PIT) count.	587	Not defined	No PIT count in 2021
2.2	2.2.2	Number of individuals housed through Tenant Based Rental Assistance	72	Not defined	N/A until end of FY 2021/22
2.2	2.2.3	Number of homeless shelter beds.	169 existing, 51 proposed	Not defined	78 beds
2.2	2.2.4	Percentage of residents who say they are satisfied with the progress the City has made in addressing homelessness.	30.7%	Increase to 40%	Next survey will be conducted in 2022
2.3	2.3.1	Percentage of residents who say they feel a sense of belonging to their community.	84%	90%	Next survey will be conducted in 2022
2.3	2.3.2	Percentage of residents who say they are proud to live in Riverside.	92%	95%	Next survey will be conducted in 2022

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
2.4	2.4.1	Percentage of residents who feel safe to walk in their neighborhood.	70%	75%	Next survey will be conducted in 2022
5.2	5.2.2	Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City.	94%	Maintain at 95% or above	N/A
5.3	5.3.2	Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner.	Question will be added to next Quality of Life survey		Next survey will be conducted in 2022



Oasis Senior Villas, Affordable Housing Community

DEPARTMENT ORGANIZATION

A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - City Manager's Office* on page 178.



Interim City Manager
Michael Moore

ASSISTANT CITY MANAGERS



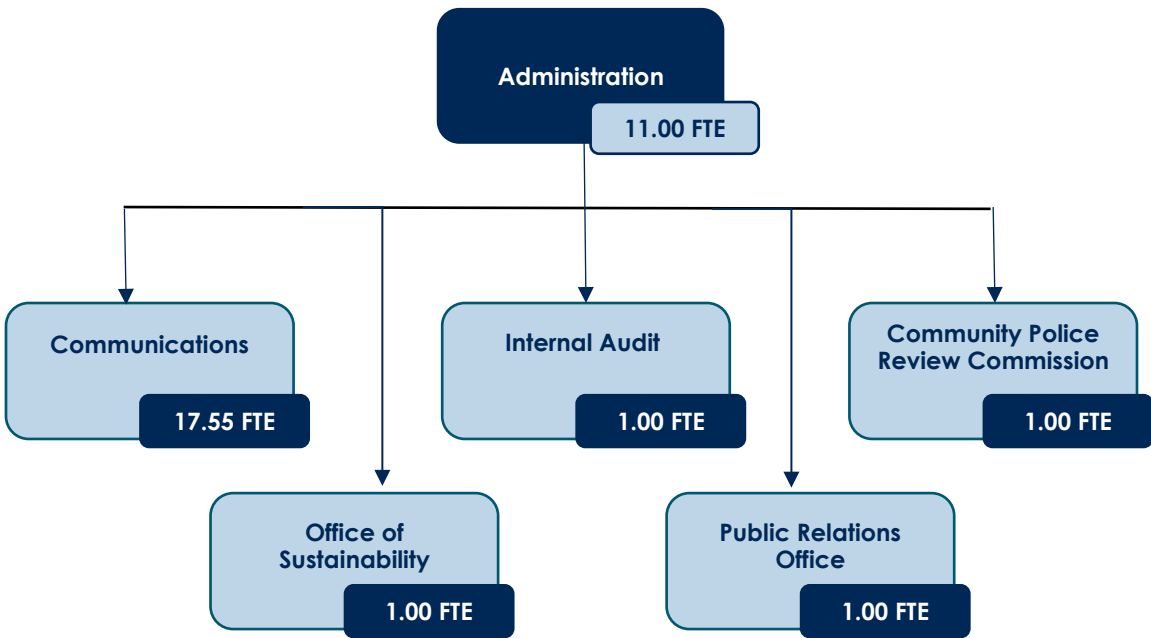
Edward Enriquez



Rafael Guzman



Kris Martinez



BUDGET OVERVIEW

The City Manager's Office is an internal and external service department that provides leadership and management services to the entire City. Except for the Community Police Review Commission division, the City Manager's Office is fully cost allocated to City departments based on criteria that best represent each division's role and services to City departments.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 3,876,990	\$ 3,491,006	\$ 4,220,486	\$ 4,681,388	\$ 4,768,460	(2)
Non-Personnel	670,021	563,941	2,341,540	3,955,287	3,960,693	(2)
Special Projects	883,037	1,482,081	496,750	493,556	496,543	(2)
Equipment Outlay	1,279	1,896	-	-	-	
Debt Service	31,520	-	-	-	-	
Charges From Others	273,736	364,983	351,710	64,172	58,549	(1)
Charges To Others	(686,166)	(632,826)	(825,748)	(846,191)	(867,420)	
Total Budget	\$ 5,050,417	\$ 5,271,081	\$ 6,584,738	\$ 8,348,212	\$ 8,416,825	

Budget Summary by Fund						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 4,295,134	\$ 3,627,865	\$ 4,660,766	\$ 4,785,663	\$ 4,881,203	(1)
110 - Measure Z Fund	755,283	1,286,699	1,523,972	3,167,176	3,140,592	(2)
215 - Grants and Restricted Programs	-	356,517	400,000	395,373	395,030	
Total Budget	\$ 5,050,417	\$ 5,271,081	\$ 6,584,738	\$ 8,348,212	\$ 8,416,825	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Charges From Others / Fund 101 – General Fund:** The decrease in FY 2022/23 is due to a reallocation of Riverside Public Utilities 311 Call Center charges from the City Manager's Office to applicable City departments.
- (2) **Personnel/Non-Personnel & Special Projects / Fund 110 – Measure Z:** The increase in FY 2022/23 and FY 2023/24 is due to the following new or revised spending initiatives: Item #39 - Public Safety & Engagement Team (PSET) Urban, Item #49 – Public Safety & Engagement Team (PSET) Wildlands, and Item #51 – Office of Sustainability.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Division, which includes the City Manager, Assistant City Managers, Principal Management Analysts, and Executive Assistants, provides leadership, direction, and support to City departments in articulating and implementing the City's policies and priorities as required by the City Charter. This division also oversees the City's grants management program, and actively seeks new grant and alternative revenue sources.

Administration (1100, 1135, 1155, 1190)						
101 - GENERAL FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
Personnel	\$ 2,048,824	\$ 1,749,336	\$ 1,924,501	\$ 2,049,934	\$ 2,064,085	

Administration (1100, 1135, 1155, 1190)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Non-Personnel	466,904	404,329	710,298	892,833	923,034
Equipment Outlay	639	948	-	-	-
Debt Service	31,520	-	-	-	-
Charges From Others	273,736	364,983	351,710	58,172	52,549
Charges To Others	(80,315)	(86,271)	(100,000)	(100,000)	(100,000)
Total General Fund	\$ 2,741,308	\$ 2,433,325	\$ 2,886,509	\$ 2,900,939	\$ 2,939,668
110 - MEASURE Z					
Personnel	\$ 159,429	\$ 173,748	\$ 179,268	\$ 198,965	\$ 202,921
Non-Personnel	2,373	2,200	1,590	1,840	2,100
Total Measure Z	\$ 161,802	\$ 175,948	\$ 180,858	\$ 200,805	\$ 205,021
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ -	\$ -	\$ 139,513	\$ 140,748	\$ 145,949
Charges To Others	-	-	(139,513)	(145,375)	(150,919)
Total Grants and Restricted Programs	-	-	-	(4,627)	(4,970)
Total Administration	\$ 2,903,110	\$ 2,609,273	\$ 3,067,367	\$ 3,097,117	\$ 3,139,719

INTERNAL AUDIT

The Internal Audit Division is currently a function of the City Manager's Office Administrative Division that works collaboratively with City departments to evaluate end-to-end processes and introduce new and creative business solutions with cutting-edge technology to deliver City services in a more efficient and cost-effective manner.

Internal Audit (1145)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 69,357	\$ 15,980	\$ 115,972	\$ 136,068	\$ 140,979
Non-Personnel	3,119	2,810	11,530	1,300	1,560
Total General Fund	\$ 72,476	\$ 18,790	\$ 127,502	\$ 137,368	\$ 142,539
Total Internal Audit	\$ 72,476	\$ 18,790	\$ 127,502	\$ 137,368	\$ 142,539

PUBLIC SAFETY ENGAGEMENT TEAM

The Public Safety and Engagement Team (PSET) program was developed by the City Manager's Office in response to the concerns expressed in relation to the ongoing challenge of homelessness and its impact on quality of life in the City. PSET was originally born from two concerns by the public and the City Council: growing disorder in the public realm due, in part, to encampments, and concern for disorderly conduct in parks and other public spaces that cause insecurity and fear. Building upon these concerns, the PSET program was designed to be holistic and proactive in its approach – one that creates a balance between maintaining order in the public realm and providing individuals experiencing homelessness resources and a path to exit the condition. PSET ensures that quality of life is maintained, City facilities are being used in a safe and enjoyable manner, problems in parks and public areas are addressed quickly and efficiently, and community members are behaving in accordance with applicable City codes and ordinances.

Public Safety Engagement Team (1170)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 - MEASURE Z					
Non-Personnel	\$ 477	\$ 3,919	\$ 1,343,114	\$ 2,575,078	\$ 2,536,935
Special Projects	593,004	1,106,832	-	-	-
Total Measure Z	\$ 593,481	\$ 1,110,751	\$ 1,343,114	\$ 2,575,078	\$ 2,536,935
Total Public Safety Engagement Team	\$ 593,481	\$ 1,110,751	\$ 1,343,114	\$ 2,575,078	\$ 2,536,935

COMMUNITY POLICE REVIEW COMMISSION

This division receives and independently reviews complaints alleging misconduct by sworn employees of the Riverside Police Department and, when deemed appropriate by the Commission or City Manager, conducts an independent investigation of citizen complaints, makes policy recommendations to the Riverside Police Department, conducts public outreach to educate the community on the purpose of the Commission, and reviews and investigates the death of any individual arising out of or in connection with the actions of a sworn police officer.

Community Police Review Commission (1125)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 8,623	\$ 3,288	\$ 5,154	\$ 84,191	\$ 87,082
Non-Personnel	112,590	98,958	152,497	155,465	160,350
Equipment Outlay	640	948	-	-	-
Total General Fund	\$ 121,853	\$ 103,194	\$ 157,651	\$ 239,656	\$ 247,432
Total Community Police Review Commission	\$ 121,853	\$ 103,194	\$ 157,651	\$ 239,656	\$ 247,432

COMMUNICATIONS OFFICE

The Communications Office supports departments across the City with graphic design services, email, photography, video, and marketing tools, and manages the City's social media and website. The division also manages the City's TV production unit, RiversideTV.

Communications Office (1140)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,397,357	\$ 1,367,259	\$ 1,675,744	\$ 1,684,930	\$ 1,725,922
Non-Personnel	79,331	48,870	117,721	124,794	132,397
Special Projects	290,033	19,117	96,750	99,556	102,543
Charges To Others	(605,851)	(546,555)	(586,235)	(600,816)	(616,501)
Total General Fund	\$ 1,160,870	\$ 888,691	\$ 1,303,980	\$ 1,308,464	\$ 1,344,361
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ -	\$ 385	\$ -	\$ -	\$ -
Special Projects	-	356,132	400,000	394,000	394,000
Charges From Others	-	-	-	6,000	6,000
Total Grants and Restricted Programs	\$ -	\$ 356,517	\$ 400,000	\$ 400,000	\$ 400,000
Total Communications Office	\$ 1,160,870	\$ 1,245,208	\$ 1,703,980	\$ 1,708,464	\$ 1,744,361

PUBLIC RELATIONS

The Public Relations Division includes the Public Information Officer (PIO) and the Intergovernmental Relations Officer (IRO). The PIO leads the City's public information efforts and is the first point of contact for media inquiries. The PIO serves as the overall information link between the City, various governmental agencies and the Riverside community. The PIO also provides communications support to the Office of the Mayor, whom the City Charter has designated as the City's spokesperson. The IRO is responsible for developing and managing the City's legislative advocacy program. The IRO facilitates positive public relations and engages in intergovernmental affairs with local, state, and federal partners.

Public Relations (1150)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 193,400	\$ 181,395	\$ 180,334	\$ 195,259	\$ 202,886
Non-Personnel	5,227	2,470	4,790	3,977	4,317
Total General Fund	\$ 198,627	\$ 183,865	\$ 185,124	\$ 199,236	\$ 207,203
Total Public Relations	\$ 198,627	\$ 183,865	\$ 185,124	\$ 199,236	\$ 207,203

OFFICE OF SUSTAINABILITY

The newly established Office of Sustainability facilitates the following:

1. Alignment of organizational structure and resources to develop organization-wide core competencies around sustainability and resiliency;
2. Integration of sustainability principles throughout the organization;
3. Fostering cross-departmental collaboration; and,
4. Engaging stakeholders and partners among community and regional collaborative efforts to strengthen sustainability efforts and outcomes across the City. The new Diversity, Equity, and Inclusion (DEI) Officer will provide leadership in the City's DEI efforts to strengthen sustainability throughout the organization and community.

Office of Sustainability (1180)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 – MEASURE Z					
Personnel	\$ -	\$ -	\$ -	\$ 191,293	\$ 198,636
Non-Personnel	-	-	-	200,000	200,000
Total Measure Z	\$ -	\$ -	\$ -	\$ 391,293	\$ 398,636
Total Public Relations	\$ -	\$ -	\$ -	\$ 391,293	\$ 398,636

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT



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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The Community & Economic Development Department is committed to the highest level of public service through neighborhood enrichment, arts, innovation, safety in our built environment, and economic growth that collectively improves the quality of place for our community.

PURPOSE

The Community & Economic Development Department exists to serve the public and is dedicated to work enthusiastically and responsively with residents, businesses, property owners, developers, community organizations, elected and appointed officials, and public agency staff to accomplish investments that contribute to economic development and advance our city's outstanding quality of life.

GOALS

- Arts, Culture and Recreation: To coordinate public and private art and culture programming and facilities throughout the City that result in improved neighborhoods and quality of life for all communities.
- Community Well-Being: To revitalize and stabilize neighborhoods, through community-based neighborhood outreach and engagement and increase, preserve, and protect the City's housing stock to ensure rental and ownership opportunities are available for all residents.
- Economic Opportunity: To attract, protect, and increase private investment through timely and responsive strategies that result in increased jobs and economic development.
- Environmental Stewardship: To provide planning, urban design and building services that contribute to sustainable growth, revitalized neighborhoods, and protection of the natural environment.
- High Performing Government: To enhance the quality of life for all Riversiders by protecting property owner investments through code enforcement, fostering community outreach for all City-initiated projects, and ensuring services meet the needs of residents.
- Office of Homeless Solutions:
 - Housing Authority: Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.
 - Homeless Services: Collaborate with partner agencies to improve housing resiliency and reduce the incidence and duration of homelessness.



ACCOMPLISHMENTS

- General Plan Phase 1 Update - On October 5, 2021, City Council adopted the General Plan 2025 Update Phase 1 including the General Plan Amendments Housing Element Update, Public Safety Element Update, and Environmental Justice Policies, Specific Plan Amendments, Rezoning, Zoning Text Amendments, and certification of Programmatic Environmental Impact Report.
- Crestview Apartments – On October 19, 2021, City Council approved the Crestview Apartment project for 237 apartment units on Central Avenue and Sycamore Canyon Boulevard.

- 7.5-acre site acquisition (April 2021) in the Northside neighborhood for development into the regional flagship Northside Agriculture Innovation Center. The project site will include a 30-plot community garden, 0.5-mile walking trails, a co-work learning center, solar greenhouses, 450+ carbon sequestering trees and shrubs, and a multitude of workforce training and entrepreneurial incubation programs in sustainable, controlled environment, and high-tech agriculture.
- Created 50 recuperative care beds for homeless individuals who have been released from the hospital and need a safe environment to recover from medical ailments.
- Created 28 recuperative care mental health beds for homeless individuals coupled with supportive services who do not need immediate crisis stabilization in a restrictive psychiatric setting.
- Completed the development of four single-family homes that were sold to low-income, first-time homebuyers.

CHALLENGES

- Effectively addressing homeless encampment enforcement and clean-up while maintaining service levels in other areas with existing staff/resources.
- Streamlining the California Environmental Quality Act (CEQA) entitlement and development process to encourage economic recovery Citywide.
- The effects of the COVID-19 Pandemic and retooling programs based off the current environment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Community & Economic Development Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The Office of Homeless Solutions falls under the managerial purview of the City Manager's Office but is budgeted in the Community and Economic Development Department. The performance measures identified for the Office of Homeless Solutions are listed under the City Manager's Office on page 253. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



**Arts, Culture
& Recreation**



**Community
Well-being**



**Economic
Opportunity**





**Environmental
Stewardship**



**High Performing
Government**



**Infrastructure,
Mobility &
Connectivity**

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	1.1	Strengthen Riverside's portfolio of arts, culture, recreation, senior and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities and fund development.
	2.1	Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	3.1	Facilitate partnerships and programs to develop, attract and retain innovative business sectors.
	3.2	Work with key partners in implementing workforce development programs and initiatives that connect local talent with high quality employment opportunities and provide access to education and training in Riverside.
	3.3	Cultivate a business climate that welcomes innovation, entrepreneurship and investment.
	3.4	Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.
	3.5	Lead public-private partnerships to build resources and grow the capacity of the local food system.

PERFORMANCE MEASURES

The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
1.1	1.1.1	Number of non-profits providing services through partnerships and collaborations.	90	Maintain at or above 90	65
2.1	2.1.1	Number of new residential units, including ADUs Accessory (Dwelling Units) and JADUs Junior Accessory (Dwelling Units), permitted annually.	449	683	607
2.1	2.1.2	Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized).	0%	11%	22.5%
2.1	2.1.3	Time to process housing project entitlements through the City.	Planning will begin tracking data in FY 21/22	Process 80% of Housing Element site entitlements within 6 months	N/A
3.1	3.1.1	Number of businesses attending city-sponsored and partner organization mentoring, coaching and technical assistance activities.	1,031	Not yet defined	1,786
3.1	3.1.2	New and renewing business license.	564 in calendar year 2020, quarter 4	Not yet defined	947
3.1	3.1.3	Business closures	36 in calendar year 2020, quarter 4	Not yet defined	4
3.2	3.2.1	Number of Career Technical Education (CTE) / vocational programs and alternative workforce development programs (e.g. apprenticeships).	34	Not yet defined	N/A

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
3.2	3.2.2	Number of graduates from CTE/vocational programs.	13,634	Not yet defined	N/A
3.2	3.2.3	City unemployment rate	8.4%	Maintain at or below 4% ²⁷	5.3% (Oct. 2021)
3.3	3.3.1	Number of businesses, developers, brokers, etc. that were provided market research.	20	30	884
3.3	3.3.2	Total amount of space that was developed or leased through staff efforts.	16,287 Sq Ft	15,000 Sq Ft	24,828 Sq Ft
3.3	3.3.3	Number of businesses that obtained angel, seed or venture capital funding.	14 businesses in 2020	15 businesses in 2021	11
3.4	3.4.1	Percent of city business contracts with local, women and minority-owned businesses. ²⁸	30% local 0% Women 0% Minority	Not yet defined	9.7% local 1.7% Women 0% Minority
3.4	3.4.2	Number of active partnership projects.	9 in 2019	5 in 2021	23
3.5	3.5.1	Number of participants engaged in programs that build capacity to grow food locally.	406 in 2019	250 in 2021	104
3.5	3.5.2	Numbers of acres maintained in agriculture production.	2, 666 acres	Maintain at or above 2,666 acres	2,666 acres



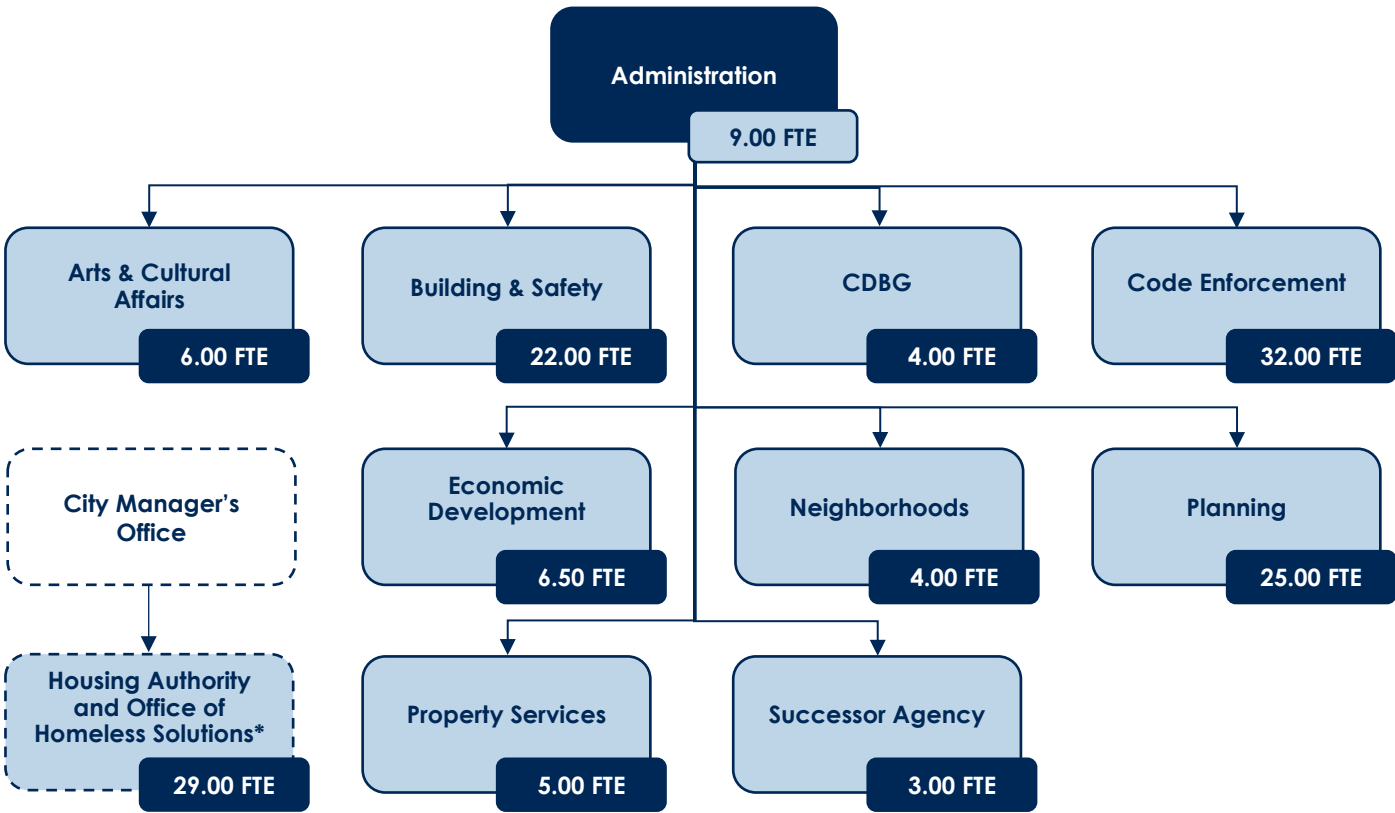
²⁷ Multiple factors that are not under the purview of the City will impact the unemployment rate.

²⁸ Based on 160 contracts reported where a purchase order was created in 2019. CEDD and Finance are identifying strategies to increase the number of City contracts awarded to women and minority-owned businesses; a target may be provided for this metric once these strategies materialize.

DEPARTMENT ORGANIZATION



Chris Christopoulos – Interim Director



*Although the Housing Authority and Office of Homeless Solutions are budgetarily under the Community & Economic Development Department, this team operates under the purview of the City Manager's Office.

A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Community & Economic Development Department* on page 180.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) In FY 2022/23, the Community & Economic Development Department's support charge is net \$3,344,421 and in FY 2023/24 is net \$3,428,167 for all funds under its purview. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of Community & Economic Development Department programs and services.

The Property Services division of the Community & Economic Development Department is fully allocated based on criteria that represents the services provided to other divisions and City departments.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 13,523,895	\$ 12,226,645	\$ 14,883,076	\$ 17,420,040	\$ 17,869,155	(1)
Non-Personnel	8,812,571	3,122,347	10,684,396	10,064,576	10,902,169	(1),(2)
Special Projects	6,968,195	6,106,269	9,045,084	9,775,346	10,028,128	
Operating Grants	1,848,326	11,379,350	-	-	-	
Equipment Outlay	226,173	86,958	32,000	147,730	33,712	
Debt Service	3,711,911	3,106,464	3,244,300	3,242,400	3,267,880	
Capital Outlay	4,619,245	4,443,989	-	-	-	
Charges From Others	2,157,353	1,945,850	2,135,944	2,151,966	2,174,693	
Charges To Others	(2,827,105)	(3,003,827)	(1,977,105)	(1,994,366)	(2,037,103)	
Debt Transfers Out	-	207,980	207,980	207,980	207,970	
Operating Transfers Out	-	361,494	-	-	-	
Total Budget	\$ 39,040,564	\$ 39,983,519	\$ 38,255,675	\$ 41,015,672	\$ 42,446,604	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 14,736,945	\$ 11,505,640	\$ 15,756,252	\$ 17,267,494	\$ 17,753,768	
110 - Measure Z	950,741	549,137	1,339,759	3,012,447	2,958,693	(1)
170 - RDSA Administration	591,888	696,299	656,289	712,449	733,139	
215 - Grants and Restricted Programs	375,060	1,293,448	830,420	749,816	759,702	
220 - CDBG	3,247,118	3,578,485	3,200,792	3,268,259	3,327,068	
221 - Home Investment Partnership Program	1,099,152	774,649	1,157,757	1,208,215	1,220,297	
222 - Housing Opportunities for Persons with AIDS	2,816,597	2,825,338	3,100,994	3,679,016	3,752,596	
223 - Development Grants	2,026,867	12,453,741	-	-	-	
225 - Neighborhood Stabilization Program	30,207	3,924	-	-	-	
280 - Housing Authority	2,865,974	1,535,305	1,134,247	1,257,228	1,301,811	
420 - Measure Z - Capital Projects	173,546	-	-	-	-	
581- Entertainment	10,126,469	4,767,553	11,079,165	9,860,748	10,639,530	(2)
Total Budget	\$ 39,040,564	\$ 39,983,519	\$ 38,255,675	\$ 41,015,672	\$ 42,446,604	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Personnel/Non-Personnel / Fund 110 – Measure Z:** The increase is due to expanded and new programs funded by Measure Z that included the addition of 21 new FTE and non-personnel costs. The expanded and new programs are: #39 - Public Safety & Engagement Team (PSET) – Urban; #48 - Office of Homeless Solutions Expansion; #49 - PSET – Wildlands.

- (2) **Non-Personnel / Fund 581 – Entertainment:** The fluctuation represents the impact of the COVID-19 Pandemic on entertainment venue operations. FY 2022/23 and FY 2023/24 are budgeted with a gradual resumption of pre-COVID activity levels.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Team supports, oversees, and manages all financial and administrative functions of the Community & Economic Development Department. This includes, but is not limited to, Human Resources' liaison, Payroll Processing, Grants Management, Accounts Payable, and Accounts Receivables for all divisions within the Department. This Team also supports the Office of Homeless Solutions and Housing Authority (note: the day-to-day operations of the Office of Homeless Solutions and Housing Authority are under the managerial purview of the City Manager's Office).

Administration (2800, 2890)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,438,110	\$ 1,290,991	\$ 1,531,443	\$ 1,570,528	\$ 1,597,424
Non-Personnel	145,967	44,430	168,100	170,721	177,913
Equipment Outlay	15,532	10,530	10,000	10,290	10,599
Debt Service	328,817	-	-	-	-
Charges From Others	324,393	46,987	69,937	78,280	80,541
Charges To Others	(880,308)	(769,003)	(731,899)	(731,289)	(746,427)
Total General Fund	\$ 1,372,511	\$ 623,935	\$ 1,047,581	\$ 1,098,530	\$ 1,120,050
Total Administration	\$ 1,372,511	\$ 623,935	\$ 1,047,581	\$ 1,098,530	\$ 1,120,050

SUCCESSOR AGENCY (TO THE RDA)

The Redevelopment Successor Agency (RDSA) Division is responsible for winding down the affairs of the former Redevelopment Agency (RDA) through implementation of its Long-Range Property Management Plan. This includes selling all its vacant land sites subject to future development and completing existing projects such as the management and leasing of retail sites in the downtown area.

The duties of the Successor Agency include:

- Prepare and submit an annual Recognized Obligation Payment Schedule (ROPS) to the California Department of Finance for approval.
- Perform obligations required pursuant to any existing enforceable obligation.
- Make payments on the Successor Agency's enforceable obligations in accordance with the ROPS.
- Dispose of assets and properties of the Successor Agency in accordance with its Long-Range Property Management Plan.
- Oversee development of properties until the contracted work has been completed.

Over the years, the Successor Agency has been instrumental in the economic development of the City by facilitating millions of dollars of private investment and the creation of numerous jobs. Recent successful Successor Agency projects include, but are not limited to: Imperial Hardware Lofts, Main + Nine Lofts, Citrus Tower, Radnet Medical Office, and Centerpointe Apartments/Retail, Circa on Mission.

Upcoming projects include: Stalder Lofts (The Mark) and the Commons apartments. The Successor Agency has been instrumental in attracting new and exciting tenants to retail space owned by the Successor Agency, including Stone Church Brewing, Route 30 Brewing, Palenque, Mezcal, and the Coffee Bean and Tea Leaf.

Goals and Accomplishments

One of the Successor Agency's primary goals is to dispose of Successor Agency-owned properties in accordance with its Long-Range Property Management Plan. To date, the Successor Agency has sold fourteen properties and has ten remaining sites to be sold.

Successor Agency to the RDA (2805, 2830)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
170 - RDSA ADMINISTRATION					
Personnel	\$ 384,122	\$ 307,724	\$ 460,099	\$ 442,909	\$ 460,734
Non-Personnel	42,802	14,547	27,680	101,020	105,810
Special Projects	500,000	500,000	-	-	-
Charges From Others	274,264	201,610	217,767	219,988	220,149
Charges To Others	(609,300)	(327,582)	(49,257)	(51,468)	(53,554)
Total RDSA Administration	\$ 591,888	\$ 696,299	\$ 656,289	\$ 712,449	\$ 733,139
420 - MEASURE Z - CAPITAL PROJECTS					
Capital Outlay	\$ 173,546	\$ -	\$ -	\$ -	\$ -
Total Measure Z - Capital Projects	\$ 173,546	\$ -	\$ -	\$ -	\$ -
Total Successor Agency to the RDA	\$ 765,434	\$ 696,299	\$ 656,289	\$ 712,449	\$ 733,139

PLANNING

The Planning Division is responsible for preparing, implementing, and maintaining the City's long-range plans, policies, and development regulations. The Division has three teams including Advance Planning, Current Planning, and Historic Preservation. The Advance Planning team oversees a broad range of plans, updates the land use tools needed to implement those plans, and coordinates outside agency proposals with potential impacts to the City. The Current Planning team assists customers, coordinates development applications through the Development Review Committee, and determines compliance with the City's codes and plans to ensure Riverside continues to be a livable, high-quality place. The Historic Preservation team is responsible for identifying, designating, and protecting Cultural Resources while also providing direction on projects to ensure development does not negatively impact the historic character of the City.

Goals and Accomplishments

The Planning Division supports *Envision Riverside 2025* through the work of the team. The three teams of the Planning division celebrate the following accomplishments:

Current Planning Team



26 Development Review Committee Meetings for 136 projects, 130 entitlements & 54 Conceptual Development Reviews

12 Planning Commission Meetings for 28 projects & 79 entitlements

10 City Council Meetings for 13 Projects & 40 Entitlements

Advanced Planning Team



6 long range planning projects completed or ongoing, including the Phase 1 General Plan Update, Housing Element post-adoption changes for HCD submittal, ADU workshops, legislative update, cannabis regulatory framework, and the 2021 Annual Progress Report

- Historic Preservation Team
 - 12 Cultural Heritage Board meetings, 4 Certificates of Appropriateness, Title 20 update discussion, Historic Resources Database conversion update, and Carlson and Loring Parks (project workshop)
 - 7 Mills Act Contracts including 6 residential properties and 1 commercial property (Farmhouse)

Challenges

The Planning Division has added staffing to help meet entitlement processing and long-range planning deadlines. Planning staff were able to meet the requirements of State mandated deadlines and worked closely with applicants and other departments as needed. Policy and regulations projects also moved forward in a timely manner.

Planning offers customer service both in person or in a fully virtual environment that was established during the COVID-19 Pandemic. This process allows applicants to submit plans, technical studies, other support materials and electronic payment. Development Review Committee meetings continue to be mostly virtual, although applicants are given an option for an in-person meeting.

The Planning Commission, Cultural Heritage Board and Historic Preservation Fund Committee also met virtually throughout the last fiscal year to address time-sensitive applications. As City Hall opened and closed, the meetings were virtual, in-person or hybrid.

Planning (281000, 281020, 281700)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 2,753,706	\$ 2,304,303	\$ 3,035,306	\$ 3,113,687	\$ 3,189,066
Non-Personnel	148,255	123,021	142,420	140,006	149,699
Special Projects	269,910	42,862	-	-	-
Equipment Outlay	-	-	10,000	10,200	10,506
Charges From Others	604,773	20,503	36,393	45,066	46,610
Charges To Others	(569,088)	(558,083)	(582,850)	(486,936)	(495,935)
Total General Fund	\$ 3,207,556	\$ 1,932,606	\$ 2,641,269	\$ 2,822,023	\$ 2,899,946
110 - MEASURE Z					
Non-Personnel	\$ 9,525	\$ 300,069	\$ -	\$ -	\$ -
Total Measure Z	\$ 9,525	\$ 300,069	\$ -	\$ -	\$ -
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ -	\$ -	\$ 14,590	\$ 29,900	\$ 30,797
Operating Grants	16,736	36,391	-	-	-
Capital Outlay	-	333,195	-	-	-
Charges From Others	-	558,083	582,850	486,936	495,935
Total Grants and Restricted Programs	\$ 16,736	\$ 927,669	\$ 597,440	\$ 516,836	\$ 526,732
Total Planning	\$ 3,233,817	\$ 3,160,344	\$ 3,238,709	\$ 3,338,859	\$ 3,426,678

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for promoting a healthy local economy through programs, initiatives and partnerships that support businesses, encourage job and workforce expansion, stimulate income growth, and facilitate investment throughout the City.

Accomplishments

- Executed contracts with EPIC SBDC and ExCITE Riverside to support local innovation through tech entrepreneurship development.
- Brought consultants on board to: lead an inclusive design charette for City-owned Fairmount Golf Course to discuss possible re-development visions in 2022, and conduct a comprehensive local economic analysis to support *Envision Riverside 2025* Strategic Priority Number 3 Goals in 2022.
- Executed an agreement with David Tausig & Associates for preliminary studies and recruitment of a Northside master developer.
- Developed an American Rescue Plan Act (ARPA) Riverside Small Business Grant Program for release in 2022.

2021 was a year of striving to support economic recovery. Economic Development began shifting efforts toward implementing the Business Recovery Plan, completing the Economic Prosperity Action Plan, and collaborating on core components of the Council's Strategic Priorities for Economic Opportunity. These priorities are clearly reflected in the accomplishments listed above and as a result, many of the past year's goals are in phase one of long-term projects in the making.

Challenges

The Economic Development Division's major challenge continues to be under-staffing in the Division and across other City Departments. The Division works closely with Finance and City Attorney's Office and delays sometimes impact the schedule of projects aligned with City Council's Strategic Priorities.

Economic Development (2815)						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
101 - GENERAL FUND						
Personnel	\$ 636,578	\$ 464,413	\$ 917,848	\$ 941,357	\$ 979,266	
Non-Personnel	190,466	108,780	301,650	309,167	318,880	
Special Projects	127,672	53,500	275,500	275,500	275,500	
Total General Fund	\$ 954,716	\$ 626,693	\$ 1,494,998	\$ 1,526,024	\$ 1,573,646	
Total Economic Development	\$ 954,716	\$ 626,693	\$ 1,494,998	\$ 1,526,024	\$ 1,573,646	

BUILDING AND SAFETY

The Building and Safety Division exists to protect the health, safety, and welfare of the community through the equitable enforcement of codes and standards which serve to safeguard our built environment, ensure accessible, sustainable facilities, and enhance the quality of place for our community.

This is accomplished through a comprehensive review of applications and building plans to ensure compliance, the collection of fees and issuance of permits, and the completion of various building inspections throughout the construction process. After project completion and final inspection approvals are granted, a Certificate of Occupancy is issued, enabling the use of buildings. Building & Safety also supports the City's emergency preparedness and disaster response efforts, ensuring the habitability and safe continued occupancy of existing structures.



Goals and Accomplishments

Building & Safety supports the *Envision Riverside 2025 Strategic Plan* and its cross-cutting threads through the diligent work of staff. Recent accomplishments include:

- Successful customer service enhancements to the POSSE LMS online Public Permit Portal including permitting workflows and e-Plan reviews.
- First runner up: National IDC Smart Cities Award 2021 for the Public Permit Portal.

Customer Satisfaction

91%
of **Virtual**
customers
for online
services

95%
of **In-Person**
customers at
the One Stop
Shop



94%
of plan checks
completed on time



80%
of plan checks completed
through online Public Permit
Portal

Challenges

The ongoing COVID-19 Pandemic continues to necessitate a pivot in the Division's business model, utilizing technology to its fullest to provide virtual services, including plan check, permit processing and inspections. The Division also performs many virtual meetings to support development services, including the Development Review Committee.

Building and Safety (2825)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 2,511,317	\$ 2,274,991	\$ 2,648,915	\$ 2,802,284	\$ 2,856,499
Non-Personnel	218,210	219,727	290,540	332,734	348,912
Equipment Outlay	207,892	73,471	5,000	5,100	5,253
Capital Outlay	-	118,688	-	-	-
Charges From Others	46,605	279,047	295,705	305,927	315,854
Charges To Others	(19,538)	(6,750)	-	-	-
Total General Fund	\$ 2,964,486	\$ 2,959,174	\$ 3,240,160	\$ 3,446,045	\$ 3,526,518
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000

Building and Safety (2825)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Debt Transfers Out	-	207,980	207,980	207,980	207,970
Total Grants and Restricted Programs	\$ -	\$ 207,980	\$ 232,980	\$ 232,980	\$ 232,970
Total Building and Safety	\$ 2,964,486	\$ 3,167,154	\$ 3,473,140	\$ 3,679,025	\$ 3,759,488

CODE ENFORCEMENT

The Code Enforcement Division serves the citizens and business community in Riverside. The Division ensures compliance with all adopted City codes that govern the use and maintenance of public and private properties, participates in the Public Safety Engagement Team (PSET) to address issues from homelessness, conducts unlicensed street vendor and food truck enforcement and safeguards the health and safety of the community. The Division enforcement helps maintain the quality of life for residents through the equitable enforcement of the Riverside Municipal Code.

Goals and Accomplishments



11,353
Cases
Worked in
FY 2021/22

Code Enforcement (2840)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,967,243	\$ 1,793,306	\$ 2,252,002	\$ 2,668,045	\$ 2,724,002
Non-Personnel	619,226	585,618	693,030	973,837	1,052,793
Equipment Outlay	2,749	2,957	7,000	7,140	7,354
Charges From Others	112,200	150,754	144,420	152,583	139,618
Total General Fund	\$ 2,701,418	\$ 2,532,635	\$ 3,096,452	\$ 3,801,605	\$ 3,923,767
110 - MEASURE Z					
Personnel	\$ 299,220	\$ 350,739	\$ 353,787	\$ 862,684	\$ 886,218
Non-Personnel	839	6,335	43,360	3,900	4,670
Total Measure Z	\$ 300,059	\$ 357,074	\$ 397,147	\$ 866,584	\$ 890,888
Total Code Enforcement	\$ 3,001,477	\$ 2,889,709	\$ 3,493,599	\$ 4,668,189	\$ 4,814,655

REAL PROPERTY SERVICES

Real Property Services Division prepares right-of-entry agreements to access City- and privately-owned property, resolves title issues related to ownership of real property, provides real property valuations and estimates, administers appraisal reviews, purchase required real property interests for construction of City public projects, negotiates leases and licenses, provides property management services, disposes of surplus City-owned land, and maintains real estate records.

Accomplishments

The Real Property Services team has been instrumental in attracting new and exciting tenants to the retail and office space within the Riverside Public Utility-owned Mission Square Building such as Slaters 50/50, Everytable, and Wells Fargo.

Real Property Services (2845)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel Services	\$ 612,363	\$ 508,206	\$ 642,757	\$ 668,684	\$ 690,192
Non-Personnel	41,746	34,496	92,799	97,947	100,336
Charges From Others	96,916	114,532	122,567	126,256	129,523
Charges To Others	(299,814)	(324,839)	(230,705)	(254,417)	(259,922)
Total General Fund	\$ 451,211	\$ 332,395	\$ 627,418	\$ 638,470	\$ 660,129
Total Real Property Services	\$ 451,211	\$ 332,395	\$ 627,418	\$ 638,470	\$ 660,129

ARTS AND CULTURAL AFFAIRS

The duties of the Arts & Cultural Affairs Division (ACAD) include:

- Providing oversight, programming and guidance for events, arts and three entertainment venues (The Box, Fox Performing Arts Center, and Riverside Municipal Auditorium);
- Collaborating with artists and arts organizations throughout the region; Implementing and administering public art;
- Managing and implementing the Festival of Lights;
- Overseeing City Hall ART! – Art in City Hall;
- Coordinating the Annual Insect Fair in collaboration with UCR Entomology.

Goals and Accomplishments

The ACAD contributes to the overall departmental goals and reports on Live Nation goals and performance measures. The ACAD's recent accomplishments include:

- Public Art - RISE! Mural;
- Main Library Artwork acquisition and placement;
- Approval of the continuation of the Arts & Culture Grand and Public Art Riverside Grants;
- Maintained two art installations, programs and/or events per quarter.

ACAD staff created, implemented, and managed the CARES Non-profit Assistance Program and Food Pantry Support Program. Approximately \$1.6 million was distributed to 152 non-profits, food pantries and faith-based organizations.



Arts and Cultural Affairs (2850, 2880)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 823,437	\$ 780,132	\$ 765,825	\$ 888,472	\$ 911,216
Non-Personnel	53,519	65,430	169,554	182,613	193,395
Special Projects	1,130,863	554,746	1,229,814	1,286,976	1,319,759
Charges From Others	-	2,600	1,600	4,470	4,359
Total General Fund	\$ 2,007,819	\$ 1,402,908	\$ 2,166,793	\$ 2,362,531	\$ 2,428,729
581 - ENTERTAINMENT					
Non-Personnel	\$ 6,137,931	\$ 1,340,260	\$ 7,106,247	\$ 6,017,172	\$ 6,677,134
Special Projects	632,500	400,000	835,000	725,000	835,000
Debt Service	3,355,503	3,027,026	3,137,640	3,118,010	3,126,980
Charges From Others	535	267	278	566	416
Total Entertainment	\$ 10,126,469	\$ 4,767,553	\$ 11,079,165	\$ 9,860,748	\$ 10,639,530
Total Arts and Cultural Affairs	\$ 12,134,288	\$ 6,170,461	\$ 13,245,958	\$ 12,223,279	\$ 13,068,259

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

The Community Development Block Grant (CDBG) Division administers grant programs that use federal entitlement funding from the United States Department of Housing and Urban Development (HUD). The grant program is implemented through an Annual Action Plan process that includes community outreach, input from various City department staff and review by City Council. Funds are allocated to various non-profit organizations and City departments to implement needed activities.

The Division is key to the City's demonstrated success in sustainable neighborhood revitalization. The community-based strategy addresses the physical, economic, and social needs of the community by providing quality housing, a suitable living environment, and expanded economic opportunities for low- to moderate-income persons.

Goals and Accomplishments

For Fiscal Year 2021-2022 the City of Riverside received entitlement funding allocations, that were administered by the CDBG Grants Division, as follows:

- Community Development Block Grant (CDBG) in the amount of \$3.20 million; and
- Housing Opportunities for Persons with AIDS (HOPWA) in the amount of \$3.61 million.

Coronavirus, Aid, Relief and Economic Security (CARES) Act provided CARES Community Development Block Grant (CDBG) funding and CARES Housing Opportunities for Persons with AIDS (HOPWA) funding totaling \$4,397,984. This additional funding requires the Division administer four HUD Federal Grants. The Microenterprise Business Grant Program is being administered in partnership with the United Way of the Inland Valleys and the CDBG program to assist small businesses located in the City of Riverside whose owners are low-to-moderate income with grants of up to \$7,500. The HOPWA program is utilizing CARES Act funding to assist the Riverside County Housing Authority and the Foothill AIDS project with housing and rental assistance shortfalls due to the coronavirus. A Food Resiliency Program is being administered in partnership with the City Arts & Cultural Affairs Division and the CDBG program to reduce food insecurity in the community by way of the following services: Community Pantry Food Sourcing Program, on-site Senior Food Markets, and Farmer's Market Nutri-Match Programs.

CDBG (283510, 283530, 283550, 285500, 2877)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
215 - GRANTS AND RESTRICTED PROGRAMS					
Capital Outlay	\$ 358,956	\$ 670,874	\$ -	\$ -	\$ -
Charges to Others	(67,176)	(546,850)	-	-	-
Total Grants and Restricted Programs	\$ 291,780	\$ 124,024	\$ -	\$ -	\$ -
220 - CDBG					
Personnel	\$ 415,467	\$ 400,010	\$ 477,488	\$ 521,591	\$ 542,291
Non-Personnel	80,807	58,888	66,110	83,875	92,968
Special Projects	492,117	1,165,584	2,609,025	2,635,115	2,661,466
Operating Grants	108,890	-	-	-	-
Debt Service	7,779	24,606	33,220	38,830	44,060
Capital Outlay	2,106,395	1,893,705	-	-	-
Charges From Others	62,233	60,554	107,979	99,218	98,860
Charges To Others	(26,570)	(24,862)	(93,030)	(110,370)	(112,577)
Total CDBG	\$ 3,247,118	\$ 3,578,485	\$ 3,200,792	\$ 3,268,259	\$ 3,327,068
222 - HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS					
Special Projects	\$ 2,763,489	\$ 2,776,414	\$ 3,007,964	\$ 3,568,646	\$ 3,640,019
Charges From Others	53,108	48,924	93,030	110,370	112,577
Total Housing Opportunities for Persons with Aids	\$ 2,816,597	\$ 2,825,338	\$ 3,100,994	\$ 3,679,016	\$ 3,752,596
Total CDBG	\$ 6,355,495	\$ 6,527,847	\$ 6,301,786	\$ 6,947,275	\$ 7,079,664

NEIGHBORHOOD ENGAGEMENT

The Neighborhood Engagement Division supports *Envision Riverside 2025* and the need to ensure an inclusive environment that embraces resilient neighborhoods through education, awareness, and community building. The Division is responsible for connecting residents to community activities and implementing and developing programs that lead to a better quality of life in the City of Riverside. Some examples of their work are social enhancement and engagement activities such as healthy lifestyle promotion, placemaking match programs, and community workshops. The Division is also leading the efforts to draft a Citywide Community Engagement Policy and Toolkit that includes staff from various Departments and community members.

Goals and Accomplishments

Accomplishments for the Neighborhood Engagement Division include:

Initiated Phase I of the Citywide Community Engagement Policy

Initiated collections for food pantries with support from Love Riverside

2021 Neighborhoods USA Best Neighborhood Program of the Year Award Finalist in the category of Social Revitalization/Neighborliness: The Little Free Pantry Program

Recovery and Sustainability

The Neighborhood Engagement Division's programming aligns with the City's goal of cultivating pride and belonging by encouraging neighborhood engagement and improving community wellbeing. The Division is dedicated to building relationships between community members, partner

organizations, and city departments that strengthen neighborhood identities and promote community health.

Neighborhood Engagement (281025, 287000, 287010)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 374,367	\$ 330,262	\$ 368,201	\$ 481,731	\$ 493,081
Non-Personnel	17,859	12,813	28,490	34,275	36,187
Special Projects	14,669	4,460	45,800	46,716	48,117
Total General Fund	\$ 406,895	\$ 347,535	\$ 442,491	\$ 562,722	\$ 577,385
223 - DEVELOPMENT GRANTS					
Personnel	\$ 225,762	\$ 131,957	\$ -	\$ -	\$ -
Non-Personnel	46,742	-	-	-	-
Operating Grants	1,722,700	11,342,959	-	-	-
Capital Outlay	31,663	617,331	-	-	-
Operating Transfers Out	-	361,494	-	-	-
Total Development Grants	\$ 2,026,867	\$ 12,453,741	\$ -	\$ -	\$ -
Total Neighborhood Engagement	\$ 2,433,762	\$ 12,801,276	\$ 442,491	\$ 562,722	\$ 577,385

HOUSING AUTHORITY AND OFFICE OF HOMELESS SOLUTIONS

Homeless Services provides direct outreach & shelter and connects persons experiencing homelessness with the greater systems of care such as mental health, medical health, substance abuse and other programs partnering with the County. The Division also serves an important role within the Public Safety and Engagement Team (PSET).

The Housing Authority facilitates the development of quality affordable housing opportunities for individuals and families. The Division also oversees housing rehabilitation programs to address health and safety issues for owner-occupied homes. Programs that are overseen by the Division promote self-sufficiency and neighborhood revitalization. The Division also oversees programs that provide assistance to help homeless individuals exit life from the streets and achieve housing stability. This allows individuals to become self-sufficient. Programs also assist low-income renters with past due rent and utility bills to ensure housing stability.

Although the Office of Homeless Solutions is budgetarily under the Community & Economic Development Department, this team operates under the managerial purview of the City Manager's Office.

Goals and Accomplishments

Clients Served at Shelters



For FY 2020/21 the City of Riverside received the following grants totaling \$27.1 million that are managed by the Housing Authority staff, including: \$3.1 million of Emergency Solutions Grants – CARES Act Second Allocation to prevent, prepare for, and respond to the COVID-19 Pandemic among

individuals and families who are homeless or receiving homeless assistance and \$9.9 million from the US Department of Treasury for the Emergency Rental Assistance Program to assist low income renters with past due rent and utility payments.

The Housing Authority and Homeless Services expended approximately \$26.3 million to support homeless and affordable housing programs.

The Housing Authority has 589 affordable housing units in the pipeline for development, completed the development of four single-family homes that were sold to low-income, first-time homebuyers, housed 46 formerly homeless individuals, and case managed 105 housed clients to ensure housing stability. The Housing Authority also created 50 recuperative care beds for homeless individuals who have been released from the hospital and need a safe environment to recover from medical ailments and created 28 recuperative mental health beds for homeless individuals coupled with supportive services who do not need immediate crisis stabilization in a restrictive psychiatric setting.

Housing Authority and Office of Homeless Solutions (283520, 283541, 285530, 285531, 287500)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 204,196	\$ 373,166	\$ 455,549	\$ 392,309	\$ 407,023
Non-Personnel	356,941	196,893	354,044	377,163	391,742
Charges From Others	202,668	193,905	189,497	240,072	244,833
Charges To Others	(93,472)	(16,205)	-	-	-
Total General Fund	\$ 670,333	\$ 747,759	\$ 999,090	\$ 1,009,544	\$ 1,043,598
110 - MEASURE Z					
Personnel	\$ -	\$ -	\$ -	\$ 1,075,637	\$ 1,109,019
Non-Personnel	589,840	56,689	942,612	955,226	958,786
Special Projects	(51,317)	(51,317)	-	-	-
Equipment Outlay	-	-	-	115,000	-
Total Measure Z	\$ 641,157	\$ (108,006)	\$ 942,612	\$ 2,145,863	\$ 2,067,805
215 - GRANTS AND RESTRICTED PROGRAMS					
Capital Outlay	\$ 66,544	\$ 33,775	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 66,544	\$ 33,775	\$ -	\$ -	\$ -
221 - HOME INVESTMENT PARTNERSHIP PROGRAM					
Special Projects	\$ 985,658	\$ 660,020	\$ 1,041,981	\$ 1,087,393	\$ 1,098,267
Charges From Others	113,494	114,629	115,776	120,822	122,030
Total Home Investment Partnership Program	\$ 1,099,152	\$ 774,649	\$ 1,157,757	\$ 1,208,215	\$ 1,220,297
225 - NEIGHBORHOOD STABILIZATION PROGRAM					
Capital Outlay	\$ 30,207	\$ 3,924	\$ -	\$ -	\$ -
Total Neighborhood Stabilization Program	\$ 30,207	\$ 3,924	\$ -	\$ -	\$ -

Housing Authority and Office of Homeless Solutions (283520, 283541, 285530, 285531, 287500)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
280 - HOUSING AUTHORITY					
Personnel	\$ 878,007	\$ 916,445	\$ 973,856	\$ 990,122	\$ 1,023,124
Non-Personnel	111,896	67,729	218,170	230,020	237,147
Special projects	-	-	-	150,000	150,000
Debt Service	19,812	54,832	73,440	85,560	96,840
Capital Outlay	1,851,934	772,497	-	-	-
Charges From Others	266,164	153,455	158,145	161,412	163,388
Charges To Others	(261,839)	(429,653)	(289,364)	(359,886)	(368,688)
Total Housing Authority	\$ 2,865,974	\$ 1,535,305	\$ 1,134,247	\$ 1,257,228	\$ 1,301,811
Total Housing Authority and Office of Homeless Solutions	\$ 5,373,367	\$ 2,987,406	\$ 4,233,706	\$ 5,620,850	\$ 5,633,511



FINANCE DEPARTMENT



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FINANCE DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Finance Department is to provide fiduciary control of the City's assets, perform fiscally related services, and provide accurate, timely, and useful financial information to support the delivery of municipal services to the City organization and the public.

PURPOSE

The Finance Department administers the financial and treasury affairs of the City of Riverside. The Department manages the City's revenues, expenditures, investments, purchasing, accounting, budgeting, and debt issuance and administration. As such, the Department provides the City's departments and residents with dependable and efficient, quality services in billing and collection for City services, cash management, and other fiscal functions in accordance with legal and professional standards.



GOALS

The top priorities of the Finance Department are to:

- Ensure the safety and security of the City's financial assets.
- Provide the financial and accounting resources necessary to support the goals and operations of departments Citywide.
- Develop financial strategies to ensure sound business decisions.
- Actively support the local business economy.

ACCOMPLISHMENTS

Each year, the Finance Department participates in highly regarded professional programs that recognize achievement, quality, and excellence in financial management among state and local governments. The Finance Department's awards and recognition reflect the Department's commitment to serve the public interest with integrity, fiscal accountability, and transparency. Some of the recent accomplishments of the Finance Department include:

- Governmental Finance Officers Association's (GFOA) Triple Crown Winner, recognizing governments who have received GFOA's Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award, and the Distinguished Budget Presentation Award.
- Conducted Vendor Trainings with the County of Riverside and the Inland Empire Small Business Development Center on "How to Do Business with The City of Riverside".
- Implemented and provided training for TULIP (Tenant User Liability Insurance Program) for individuals and entities renting City property.
- Partnered with other City Departments to facilitate the urgent payment of COVID-19 relief funds to qualifying individuals, including Emergency Rental Assistance Program (ERAP) payments.
- Collaborated with other City Departments to ensure the proper allocation of, accounting of, and supporting documentation for COVID-19 funding, including CARES Act funding, American Rescue Plan Act (ARPA) funding, and FEMA reimbursements.

CHALLENGES

The most pressing challenges of the Finance Department are related to financial planning and reporting, and the limited resources available for ad-hoc professional services and/or staff training in these areas of need. Additionally, as an internal service department, efficient interdepartmental processes are critical to ensure top performance and output from staff while balancing a high Finance Department vacancy rate with increasing workloads.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Finance Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Finance Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity




Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	5.4	Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.

PERFORMANCE MEASURES

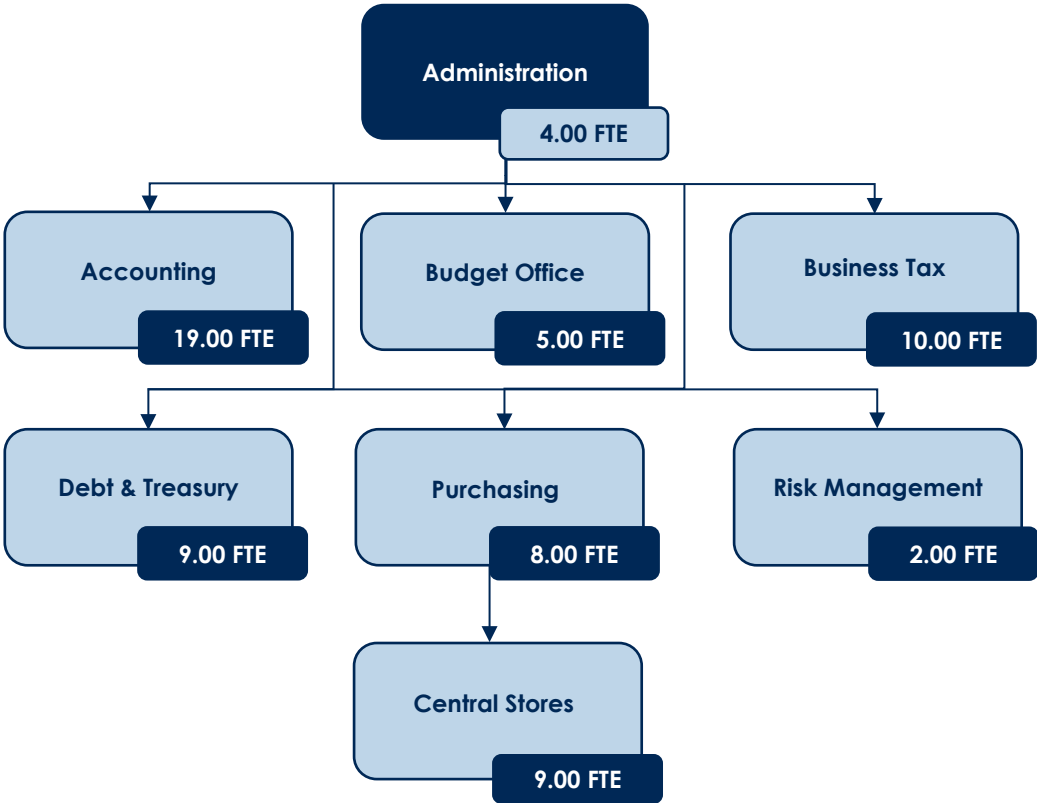
The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
5.4	5.4.1	Cost of City services per capita	\$3,621	Indicator only	N/A until end of FY 2021/22

DEPARTMENT ORGANIZATION



Edward Enriquez – Chief Financial Officer/ Treasurer



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Finance Department* on page 184.

BUDGET OVERVIEW

The Finance Department is an internal service department that supports all City departments. Except for Business Tax, Risk Management, and Central Stores, the Finance Department is fully cost allocated to City departments based on criteria that best represent each division's role and services to City departments. The Risk Management and Central Stores functions are budgeted and accounted for in Internal Service Funds which are allocated or charged to City Departments independently of the cost allocation plan. The Business Tax Division is not considered an internal service department because it serves the public, rather than internal departments, and generates program revenue.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 324,765,590	\$ 5,308,018	\$ 6,217,132	\$ 6,344,963	\$ 6,453,080	
Non-Personnel	6,889,676	8,158,440	6,888,680	7,821,088	8,026,725	(3)
Special Projects	49,644	250,318	250,000	250,000	250,000	
Equipment Outlay	10,258	56,869	13,260	12,601	12,982	
Debt Service	37,138,245	46,485,767	49,031,314	51,789,283	46,099,186	(1)
Capital Outlay	224,575	88,877	-	-	-	
Charges From Others	198,432	223,141	243,050	429,025	447,701	(2), (3)
Charges To Others	(30,085,106)	(146,924)	(309,996)	(305,079)	(314,442)	
Debt Transfers Out	-	917,351	993,965	1,029,220	1,080,000	
Operating Transfers Out	18,266,026	41,624	-	-	-	
Total Budget	\$ 357,457,340	\$ 61,383,481	\$ 63,327,405	\$ 67,371,101	\$ 62,055,232	

Budget Summary by Fund

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
FUND						
101 - General Fund	\$ 6,264,871	\$ 5,860,455	\$ 7,085,167	\$ 7,676,248	\$ 7,861,671	(2)
110 - Measure Z	18,274,391	99,810	37,687	1,200	1,200	(3)
291 - Special Districts	4,640,767	4,632,306	4,712,100	4,742,808	4,791,246	
390 - General Debt Service Fund	321,885,843	42,479,281	44,880,070	47,634,560	41,939,644	(1)
442 - Hunter Business Park Assessment District	-	1,179	-	-	-	
456 - CFD Riverwalk Vista	224,575	88,877	-	-	-	
620 - Unemployment Insurance	137,081	551,823	121,316	150,872	154,088	
630 - Liability Insurance Trust	1,055,877	1,356,029	1,427,128	2,044,002	2,168,972	
640 - Central Stores	488)	858,201	957,933	1,020,078	1,039,849	
741 - Assessment Districts - Miscellaneous	413,756	405,531	410,260	411,390	409,610	
742 - Hunter Business Park Assessment District	1,003,570	1,003,536	1,008,330	1,005,170	1,005,970	
745 - Riverwalk Assessment District	721,165	719,817	722,940	722,690	720,680	
746 - Riverwalk Business Assessment District	293,770	294,314	296,760	296,464	295,482	
756 - CFD Riverwalk Vista	297,902	293,042	307,500	309,030	310,239	
758 - CFD Sycamore Canyon 92-1	653,980	652,557	652,597	646,136	648,899	
759 - CFD Riverwalk Vista Area #2	375,299	380,976	378,223	378,737	378,885	
760 - CFD 2014-2 Highlands	568,684	151,614	153,380	151,620	149,950	
761 - CFD 2013-1 Kunny Ranch	-	-	10,000	10,000	10,000	

Budget Summary by Fund						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
762 - CFD 2015-1 Orangecrest Grove	646,297	1,554,133	166,014	170,096	168,847	
Total Budget	\$ 357,457,340	\$ 61,383,481	\$ 63,327,405	\$ 67,371,101	\$ 62,055,232	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Debt Service / Debt Transfers Out / Fund 390 Debt Service Fund:** The increase is due to anticipated debt issuance for Measure Z capital improvement projects Item #25 – New Police Headquarters and #26 – Museum of Riverside Expansion and Rehabilitation.
- (2) **Charges From Others / Fund 101 – General Fund:** The increase in FY 2022/23 is largely due to a reallocation of 311 Call Center charges to applicable City departments from Riverside Public Utilities.
- (3) **Non-Personnel & Charges From Others / Fund 110 – Measure Z Fund:** The decrease beginning in FY 2022/23 is due to the shift of oversight of the Budget Engagement Commission budget from the Finance Department to the City Clerk, including secretarial duties, publication, and production of meetings.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

This Administration division provides administrative support, oversight, and leadership to all divisions of the Finance Department and ensures that the department's general operations are aligned with the City's Strategic Plan, goals, and objectives.

Goals

The primary goal of the Administration Division is to apply a comprehensive fiscal management strategy to City finances, inclusive of debt financing, cash and investment management, sound budgeting methodologies, and transparent accounting practices. The many successes of the Finance Department demonstrate the benefits of this approach.

Administration (2300)						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
101 - GENERAL FUND						
Personnel	\$ 822,434	\$ 804,244	\$ 718,446	\$ 756,202	\$ 762,107	
Non-Personnel	77,148	38,601	87,211	102,328	112,355	
Equipment Outlay	1,390	1,505	2,362	2,071	2,134	
Charges From Others	-	-	388	400	412	
Charges To Others	(3,246)	(3,254)	-	-	-	
Total General Fund	\$ 897,726	\$ 841,096	\$ 808,407	\$ 861,001	\$ 877,008	
Total Administration	\$ 897,726	\$ 841,096	\$ 808,407	\$ 861,001	\$ 877,008	

DEBT AND TREASURY ADMINISTRATION

The Debt and Treasury Administration Division oversees debt and cash management through two divisions:

- The Debt Administration team manages the City's debt portfolio; analyzes and recommends debt financing to fund financial needs and refunding opportunities as needed; and prepares all required legislative reports and securities disclosures. This Division also manages seven Community Facility Districts, six Assessment Districts, two Landscape Management Districts, and one Special Lighting District within the City's boundaries.

- The Treasury section serves as custodian of the City's cash resources which are in excess of \$700 million, performing general banking, depository services and safekeeping of City funds, and ensuring that the City has enough cash on hand at all times to meet its day-to-day financial obligations. In addition, the Treasury Team oversees the processing all Utility billing payments.

Goals

Treasury Section:

- Consolidate merchant accounts and payment portals throughout the City to reduce risk and administration and provide a seamless experience for City residents.
- Research and implement GFOA best practices in cash management, forecasting and investment reporting to streamline processes and increase analytical capability.

Debt Administration:

- Roll out the new Debt database to staff and consultants and ensure adequate training and procedure requirements for tracking debt related payments within the system.
- Analyze opportunities for refunding of existing debt and options for new money issuances.

Accomplishments

Treasury Section:

- Treasury established centralized SharePoint sites for 1) departments to locate and identify checks that have been sent to Treasury, significantly reducing the time to identify and code receipts; and 2) for Citywide wire requests, ensuring accountability and tracking of payments for City department staff.
- Working with Public Utilities Customer service, Treasury consolidated the Utility Tax refund process tasks with the RPU Share program, eliminating duplication of effort and reducing time to payment.

Debt Administration:

- Debt Administration implemented a centralized Debt Collaboration database that will allow all team members to work from a single source of data, thereby streamlining report processing and improving accuracy.
- Debt Administration formed two new Community Facilities Districts and successfully issued \$4 million in bonds for CFD 2015-2 Pomelo to finance infrastructure improvements.
- Debt Administration secured a 1.79% \$11 million capital lease for the funding of two fully outfitted Police Helicopters.

Challenges

There are several upcoming National Automated Clearing House Association (NACHA) rule changes; the Division will work closely with Bank of America to ensure the City's compliance with all upcoming rule changes.

The City is in the process of researching and acquiring a consolidated payment portal that streamlines City administration, reduces Payment Card Industry Security Standards Council (PCI) risk, and provides a seamless experience to City residents.

The bond market has experienced significant volatility, increasing the cost of borrowing. The Debt Administration team will continue to monitor the market for savings opportunities. In addition, the Debt team has adopted reimbursement resolutions for all upcoming large capital projects to allow the City flexibility to enter the market at the most advantageous time.

Debt and Treasury Administration (2302, 2370, 2380, 2390)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 834,151	\$ 796,319	\$ 966,255	\$ 959,750	\$ 992,185
Non-Personnel	254,624	264,712	294,692	534,060	538,392
Equipment Outlay	3,848	2,210	2,505	2,578	2,655
Debt Service	83,613	-	-	-	-
Charges From Others	5,100	-	5,623	17,500	17,500
Charges To Others	-	(8,367)	(71,276)	(65,437)	(67,488)
Total General Fund	\$ 1,181,336	\$ 1,054,874	\$ 1,197,799	\$ 1,448,451	\$ 1,483,244
110 - MEASURE Z					
Personnel	\$ -	\$ (840,905)	\$ (993,965)	\$ (1,029,220)	\$ (1,080,000)
Debt Transfers Out	-	917,351	993,965	1,029,220	1,080,000
Total Measure Z	\$ -	\$ 76,446	\$ -	\$ -	\$ -
291 - SPECIAL DISTRICTS					
Non-Personnel	\$ 4,640,767	\$ 4,632,306	\$ 4,712,100	\$ 4,742,808	\$ 4,791,246
Total Special Districts	\$ 4,640,767	\$ 4,632,306	\$ 4,712,100	\$ 4,742,808	\$ 4,791,246
390 - GENERAL DEBT SERVICE FUND					
Personnel	\$ 318,943,839	\$ -	\$ -	\$ -	\$ -
Non-Personnel	-	-	10,000	10,000	10,000
Debt Service	32,912,557	42,437,657	44,870,070	47,624,560	41,929,644
Charges To Others	(29,970,553)	-	-	-	-
Operating Transfers Out	-	41,624	-	-	-
Total General Debt Service Fund	\$ 321,885,843	\$ 42,479,281	\$ 44,880,070	\$ 47,634,560	\$ 41,939,644
442 - HUNTER BUSINESS PARK ASSESSMENT DISTRICT					
Special Projects	\$ -	\$ 1,179	\$ -	\$ -	\$ -
Total Hunter Business Park Assessment District	\$ -	\$ 1,179	\$ -	\$ -	\$ -
456 - CFD RIVERWALK VISTA					
Capital Outlay	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
Total CFD Riverwalk Vista	\$ 224,575	\$ 88,877	\$ -	\$ -	\$ -
741 - ASSESSMENT DISTRICTS - MISCELLANEOUS					
Special Projects	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
Total Assessment Districts – Miscellaneous	\$ 413,756	\$ 405,531	\$ 410,260	\$ 411,390	\$ 409,610
742 - HUNTER BUSINESS PARK ASSESSMENT DISTRICT					
Debt Service	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970
Total Hunter Business Park Assessment District	\$ 1,003,570	\$ 1,003,536	\$ 1,008,330	\$ 1,005,170	\$ 1,005,970

Debt and Treasury Administration (2302, 2370, 2380, 2390)						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
745 - RIVERWALK ASSESSMENT DISTRICT						
Debt Service	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680	
Total Riverwalk Assessment District	\$ 721,165	\$ 719,817	\$ 722,940	\$ 722,690	\$ 720,680	
746 - RIVERWALK BUSINESS ASSESSMENT DISTRICT						
Debt Service	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482	
Total Riverwalk Business Assessment District	\$ 293,770	\$ 294,314	\$ 296,760	\$ 296,464	\$ 295,482	
756 - CFD RIVERWALK VISTA						
Debt Service	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239	
Total CFD Riverwalk Vista	\$ 297,902	\$ 293,042	\$ 307,500	\$ 309,030	\$ 310,239	
758 - CFD SYCAMORE CANYON 92-1						
Debt Service	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899	
Total CFD Sycamore Canyon 92-1	\$ 653,980	\$ 652,557	\$ 652,597	\$ 646,136	\$ 648,899	
759 - CFD 2006-1 RIVERWALK VISTA AREA #2						
Debt Service	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885	
Total CFD 2006-1 Riverwalk Vista Area #2	\$ 375,299	\$ 380,976	\$ 378,223	\$ 378,737	\$ 378,885	
760 - CFD 2014-2 HIGHLANDS						
Non-Personnel	\$ 420,429	\$ -	\$ -	\$ -	\$ -	
Debt Service	148,255	151,614	153,380	151,620	149,950	
Total CFD 2014-2 Highlands	\$ 568,684	\$ 151,614	\$ 153,380	\$ 151,620	\$ 149,950	
761 - CFD 2013-1 KUNNY RANCH						
Debt Service	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	
Total CFD 2013-1 Kunny Ranch	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	
762 - CFD 2015-1 ORANGECREST GROVE						
Non-Personnel	\$ 412,069	\$ 1,450,107	\$ -	\$ -	\$ -	
Debt Service	234,228	104,026	166,014	170,096	168,847	
Total CFD 2015-1 Orangecrest Grove	\$ 646,297	\$ 1,554,133	\$ 166,014	\$ 170,096	\$ 168,847	
Total Debt and Treasury Administration	\$ 332,906,944	\$ 53,788,483	\$ 54,895,973	\$ 57,927,152	\$ 52,312,696	

BUSINESS TAX

The Business Tax Division applies the Riverside Municipal Code and City ordinances to ensure equitable and fair application of taxes and fees paid to the City by residents, businesses, and visitors. This Division processes applications for brick-and-mortar, home-based, and mobile businesses located inside of Riverside's city limits and businesses located outside of the City but conducting business within the City, such as contractors, nonemergency transportation, residential/property rentals, and vendors. There are over 25,000 businesses with active licenses operating within the City, including businesses not located within City boundaries. Business license taxes and transient occupancy taxes are a source of revenue for the City's General Fund and together generate over \$15 million annually, approximately 4.88% of the City's General Fund revenue. Effective management of the business license tax revenue collection effort is critical to ensure stable revenues are available to support police, fire, parks, and other public services. This Division provides quick and direct support of the business community through various channels, including in-person services at City Hall in the One Stop Shop located on the third floor, online, or by phone.



This Division partners with the City Attorney's Office, Riverside Police Department, and Code Enforcement in investigations of suspicious and potentially illegal business activity disclosed on business tax applications. This Division also provides data used by other City departments and divisions, such as Fire Prevention, to identify businesses whose premises have not been inspected for fire safety compliance.

Goals

The Business Tax Division continues to partner with Hinderliter, De Llamas & Associates Companies (HdL) to provide full-service, high-quality, business-friendly services and staff support of business license, taxation (Transient Occupancy Tax and Utility User Tax), short-term rental administration, compliance, and revenue management programs. Through this partnership, more than 1,900 business owners were supported monthly with new applications for annual renewal of business licenses.

Accomplishments

This Division assisted the business community in a thorough and timely manner with customers spending less than ten minutes on average at the Division's public window, and emails and phone calls were returned within a 24-hour timeframe.

Business Tax (2304)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 583,514	\$ 502,813	\$ 579,927	\$ 585,012	\$ 587,415
Non-Personnel	68,571	182,808	367,838	371,860	390,307
Equipment Outlay	981	1,667	2,152	2,215	2,281
Charges From Others	70,179	84,400	92,800	259,734	249,565
Total General Fund	\$ 723,245	\$ 771,688	\$ 1,042,717	\$ 1,218,821	\$ 1,229,568
Total Business Tax	\$ 723,245	\$ 771,688	\$ 1,042,717	\$ 1,218,821	\$ 1,229,568

ACCOUNTING

The Accounting Division of the Finance Department safeguards the City's assets and seeks to provide accurate and timely financial data. It is the responsibility of the Accounting Division to direct and monitor all financial transactions recorded in the accounting system in accordance with generally accepted accounting principles and guidelines. It reports on the financial position of the City and its

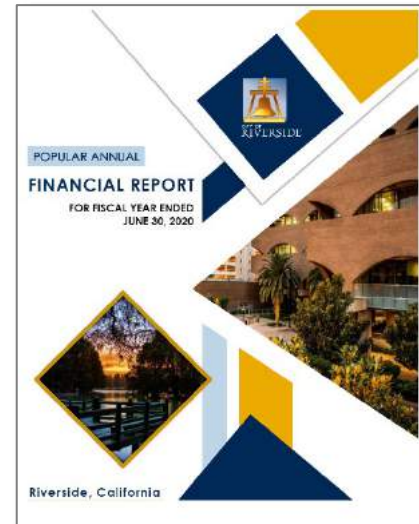
departments and coordinates and prepares the City's annual financial statements. The Accounting Division houses four major programs:

- **General Accounting** reviews analyzes and records financial data. This section is also responsible for the month-end and year-end reconciling and closing of accounting records. General Accounting prepares the City's Annual Comprehensive Financial Report (ACFR) and summary version of the ACFR referred to as the Popular Annual Financial Report (PAFR).
- **Accounts Payable** is responsible for producing accurate and timely payments to the City's vendors while safeguarding City assets through effective internal controls.
- **Accounts Receivable/Collections** strengthens cash inflows through the creation of invoices, the monitoring of past due accounts, and the recovery of outstanding payments owed to the City.
- **Payroll** provides timely and accurate payments to our employees, while maintaining compliance with City policies & procedures, labor agreements, and State and Federal laws.

Goals

The Accounting Division strives to produce accurate and timely financial statements; take advantage of all discounts offered on accounts payable invoices; ensure accurate and timely billing of City customers; collect all funds owed to the City by a variety of methods, including restitution and small claims filings; and ensure accurate and timely salary payment to City employees. In addition, this Division plans to:

- Implement the new CaseWare financial reporting program to increase efficiency and accuracy of financial reporting for the City.
- Lead a citywide effort to collect, analyze and report all of the City's operating leases for the purpose of implementing the new Governmental Accounting Standards Board (GASB) 87 Lease Accounting pronouncement. A new program, LeaseQuery, will be implemented to track and maintain all city leases.



Accomplishments

The Accounting Division completed seven financial reports subject to audit, received an unmodified (clean) opinion. Two awards were received for the citywide financials, demonstrating that the Accounting Division exceeds minimum Generally Accepted Accounting Principles (GAAP) requirements;

- GFOA Certificate of Achievement for Excellence in Financial Reporting.
- GFOA Outstanding Achievement in Popular Annual Financial Reporting (PAFR).
- The Accounting Division assisted the Community and Economic Development Department with processing approximately 1,500 Emergency Rental Assistance Program (ERAP) grant requests to assist Riverside residents during the COVID-19 Pandemic in FY 2020/21 and FY 2021/22.

Accounting (2305)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,678,260	\$ 1,567,290	\$ 2,172,905	\$ 2,233,509	\$ 2,276,377
Non-Personnel	82,031	100,675	118,804	118,979	119,263

Accounting (2305)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Equipment Outlay	1,648	948	1,229	1,251	1,289
Charges From Others	59,978	60,224	72,522	87,674	113,818
Total General Fund	\$ 1,821,917	\$ 1,729,137	\$ 2,365,460	\$ 2,441,413	\$ 2,510,747
Total Accounting	\$ 1,821,917	\$ 1,729,137	\$ 2,365,460	\$ 2,441,413	\$ 2,510,747

BUDGET OFFICE

The Budget Office is staffed by a team of five individuals who work in close concert with the City Manager's Office and the Chief Financial Officer to monitor, analyze, and report on the City's finances and operational performance through a variety of methods and output, including:

- Development, in tandem with City Departments, of the Annual Budget, or Biennial Budget with a comprehensive mid-cycle update and formal re-adoption by Council of the second year of the biennial budget. The resulting budget documents include a Budget in Brief; a Five-Year Capital Improvement Program that details each City project either planned or currently in process; and a Budget Book that provides significant detail about the City's financial outlook, budgeting process and projection methodologies, and departmental personnel, operations, programs, services, strategic goals, and performance measures.
- Compile and present the Annual Fees and Charges schedule for Council adoption; the Budget Team also supports departments by conducting studies for fees desired to be adjusted and for which Council approval is required and works with the City Attorney's Office to ensure that the applicable Municipal Code requirements (Chapter 3.30) for the adoption or adjustment of fees and charges is adhered to.
- Manage and monitor the Measure Z funds, including ensuring that Council's direction for the allocation of Measure Z revenues to individual spending initiatives is adhered to, and providing details of Measure Z activity in the quarterly financial reports.
- Prepare and present quarterly financial reports to the Budget Engagement Commission, Financial Performance and Budget Committee and City Council that detail the year-to-date financial performance of the City's major funds, identify and disclose any areas of potential concern to the City's financial health, and recommend corrective action if appropriate.

Goals

The Budget Team's primary goal is to research and recommend strategies for fiscal sustainability and the preservation of City programs and services by aligning financial resources with the City's strategic priorities. The Budget Team strives to produce accurate, timely, and relevant information about the City's financial performance to City leadership, the Budget Engagement Commission, City Council, and the public. The Budget Team also supports City departments in their bid to identify and maintain adequate funding for their critical programs and services.

A critical step in the achievement of fiscal sustainability will be the City's transition to Priority Based Budgeting (PBB). Through Year 1 and Year 2 of the PBB process a strong foundation has been established with a refined program inventory, peer reviewed costing and scoring, and insights developed to enhance programs, reallocate resources, and/or generate new revenues. The process for Year 3 will address lessons learned with improvements to costing, scoring, and insights. Additionally, the Budget Team will support departments' implementation of Insights identified during the budget development process.



GFOA's
Distinguished Budget
Presentation Award



CSMFO's
Operating and
Capital Budget
Excellence Awards

Accomplishments

- California Society of Municipal Finance Officers (CSMFO) award for Operating Budget Excellence and Capital Budget Excellence for the City's Fiscal Year 2021-2022 Annual Budget.
- GFOA Distinguished Budget Presentation Award for the City's Fiscal Year 2021-2022 Annual Budget.

Budget Office (2310)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 832,723	\$ 697,350	\$ 834,243	\$ 834,777	\$ 860,746
Non-Personnel	6,823	38,579	66,402	101,392	103,716
Equipment Outlay	1,502	1,115	2,266	1,351	1,392
Charges From Others	13,000	10,833	13,650	14,060	14,481
Charges To Others	(2,452)	(6,458)	-	-	-
Total General Fund	\$ 851,596	\$ 741,419	\$ 916,561	\$ 951,580	\$ 980,335
110 - MEASURE Z					
Personnel	\$ 11	\$ (11)	\$ -	\$ -	\$ -
Non-Personnel	8,354	16,413	29,250	1,200	1,200
Charges From Others	-	6,962	8,437	-	-
Total Measure Z	\$ 8,365	\$ 23,364	\$ 37,687	\$ 1,200	\$ 1,200
Total Budget Office	\$ 859,961	\$ 764,783	\$ 954,248	\$ 952,780	\$ 981,535

PURCHASING

The Purchasing division manages all aspects of the procurement process for the City while ensuring The City's compliance with a multitude of legal mandates applicable to governmental purchasing practices. Article XI, Section 1105 of the City Charter establishes a centralized purchasing system for the City. This Division centralizes the procurement process for all Departments citywide in accordance with Purchasing Resolution No. 23812 and operates under a Purchasing Code of Ethics that promotes unbiased judgment in the purchasing process. Purchasing staff ensures additional purchasing requirements are met based upon the stakeholders; for example, purchases conducted with asset forfeiture funds, grant funds, or those expected to be reimbursed by the Federal Emergency Management Agency (FEMA) have unique purchasing requirements that must be adhered to.

The Central Stores function falls under the purview of the Purchasing Division. Central Stores provides warehousing and accounting control of supplies and materials on behalf of all departments. The subdivision orders, receives, stores, issues, and provides inventory control of stock item requirements. Central Stores also aids in materials delivery and hazmat clean-up in emergency response situations.

Some of the responsibilities of the Purchasing Division include:

- Compile and review specifications for items and services to be purchased.
- Advertisement and tabulation of bids.
- Assist departments in obtaining contracts for services.
- Prepare and issue purchase orders.
- Management and control of citywide inventory purchases and withdrawals.
- Optimize inventory controls to maximize ordering efficiencies and minimize supply disruptions.

Goals

The Purchasing Division's primary objective is to purchase required goods and services in a timely manner to meet departments' needs at a fair and reasonable price utilizing an open competitive bidding process. The Division promotes the most effective use of City funds in the procurement of materials, equipment, and services essential to providing governmental services for the citizens of Riverside. Purchasing staff place high value on friendly, personal contact with suppliers and potential suppliers of the City, striving to provide excellent customer service to all parties involved in the purchasing process.

Within the Central Stores section, initiatives to improve operational efficiency are ongoing, including the implementation of barcoding and installation of inventory vending machines.

The Purchasing Division has also established internal goals and performance measures as follows:

GOAL	PERFORMANCE MEASURE
Enhance the use of the Contract Management system, increasing efficiency and reduce manual intervention.	Maintain a ratio-based percentage above 95% for identified procurement contract submitted by City Departments, that are managed and monitored through the Finance Contract Management Module by Purchasing Staff for accuracy and compliance.
Measure of Purchasing Resolution exception to bidding utilization to promoting costs savings.	Monitor and report the percentage of project utilizing non-standard procurement methods that minimize soft and actual project costs. Maintain above 25% usage of competitively bid Cooperative and Piggy-back opportunities.
Procurement Solicitation Cost Savings	Produce an average cost savings of over 25% through the solicitation process, by awarding to the lowest cost bid and overall best value on projects and professional services.
Increase division productivity of internal assignments.	Maintain above 85% of Purchase Orders processed compared to Purchase Requisitions Submitted by City Departments.

Accomplishments

Some of the recent accomplishments of the Purchasing Division include:

- Awarded the Excellence in Procurement Award from the National Procurement Institute for the 16th time.
- Conducted Vendor Trainings with the County of Riverside and the Inland Empire Small Business Development Center on "How to Do Business with The City of Riverside".
- Achievement of Certified Public Procurement Officer (CPPO) certification by the Purchasing Manager and Certified Public Procurement Buyer (CPPB) by some Purchasing staff.
- Completed a comprehensive inventory count and implemented best practices in the management and disbursement of inventory.

Challenges

Purchasing has had an increase in staff turn-over, limiting the ability to meet the service needs of customer departments.

Purchasing (2315, 6400)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 829,090	\$ 773,520	\$ 897,406	\$ 901,603	\$ 933,731
Non-Personnel	17,545	25,253	44,808	42,170	40,920
Equipment Outlay	639	2,010	1,229	1,351	1,392
Charges From Others	50,175	49,500	49,500	49,500	51,680
Charges To Others	(108,398)	(128,042)	(238,720)	(239,642)	(246,954)
Total General Fund	\$ 789,051	\$ 722,241	\$ 754,223	\$ 754,982	\$ 780,769
640 - CENTRAL STORES					
Personnel	\$ (367)	\$ 668,319	\$ 818,488	\$ 860,393	\$ 867,623
Non-Personnel	-	91,438	85,655	97,894	103,202
Equipment Outlay	-	47,228	1,140	1,484	1,529
Debt Service	-	40,797	52,520	60,150	67,250
Charges From Others	-	11,222	130	157	245
Charges To Others	(121)	(803)	-	-	-
Total Central Stores	\$ (488)	\$ 858,201	\$ 957,933	\$ 1,020,078	\$ 1,039,849
Total Purchasing	\$ 788,563	\$ 1,580,442	\$ 1,712,156	\$ 1,775,060	\$ 1,820,618

RISK MANAGEMENT

The Risk Management Division seeks to identify, evaluate, mitigate, and control the risk of loss, as well as manage the impact of risk on the City and its stakeholders. The Risk Management Division is responsible for procuring and maintaining the City's property and casualty insurance policies, the hazardous waste contract, and for the emergency and non-emergency contractor panel. This division also ensures that everyone doing business with the City provides proof of the financial ability to pay for potential claims and lawsuits by submitting certificates of insurance. The Risk Division also manages the Tenant User Liability Insurance Program (TULIP). TULIP provides liability protection for the City when others host special events on publicly owned and managed properties.

Goals

The Risk Management Division is committed to preserving the accuracy of all the City's Statements of Values (SOV). A SOV is a document, usually in the form of an Excel file, where the City lists its insured assets along with the estimated value of that asset. A SOV includes basic underwriting information like the year built of a real property structure, year purchased, cost-new, and information on protections and exposures surrounding an asset. In effort to accomplish consistent and accurate reporting of insured values and information, the Risk Management Division will work on transitioning all reporting and maintenance of this data away from manual spreadsheets and into a reliable software program. Shifting from a manual upkeep process to a programed and systemic software system will create a reliable track record of changes and warrant that the City is properly insuring and recording its assets.

In addition to improvements on the SOV, the Risk Management Division will strive to produce an annual Risk Management report that explains and illustrates trends on the City's Workers Compensation and Liability Losses, Employee Safety Statistics, Information on the City's Insurance Portfolio, and Hazardous Waste activity among other Risk Management related topics.

Accomplishments

The Risk Management Division celebrates the successful transition of the processing of all Certificates of Insurance (COI) to an automated system. Staff is now able to see the real time "Insured Status" of vendors and staff has been relieved of having to ask vendors and their respective insurance agents for copies of renewal COI's as the system will automatically generate a request 30 days before any

given expiration date. The automated COI system minimizes the likelihood of a vendor operating without insurance, thus continuing to uphold the City's insurance requirements and limiting the City's exposure vendor related liability.

Challenges

The increasing cost of commercial insurance continues to present challenges to the Risk Management Division. Global catastrophe losses and high liability settlement awards by jury's have kept the market in a "hard" state meaning that underwriting capacity is low while insurance premiums are high. The Division will continue exploring alternative options other than standard commercial excess insurance policies like pools, reinsurance policies, joint powers authorities, and captive insuring options among others.

Risk Management (2320)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 - MEASURE Z					
Operating Transfers Out	\$ 18,266,026	\$ -	\$ -	\$ -	\$ -
Total Measure Z	\$ 18,266,026	\$ -	\$ -	\$ -	\$ -
620 - UNEMPLOYMENT INSURANCE					
Non-Personnel	\$ 137,081	\$ 551,823	\$ 121,316	\$ 150,872	\$ 154,088
Total Unemployment Insurance	\$ 137,081	\$ 551,823	\$ 121,316	\$ 150,872	\$ 154,088
630 - LIABILITY INSURANCE					
Personnel	\$ 241,935	\$ 339,079	\$ 223,427	\$ 242,937	\$ 252,896
Non-Personnel	764,234	765,725	950,604	1,547,525	1,662,036
Special Projects	49,644	249,139	250,000	250,000	250,000
Equipment Outlay	250	186	377	300	310
Debt Service	150	1,900	2,720	3,240	3,730
Charges To Others	(336)	-	-	-	-
Total Liability Insurance	\$ 1,055,877	\$ 1,356,029	\$ 1,427,128	\$ 2,044,002	\$ 2,168,972
Total Risk Management	\$ 19,458,984	\$ 1,907,852	\$ 1,548,444	\$ 2,194,874	\$ 2,323,060

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FIRE DEPARTMENT



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FIRE DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The City of Riverside Fire Department protects life, property, and the environment by providing exceptional and progressive, all-hazard emergency services, public education, and safety programs.

VISION STATEMENT

The City of Riverside Fire Department will be a world-class leader in providing progressive, professional, and exceptional fire-rescue and life safety services.

PURPOSE

Deployed from fourteen fire stations strategically spanning the City's 81 square miles, the City of Riverside Fire Department responds annually to over 41,000 emergency calls. Non-emergency services include fire code enforcement, public fire and life safety education, disaster preparedness planning, and Community Emergency Response Team training. In addition, the Riverside Fire Department is an active participant in the California Master Mutual Aid system. The department has five State of California/Office of Emergency Services fire engines, two for use on structure fires and three for use during wildland incidents, which are staged in Riverside for immediate deployment throughout the state.



GOALS

- Maintain specialty status of CA Heavy Rescue Type 1, CA Hazard Material Type 1, Accreditation, and Insurance Services Office (ISO) Class 1.
- Maintain staffing levels and incremental increases as workload and incident numbers dictate, especially for Emergency Medical Services, Training, Arson, Administration, and Prevention Divisions.
- Develop a plan to have 50% of the fire apparatus and staff vehicles go hybrid or fully electric.

ACCOMPLISHMENTS

- Conducted a self-audit to validate that performance standards continue to be met for maintaining accreditation and ISO Class 1 rating, a reflection of the Fire Department's commitment to providing quality public safety services to the City of Riverside.
- In February 2021, the City of Riverside Fire Department took possession of Fire Engine 6314 from the State of California Governor's Office of Emergency Medical Services, Fire and Rescue Division. Fire Engine 6314 is housed at Station 7 and ready to respond as part of the statewide mutual aid system.
- Measure Z funding allowed for much needed upgrades such as the apparatus door widening project at Station 10, and purchases including two battalion chief vehicles, Fire Engine 10, and Fire Engine 14.
- Received an Assistance to Firefighter Grant from COVID-19 Pandemic funding exceeding \$250,000 from the Department of Justice and Federal Emergency Management Agency (FEMA) to purchase protective equipment and supplies.

CHALLENGES

The Fire Department's most pressing challenges are related to: acquisition of generators/transfer switch; additional Emergency Medical Service (EMS) personnel; Fire Station 10 realignment through rebuilding or remodeling; replacement of apparatus doors at Fire Stations 11, 12 and 13; addressing needs of aging fire stations and infrastructure; recruiting qualified and diverse firefighter candidates; and climate change and combating devastating wildland fires.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Fire Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Fire Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity





Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	2.5	Foster relationships between community members, partner organizations and public safety professionals to define, prioritize and address community safety needs and social services.
	2.6	Strengthen community preparedness for emergencies to ensure effective response and recovery.

PERFORMANCE MEASURES

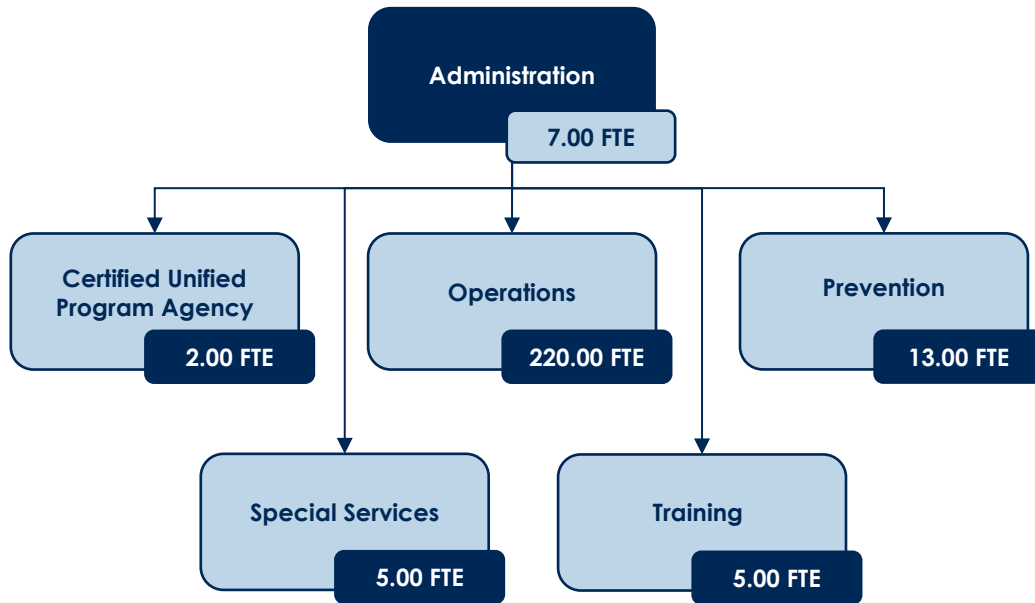
The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE	BENCHMARK	TARGET	PROGRESS
2.5	2.5.2 Number of emergency calls responded to by the Fire Department	37,468	Indicator only	38,801
2.6	2.6.1 Number of local volunteers trained in Community Emergency Response Teams (CERT)	1,696	Not yet defined	1,730
2.6	2.6.2 Number of Basic CERT classes conducted	84 since inception	Increase to 87 in FY 2021/22	86

DEPARTMENT ORGANIZATION



**La Wayne Hearn – Interim
Fire Chief**



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Fire Department* on page 187.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) In FY 2022/23, the Fire Department's support charge totals \$3,915,570 and in FY 2023/24 is \$4,106,974. These amounts, and the amount of the support charge for all fiscal years, are excluded from the following tables to provide a more transparent view of the direct cost of Fire Department programs and services.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 57,671,089	\$ 58,482,389	\$ 55,073,494	\$ 57,691,673	\$ 58,476,801	(1)
Non-Personnel	4,473,795	4,530,351	3,321,310	3,771,316	3,986,847	(2)
Special Projects	1,550,141	2,460,919	327,084	2,114,600	2,966,000	(3)
Operating Grants	145,937	273,843	-	-	-	
Equipment Outlay	74,066	408,366	11,430	276,773	12,126	

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Debt Service	5,745,264	-	-	-	-	
Capital Outlay	497,255	926,033	-	-	-	
Charges From Others	4,812,890	5,640,550	3,850,436	5,322,329	5,457,228	(4)
Charges To Others	(3,369,125)	(3,544,787)	(1,448,949)	(2,962,545)	(3,024,123)	(4)
Debt Transfers Out	-	5,855,910	5,998,420	5,732,880	1,638,135	(5)
Operating Transfers Out	189,046	189,046	189,046	-	-	
Total Budget	\$ 71,790,358	\$ 75,222,620	\$ 67,322,271	\$ 71,947,026	\$ 69,513,014	

Budget Summary by Fund

FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 62,018,904	\$ 63,595,464	\$ 58,991,389	\$ 63,137,172	\$ 60,131,610	(5)
110 - Measure Z	6,794,054	7,867,388	7,682,088	8,132,124	8,689,585	(1), (3)
205 - Urban Areas Security Initiative	753,853	1,190,558	-	-	-	
215 - Grants and Restricted Programs	2,223,547	2,569,210	648,794	677,730	691,819	
Total Budget	\$ 71,790,358	\$ 75,222,620	\$ 67,322,271	\$ 71,947,026	\$ 69,513,014	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Personnel / Fund 101 - General Fund, Fund 110 – Measure Z:** The change is primarily due to the transfer of Firefighters (14.00 FTE) from Measure Z to the General Fund including estimated overtime costs; these positions had been temporarily transferred to Measure Z as a FY 2021/22 General Fund balancing measure. The positions were transferred back to General Fund for the FY 2022-24 Biennial Budget.
- (2) **Non-Personnel / Fund 101 – General Fund:** The increase is primarily due to an increase in liability insurance.
- (3) **Special Projects / Fund 110 – Measure Z:** The change is primarily due to a \$1.7 million increase in the Department's Vehicle Replacement and Maintenance Plan (Measure Z Item #14 – Revised Fire Vehicle Replacement and Maintenance Plan).
- (4) **Charges From Others, Charges To Others:** The decrease is due to internal charges from Fire Operations to the Paramedic Program. There is a decrease to offset in Charges To Others which results in a net zero increase to the General Fund.
- (5) **Debt Transfers Out / Fund 101 – General Fund:** The decrease in FY 2023/24 is due to the payoff of the 2004 Safety Pension Obligation Bond in FY 2022/23.

DIVISION/PROGRAM BUDGETS**ADMINISTRATION**

The Fire Department Administration Division consists of the Fire Chief, Deputy Chiefs of Operations and Administration, Administrative Services Manager, Executive Assistant, and clerical support staff. This division provides developmental planning, sets direction and policy, controls and evaluates the department, and provides direction and oversight for all personnel matters. Administration provides clerical support services for all divisions of the department and coordinates the development and administration of the department's annual operating and capital improvement budgets.

Goals

- To implement Pulse Point, a 911 Dispatch application, which will send alerts to registered participants informing them of medical emergencies occurring in public places where someone is experiencing a cardiac arrest and Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED) is needed.
- Identify, document, and categorize unfunded needs of the Fire Department.
- Recognize and implement a new Reporting Management System.
- Implementing the expanded Public Safety Engagement Team (PSET) team for additional wildland support. The collaboration with the Riverside Police Department, Office of Homeless Solutions, and Community & Economic Development Departments will be a multi-departmental approach to regulate and engage with the homeless community in wildland areas.

Accomplishments

- Established a 5-year preventive maintenance contract for apparatus bay doors to ensure proper functioning and to reduce costly repairs.
- Completed the Diesel Exhaust System Project for Fire Stations 1, 2, 3, 4, 5, 7, 8, and 9 which will optimize firefighter safety by limiting exposure to diesel exhaust emissions.

Challenges

- Additional staffing is needed in the Administration Division to address the volume of work, efficiency, and productivity. Current staffing levels consist of three civilian positions performing administrative task in a department of 257 people. Increasing the staffing will provide implementing new projects, improving productivity and keeping up with changes with new policies and procedures.

Administration (3500, 3590, 3595)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,810,679	\$ 1,798,255	\$ 1,837,816	\$ 1,860,050	\$ 1,871,416
Non-Personnel	214,605	204,270	224,780	302,319	317,062
Equipment Outlay	5,585	3,718	11,430	11,773	12,126
Debt Service	4,137,812	-	-	-	-
Charges From Others	271,659	309,946	277,839	294,152	300,022
Charges To Others	(81,285)	-	-	-	-
Debt Transfers Out	-	4,248,450	4,390,960	4,240,480	145,740
Total General Fund	\$ 6,359,055	\$ 6,564,639	\$ 6,742,825	\$ 6,708,774	\$ 2,646,366
110 - MEASURE Z					
Debt Service	\$ 1,607,452	-	-	-	-
Debt Transfers Out	-	1,607,460	1,607,460	1,492,400	1,492,395
Total Measure Z	\$ 607,452	\$ 1,607,460	\$ 1,607,460	\$ 1,492,400	\$ 1,492,395
Total Administration	\$ 7,966,507	\$ 8,172,099	\$ 8,350,285	\$ 8,201,174	\$ 4,138,761

PREVENTION

The Fire Prevention Division focuses on educating the community about the benefits of proper safety practices and identifying and eliminating all types of hazardous conditions, which pose a threat to life, the environment and property. In accordance with the California Fire Code and the Riverside Municipal Code, the Riverside Fire Department is required to inspect all Riverside businesses for fire

safety. The Division coordinates the fire inspection program, reviews fire plans for new construction and tenant improvements.

The Division manages the Business Emergency Plan Program, which regulates the business generation and storage of hazardous materials. The hazardous materials program is partially funded by the Certified Unified Program Agency (CUPA). The CUPA program consolidates the administration, permit, inspection, and enforcement activities that are overseen by the Riverside County Department of Environmental Health (RCDEH) Hazardous Materials Division.

Goals

- Complete all Fire Plan Reviews with a 95% on-time status.
- Complete all state mandated inspections within the calendar year with no carryovers.
- Complete construction inspections within 72 business hours of the request.

Accomplishments

- In November 2021, the Department implemented the online public portal Riverside "POSSE" Land Management System. The activation completed the City's One Stop Shop collaboration with various City departments.
- Updated the Safety Element of the City's General Plan, which was approved by the Planning Commission and State Board of Forestry.
- Cleared a backlog of 200 plan checks with the assistance of an external fire review vendor.
- Implemented Assembly Bill 38 Defensible Space Inspections. The Bill requires a seller of real property located in a High Fire Hazard Severity Zone (FHSZ) to provide the buyer with documentation that the property is in compliance with defensible space requirements.

Challenges

- The demand for Fire Plan reviews have increased alongside a high vacancy and turnover rate, resulting in the Department being unable to meet the demand; recruitment and retention of new personnel are also a challenge.
- Aging fleet with vehicles over fifteen years of service.
- Inefficient workspace is impacting employee performance.

Prevention (3505, 3525)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,701,040	\$ 1,499,780	\$ 1,733,625	\$ 1,791,387	\$ 1,811,731
Non-Personnel	100,995	82,920	95,430	108,281	114,066
Charges From Others	-	74	-	944	972
Charges To Others	(314,539)	(325,596)	(428,228)	(451,208)	(455,948)
Operating Transfers Out	189,046	189,046	189,046	-	-
Total General Fund	\$ 1,676,542	\$ 1,446,224	\$ 1,589,873	\$ 1,449,404	\$ 1,470,821
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 67,215	\$ 95,542	\$ 191,681	\$ 196,625	\$ 204,769
Non-Personnel	117,395	38,852	28,885	29,897	31,102
Equipment Outlay	27,269	-	-	-	-

Prevention (3505, 3525)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Charges From Others	340,539	320,394	428,228	451,208	455,948
Total Grants and Restricted Programs	\$ 552,418	\$ 454,788	\$ 648,794	\$ 677,730	\$ 691,819
Total Prevention	\$ 2,228,960	\$ 1,901,012	\$ 2,238,667	\$ 2,127,134	\$ 2,162,640

OPERATIONS

The Operations Division directly supports the department's primary mission to respond quickly to fires and other emergency incidents, responding to over 41,000 emergency calls annually. Operations employs 215 full-time firefighters, housed 24/7 in 14 fire stations spanning a primary response area of over 81 square miles.

Operations manages an effective fire suppression program that can provide protection of life, property, and the environment from the effects of fire, due to a constant state of readiness, and effective response force to serve our community. In addition, many Operations personnel have advanced skill sets in the areas of Technical Rescue training, including horse rescue, heavy rescue, high-angle rescue, confined space rescue, and swift/surface water rescue.



The areas of responsibility in Fire Operations include Emergency Medical Services (EMS), Arson, and the Urban Search and Rescue (US&R) Program. The US&R Program is a "multi-hazard" discipline, that may be needed for a variety of emergencies or disasters, including earthquakes, hurricanes, typhoons, storms, tornadoes, floods, dam failures, technological accidents, terrorist activities and hazardous materials releases. The California Task Force 6, which is under the US&R Program, is one of eight in California with 200 highly skilled search and rescue personnel that respond as a resource during emergencies.

Goals

Maintaining the departments accreditation status and obtaining reaccreditation in 2024 through the Public Safety Excellence.

Continuing the departments status for ISO Class 1 classification and recertification.

Accomplishments

- In 2021, the department responded to over 41,000 calls assisting the community with non-emergency and emergency requests. The call volume increased 9.5% from the prior year.
- Sworn personnel individually completed 23 hours per month of additional training. The training consists of a wide array of subjects from Emergency Medical Services to Hazardous Material responses.

Challenges

- Recruiting and retaining qualified personnel.
- Identifying funding to update the department's Ultra High Frequency (UHF) radio system.
- Due to the increased cost of goods and services, the Department has entered several long-term contracts to facilitate efficient use of services and lock in the cost of fees and services.

Operations (3510)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 48,832,186	\$ 48,513,791	\$ 44,771,691	\$ 48,840,161	\$ 49,616,894
Non-Personnel	2,680,658	3,130,935	2,561,061	2,921,497	3,096,216
Special Projects	(4,021)	-	-	-	-
Operating Grants	-	485,686	-	-	-
Equipment Outlay	-	57	-	-	-
Capital Outlay	-	52,610	-	-	-
Charges From Others	4,187,344	5,008,986	3,143,814	4,575,192	4,699,720
Charges To Others	(2,735,255)	(2,818,213)	(945,721)	(2,436,337)	(2,493,175)
Total General Fund	\$ 52,960,912	\$ 54,373,852	\$ 49,530,845	\$ 53,900,513	\$ 54,919,655
110 - MEASURE Z					
Personnel	\$ 2,725,044	\$ 2,981,999	\$ 5,008,105	\$ 3,504,997	\$ 3,465,947
Non-Personnel	255,912	79,940	68,302	81,517	88,527
Special Projects	1,554,162	2,460,919	327,084	2,114,600	2,966,000
Equipment Outlay	-	-	-	265,000	-
Total Measure Z	\$ 4,535,118	\$ 5,522,858	\$ 5,403,491	\$ 5,966,114	\$ 6,520,474
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 545,532	\$ 1,144,515	\$ -	\$ -	\$ -
Non-Personnel	643,555	588,436	-	-	-
Operating Grants	127,846	(283,089)	-	-	-
Equipment Outlay	41,212	404,591	-	-	-
Total Grants and Restricted Programs	\$ 1,358,145	\$ 1,854,453	\$ -	\$ -	\$ -
Total Operations	\$ 58,854,175	\$ 61,751,163	\$ 54,934,336	\$ 59,866,627	\$ 61,440,129

SPECIAL SERVICES

The Special Services Division, also known as the Office of Emergency Management (OEM), administers a comprehensive all-hazards, community-based emergency management program. This division is responsible for planning for emergencies, incidents, and events that will have an impact on the City of Riverside, including coordinating response and recovery efforts through the activation of the City's Emergency Operations Center (EOC). Some of the major programs of the Special Services Division include:

- **Office of Emergency Management (OEM):** Plans and prepares for emergencies, incidents and events that will have an impact on the City of Riverside. OEM maintains a robust preparedness effort through our Community Emergency Response Team training and resident and city employee public education events. OEM works with partner organizations to identify and mitigate issues prior to an incident. The OEM also coordinates the response and recovery efforts through the activation of our EOC.
- **Office of Emergency Management Community Emergency Response Team (CERT):** CERT trains people to be self-sufficient following a major disaster when first responders are likely to be over-tasked and not readily available to respond to every emergency. Participants receive 20 hours of training in basic disaster response skills, including fire safety, search and rescue, team organization, and disaster medical operations taught by Fire Department personnel. CERT

members learn how to organize to assist others in their neighborhood, school or workplace following a disaster when professional responders are not immediately available to help.

- **Urban Areas Security Initiative (UASI):** The Department of Homeland Security (DHS) offers the UASI grant to enhance regional preparedness in high-threat, high-density areas and provides funding opportunities every fiscal year to address the unique multi-discipline planning, operations, equipment, and training needs to these areas as it relates to terrorism prevention, protection, mitigation, response, and recovery.

Goals

- To strengthen community preparedness for emergencies to ensure effective response and recovery.
- Communicate response and recovery information to the community through mail, email, [ReadyRiverside.org](https://www.readyriverside.org) website, and Riverside Alert/Everbridge system.
- Develop and implement an inclusive strategy to expand participation in the CERT program to enhance the public's awareness of emergency response situations.
- Increase the CERT Basic classes from three to six sessions.

Accomplishments

- Partnered with Curative Lab conducting COVID-19 tests and vaccine sites throughout Riverside. In 2021, over 81,000 vaccines were given, and 1,300 hours were provided testing logistics support.
- The Office of Emergency Management (OEM) has been active since March 13, 2020 for COVID-19 Pandemic response.
- Secured over \$3 million in funding through the UASI Program. The program assists high-threat, high-density urban areas in efforts to build and sustain the capabilities necessary to prevent and protect against terrorism.

Challenges

- Emergency management planning regulations are changing due to increased mandates.
- Increased workload and oversight requirements regarding grants management.
- Lack of funding for mobile equipment upgrades and maintenance.

Special Services (3515, 3530)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 536,029	\$ 692,953	\$ 367,077	\$ 327,676	\$ 330,475
Non-Personnel	120,298	145,798	226,862	207,265	214,588
Charges From Others	13,012	1,150	555	833	566
Charges To Others	(140,486)	(297,104)	-	-	-
Total General Fund	\$ 528,853	\$ 542,797	\$ 594,494	\$ 535,774	\$ 545,629
205 - URBAN AREAS SECURITY INITIATIVE					
Personnel	\$ 256,598	\$ 317,135	\$ -	\$ -	\$ -
Capital Outlay	497,255	873,423	-	-	-
Total Urban Areas Security Initiative	\$ 753,853	\$ 1,190,558	\$ -	\$ -	\$ -

Special Services (3515, 3530)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 40,126	\$ 15,271	\$ -	\$ -	\$ -
Operating Grants	18,091	71,246	-	-	-
Total Grants and Restricted Programs	\$ 58,217	\$ 86,517	\$ -	\$ -	\$ -
Total Operations	\$ 1,340,923	\$ 1,819,872	\$ 594,494	\$ 535,774	\$ 545,629

Grant funding, including that for the UASI Program, is appropriated by individual Council action separately from the adopted budget.

TRAINING

The Training Division executes the vision of the department through physical training methods and learning management systems for the purpose of maintaining standards set by the National Fire Protection Association, Occupational Safety and Health Administration, and other applicable organizations. Personnel train for emergency scene management (including ventilation, forcible entry, automobile extrication) and emergency patient care including CPR and Emergency Medical Technician (EMT) re-certification.

The Division is responsible for recruit training and testing, certifications and credentialing, promotional exams, and supporting overhead positions to meet emergency incident needs. In addition, the Division administers three major programs: Recruitment, Fire Explorer Post 101, and the Employee Wellness Program.

Goals

- To provide training to and serve all ranks of the Fire Department to meet the on-going needs of the organization.
- To provide effective and realistic training for all personnel based on fire service standards.

Accomplishments

- In 2021, began practical implementation of Blue Card training program with 22 days of classroom officer training totaling 2,356 hours. The training program provides the department with a training and certification system that defines the best Standard Command.
- Approximately 60,000 hours of training was conducted from Instructional Service Agreement (ISA) and The California Fire Fighter Joint Apprenticeship Committee (JAC) training.
- Conducted over 144 exams consisting of driver certification, probationary exams, and written exams for engineer, tiller, tractor, and squad apparatus.

Challenges

- Lack of funding for deteriorating training tower. The tower is fifty years old and is deteriorating due to the wear and tear of doing live burns. The cost to repair the tower is estimated at \$200,000.

The Training Division seeks to expand the educational resources and conduct advanced training courses. Some of the program accomplishments and sub-programs include:

Recruitment

3 Testing sites

- Accommodated approximately 1,000 candidates for entry level positions.

Training & Education

Training

- 1410 Drills: 8
- Mobile Computing Devices (MCD): 6

Education/Classroom Hours

- JAC Hours: 18,640
- ISA Hours: 64,367

Employee Wellness Program

Cancer Prevention Program

Extractor Project
Diesel Exhaust System Project

Mental Health

Peer Support Team
Chaplain Program
Training Courses

Physical Fitness

Santa Ana Fitness Programs

Training (3520)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 509,973	\$ 690,448	\$ 494,462	\$ 499,767	\$ 501,973
Non-Personnel	80,793	81,378	113,890	117,940	122,166
Charges From Others	336	-	-	-	-
Charges To Others	(97,560)	(103,874)	(75,000)	(75,000)	(75,000)
Total General Fund	\$ 493,542	\$ 667,952	\$ 533,352	\$ 542,707	\$ 549,139
110 - MEASURE Z					
Personnel	\$ 646,667	\$ 732,700	\$ 669,037	\$ 671,010	\$ 673,596
Non-Personnel	4,817	4,370	2,100	2,600	3,120
Total Measure Z	\$ 651,484	\$ 737,070	\$ 671,137	\$ 673,610	\$ 676,716
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ 254,767	\$ 173,452	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 254,767	\$ 173,452	\$ -	\$ -	\$ -
Total Operations	\$ 1,399,793	\$ 1,578,474	\$ 1,204,489	\$ 1,216,317	\$ 1,225,855



Fire Department

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GENERAL SERVICES DEPARTMENT



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GENERAL SERVICES DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the General Services Department is to provide timely, quality, and efficient support services consisting of Administration, Real Property, Fleet Management, Capital Projects and Building Services to all City departments, and Airport Services to all internal and external customers.

PURPOSE

In addition to providing support services to other City departments, the General Services Department serves the public through the operations of the Riverside Municipal Airport and oversight of the independent Raincross Hospitality Corporation which manages the activities of the Riverside Convention Center.



GOALS

The primary goals of the General Services department are to:

- Ensure the City's facilities are safe, functional, and comfortable.
- Provide outstanding service to all customers.
- Coordinate the City's printing needs.
- Develop a clean fleet and fuel strategy for city vehicles and the public.
- Actively support economic development throughout the City through business-friendly leasing strategies at City properties and the Riverside Municipal Airport.

ACCOMPLISHMENTS

Recent accomplishments for the Department includes:

- Completed renovation of the former main library building to house the new Cheech Marin Center for Chicano Art and Culture.
- Completed reconstruction of the Riverside Municipal Airport observation deck.
- Implemented a pilot vehicle replacement program with Enterprise Fleet Management to acquire vehicles on a more consistent basis, ensuring the most up to date safety and fuel efficiency.
- Awarded a bid for removal and replacement of the Arlington Fire Station 2 roof.
- Awarded a bid for modifications to the apparatus bay opening at Arlington Heights Fire Station 10 to accommodate larger fire vehicles.

CHALLENGES

Limited financial resources impact the Department's ability to:

- Meet the City's major capital needs and the maintenance needs of municipal buildings and facilities in a proactive and timely manner; and
- Compete with higher private sector pay to recruit and retain skilled labor.

- Unfunded capital improvement needs for projects related to the Riverside Police Department, Riverside Public Library, and Museum of Riverside.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the General Services Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the General Services Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity





Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	4.6	Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
	6.3	Identify and pursue new and unique funding opportunities to develop, operate, maintain and renew infrastructure and programs that meet the community's needs.

PERFORMANCE MEASURES

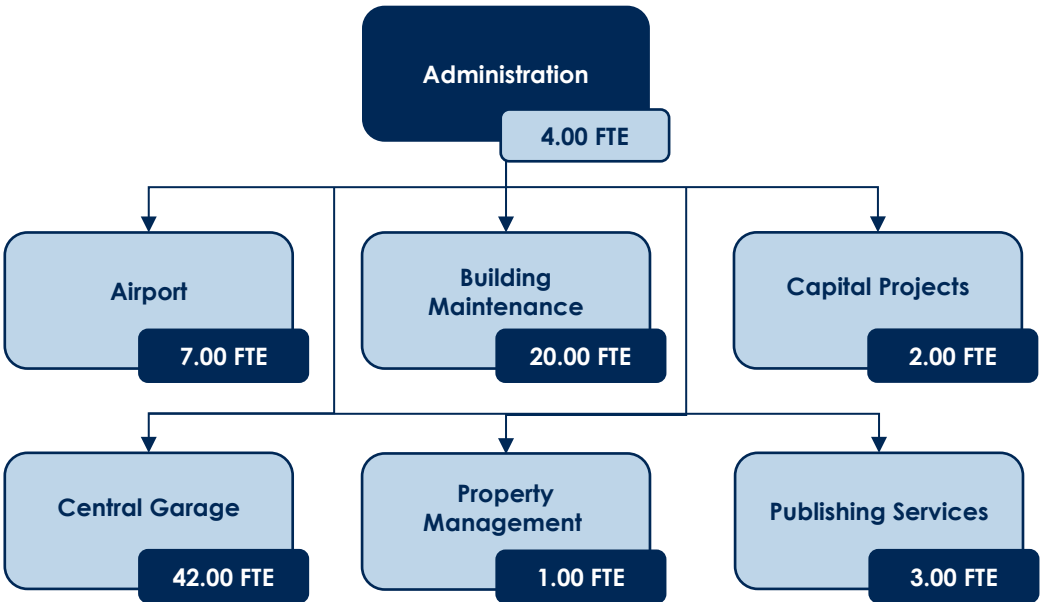
The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
4.6	4.6.1	Percentage of city fleet that is green	60%	Maintain at or above 60% in 2021	67%
6.3	6.3.1	Grant revenue received for fleet and infrastructure projects	\$383,610 in 2019 (Fleet)	\$300,000 in 2021 (Fleet)	N/A for 2021-2024 work program

DEPARTMENT ORGANIZATION



Carl Carey - Director



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - General Services Department* on page 189.

BUDGET OVERVIEW

The sections of the General Services Department budgeted within the General Fund are internal service divisions that provide services to other City departments; some divisions are fully allocated based on criteria that best represent services provided to other City departments, while other divisions (i.e., Publishing Services) have only general operating costs allocated and then bill City Departments directly for services provided. The Airport and Fleet Divisions are charged a proportional cost of the City's internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.)

In FY 2022/23, the General Service Department's net allocation across all funds totals (\$4,024,512) and FY 2023/24 totals (\$4,066,458) which includes citywide supports costs of \$186,634 in FY 2022/23 and \$190,832 in FY 2023/24 for the Airport and \$681,969 and \$716,709 respectively for the Central Garage (Fleet). These amounts, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of General Service Department programs and services.

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 8,264,674	\$ 7,343,517	\$ 8,384,546	\$ 8,594,345	\$ 8,687,953	
Non-Personnel	8,354,409	8,212,626	9,152,319	9,916,651	10,254,641	(1)
Special Projects	9,526,101	5,438,271	13,113,817	10,762,904	12,639,117	(1), (2)
Equipment Outlay	214,476	1,790,199	1,074,100	1,105,249	1,133,485	
Debt Service	3,634,420	3,686,265	3,389,600	3,435,450	3,473,760	
Capital Outlay	28,059,348	14,339,654	1,173,360	59,312,044	1,663,905	(3)
Charges From Others	534,892	441,317	304,004	757,096	753,114	(4)
Charges To Others	(751,234)	(759,446)	(396,829)	(407,470)	(401,565)	
Total Budget	\$ 57,837,086	\$ 40,492,403	\$ 36,194,917	\$ 93,476,269	\$ 38,204,410	

Budget Summary by Fund

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
FUND						
101 - General Fund	\$ 4,130,062	\$ 3,747,431	\$ 4,588,099	\$ 4,890,115	\$ 4,973,999	
110 - Measure Z	433,963	456,979	465,301	474,622	477,323	
215 - Grants and Restricted Programs	595,033	-	-	-	-	
401 - Capital Outlay	338,815	13,365	-	-	-	
420 - Measure Z - Capital Projects	26,848,639	11,079,044	1,000,000	59,133,657	1,490,073	(3)
530 - Airport	1,515,924	1,923,319	1,391,881	1,465,539	1,503,870	
580 - Convention Center	13,145,627	8,958,658	15,857,697	13,119,124	14,968,982	(2)
582 - Cheech Marin Center	-	3,726,114	467,900	1,249,480	1,289,665	(1)
650 - Central Garage	10,829,023	10,587,493	12,424,039	13,143,732	13,500,498	(4)
Total Budget	\$ 57,837,086	\$ 40,492,403	\$ 36,194,917	\$ 93,476,269	\$ 38,204,410	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel & Special Projects / Fund 582 – Cheech Marin Center:** The FY 2022/23 and FY 2023/24 increase is due to management fees and operational costs for The Cheech Marin Center for Chicano Art, Culture & Industry.
- (2) **Special Projects / Fund 580 – Convention Center:** FY 2019/20 Actuals and FY 2020/21 Actuals are lower due to impacts of the COVID-19 Pandemic on Convention Center operations. The FY 2021/22 budget was adopted based on the resumption of normal activities; however, the FY 2022/23, and FY 2023/24 budgets assume there will be a gradual resumption of pre-COVID activity levels.
- (3) **Capital Outlay / Fund 110 – Measure Z:** FY 2022/23 increase is due to Measure Z capital improvement project Items #25 – New Police Headquarters and #26 – Museum of Riverside Expansion and Rehabilitation.
- (4) **Charges From Others / Fund 650 – Central Garage:** The increase in FY 2022/23 is due to charges from Police and Fire Departments for reimbursement of mechanic labor automatically billed to the General Fund but the positions are funded by Measure Z.

DIVISION/PROGRAM BUDGETS**ADMINISTRATION**

The Administration Division provides leadership, administrative support, and fiscal management for the Department, ensuring alignment of various departments with the City's strategic plan.

Administration (2200, 2290)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 820,665	\$ 741,740	\$ 770,521	\$ 769,323	\$ 770,965
Non-Personnel	27,131	23,316	16,114	17,440	18,313
Special Projects	770	353	5,000	5,000	4,735
Debt Service	30,588	-	-	-	-
Charges From Others	170,283	103,737	24,670	24,925	25,977
Charges To Others	-	(23,609)	-	-	-
Total General Fund	\$ 1,049,437	\$ 845,537	\$ 816,305	\$ 816,688	\$ 819,990
Total Administration	\$ 1,049,437	\$ 845,537	\$ 816,305	\$ 816,688	\$ 819,990

PROPERTY MANAGEMENT

The Property Services Division is responsible for managing and leasing City-owned building space and cell towers.

Property Management (2205)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 67,953	\$ 4,801	\$ 6,750	\$ 116,053	\$ 120,341
Non-Personnel	5,433	7,428	39,360	4,707	4,929
Charges From Others	-	-	-	11,650	12,035
Total General Fund	\$ 73,386	\$ 12,229	\$ 46,110	\$ 132,410	\$ 137,305
Total Property Management	\$ 73,386	\$ 12,229	\$ 46,110	\$ 132,410	\$ 137,305

BUILDING SERVICES

The Building Services Division maintains the function, appearance, and security of over 1.4 million square feet of City buildings. This Division also provides new facility design, construction specifications and project management services for both new construction and improvements to existing facilities.

Building Services (2210)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,715,669	\$ 1,757,879	\$ 1,911,422	\$ 2,037,861	\$ 2,059,186
Non-Personnel	1,065,139	1,000,388	1,204,778	1,286,610	1,341,797
Capital Outlay	43,728	47,414	173,360	178,387	173,832
Charges From Others	47,773	54,691	6,620	8,045	6,676
Charges To Others	(200,626)	(573,500)	(340,388)	(350,655)	(343,656)
Total General Fund	\$ 2,671,683	\$ 2,286,872	\$ 2,955,792	\$ 3,160,248	\$ 3,237,835
Total Building Services	\$ 2,671,683	\$ 2,286,872	\$ 2,955,792	\$ 3,160,248	\$ 3,237,835

CENTRAL GARAGE

The Central Garage Division is responsible for purchasing and maintaining the City vehicle fleet and managing the motor pool and auto stores. The Division provides alternative, energy efficient fueling options for city vehicles and the general public.

Central Garage (2215)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 - MEASURE Z					
Personnel	\$ 423,745	\$ 447,619	\$ 460,101	\$ 468,422	\$ 470,083
Non-Personnel	10,218	9,360	5,200	6,200	7,240
Total Measure Z	\$ 433,963	\$ 456,979	\$ 465,301	\$ 474,622	\$ 477,323
650 - CENTRAL GARAGE					
Personnel	\$ 3,819,421	\$ 3,036,778	\$ 3,835,994	\$ 3,788,982	\$ 3,843,425
Non-Personnel	6,343,625	6,419,071	7,063,202	7,330,562	7,569,007
Equipment Outlay	99,341	47,511	1,006,100	1,035,277	1,065,300
Debt Service	112,475	208,864	273,760	316,060	355,510
Capital Outlay	209,833	703,167	-	-	-
Charges From Others	311,737	264,250	262,893	691,488	686,692
Charges To Others	(67,409)	(92,148)	(17,910)	(18,637)	(19,436)
Total Central Garage	\$ 10,829,023	\$ 10,587,493	\$ 12,424,039	\$ 13,143,732	\$ 13,500,498
Total Central Garage	\$ 11,262,986	\$ 11,044,472	\$ 12,889,340	\$ 13,618,354	\$ 13,977,821

PUBLISHING SERVICES

The Publishing Services Division processes the City's mail and daily routing and assists with printing materials.

Publishing Services (2230)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 238,778	\$ 192,932	\$ 223,104	\$ 227,499	\$ 229,619
Non-Personnel	46,002	31,517	72,810	75,580	74,519
Equipment Outlay	61,890	34,634	68,000	69,972	68,185
Charges To Others	(62,971)	(70,189)	(31,854)	(31,976)	(32,020)
Total General Fund	\$ 283,699	\$ 188,894	\$ 332,060	\$ 341,075	\$ 340,303
Total Publishing Services	\$ 283,699	\$ 188,894	\$ 332,060	\$ 341,075	\$ 340,303

CAPITAL PROJECTS

The Capital Projects Division provides project management services for the citywide capital improvement program. This team manages minor capital projects, such as small roof repairs, flooring replacements, and facility rehabilitation; and plans and oversees major capital projects, such as renovation and construction of essential city facilities. Refer to the *Capital Improvement Program Overview* section on page 137 and the City's separate publication, *Five Year Capital Improvement Program Fiscal Years 2022 - 2027* for more information.

Capital Projects (2240)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 441,337	\$ 402,003	\$ 415,922	\$ 421,738	\$ 420,220
Non-Personnel	10,948	11,896	21,910	17,956	18,346
Charges To Others	(400,428)	-	-	-	-
Total General Fund	\$ 51,857	\$ 413,899	\$ 437,832	\$ 439,694	\$ 438,566
215 - GRANTS AND RESTRICTED PROGRAMS					
Capital Outlay	\$ 595,033	\$ -	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 595,033	\$ -	\$ -	\$ -	\$ -
401 - CAPITAL OUTLAY					
Capital Outlay	\$ 338,815	\$ 13,365	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 338,815	\$ 13,365	\$ -	\$ -	\$ -
420 - MEASURE Z - CAPITAL PROJECTS					
Non-Personnel	\$ 26,394	\$ 43,556	\$ -	\$ -	\$ -
Equipment Outlay	-	1,692,348	-	-	-
Capital Outlay	26,822,245	9,343,140	1,000,000	59,133,657	1,490,073
Total Measure Z - Capital Projects	\$ 26,848,639	\$ 11,079,044	\$ 1,000,000	\$ 59,133,657	\$ 1,490,073
Total Capital Projects	\$ 27,834,344	\$ 11,506,308	\$ 1,437,832	\$ 59,573,351	\$ 1,928,639

AIRPORT

The Airport Division is responsible for ensuring safe municipal and corporation aviation operations, oversees the Airport leasing program, manages the Airport capital improvement program, and provides administration of Federal Aviation Administration policies and procedures.

Airport (2245)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
530 - AIRPORT					
Personnel	\$ 737,106	\$ 759,765	\$ 760,732	\$ 764,467	\$ 774,114
Non-Personnel	648,963	569,439	561,315	610,876	630,945
Equipment Outlay	53,245	15,706	-	-	-
Debt Service	41,617	53,316	66,690	75,410	83,530
Capital Outlay	29,894	506,454	-	-	-
Charges From Others	5,099	18,639	9,821	20,988	21,734
Charges To Others	-	-	(6,677)	(6,202)	(6,453)
Total Airport	\$ 1,515,924	\$ 1,923,319	\$ 1,391,881	\$ 1,465,539	\$ 1,503,870
Total Airport	\$ 1,515,924	\$ 1,923,319	\$ 1,391,881	\$ 1,465,539	\$ 1,503,870

CONVENTION CENTER

The Riverside Convention Center is the only convention center in western Riverside County and books a wide range of events from national and international conventions to local conferences and private parties. The Riverside Convention Center Division's primary function is to provide space for conventions

and events in 70,000 square feet of total meeting space and 30,000 square feet of exhibit space and 26 meeting rooms. The Riverside Visitor's Bureau and the Sports Commission are also under the purview of the Convention Center.

Convention Center (2250)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
580 - CONVENTION CENTER					
Non-Personnel	\$ 170,556	\$ 96,655	\$ 99,730	\$ 142,240	\$ 149,880
Special Projects	9,525,331	5,437,918	12,708,817	9,932,904	11,784,382
Debt Service	3,449,740	3,424,085	3,049,150	3,043,980	3,034,720
Total Convention Center	\$ 13,145,627	\$ 8,958,658	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982
Total Convention Center	\$ 13,145,627	\$ 8,958,658	\$ 15,857,697	\$ 13,119,124	\$ 14,968,982

CHEECH MARIN CENTER FOR CHICANO ART, CULTURE, & INDUSTRY

The Cheech Marin Center for Chicano Art, Culture, & Industry permanently houses one of the finest private collections of Chicano art (over 700 works of art) in the United States and has been exhibited in major art museums across the United States, including the Smithsonian Museum in Washington D.C. and the Los Angeles County Museum of Art (LACMA). This museum occupies the old Main Library located at 3581 Mission Inn Avenue.

Cheech Marin Center (2255)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
582 - CHEECH MARIN CENTER					
Non-Personnel	\$ -	\$ -	\$ 67,900	\$ 424,480	\$ 439,665
Special Projects	-	-	400,000	825,000	850,000
Capital Outlay	-	3,726,114	-	-	-
Total Cheech Marin Center	\$ -	\$ 3,726,114	\$ 467,900	\$ 1,249,480	\$ 1,289,665
Total Cheech Marin Center	\$ -	\$ 3,726,114	\$ 467,900	\$ 1,249,480	\$ 1,289,665



HUMAN RESOURCES DEPARTMENT



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HUMAN RESOURCES DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The Human Resources Department is committed to integrity and transparency in our interactions with others, fostering an inclusive and diverse culture, and building a safe, cohesive working environment that ensures individual and organizational success.

PURPOSE

The Human Resources Department aspires to be a trusted partner, delivering progressive, people-focused solutions to ensure the City of Riverside thrives.

GOALS

The goals of the Human Resources Department include:

- Recruit and retain a diverse workforce to meet the needs of the organization.
- Develop a strategy for and implement exit and stay interviews with City employees.
- Increase outreach efforts to attract diverse talent pools and underserved populations to align with diversity, inclusion, and equity values within the recruitment and selection practices/process.
- Continue to emphasize safety culture by increasing workplace safety audits and emergency evacuation drills.
- Enhance internal and external partnerships by fostering communication and collaboration with department hiring managers.
- Complete the revision of all leave forms and create a stand-alone leave website.



ACCOMPLISHMENTS

The Human Resources Department has marked many recent accomplishments; a few notable accomplishments include:

- Launched Engagement, Practical Skills & Tools, Innovation Communication & Teamwork (EPIC) training, a series of ongoing, recurring training workshops that offers the opportunity for employees to earn any or all of five certificates in each of the cross-cutting threads. This program includes an *Envision Riverside 2025* course that introduces City employees and new hires to the Strategic Plan and the role they play in accomplishing the City's goals.
- Identified and selected a provider for Critical Illness Insurance through the Request for Proposal (RFP) process. The selected company, The Standard, now offers Critical Illness Insurance to all benefited City employees beginning May 1, 2022.
- Recommended organizational change management strategies for Priority Based Budgeting (PBB), the City Strategic Plan, and the Triple Bottom Line Implementation, with a focus on culture change and sustainment strategies.
- Administered online Diversity, Equity, and Inclusion (DEI) training to all City employees with a 95% completion rate.
- Administered the City's second Employee Engagement Survey. Increased survey participation by providing increased, targeted communication, and more equitable access to field employees. The Department provided increased access and transparency survey data to Department leadership and employees. Also implemented a structured continuous improvement process to act on survey results at the Department and Citywide level.

CHALLENGES

The Human Resources Department's challenges are primarily related to limited funding available for highly desirable programs.

- The Training and Organization Development (TOD) Division does not have ongoing funding. It shares a \$20,000 annual budget with safety training and it also has to cover the cost of required compliance training. For the previous three years, excluding compliance training, the Division delivered only one recurring Leadership Development Program. The Department desires to expand training offerings and utilize high quality, best practice training content so employees can stay abreast of current information and trends. In order to meet the additional programming required by the City's Strategic Plan and equitably deliver training to all departments, TOD needs an additional full-time equivalent (FTE) position supported with an operating budget to fund training.
- Workforce Development programs not only serve the economic prosperity of the community but are also an important component that can supplement the recruitment pipeline. Workforce Development Action Items in the Strategic Plan are unfunded so the Department is unable to expand the Intern and Apprentice programs at this time.
- Human Resources' long-term vision is to implement a Talent Management System (TMS) to provide functionality that would help advance City programs and automate manual processes and administration. TMS is one integrated system that provides
 - Learning Management: enrollment, registration, training, progress tracking, skill management.
 - Performance Management: performance reviews, development planning, goal and objective setting.
 - Competency Management: competency assessments, reports, models.
 - Career Management: employee and talent education and development, interactive content; and.
 - Succession Planning and Management: candidate readiness, evaluation, identifying successors.
- Reduce time-to-hire. Current challenges include department requirements, availability, lack of qualified applicants, multi-faceted process, and current job market.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Human Resources Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Human Resources Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

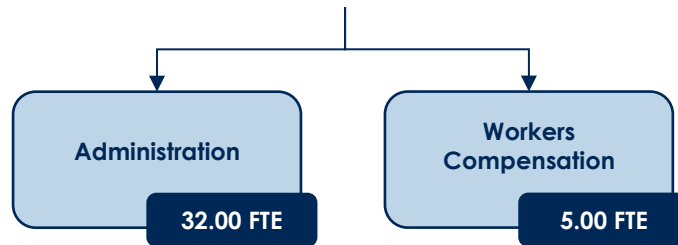
STRATEGIC PRIORITIES		
		
		
Arts, Culture & Recreation	Community Well-being	Economic Opportunity
Environmental Stewardship	High Performing Government	Infrastructure, Mobility & Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	5.1	Attract, develop, engage and retain a diverse and highly skilled workforce across the entire city organization.
	5.5	Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.

PERFORMANCE MEASURES

The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
5.1	5.1.1	Percentage of underrepresented racial/ethnic groups that apply for jobs at the City of Riverside.	22.7% in 2020	23% by 2023	21.8%
5.1	5.1.2	Percentage of employees who positively rate overall training and development opportunities.	64.21% in 2018	75% by 2023	N/A
5.1	5.1.3	Voluntary employee turnover rate.	6.77% in 2020	6% by 2023	8.87%
5.1	5.1.4	Average number of job descriptions reviewed per quarter.	3.75 in 2020	Increase to 10 by 2023	4.75
5.1	5.1.5	Number of high school and local educational institution partnerships.	6 in 2019	Maintain at 6	6
5.1	5.1.6	Percentage of fully engaged staff (per engagement survey).	37% in 2018	Increase to 40% by 2023	N/A
5.1	5.1.7	Percent utilization of education reimbursement funds per fiscal year.	99% in 2020	Increase to 100% by 2023	97%
5.5	5.5.2	Total recordable injury rate (TRIR) number of recordable incidents per 100 full-time workers (during a one-year period).	9.1 in 2019	Decrease to 8.0 in 2021	N/A
5.5	5.5.3	Days away, restricted or transferred (DART) due to employee injury.	3.1	Decrease to 2.5 in 2021	N/A

DEPARTMENT ORGANIZATION**Rene Goldman – Director**

A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Human Resources Department* on page 192.

BUDGET OVERVIEW

The Human Resources Department is an internal service department that supports all City departments. Except for the Workers Compensation division, the Human Resources Department is fully cost allocated to City departments based on criteria that best represent each division's role and services to City departments. The Workers Compensation Division resides in an Internal Service Fund which is charged to City Departments independently of the cost allocation plan, through rates computed based on FTE, claims history, and reserve requirements.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 4,238,039	\$ 3,567,298	\$ 4,358,277	\$ 4,603,558	\$ 4,754,697	
Non-Personnel	4,872,957	5,031,268	7,837,945	6,548,965	6,770,056	(1)
Special Projects	56,894	92,868	119,060	119,060	119,060	
Debt Service	57,963	33,979	44,370	51,130	57,420	
Charges From Others	431,750	359,664	345,492	367,950	383,894	
Charges To Others	(502,415)	(513,322)	(667,159)	(706,425)	(733,881)	
Total Budget	\$ 9,155,188	\$ 8,571,755	\$ 12,037,985	\$ 10,984,238	\$ 11,351,246	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 3,276,395	\$ 2,863,726	\$ 3,416,341	\$ 3,665,803	\$ 3,800,691	
110 - Measure Z	146,192	156,248	158,748	159,854	161,273	
215 - Grants and Restricted Programs	11,579	-	-	-	-	
610 - Workers' Compensation Trust	5,721,022	5,551,781	8,462,896	7,158,581	7,389,282	(1)
Total Budget	\$ 9,155,188	\$ 8,571,755	\$ 12,037,985	\$ 10,984,238	\$ 11,351,246	

SIGNIFICANT CHANGES IN BUDGET

(1) **Non-Personnel / Fund 610 - Workers Compensation Trust:** The decrease in FY 2022/23 is due to the elimination of budgeting for non-cash actuarial claim adjustments.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

Seven functional teams are budgeted within the Administration Division and provide services to all City departments:

- **Administration:** Develops and administers the Department's budget; maintains citywide personnel records; processes employee transactions; maintains and updates salary schedule to ensure compliance with the Fringe Benefit and Salary Plan and all Memorandum of Understanding (MOU) agreements; and coordinates the Annual Employee Service Awards.
- **Benefits and Wellness:** Administers and implements all fringe benefits for active employees, retirees, and their families; oversees and coordinates the Citywide Wellness program to promote a healthy and supportive work environment.
- **Employee and Labor Relations:** Builds collaborative working relationships with employees, management, and employee organizations. Oversees collective bargaining, labor and employee relations, facilitates performance coaching discipline, investigations, the grievance process and leave administration.
- **Human Resources Information Systems (HRIS):** Analyzes, validates, and captures the business and technological needs of the Human Resources Department through strategic planning and implementation.
- **Recruitment and Selection:** Attracts and engages a diverse and highly skilled workforce as an employer of choice; facilitates a relevant, compliant, and inclusive selection process; ensures internal consistency and industry equity through classification and compensation.
- **Safety:** Implements preventive and corrective measures to mitigate risk and maintain a culture of safety through training compliance with regulatory agencies.
- **Talent and Organization Development (TOD):** Facilitates citywide training and development efforts and HR compliance training for all employees, interns, and other types of workers. This team designs and delivers employee training programs; coordinates the Municipal Volunteer Program; manages university partnerships and internship programs; and implements workforce development initiatives. TOD provides teambuilding programs and custom programs that solve individual department business needs, develops change management strategies that facilitate the people-side of change, culture transformation, and lead initiatives aligned to the City's Strategic Priorities, Goals, and Cross-Cutting Threads.

Goals and Accomplishments

Administration (2100, 2190)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 3,390,020	\$ 3,042,902	\$ 3,599,287	\$ 3,859,607	\$ 3,999,914
Non-Personnel	260,826	220,171	341,784	368,663	390,128
Special Projects	53,448	92,868	119,060	119,060	119,060
Debt Service	38,898	-	-	-	-
Charges From Others	35,618	21,107	23,369	24,898	25,470
Charges To Others	(502,415)	(513,322)	(667,159)	(706,425)	(733,881)
Total General Fund	\$ 3,276,395	\$ 2,863,726	\$ 3,416,341	\$ 3,665,803	\$ 3,800,691
110 - MEASURE Z					
Personnel	\$ 144,784	\$ 154,818	\$ 157,518	\$ 158,554	\$ 159,713
Non-Personnel	1,408	1,430	1,230	1,300	1,560
Total Measure Z	\$ 146,192	\$ 156,248	\$ 158,748	\$ 159,854	\$ 161,273
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 8,133	\$ -	\$ -	\$ -	\$ -
Special Projects	3,446	-	-	-	-
Total Grants and Restricted Programs	\$ 11,579	\$ -	\$ -	\$ -	\$ -
Total Administration	\$ 3,434,166	\$ 3,019,974	\$ 3,575,089	\$ 3,825,657	\$ 3,961,964

WORKERS' COMPENSATION

The Workers' Compensation Division ensures that, in the event of injury or death of an employee, the employee or the employee's dependents receive the full measure of compensation to which they are entitled. The Division also ensures that California's workers compensation law is appropriately applied to all reported cases.

Workers Compensation (2115)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
610 - WORKERS' COMPENSATION TRUST					
Personnel	\$ 695,102	\$ 369,578	\$ 601,472	\$ 585,397	\$ 595,070
Non-Personnel	4,610,723	4,809,667	7,494,931	6,179,002	6,378,368
Debt Service	19,065	33,979	44,370	51,130	57,420
Charges From Others	396,132	338,557	322,123	343,052	358,424
Total Workers Compensation Trust	\$ 5,721,022	\$ 5,551,781	\$ 8,462,896	\$ 7,158,581	\$ 7,389,282
Total Benefits	\$ 5,721,022	\$ 5,551,781	\$ 8,462,896	\$ 7,158,581	\$ 7,389,282



INNOVATION & TECHNOLOGY DEPARTMENT



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INNOVATION & TECHNOLOGY DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Innovation & Technology Department is to work collaboratively with other departments and organizations to improve the quality of life in the City through economic development; achieve innovative, practical, and reliable solutions to City problems, optimize processes through information technology leadership and professional services; and provide an exciting, challenging, and rewarding environment where team members derive satisfaction from challenging assignments, continued professional growth, personal accomplishments, and the success of City of Riverside departments in meeting their operational and service objectives.

PURPOSE

Technology is at the core of virtually every service the City of Riverside delivers: it enables increased productivity, around-the-clock operation, faster response times, and improved relationships with residents, businesses, organizations, and visitors. One of the primary roles of the Innovation & Technology (IT) Department is to guide the use of technology for the City. The department takes note of the business and operational needs of City departments and makes recommendations that fit into a common framework that will benefit the City as one organization.



GOALS

The Innovation & Technology department's strategic goals and objectives are:

- Improve cybersecurity defenses and data protection to protect citywide infrastructure, residents, and employees' information.
- Complete Citywide Network Refresh Project.
- Complete Disaster Recovery Project for Enquesta and Oracle databases.
- Upgrade 311 Customer Relationship Management.
- Implement Historic Property Viewer.
- Implement Denial of Service Cybersecurity Mitigation and Web Application Firewall.

ACCOMPLISHMENTS

The IT Department celebrated the following recent accomplishments:

- Implemented Riverside Public Utilities (RPU) Start-of-Service Customer Request Form.
- Implemented Watchguard Police Body-Worn and In-Car Video Solution.
- Implemented new Helpdesk System.
- Completed phone system and Call Center upgrade.
- Completed GIS modernization and shutdown of the legacy system.

CHALLENGES

Technology is constantly evolving and requires the organization to adapt to changing technologies and threats to cybersecurity. The Department's most critical challenges are directly tied to the limited resources of the General Fund, with the following impacts:

- Inability to proactively respond to citywide technology needs while technology funds are decentralized.
- Competition for limited staff and resources due to high demand for new services resulting in impacts to daily operations, existing projects, employee retention and morale. Recruiting qualified candidates is a challenge.
- Compliance and Cybersecurity challenges due to decentralization of services.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Innovation & Technology Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Innovation & Technology Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity




Environmental
Stewardship



High Performing
Government



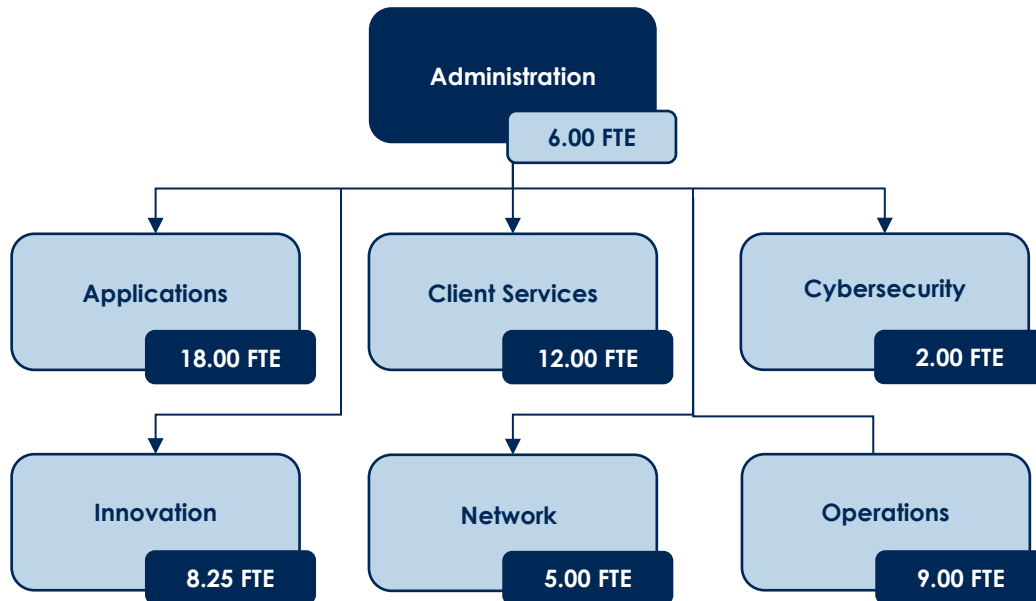
Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	5.2	Utilize technology, data and process improvement strategies to increase efficiencies, guide decision making and ensure services are accessible and distributed equitably throughout all geographic areas of the city.

PERFORMANCE MEASURES

The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
5.2	5.2.1	Number of public-facing City services performed online.	22 City services in 2020	Not yet defined	56

DEPARTMENT ORGANIZATION**George Khalil - Chief Innovation Officer**

A complete schedule of the Department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Innovation & Technology Department* on page 193.

BUDGET OVERVIEW

The Innovation & Technology Department is an internal service department that supports all City departments. Except for expenditures funded by Measure Z, the Department is fully cost allocated to City departments based on criteria that best represent each division's role and services to City departments.

The following budget schedules exclude the allocation of the department produced by the Cost Allocation Plan to provide a more informative picture of the department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 7,994,789	\$ 7,727,267	\$ 8,523,086	\$ 8,813,166	\$ 8,961,142	
Non-Personnel	4,495,139	4,160,394	5,151,255	5,624,198	6,278,271	
Equipment Outlay	568,007	3,052,997	930,231	930,606	924,334	
Debt Service	273,351	-	-	-	-	

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Capital Outlay	1,313,964	1,415,081	-	-	-	
Charges From Others	21,540	-	-	2,549	2,276	
Charges To Others	(1,861,435)	(2,840,995)	(1,994,732)	(2,214,756)	(2,344,720)	
Debt Transfers Out	-	256,160	256,160	93,200	-	
Total Budget	\$ 12,805,355	\$ 13,770,904	\$ 12,866,000	\$ 13,248,963	\$ 13,821,303	

Budget Summary by Fund

FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 10,848,022	\$ 9,165,043	\$ 11,866,000	\$ 12,248,963	\$ 12,821,303	
110 - Measure Z	643,369	468,862	1,000,000	1,000,000	1,000,000	
401 - Capital Outlay	1,278,083	1,813,744	-	-	-	
420 - Measure Z - Capital Projects	35,881	2,323,255	-	-	-	
Total Budget	\$ 12,805,355	\$ 13,770,904	\$ 12,866,000	\$ 13,248,963	\$ 13,821,303	

SIGNIFICANT CHANGES IN BUDGET

There are no significant budget changes from the prior budget period.

DIVISION/PROGRAM BUDGETS**ADMINISTRATION**

The Administration Division is responsible for managing Department operations in alignment with citywide strategic goals and initiatives. The Administration Team establishes long-term strategic technology direction; facilitates project ranking through the Executive Leadership Team (ELT); oversees all approved technology projects and City departments' technology procurements; establishes policies and procedures; and seeks ways to bring positive attention to the City of Riverside's innovative technology initiatives. The Administration Division provides oversight and leadership to all IT divisions in the pursuit of department goals and provides the administrative support in terms of procurement, contract management, and budget oversight.

Administration (2400, 2490)

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,013,195	\$ 964,644	\$ 1,014,013	\$ 1,025,232	\$ 1,036,133
Non-Personnel	56,671	48,020	121,698	141,363	155,564
Debt Service	273,351	-	-	-	-
Charges From Others	21,540	-	-	2,549	2,276
Charges To Others	(110)	(2,485)	-	-	-
Debt Transfers Out	-	256,160	256,160	93,200	-
Total General Fund	\$ 1,364,647	\$ 1,266,339	\$ 1,391,871	\$ 1,262,344	\$ 1,193,973

Administration (2400, 2490)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 - MEASURE Z					
Equipment Outlay	\$ 547,357	\$ 348,296	\$ 865,231	\$ 865,606	\$ 859,334
Total Measure Z	\$ 547,357	\$ 348,296	\$ 865,231	\$ 865,606	\$ 859,334
401 - CAPITAL OUTLAY					
Non-Personnel	\$ -	\$ 29,916	\$ -	\$ -	\$ -
Equipment Outlay	-	1,026,066	-	-	-
Total Capital Outlay	\$ -	\$ 1,055,982	\$ -	\$ -	\$ -
420 - MEASURE Z - CAPITAL PROJECTS					
Equipment Outlay	\$ -	\$ 1,666,029	\$ -	\$ -	\$ -
Capital Outlay	35,881	657,226	-	-	-
Total Measure Z - Capital Projects	\$ 35,881	\$ 2,323,255	\$ -	\$ -	\$ -
Total Administration	\$ 1,947,885	\$ 4,993,872	\$ 2,257,102	\$ 2,127,950	\$ 2,053,307

NETWORK

The Network Division provides the core network foundation for which most other Innovation & Technology services rely upon daily. A fast and reliable network is imperative to ensure all City operations remain functional.

The Network Division oversees four key areas of technology for the City comprised of wired networks, wireless networks, video security, and telecommunications. Other areas include securing, supporting, and maintaining the network perimeter and interior firewalls throughout the City, as well as ensuring that adequate security measures are applied to protect the City against unauthorized access. Each of these technologies require extensive knowledge, years of experience, specialized training, and advance technical expertise in order to support them effectively and efficiently. All core functions span all facilities throughout the City and are used by nearly all City employees every day.



Network (2405)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 730,904	\$ 707,078	\$ 765,188	\$ 762,583	\$ 779,541
Non-Personnel	460,287	350,490	446,977	509,451	798,889
Equipment Outlay	15,392	2,041	25,000	25,000	25,000
Charges To Others	(29,916)	(133,467)	-	-	-
Total General Fund	\$ 1,176,667	\$ 926,142	\$ 1,237,165	\$ 1,297,034	\$ 1,603,430
Total Network	\$ 1,176,667	\$ 926,142	\$ 1,237,165	\$ 1,297,034	\$ 1,603,430

OPERATIONS

The Operations Division is responsible for datacenter infrastructure, system administration, storage administration, database administration, and operational services. The division focuses on infrastructure availability and uptime, efficient and scalable use of technology resources, technology lifecycle management, license compliance, system design, disaster preparedness, conformance to

standards, and maximizing system performance. The major programs of the Operations Division include:

- **Datacenter infrastructure:** Design and maintain an efficient hosting environment with infrastructure redundancy and disaster recovery, meeting business-defined Continuity of Operations Plan (COOP).
- **System Administration:** Support computer infrastructure requirements with Windows servers, Linux servers, VM Ware and Oracle VM virtualization technologies, and physical "bare-metal" server systems. Services include provision, deployment, version upgrades, security patching administration, and pro-active event, issue, and outage alert monitoring.
- **Storage Administration:** Support business compute storage requirements including provision, deployment, maintenance, version upgrade, and pro-active event, issue, and outage alert monitoring. Ensure Storage Area Network (SAN) environment is healthy and running at ultimate design capability.
- **Database Administration:** Support business application database requirements including design, provision, deployment, version upgrade, and proactive alert monitoring along with other database administrator services for both Microsoft Structured Query Language (SQL) and Oracle database environment.
- **Operational Services:** Uphold Information Technology usage and license compliance policies following Information Technology Infrastructure Library (ITIL) best practices supporting City department's business requirements; support business information technology provisions, e-discovery, and Tier 2 client service support.
- **Datacenter:** Manage City datacenter enterprise backup and offsite storage according to City requirements.



Operations (2410)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,583,381	\$ 1,304,655	\$ 1,342,821	\$ 1,463,942	\$ 1,475,099
Non-Personnel	1,653,663	1,505,110	1,872,190	1,936,142	2,037,190
Equipment Outlay	5,258	10,565	40,000	40,000	40,000
Charges To Others	-	(3,366)	-	-	-
Total General Fund	\$ 3,242,302	\$ 2,816,964	\$ 3,255,011	\$ 3,440,084	\$ 3,552,289
Total Operations	\$ 3,242,302	\$ 2,816,964	\$ 3,255,011	\$ 3,440,084	\$ 3,552,289

APPLICATIONS

The Applications Division is responsible for managing the planning, architecture, design, development, testing, delivery, and support of enterprise-wide applications. The enterprise-wide applications consist of commercial-off-the-shelf solutions, maintenance and upgrade of existing systems, and the development of the new systems using the Software Development Life Cycle (SDLC). The Applications Division consists of one Enterprise Applications Manager leading a team of seventeen personnel supporting over 100 City applications.

The Applications Division provides application support services and software engineering services.

- **Application support services** include ticket/break-fix (e.g., event, incident, and problem management), route support (e.g., platform updates and security patches), maintenance

(e.g., changes for new business requirements or legislation), and operations (e.g., moves, adds, and changes), and user management/audit).

- **Software engineering services** involve the development of new software systems and solutions. The services include specialties in requirement analysis, business process re-engineering, software design, vendor implementation, software construction, software testing, and software deployment. Most of the Application staff's time is spent providing support services for the City.

Applications (2415)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 2,159,499	\$ 2,280,629	\$ 2,551,120	\$ 2,641,735	\$ 2,680,424
Non-Personnel	1,716,391	1,596,671	1,924,187	2,204,764	2,331,116
Charges To Others	(1,657,972)	(1,457,760)	(1,794,249)	(2,114,763)	(2,240,643)
Total General Fund	\$ 2,217,918	\$ 2,419,540	\$ 2,681,058	\$ 2,731,736	\$ 2,770,897
Total Applications	\$ 2,217,918	\$ 2,419,540	\$ 2,681,058	\$ 2,731,736	\$ 2,770,897

CLIENT SERVICES

The Client Services division is responsible for managing client workstations; helpdesk services, IT ordering; hardware and software inventory; mobile device ordering and management; hardware asset tracking; and PC imaging and is the Department's primary point of contact for City users. Support for City users consists of support for software and equipment breakdowns. Client service helpdesk and field technicians work to solve all hardware and software issues including the City's Fire, Police, and first responders' software and hardware used in all Fire and Police vehicles. Support is provided remotely and in-person.

Client Services (2420)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,039,494	\$ 993,212	\$ 1,129,166	\$ 1,293,034	\$ 1,325,812
Non-Personnel	38,509	25,149	50,399	50,372	53,769
Capital Outlay	-	93	-	-	-
Charges To Others	(1,831)	(2,272)	-	-	-
Total General Fund	\$ 1,076,172	\$ 1,016,182	\$ 1,179,565	\$ 1,343,406	\$ 1,379,581
Total Client Services	\$ 1,076,172	\$ 1,016,182	\$ 1,179,565	\$ 1,343,406	\$ 1,379,581

CYBERSECURITY

The Cybersecurity Division is responsible for architecting, designing, implementing, and maintaining citywide information security programs based on industry and regulatory standards. The Division provides staff security awareness training, and manages technology security controls, auditing, and monitoring of systems. The Cybersecurity Division also advises the IT Department, the City, and the community on technology and business operational security compliance and best practices.

Some of the major programs and services provided by this division include:

- **Security Awareness Training:** Annual training for more than 2,400 employees to reduce the likelihood of employee exploitation.
- **Secure Technology Design, Implementation, and Infrastructure Protection:** Ongoing support for Request for Proposal (RFP) design, vendor selection, scope development, and project implementation to ensure that all technology initiatives are secure by design per industry best practices.

- **Advanced Endpoint Protection:** Implement and maintain advanced computer protection to mitigate and reduce the risk of unauthorized malicious software and ransomware.
- **Technology Risk Management:** Highly engaged with the City Attorney's Office and Finance - Risk Management Division, as well as individual City departments to apply proper risk mitigation or transfer of risk, and to assess the risk exposure analysis associated with each vendor and respective proposed technology solution.
- **Phishing Simulation:** Perform ongoing phishing simulations to identify high-risk employees and engage the appropriate training to mitigate future risk.
- **Threat Hunting:** Log collection and analysis to identify anomalies, contain threats, and change business processes to avoid cyber threats.
- **Malware, Ransomware, and Other Threat Mitigation, Containment, and Eradication:** Implement and maintain defense-in-depth methodology to detect, contain, eradicate, and adapt to ongoing cyber threats.
- **Technology Regulatory Compliance:** Ensure City and user compliance with criminal justice laws, private financial and health information, utility, and other applicable regulatory cyber security obligations.

Cybersecurity (2425)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 31,730	\$ 71,145	\$ 227,305	\$ 198,685	\$ 206,593
Non-Personnel	31,556	19,052	80,534	66,684	90,302
Charges To Others	-	-	(109,382)	(99,993)	(104,077)
Total General Fund	\$ 63,286	\$ 90,197	\$ 198,457	\$ 165,376	\$ 192,818
110 - MEASURE Z					
Personnel	\$ 95,301	\$ 119,916	\$ 134,769	\$ 133,094	\$ 139,106
Non-Personnel	711	650	-	1,300	1,560
Total Measure Z	\$ 96,012	\$ 120,566	\$ 134,769	\$ 134,394	\$ 140,666
Total Cybersecurity	\$ 159,298	\$ 210,763	\$ 333,226	\$ 299,770	\$ 333,484

INNOVATION

The Innovation Division is responsible for building internal and external capacity to drive innovation and change through government experience review, process improvement, and innovation outreach. The Division promotes and supports cost efficiency, as well as modern technology solutions such as GIS, data analytics, artificial intelligence, machine learning, project management, and business process automation to improve operational efficiency and promote government experience. Major programs and services of the Division include:

- **Geographic Information System (GIS) Services:** Provide GIS services to users that includes geospatial data, software, hardware, and processes utilized to collect, manage, analyze, and present geographic and geo-referenced data. The GIS platform is used by multiple City departments, provides 400+ data layers, and is integrated with multiple City systems.
- **Data Analytics Services:** Provide Data Analytics and Business Intelligence (BI) services to citywide users, encouraging and empowering users with cross-departmental data sharing and collaboration. Conduct structured and unstructured data mining to gain insights into meaningful information to drive innovation and to improve decision making.

- **Business Process Re-engineering and Automation:** Evaluate business processes for performance and efficiency, using data as evidence and provide low-cost technology solutions to automate manual and resource intensive tasks.
- **Open Data/Data Governance Policy and Framework:** Establish a framework to securely distribute data within and across the City and its partner agencies and for public consumption; chair data governance committee quarterly meetings.
- **Project Management:** Manage capital projects and establish a citywide project management best practices framework and project collaboration platform to help deliver successful projects.
- **Innovation Lab:** Provide a platform to help generate problem solving ideas and promote experimentation using a data driven approach.
- **Continuity of Operations Planning (COOP):** Develop the City's COOP playbook, from a technology perspective, in collaboration with departments and the EOC to sustain emergency operations during natural disasters, cyber-attacks, or pandemics.
- **Industry Outreach:** Industry outreach efforts include collaboration with local entrepreneurs, tech startup, incubators and accelerators, Science, Technology, Engineering and Math (STEM) outreach, and coding program for children through non-profit organization SmartRiverside; leading an internship program in collaboration with the University of California, Riverside (UCR) and Riverside Community College (RCCD) to develop local talent; and coordinating the City's Smart Cities Initiative.

Innovation (2440)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,341,285	\$ 1,285,988	\$ 1,358,704	\$ 1,294,861	\$ 1,318,434
Non-Personnel	537,351	585,336	655,270	714,122	809,881
Charges To Others	(171,606)	(1,241,645)	(91,101)	-	-
Total General Fund	\$ 1,707,030	\$ 629,679	\$ 1,922,873	\$ 2,008,983	\$ 2,128,315
401 - CAPITAL OUTLAY					
Capital Outlay	\$ 1,278,083	\$ 757,762	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 1,278,083	\$ 757,762	\$ -	\$ -	\$ -
Total Innovation	\$ 2,985,113	\$ 1,387,441	\$ 1,922,873	\$ 2,008,983	\$ 2,128,315

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MAYOR'S OFFICE



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MAYOR'S OFFICE

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Office of the Mayor, derived from the City Charter, is threefold:

1. Represent and advocate for the interests of residents.
2. Work with City Council to develop public policy.
3. Act as chief communicator and ambassador for the City.



PURPOSE

The Office of the Mayor aims to fulfill each element of its mission statement through the administration of numerous programs managed by the Administration and Community Relations divisions.

GOALS

The goals of the Mayor's Office include:

- Development of a business attraction plan focused on attracting clean and green tech companies leveraging the Mayor's Economic Development Advisory Group.
- Elevate the City's brand through the launch of a communications campaign highlighting businesses, entrepreneurs, and quality of life activities throughout the City of Riverside.
- Leverage opportunities for legislative advocacy to produce new legislation and funding sources focused on addressing the mental and behavioral health crisis, while supporting new service delivery models and intergovernmental partnerships to address homelessness in the City of Riverside.

ACCOMPLISHMENTS

A few of the recent accomplishments of the Mayor's Office include:

- Completion of the Mayor's Big Tent Tour, which consisted of fourteen listening sessions in specific communities throughout the City, intended to provide an opportunity for the public to voice their feedback on what is working well and what needs improvement within the community.
- Raised \$200,000 for the completion of the restoration and much needed upgrades to the Military Wall of Honor, which serves as a monument of remembrance to our fallen Veterans.
- Secured a \$4.4 million grant to establish a local Youth Job Corps in partnership with California Volunteers, which aims to provide disadvantaged youth employment opportunities and career pathways while addressing key areas of food insecurity, climate resiliency, and COVID-19 Pandemic recovery within the community.
- Revamped the Sister City Policies handbook and connected with nearly all international Sister Cities in 2022 while initiating an ongoing mentor program with California Baptist University (CBU) and South Korea.
- Held six Santa Ana River Working Group meetings which led to the development of an Economic Development framework unanimously approved by City Council, focused on "putting the river back in Riverside".

CHALLENGES

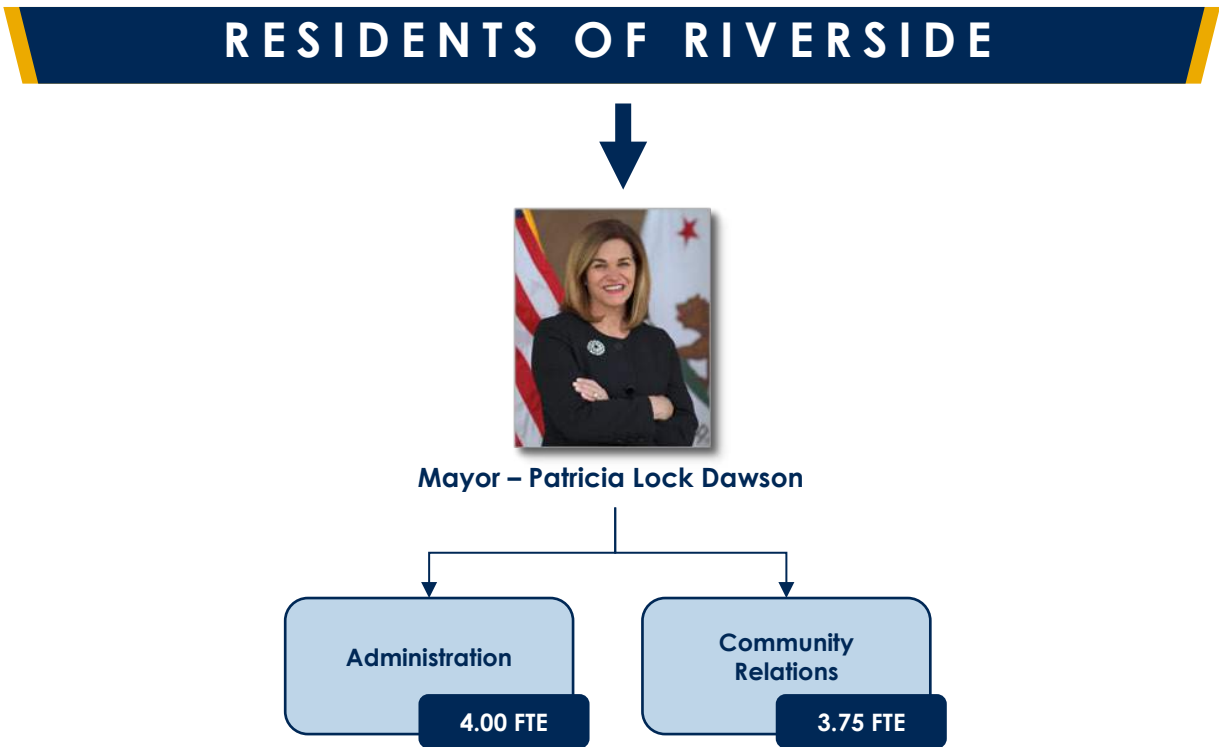
The Mayor's Office is working to address several ongoing challenges:

- Ongoing responsiveness to the residual impacts of the COVID-19 Pandemic and continued work towards facilitating economic prosperity.
- Working with elected officials and city management to develop succession planning to ensure a strong workforce and talent pipeline.
- Maintaining a high-performing City team committed to common goals, while working to elevate the City's brand and enhance the quality of life for the community and its residents.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The Mayor's Office works in concert with the City Council and City leadership to achieve the citywide strategic priorities defined in *Envision Riverside 2025*. Refer to page 23 and Appendix A: *Envision Riverside 2025* for more information on the City's strategic plan.

DEPARTMENT ORGANIZATION



A complete schedule of the department's positions can be viewed at *Personnel - Mayor's Office* on page 195.

BUDGET OVERVIEW

As a department that represents the City as a whole, the Mayor's Office is fully cost allocated to other departments based on criteria that best represents the activities of the department in relation to other City departments.

The following budget schedules exclude the allocation of the Department produced by the Cost Allocation Plan to provide a more informative picture of the Department's operating costs within each fund.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 775,191	\$ 666,377	\$ 722,799	\$ 767,331	\$ 789,003	
Non-Personnel	27,600	18,643	43,145	65,102	69,084	(1)
Special Projects	29,426	13,147	72,740	70,779	72,055	(2)
Debt Service	8,811	-	-	-	-	
Charges From Others	32	40	242	243	250	
Charges To Others	-	(48,183)	-	-	-	
Total Budget	\$ 841,060	\$ 650,024	\$ 838,926	\$ 903,455	\$ 930,392	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 841,060	\$ 650,024	\$ 838,926	\$ 903,455	\$ 930,392	(1), (2)
Total Budget	\$ 841,060	\$ 650,024	\$ 838,926	\$ 903,455	\$ 930,392	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 101 – General Fund:** The increase in FY 2022/23 and FY 2023/24 is due to a new budget item for membership to The United States Conference of Mayors.
- (2) **Special Projects / Fund 101 – General Fund:** Model Deaf Community moved from Office of The Mayor to City Council effective FY 2022/23 at the request of Councilmember Fierro who oversees this program. The budget for this program is \$3,704 in FY 2022/23 and \$3,811 in FY 2023/24.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Division provides general oversight to the Mayor's Office and carries out the overarching mission of the department.

Administration 0100, 0190)						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
101 - GENERAL FUND						
Personnel	\$ 444,848	\$ 416,272	\$ 401,025	\$ 402,757	\$ 409,692	
Non-Personnel	17,825	14,012	33,315	53,162	55,963	
Special Projects	7,026	3,366	23,500	23,500	23,545	
Debt Service	8,811	-	-	-	-	
Charges From Others	32	40	242	243	250	
Total General Fund	\$ 478,542	\$ 433,690	\$ 458,082	\$ 479,662	\$ 489,450	
Total Administration	\$ 478,542	\$ 433,690	\$ 458,082	\$ 479,662	\$ 489,450	

COMMUNITY RELATIONS

The Community Relations Division performs community outreach to the benefit of the City and its residents.

Community Relations 0120)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 330,343	\$ 250,105	\$ 321,774	\$ 364,574	\$ 379,311
Non-Personnel	9,775	4,631	9,830	11,940	13,121
Special Projects	22,400	9,781	49,240	47,279	48,510
Charges To Others	-	(48,183)	-	-	-
Total General Fund	\$ 362,518	\$ 216,334	\$ 380,844	\$ 423,793	\$ 440,942
Total Community Relations	\$ 362,518	\$ 216,334	\$ 380,844	\$ 423,793	\$ 440,942



MUSEUM OF RIVERSIDE



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MUSEUM OF RIVERSIDE

DEPARTMENT OVERVIEW

MISSION STATEMENT

As a center for learning, the Museum of Riverside interacts with the community to collect, preserve, explore, and interpret the cultural and natural history of Riverside and its region.

PURPOSE

The Museum of Riverside stewards and coordinates educational programming centered on artifacts, archives, and historic sites owned by the City of Riverside. The Museum oversees three historic sites: National Historic Landmark Harada House, National Register-listed Museum, and the National Register-listed Victorian Heritage House Museum.



GOALS

The Museum Department is in transition as it prepares for a renovation and expansion to become a modern museum to serve the Riverside community. During the temporary closure, which began in September 2017, the Museum's focus will continue to be to:

- Renovate and expand the main museum in downtown Riverside.
- Complete the rehabilitation of Harada House and its Interpretive Center.
- Recognize the Museum's 100th anniversary in 2024 through a series of exhibitions, programs, and promotions.
- Maximize partnerships to offer year-round public programming at Heritage House and other community sites.
- Substantially advance the ongoing process of improving collections management and updating internal policies.

ACCOMPLISHMENTS

A few of the recent accomplishments of the Museum of Riverside include:

Achieved 123% of the \$6.5 million Harada House Campaign fundraising goal by raising \$7.99 million.

Engaged the community, during and post-COVID-19 Pandemic, with changing exhibitions at the Heritage House, and through in-person programming and digital content.

Rebranded the Museum to create an up-to-date and distinctive presence in and beyond Riverside.

Transitioned to an improved and less costly collections management software platform.

Updated key policies relating to collections management, collection development, and education.

CHALLENGES

The Museum is addressing several challenges, including:

- Proceeding with the main museum's renovation and expansion.
- Increasing post-COVID-19 community engagement, and boosting effective communications, including overhaul website.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Museum Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Museum Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity





Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	1.1	Strengthen Riverside's portfolio of arts, culture, recreation, senior and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities and fund development.
	1.2	Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.

PERFORMANCE MEASURES

The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
1.1	1.1.1	Number of non-profits providing services through partnerships and collaborations.	26 in 2020	Maintain at or above 24	24
1.2	1.2.1	Demographic information on program participants (race/ethnicity, age, location/ward)	Museum will begin collecting and tracking demographic data across a broad range of programming in FY 2021/22.		

DEPARTMENT ORGANIZATION



Robyn G. Peterson, Ph.D. - Director

Facilities and
Operations

13.50 FTE

A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Museum of Riverside* on page 196.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) The Museum's support charge totals \$228,470 in FY 2022/23 and \$236,605 in FY 2023/24. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of the Museum of Riverside's programs and services.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 1,243,699	\$ 1,205,815	\$ 1,441,457	\$ 1,542,941	\$ 1,556,444	
Non-Personnel	339,656	368,418	472,605	515,719	561,451	
Special Projects	9,085	31,473	78,045	92,000	77,000	
Equipment Outlay	-	104,284	-	-	-	
Debt Service	66,549	-	-	-	-	
Capital Outlay	51,241	17,034	-	-	-	
Charges From Others	3,600	3,600	7,231	9,934	10,117	
Charges To Others	(10,000)	(9,875)	-	-	-	
Debt Transfers Out	-	40,390	40,110	1,354,714	1,354,854	(1)
Total Budget	\$ 1,703,830	\$ 1,761,139	\$ 2,039,448	\$ 3,515,308	\$ 3,559,866	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 1,691,214	\$ 1,759,039	\$ 2,039,448	\$ 2,195,414	\$ 2,239,972	

Budget Summary by Fund						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
110 – Measure Z	-	-	-	1,319,894	1,319,894	(1)
215 - Grants and Restricted Programs	12,616	2,100	-	-	-	
Total Budget	\$ 1,703,830	\$ 1,761,139	\$ 2,039,448	\$ 3,515,308	\$ 3,559,866	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Debt Transfers Out / Fund 110 – Measure:** The FY 2022/23 and FY 2023/24 increase is due to anticipated debt for Measure Z capital improvement project Item #26 – Museum of Riverside Expansion and Rehabilitation.

DIVISION/PROGRAM BUDGETS**MUSEUM FACILITIES**

The operations and programs of the Museum have been consolidated into one division. The purpose of the division is to manage the Museum renovation, maintain facilities, and revitalize the institution.

Museum Facilities (5305, 5390)						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	
101 - GENERAL FUND						
Personnel	\$ 1,243,699	\$ 1,205,815	\$ 1,441,457	\$ 1,542,941	\$ 1,556,444	
Non-Personnel	339,656	368,418	472,605	515,719	561,451	
Special Projects	9,085	31,473	78,045	92,000	77,000	
Equipment Outlay	-	104,284	-	-	-	
Debt Service	66,549	-	-	-	-	
Capital Outlay	28,625	5,059	-	-	-	
Charges From Others	3,600	3,600	7,231	9,934	10,117	
Debt Transfers Out	-	40,390	40,110	34,820	34,960	
Total General Fund	\$ 1,691,214	\$ 1,759,039	\$ 2,039,448	\$ 2,195,414	\$ 2,239,972	
110 – MEASURE Z						
Debt Service / Debt Transfers Out	\$ -	\$ -	\$ -	\$ 1,319,894	\$ 1,319,894	
Total Measure Z	\$ -	\$ -	\$ -	\$ 1,319,894	\$ 1,319,894	
215 - GRANTS AND RESTRICTED PROGRAMS						
Capital Outlay	\$ 22,616	\$ 11,975	\$ -	\$ -	\$ -	
Charges to Others	(10,000)	(9,875)	-	-	-	
Total Grants and Restricted Programs	\$ 12,616	\$ 2,100	\$ -	\$ -	\$ -	
Total Museum Facilities	\$ 1,703,830	\$ 1,761,139	\$ 2,039,448	\$ 3,515,308	\$ 3,559,866	



PARKS, RECREATION, & COMMUNITY SERVICES DEPARTMENT



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PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Parks, Recreation & Community Services Department is to provide innovative recreational experiences and social enrichment opportunities to address the changing needs for people of all ages and cultures, in a variety of attractive parks, trails, landscapes, and facilities.

PURPOSE

The Parks, Recreation & Community Services Department operates recreational locations comprised of 58 parks, ten community centers, three senior centers, seven public swimming pools, a public golf course, numerous playgrounds, sports venues, and much more. The operations of the department are staffed by more than 200 full-time and part-time staff members throughout the year. The department also receives support from interns, volunteers of all ages, and local community groups.



GOALS

The goals of the Parks, Recreation & Community Services Department include:

- Increasing the diversity and equitable distribution of park, recreational, and community services resources to serve our diverse community.
- Continuing to work toward providing three acres of developed parkland per 1,000 residents.
- Expanding the Adopt-A-Park and Volunteer Programs.

ACCOMPLISHMENTS

The Parks, Recreation & Community Services Department celebrates the following accomplishments:

- Award of \$7,150,000 in grant monies by California State Parks for the Patterson Park Master Plan, which will fund a full renovation of Patterson Park.
- Awarded the California Parks and Recreation Society 2021 – Excellence in Facility Design Award for the Bourns Family Youth Innovation Center.
- The Aquatics Program received over \$50,000 in grants and sponsorships from Kaiser Permanente, LA84 Foundation, and American Red Cross for training, operations, and swim classes.

CHALLENGES

Specific challenges identified by the Department include:

- The wages offered for many of the City's recreation positions are not competitive with those offered in other sectors, thereby resulting in reduced staffing levels. The Parks Division has been impacted by its vacancy rate resulting from retention issues; thereby making it difficult to maintain parks and amenities.
- Identifying funding for critical equipment, maintenance, and repair.
- Identifying funding to meet community demand for expansion of services and inflationary costs.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Parks, Recreation & Community Services Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Parks, Recreation and Community Services Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to Appendix A: *Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture
& Recreation



Community
Well-being



Economic
Opportunity






Environmental
Stewardship



High Performing
Government



Infrastructure,
Mobility &
Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	1.1	Strengthen Riverside's portfolio of arts, culture, recreation, senior and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities and fund development.
	1.2	Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.
	1.3	Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.
	1.4	Prioritize safety at parks, trails, arts, cultural and recreational facilities.
	1.5	Support programs and amenities to further develop literacy, health and education of children, youth and seniors throughout the City.

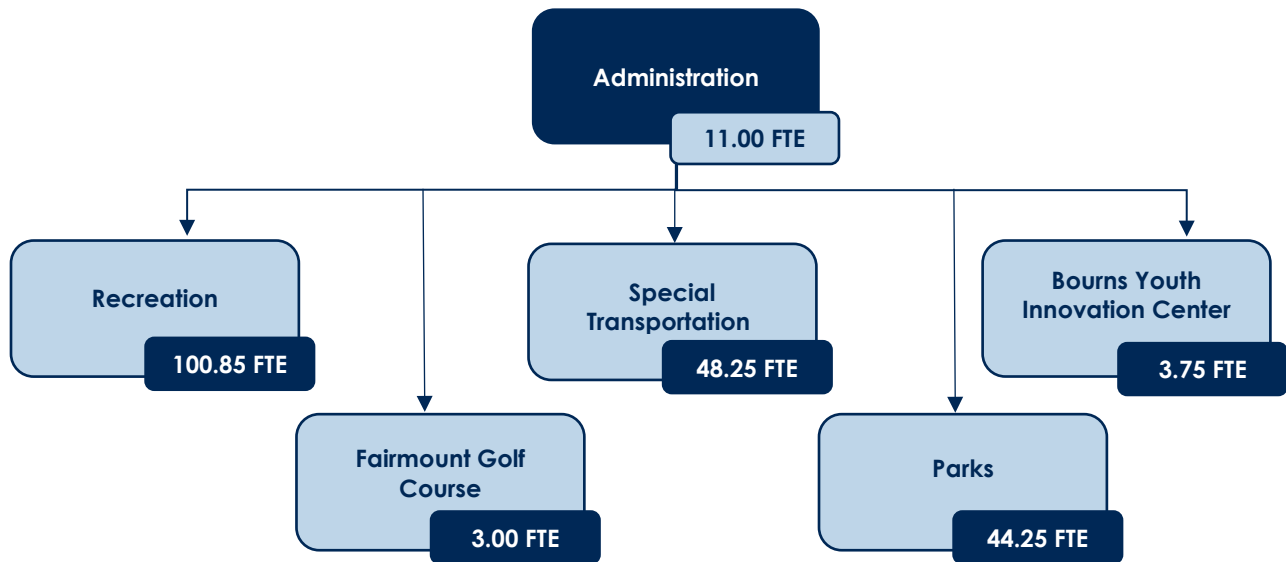
PERFORMANCE MEASURES

The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
1.1	1.1.1	Number of non-profits providing services through partnerships and collaborations.	56 in 2020	Increase to 60 in FY 21/22	65
1.2	1.2.1	Demographic information on program participants (race/ethnicity, age, location/ward).	Parks will begin collecting and tracking demographic data across a broad range of programming in FY 2021/22.		
1.3	1.3.1	Percent of residents who say the parks and recreational spaces in Riverside meet their needs.	73.4% in 2019	75%	Next survey will be conducted in 2022

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
1.4	1.4.1	Percentage of residents who feel safe at park and recreation facilities.	75%	Increase by 5% annually over 5 years	Next survey will be conducted in 2022
1.5	1.5.3	Number of participants attending Senior programs.	55,000 in FY 18/19	Increase by 5% annually over 5 years	46,933
1.5	1.5.4	Number of Art Classes provided.	137 in 2021	Increase by 5% annually over 5 years	340
1.5	1.5.5	Number of education-based community programs offered.	319 in 2021	Increase by 2% annually over 5 years	416



DEPARTMENT ORGANIZATION**Pamela Galera - Director**

A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Parks, Recreation & Community Services Department* on page 197.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) The Parks, Recreation & Community Services Department's support charge totals \$2,942,004 in FY 2022/23 and \$3,066,445 in FY 2023/24. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of the Parks, Recreation & Community Services Department's programs and services.

Budget Summary by Expenditure Category - All Funds

EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 11,548,336	\$ 9,963,842	\$ 13,759,047	\$ 14,718,019	\$ 15,025,707	
Non-Personnel	10,148,247	9,865,965	13,256,404	12,087,257	12,665,650	(1)
Special Projects	439,593	473,880	525,127	536,638	482,347	
Equipment Outlay	517,615	45,138	209,444	28,410	28,410	
Debt Service	5,413,550	817,738	191,440	220,020	246,690	
Capital Outlay	1,300,375	861,677	300,000	-	-	(2)

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Charges From Others	1,751,348	631,110	763,058	693,080	683,858	
Charges To Others	(3,044,670)	(1,454,064)	(647,452)	(596,472)	(595,040)	
Debt Transfers Out	-	3,730,700	3,705,630	3,212,070	3,224,080	(3)
Operating Transfers Out	18,693	-	-	-	-	
Total Budget	\$ 28,093,087	\$ 24,935,986	\$ 32,062,698	\$ 30,899,022	\$ 31,761,702	

Budget Summary by Fund						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
FUND						
101 - General Fund	\$ 20,344,233	\$ 17,915,427	\$ 22,198,385	\$ 23,101,708	\$ 23,828,657	
110 - Measure Z	60,415	104,455	2,582,127	898,567	927,548	(1)
215 - Grants and Restricted Programs	239,197	531,947	-	-	-	
291 - Special Districts	17,088	22,329	55,000	76,931	79,240	
292 - Riverwalk LMD	-	-	237,009	199,040	200,548	
401 - Capital Outlay	41,667	12,685	-	-	-	
411 - Special Capital Improvement	2,368,660	2,420,166	1,750,000	1,750,000	1,750,000	
413 - Regional Park Special Capital Improvements	425,406	148,596	300,000	-	-	(2)
560 - Special Transit	4,596,421	3,780,381	4,940,177	4,872,776	4,975,709	
Total Budget	\$ 28,093,087	\$ 24,935,986	\$ 32,062,698	\$ 30,899,022	\$ 31,761,702	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 110 - Measure Z:** The decrease in FY 2022/23 is due to one-time projects that were approved in FY 2021/22 (Item #44 – PRCSD Facility, Vehicles, and Infrastructure).
- (2) **Capital Outlay / Fund 413 – Regional Park Special Capital Improvement:** The decrease is because there are no capital improvement projects budgeted or planned in FY 2022/23 or FY 2023/24.
- (3) **Debt Transfers Out / Fund 101 - General Fund:** The decrease in FY 2022/23 is due to the maturity and payoff of the loan for Ryan Bonaminio Park.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Division is responsible for the fiscal and administrative functions of the department and ensuring the alignment of department operations with the City's Strategic Plan, goals, and objectives. Duties handled by Administration include grant administration, support of the Park and Recreation Commission, budgetary and fiscal oversight, policy development, university internships, and public liaisons.

The Planning and Design Division is responsible for the planning, engineering, design, and construction of capital improvement projects related to the department. This division also oversees the advanced planning and preservation of park land.

Administration (101-5200, 5290)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,539,995	\$ 1,219,514	\$ 1,514,224	\$ 1,612,982	\$ 1,664,381
Non-Personnel	337,318	235,139	434,569	458,933	479,193
Special Projects	-	-	1,500	500	500
Equipment Outlay	6,336	35,766	14,034	3,000	3,000
Debt Service	3,957,365	-	-	-	-
Capital Outlay	-	11,679	-	-	-
Charges From Others	69,324	72,530	78,151	87,482	85,899
Charges To Others	(1,357,880)	(266,960)	(209,016)	(136,507)	(141,541)
Debt Transfers Out	-	1,980,700	1,955,630	1,462,070	1,474,080
Total General Fund	\$ 4,552,458	\$ 3,288,368	\$ 3,789,092	\$ 3,488,460	\$ 3,565,512
215 - GRANTS AND RESTRICTED PROGRAMS					
Capital Outlay	\$ -	\$ 501,691	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ -	\$ 501,691	\$ -	\$ -	\$ -
401 - CAPITAL OUTLAY					
Capital Outlay	\$ 5,000	\$ 12,685	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 5,000	\$ 12,685	\$ -	\$ -	\$ -
411 - SPECIAL CAPITAL IMPROVEMENT					
Debt Service	\$ 1,368,660	\$ 670,166	\$ -	\$ -	\$ -
Charges From Others	1,000,000	-	-	-	-
Debt Service / Debt Transfers out	1,368,660	1,750,000	1,750,000	1,750,000	1,750,000
Total Special Capital Improvement	\$ 2,368,660	\$ 2,420,166	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
413 - REGIONAL PARK SPECIAL CAPITAL IMPROVEMENTS					
Non-Personnel	\$ (430)	\$ -	\$ -	\$ -	\$ -
Capital Outlay	97,026	111,822	300,000	-	-
Total Regional Park Special Capital Improvements	\$ 96,596	\$ 111,822	\$ 300,000	\$ -	\$ -
Total Administration	\$ 7,022,714	\$ 6,334,732	\$ 5,839,092	\$ 5,238,460	\$ 5,315,512

RECREATION AND COMMUNITY SERVICES

The Recreation and Community Services Division oversees the City's youth and adult sports and leisure programs, including management of community center operations, facility rental and reservations, and various community service programs for cultural enrichment, education, and health. The Division also manages senior center operations and programming, and gang intervention and prevention programs. Special programming provided by the division includes the Nature Center, Youth Innovation Center, and Aquatics programming.



Recreation (5205, 5210, 5220, 5225, 5230, 5270)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 4,148,136	\$ 3,079,042	\$ 5,113,085	\$ 5,554,862	\$ 5,650,821
Non-Personnel	1,627,163	1,194,464	1,956,511	2,082,459	2,157,865
Special Projects	379,980	366,627	366,627	366,627	390,027
Equipment Outlay	7,060	4,896	10,410	10,410	10,410
Capital Outlay	39,244	1,394	-	-	-
Charges From Others	3,985	4,500	5,700	7,900	8,100
Charges To Others	(576,344)	(589,161)	-	-	-
Operating Transfers Out	4,017	-	-	-	-
Total General Fund	\$ 5,633,241	\$ 4,061,762	\$ 7,452,333	\$ 8,022,258	\$ 8,217,223
110 - MEASURE Z					
Charges From Others	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Total Measure Z	\$ 50,000	\$ -	\$ -	\$ -	\$ -
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 75,367	\$ 20,100	\$ -	\$ -	\$ -
Non-Personnel	126,164	2,288	-	-	-
Capital Outlay	642,517	177,764	-	-	-
Charges To Others	(654,449)	(177,764)	-	-	-
Operating Transfers Out	14,676	-	-	-	-
Total Grants and Restricted Programs	\$ 204,275	\$ 22,388	\$ -	\$ -	\$ -
401 - CAPITAL OUTLAY					
Capital Outlay	\$ 36,667	\$ -	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 36,667	\$ -	\$ -	\$ -	\$ -
413 - REGIONAL PARK SPECIAL CAPITAL IMPROVEMENTS					
Capital Outlay	\$ 328,810	\$ 36,774	\$ -	\$ -	\$ -
Total Regional Park Special Capital Improvements	\$ 328,810	\$ 36,774	\$ -	\$ -	\$ -
Total Recreation	\$ 6,252,993	\$ 4,120,924	\$ 7,452,333	\$ 8,022,258	\$ 8,217,223

PARKS

The Parks Division is responsible for park maintenance and facility maintenance of 58 parks, 13 community centers, and seven swimming pools. Maintenance is performed by Parks staff and through contracted services. Additionally, the Parks Division is responsible for the operations at Fairmount Golf Course and the Parks Volunteer groups.

Parks are the places that people go to get healthy and stay fit. According to studies by the Centers for Disease Control and Prevention, creating, improving, and promoting places to be physically active can improve individual and community health and result in a 25% increase of residents who exercise at least three times per week.



Parks (5215, Capital)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 2,988,641	\$ 2,765,643	\$ 3,115,298	\$ 3,392,897	\$ 3,470,708
Non-Personnel	7,229,123	7,784,303	7,812,130	8,189,710	8,640,365
Special Projects	42,525	84,924	102,000	92,580	12,580
Equipment Outlay	4,928	1,975	20,000	15,000	15,000
Charges From Others	349,314	348,631	345,968	360,768	360,768
Charges To Others	(455,997)	(420,179)	(438,436)	(459,965)	(453,499)
Total General Fund	\$ 10,158,534	\$ 10,565,297	\$ 10,956,960	\$ 11,590,990	\$ 12,045,922
110 - MEASURE Z					
Personnel	\$ 4,066	\$ 81,810	\$ 553,687	\$ 581,131	\$ 606,282
Non-Personnel	6,349	22,198	1,863,440	317,436	321,266
Equipment Outlay	-	447	165,000	-	-
Total Measure Z	\$ 10,415	\$ 104,455	\$ 2,582,127	\$ 898,567	\$ 927,548
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ 16,500	\$ -	\$ -	\$ -	\$ -
Capital Outlay	18,422	7,868	-	-	-
Total Grants and Restricted Programs	\$ 34,922	\$ 7,868	\$ -	\$ -	\$ -
291 - SPECIAL DISTRICTS					
Special Projects	\$ 17,088	\$ 22,329	\$ 55,000	\$ 76,931	\$ 79,240
Total Special Districts	\$ 17,088	\$ 22,329	\$ 55,000	\$ 76,931	\$ 79,240
292 - RIVERWALK LMD					
Non-Personnel	\$ -	\$ -	\$ 118,292	\$ 119,358	\$ 120,449
Charges from Others	-	-	118,717	79,682	80,099
Total Riverwalk LMD	\$ -	\$ -	\$ 237,009	\$ 199,040	\$ 200,548
Total Parks	\$ 10,220,959	\$ 10,699,949	\$ 13,831,096	\$ 12,765,528	\$ 13,253,258

SPECIAL TRANSPORTATION

The Special Transportation Division provides an origin-to-destination transportation service to senior and disabled residents of the City of Riverside. Special Transportation is 100% funded by the Transportation Development Act funds for operational expenses and State and Federal funds for capital transportation expenses. Aside from providing paratransit service for seniors 60-years or older and disabled residents, Special Transportation also has a subscription service with Inland Regional Center (IRC) to provide transportation to program participants who live within the City limits and attend one of the various workshops in Riverside. Special Transportation also provides transportation services for the participants of the Friendly Stars Program. Special Transportation offers a discounted Medical Fare for trips related to health care and a General Fare for all other general transportation purposes.

Goals

The Special Transportation Division has established the following internal goals and performance measures:

GOAL	PERFORMANCE MEASURE
Safety: Prevent or reduce safety related incidents throughout the year.	Number of accidents or incidents compare to previous year.
Infrastructure: Continual improvement of the condition of the transportation infrastructure through the replacement or acquisition of new buses and optimizing the operation performance of existing facilities.	Number of vehicles out of service or breakdowns.
Innovation: Lead in the development and deployment of innovative practices and technologies that will improve safety and performance.	Customer satisfaction surveys, safety reports, passengers per hour.
Accountability: Greater efficiency, effectiveness, accountability.	On time performance, passengers per revenue mile, subsidy per revenue hour.

Special Transportation Fund (560)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
560 - SPECIAL TRANSIT					
Personnel	\$ 2,792,131	\$ 2,797,733	\$ 3,462,753	\$ 3,576,147	\$ 3,633,515
Non-Personnel	806,060	627,573	1,071,462	919,361	946,512
Equipment Outlay	499,291	2,054	-	-	-
Debt Service	87,525	147,572	191,440	220,020	246,690
Capital Outlay	132,689	-	-	-	-
Charges From Others	278,725	205,449	214,522	157,248	148,992
Total Special Transit	\$ 4,596,421	\$ 3,780,381	\$ 4,940,177	\$ 4,872,776	\$ 4,975,709
Total Special Transportation	\$ 4,596,421	\$ 3,780,381	\$ 4,940,177	\$ 4,872,776	\$ 4,975,709

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POLICE DEPARTMENT



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POLICE DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The Riverside Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the people we serve. We act with integrity and grit to reduce fear and crime, while treating all with respect, compassion, and fairness.



VISION STATEMENT

We will engage our community through exemplary service and unequalled professionalism, while employing a work force that reflects the diversity of our city. We will commit to implementing the latest technology available and best practices to meet the demands of 21st Century modern policing. We will invest in the success of our employees of the Riverside Police Department by providing excellent training opportunities, advancement, and personal growth.

CORE VALUES

The core values of the Police Department are:

- **Integrity:** We do what is right even when no one is looking. We pledge to uphold the core principles espoused in the Police Officer's Code of Ethics. We utilize this code as our moral compass, which guides us to make proper choices. We recognize the ideals of integrity are inseparable from several other characteristics:
- **Accountability:** We do not try to shift the blame to others or take credit for the work of others.
- **Courage:** We have moral courage, and we do what is right even if the personal cost is high.
- **Honesty:** We do not lie, cheat, or steal, nor tolerate those among us who do.
- **Humility:** We encourage feedback and input from all directions of the organization and community.
- **Respect:** We respect all people without personal prejudice, bias, or favoritism.
- **Service:** We make personal sacrifices in order to assist those in need. We promote the idea that professional duties and responsibilities take precedence over personal desires. We practice such service in the community, as well as in the police department, placing the welfare of others over self.
- **Excellence:** We do the best possible job at all times. We have a passion for continuous improvement and innovation. We recognize that our continued momentum will propel the Department to long-term accomplishments and high performance. We understand that we will only achieve such excellence when the members of the Department work together to successfully reach common goals in an atmosphere free of fear, inspiring individual growth, and preserving dignity.

GOALS

The goals of the Police Department are:

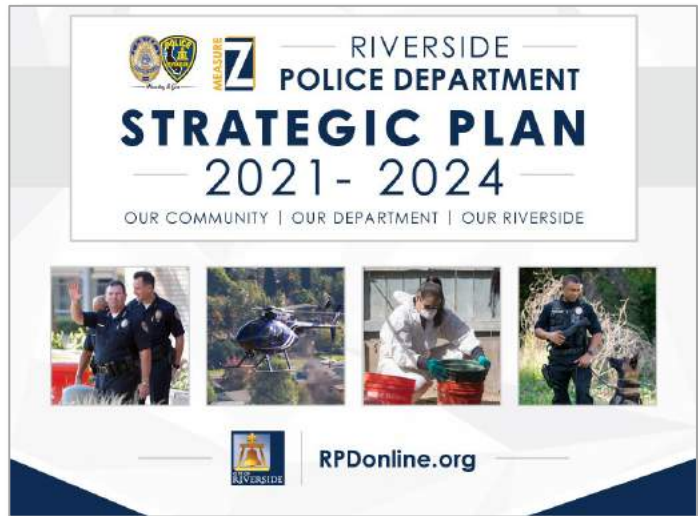
- **Community Collaboration:** We will work to engage with the community to develop, implement and enhance programs and will bolster our social media platform.
- **Augment Employee Potential:** It is the priority of the Department to promote continued education to maximize training opportunities for our officers, command staff, and civilian employees.

- **Organization Enhancement and Accountability:** The Department has been steadily working toward a new police facility that would modernize and unify the Department's workforce. Improved infrastructure will minimize silos and allow technology to work more efficiently, which will better serve the community.
- **Employee Wellness Program:** Create a program that is aimed at preserving and promoting the physical and emotional health of our employees.
- **Community Well-Being:** Foster relationships between community members, partner organizations, and public safety professionals to define, prioritize, and address community safety needs and social service.

ACCOMPLISHMENTS

Recent accomplishments of the Police Department include:

- Created the Riverside Police Department 2021-2024 strategic plan.²⁹
- Purchased 20 new police vehicles for patrol and 18 unmarked vehicles to replenish inventory.
- Established the Parks and Neighborhood Specialist Team (PANS) to serve as public stewards of parks, public spaces, and neighborhoods, provide assistance and information, reinforce the appropriate use and care of parks and public spaces, and when necessary, keeping peace by taking reasonable actions to resolve situations.
- Re-established the Civilian Public Safety Communications Manager position to plan, organize, coordinate, and direct the activities of the 24-hour Public Safety Dispatch Center and to maintain the Computer Aided Dispatch (CAD) and 911 emergency telephone systems for both Fire and Police Departments operations.



CHALLENGES

Many of the Police Department's critical funding needs were met with Measure Z funding. However, ongoing specific challenges include:

- Increasing costs related to retirement of personnel.
- Timely recruitment and hiring to fill vacated positions.
- Technological infrastructure improvement and equipment replacement.

²⁹ <https://riversideca.gov/rpd/about-contact/office-chief/strategic-plan>

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Police Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Police department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



Arts, Culture & Recreation



Community Well-being



Economic Opportunity



Environmental Stewardship



High Performing Government



Infrastructure, Mobility & Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	2.5	Foster relationships between community members, partner organizations and public safety professionals to define, prioritize and address community safety needs and social services.

PERFORMANCE MEASURES

The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

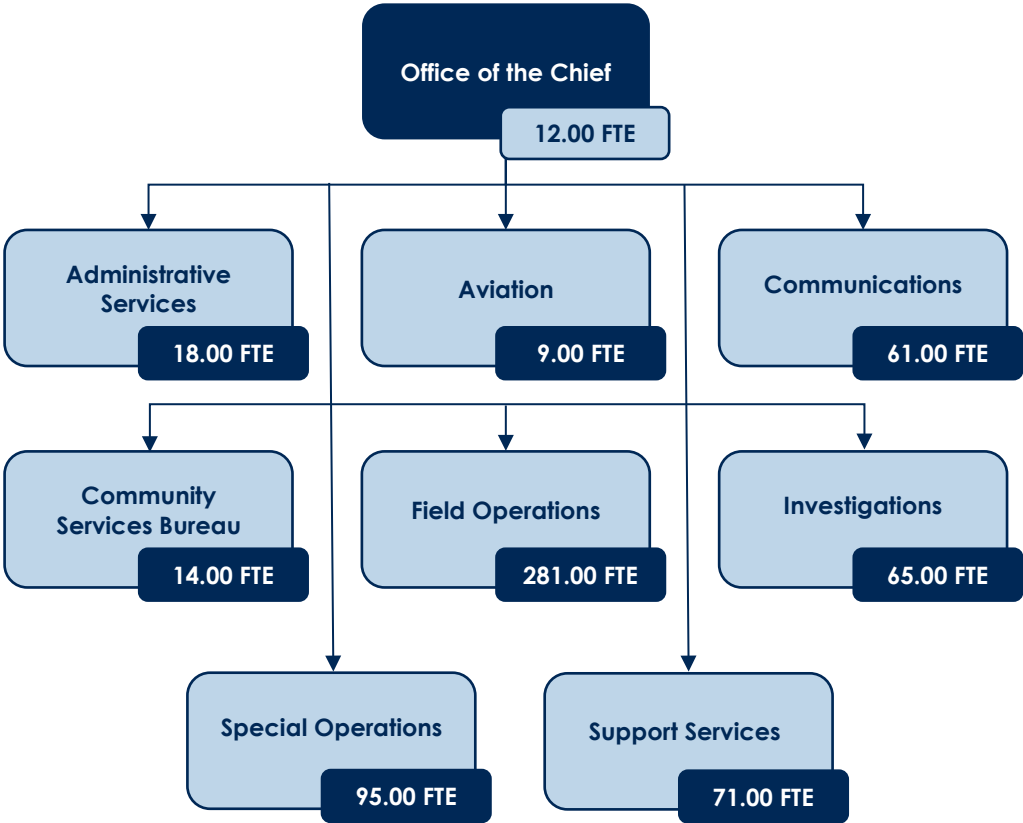
GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
2.5	2.5.1	Number of community meetings attended by Police Department staff.	850 in 2019	Increase by 3% over a 5-year period	1,617



DEPARTMENT ORGANIZATION



Larry Gonzalez – Chief of Police



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Police Department* on page 200.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) The Police Department's support charge totals \$8,748,551 in FY 2022/23 and \$9,149,533 in FY 2023/24. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of the Police Department's programs and services.

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 104,967,647	\$ 99,192,796	\$ 107,044,554	\$ 115,030,201	\$ 116,998,392	(1)
Non-Personnel	9,071,185	9,864,744	8,618,822	11,010,582	11,743,443	(1), (2)
Special Projects	1,562,739	987,271	2,560,039	2,697,550	2,668,220	
Operating Grants	1,620,159	927,316	-	-	-	
Equipment Outlay	358,752	80,891	345,000	870,000	-	
Debt Service	8,984,585	-	-	-	-	
Charges From Others	853,729	728,899	870,506	943,013	964,941	
Charges To Others	(2,615,950)	(2,886,749)	(2,351,648)	(2,684,744)	(2,754,834)	
Debt Transfers Out	-	8,924,900	9,146,000	10,392,656	7,624,265	(3), (4)
Operating Transfers Out	826,698	-	-	-	-	
Total Budget	\$ 125,629,544	\$ 117,820,068	\$ 126,233,273	\$ 138,259,258	\$ 137,244,427	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 112,557,261	\$ 103,149,162	\$ 108,748,734	\$ 114,401,976	\$ 109,284,536	(2), (3)
110 - Measure Z	10,479,993	12,200,922	17,483,449	23,856,742	27,959,337	(1), (4)
215 - Grants and Restricted Programs	2,592,290	2,469,984	1,090	540	554	
Total Budget	\$ 125,629,544	\$ 117,820,068	\$ 126,233,273	\$ 138,259,258	\$ 137,244,427	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Personnel & Non-Personnel / Fund 110 – Measure Z:** The increase in FY 2022/23 personnel and non-personnel costs in the Measure Z Fund is attributable to the expansion of the existing #39 – Public Safety & Engagement Team (PSET) Urban program which added 4.00 new FTE; and the new #49 – Public Safety & Engagement Team (PSET) Wildlands program which added 18.00 FTE and includes funding for the purchase of new vehicles.
- (2) **Non-Personnel / Fund 101 - General Fund:** The increase in FY 2022/23 and FY 2023/24 is primarily due to liability insurance.
- (3) **Debt Transfers Out / Fund 101 – General Fund:** In FY 2022/23 the 2004 Safety Pension Obligation Bond will be paid in full.
- (4) **Debt Transfers Out / Fund 110 – Measure Z:** The budgets for FY 2022/23 and FY 2023/24 include estimated debt costs for the anticipated issuance of debt to fund a Measure Z capital improvement project (Item #25 – New Police Headquarters).

DIVISION/PROGRAM BUDGETS**OFFICE OF THE CHIEF**

The Office of the Chief houses the administrative responsibilities of the Police Department, with the Chief of Police and two deputy chiefs overseeing all operations of the department. The Chief of Police is responsible for the total administration of the department, investigation of all misconduct, coordination of community programs, public information, and all other human relations functions. Two deputy chiefs assist the Chief of Police with the day-to-day functions: the Deputy Chief of Administration provides oversight of the Administrative Services, Budget, Support Services, and Internal Affairs divisions; and the Deputy Chief of Operations provides oversight of Field Operations, Investigations, and Special Operations divisions.

**Honor Guard**

Office of the Chief (3100)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 3,961,766	\$ 3,657,988	\$ 3,795,021	\$ 3,501,042	\$ 3,566,001
Non-Personnel	328,277	229,606	163,500	169,483	176,401
Charges From Others	689,163	555,053	697,744	741,195	771,803
Total General Fund	\$ 4,979,206	\$ 4,442,647	\$ 4,656,265	\$ 4,411,720	\$ 4,514,205
110 - MEASURE Z					
Non-Personnel	\$ 400	\$ -	\$ -	\$ -	\$ -
Total Measure Z	\$ 400	\$ -	\$ -	\$ -	\$ -
Total Office of the Chief	\$ 4,979,606	\$ 4,442,647	\$ 4,656,265	\$ 4,411,720	\$ 4,514,205

COMMUNITY SERVICES BUREAU

The Community Services Bureau (CSB) was established to serve as a resource for residents by providing educational information regarding crime prevention and strengthening community relationships. CSB has also been tasked with enhancement and development of the Department's youth and community-based programs. The youth programs are designed to educate college and high school students in leadership skills and develop them into law-abiding residents who care about and respect the community.

Community Services Bureau (3101)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,847,796	\$ 1,560,110	\$ 1,774,087	\$ 2,356,506	\$ 2,394,959
Non-Personnel	138,011	107,123	121,473	128,554	133,755
Total General Fund	\$ 1,985,807	\$ 1,667,233	\$ 1,895,560	\$ 2,485,060	\$ 2,528,714
Total Community Services Bureau	\$ 1,985,807	\$ 1,667,233	\$ 1,895,560	\$ 2,485,060	\$ 2,528,714

SUPPORT SERVICES

The Support Services Division is responsible for providing oversight and management of the Department's Personnel Unit, Training Unit, Property & Evidence, Records Bureau, Communications Bureau, and Internal Affairs Bureau. Support Services oversees the background investigation process

of every Police Department applicant, manages the training of both sworn and civilian personnel, and ensures that all personnel comply with Peace Officer Standards and Training (POST) training mandates.

- **Internal Affairs Bureau:** Investigates allegations of misconduct and improper job performance by the Department's sworn and civilian personnel, as well as all incidents in which police employees are involved in traffic collisions, property damage, vehicle pursuits, uses of force, and police dog bites.
- **Personnel Bureau:** Charged with the responsibility for recruitment, employment, workers compensation, and training. The Personnel Bureau is also responsible for maintaining complete and accurate personnel records for all members of the Department, which includes processing all personnel matters. The Personnel Bureau works in tandem with the Human Resources Department.
- **Property and Evidence Unit:** Safeguards and stores all items booked as evidence related to criminal proceedings and processes items turned in as found property for safekeeping, from time of collection to final disposition.
- **Records Bureau:** Responsible for collecting and disseminating criminal and incident reports. The Records Bureau is also responsible for entering critical data from case reports into the Records Management System (RMS).
- **Training Bureau:** Maintains a Training Plan sufficient to meet all training requirements imposed by statute, POST, or any other legal statute.



Support Services (3102)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 7,127,960	\$ 5,763,041	\$ 6,520,599	\$ 7,418,882	\$ 7,562,227
Non-Personnel	962,444	949,187	928,750	976,179	1,088,731
Operating Grants	14,446	4,502	-	-	-
Charges To Others	(44,129)	(50,270)	-	-	-
Total General Fund	\$ 8,060,721	\$ 6,666,460	\$ 7,449,349	\$ 8,395,061	\$ 8,650,958
110 - MEASURE Z					
Personnel	\$ 593,305	\$ 634,363	\$ 620,781	\$ 585,179	\$ 603,500
Non-Personnel	21,181	19,220	38,390	40,390	42,470
Total Measure Z	\$ 614,486	\$ 653,583	\$ 659,171	\$ 625,569	\$ 645,970
215 - GRANTS AND RESTRICTED PROGRAMS					
Operating Grants	\$ 86,998	\$ 30,692	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 86,998	\$ 30,692	\$ -	\$ -	\$ -
Total Support Services	\$ 8,762,205	\$ 7,350,735	\$ 8,108,520	\$ 9,020,630	\$ 9,296,928

ADMINISTRATIVE SERVICES

The Administrative Services Division provides business and support services for the department and the citizens of Riverside. Responsibilities of the division include Fiscal Management, Accounting, Facilities Management, and Grants.

- **Accounting:** Processes all requests for purchases and payments and assists in budget preparation. This unit is also responsible for account reconciliation and the processing of bimonthly payroll for department employees. This unit arranges for travel and accommodations to training schools and conferences for department employees.
- **Facilities Management:** Responsible for building maintenance in the four main police facilities and several off-site facilities.
- **Fiscal Management:** Responsible for the preparation and administration of the department's budget, grants, asset forfeiture funds, payroll, contract management, and accounting.
- **Grant Unit:** Responsible for grant research and development, financial report documentation, grant monitoring including expenditures and revenues, and department compliance in the use of grant funds. The Grant Unit is also the principal liaison for grant monitoring and financial audits inspections.

Administrative Services (3105, 3145, 3190, 3195)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,589,070	\$ 1,480,724	\$ 1,516,075	\$ 1,537,751	\$ 1,580,368
Non-Personnel	2,864,564	3,239,798	3,251,305	3,045,583	3,255,545
Special Projects	30,000	30,000	30,000	30,000	30,000
Equipment Outlay	16,814	-	-	-	-
Debt Service	8,984,585	-	-	-	-
Charges From Others	56,544	72,441	70,004	92,290	83,596
Charges To Others	(47,860)	-	-	(204,400)	(203,937)
Debt Transfers Out	-	8,924,900	9,146,000	9,044,050	1,791,140
Operating Transfers Out	826,698	-	-	-	-
Total General Fund	\$ 14,320,415	\$ 13,747,863	\$ 14,013,384	\$ 13,545,274	\$ 6,536,712
110 - MEASURE Z					
Personnel	\$ 111,275	\$ 99,299	\$ 137,667	\$ 140,066	\$ 143,348
Non-Personnel	4,752	4,330	50,050	47,600	48,120
Debt Transfers Out	-	-	-	1,348,606	5,833,125
Total Measure Z	\$ 116,027	\$ 103,629	\$ 187,717	\$ 1,536,272	\$ 6,024,593
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ 279,359	\$ 542,680	\$ -	\$ -	\$ -
Operating Grants	1,030,561	792,347	-	-	-
Equipment Outlay	326,113	57,341	-	-	-
Charges From Others	1,609	661	1,090	540	554
Total Grants and Restricted Programs	\$ 1,637,642	\$ 1,393,029	\$ 1,090	\$ 540	\$ 554
Total Administrative Services	\$ 16,074,084	\$ 15,244,521	\$ 14,202,191	\$ 15,082,086	\$ 12,561,859

COMMUNICATIONS BUREAU

The Communications Bureau serves as the primary link between the public and the emergency services for police, fire, and medical aid. Dispatchers are expected to receive emergency and non-emergency calls from the public for the Police and Fire Departments, along with other City departments. The Dispatch Center is staffed by Public Safety Dispatchers and Communications Supervisors. The Center has served as the City's Public Safety Communications Center for both the Police and Fire Departments since 1984, when the Dispatch Centers for both Departments merged to form one centralized answering point for all emergency services.

Communications Bureau (3110)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 6,903,939	\$ 6,623,113	\$ 7,153,144	\$ 7,043,196	\$ 7,131,199
Non-Personnel	476,143	417,837	298,220	315,933	334,291
Charges From Others	86,640	86,640	86,640	86,640	86,640
Charges To Others	(2,097,449)	(2,195,538)	(2,190,593)	(2,318,313)	(2,387,862)
Total General Fund	\$ 5,369,273	\$ 4,932,052	\$ 5,347,411	\$ 5,127,456	\$ 5,164,268
110 - MEASURE Z					
Personnel	\$ 484,651	\$ 628,545	\$ 1,147,016	\$ 1,184,631	\$ 1,221,481
Non-Personnel	82,158	27,720	19,440	21,690	24,020
Total Measure Z	\$ 566,809	\$ 656,265	\$ 1,166,456	\$ 1,206,321	\$ 1,245,501
Total Communications Bureau	\$ 5,936,082	\$ 5,588,317	\$ 6,513,867	\$ 6,333,777	\$ 6,409,769

FIELD OPERATIONS

The Field Operations Division is the largest division of the Police Department and home to sworn uniformed personnel. The Field Operations Division provides first response to all emergencies, performs preliminary investigations, and provides basic patrol services to the City of Riverside. This Division also administers the following programs:

- **Traffic Bureau:** Specializes in the enforcement of traffic laws, both city and state, specifically related to the safety and concerns of the citizens of Riverside.
- **Technical Services Unit (TSU):** This Unit is often deployed to conduct dignitary sweeps and protect dignitaries against a terrorist attack. TSU's other duties include responding to and rendering safe any suspicious items; conducting post-blast investigations; and utilizing technology to assist other entities in the Department. TSU is the only unit in the Department that is trained and certified in clandestine lab investigations and biohazard mitigation.

Field Operations (3115)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 40,133,140	\$ 36,183,454	\$ 39,598,805	\$ 42,516,201	\$ 43,263,264
Non-Personnel	1,450,394	1,493,473	1,656,049	3,047,572	3,540,709
Operating Grants	5,520	-	-	-	-
Charges From Others	14,745	9,076	10,000	17,320	17,320
Charges To Others	(71,400)	(44,487)	(33,648)	(34,624)	(35,628)
Total General Fund	\$ 41,532,399	\$ 37,641,516	\$ 41,231,206	\$ 45,546,469	\$ 46,785,665

Field Operations (3115)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
110 - MEASURE Z					
Personnel	\$ 7,612,885	\$ 9,669,221	\$ 10,282,288	\$ 13,728,673	\$ 14,136,467
Non-Personnel	370,184	490,640	613,810	1,614,394	1,587,044
Special Projects	1,199,202	627,584	2,180,909	2,308,527	2,269,017
Equipment Outlay	-	-	-	870,000	-
Total Measure Z	\$ 9,182,271	\$ 10,787,445	\$ 13,077,007	\$ 18,521,594	\$ 17,992,528
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 207,446	\$ 409,163	\$ -	\$ -	\$ -
Non-Personnel	28,720	123,334	-	-	-
Operating Grants	166,189	(8,200)	-	-	-
Total Grants and Restricted Programs	\$ 402,355	\$ 524,297	\$ -	\$ -	\$ -
Total Field Operations	\$ 51,117,025	\$ 48,953,258	\$ 54,308,213	\$ 64,068,063	\$ 64,778,193

SPECIAL OPERATIONS

The Special Operations Division provides oversight of the daily operation of four geographically divided Neighborhood Policing Centers (NPC), Crime Analysis, the Special Weapons and Tactics Team (SWAT), Aviation, and the Post-release Accountability and Corrections Team (PACT). The Division provides support and resources throughout the Department and to national and regional law enforcement partners.

- **Aviation Support Unit (ASU):** The ASU is tasked with providing aerial support and expertise for the Department's patrol, investigative, administrative, and City government needs. The ASU is responsible for enhancing the safety of the community and police personnel through the strategic deployment of airborne technologies.
- **Crime Analysis Unit (CAU):** Responsible for identifying and analyzing patterns and trends in crime by using various data sources within the Department, as well as from other neighboring jurisdictions. The CAU also provides case support for detectives and officers by analyzing and mapping cell phone data, gathering open-source intelligence, and conducting various database searches.
- **Neighborhood Policing Centers (NPC):** Each NPC is tasked with addressing emerging crime trends, maintaining safe school campuses, creating safe parks and neighborhoods, reducing retail crime, and developing ongoing working partnerships within all Riverside communities and neighborhoods.
- **Post-Release Accountability and Corrections Team (PACT):** PACT is a partnership between the Riverside Police Department, Corona Police Department, Riverside County District Attorney's Office, Riverside County Probation Department, and the Bureau of Alcohol, Tobacco and Firearms (ATF). PACT focuses on "high-risk" probationers and "at-large" offenders that pose the most risk to public safety. PACT is dedicated to conducting compliance checks, conducting criminal investigations, and locating probationers who have absconded and fall under the terms of Assembly Bill 109 AB109 through sustained, proactive, and coordinated investigations, which result in the location and apprehension of offenders.



**Riverside Police Department
Aviation Unit**

- **Special Weapons and Tactics (SWAT):** SWAT is a designated group of officers that are selected, trained, and equipped to work as a coordinated team to resolve critical incidents that are hazardous, complex, or unusual and that typically exceed the capabilities of first responders or other investigative units. SWAT responds to hostage rescue situations, barricaded subjects, citizen/officer rescues, warrant services, dignitary protection, crowd control, escort of sensitive materials, counter terrorist/terrorist activity, and other unusual incidents where specific expertise or specialized equipment is necessary to resolve the incident.

Special Operations (3120, 3125)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 18,700,666	\$ 17,778,552	\$ 17,853,354	\$ 18,289,630	\$ 18,484,498
Non-Personnel	1,438,408	1,521,424	990,959	1,066,155	1,114,090
Special Projects	7,677	1,586	8,000	8,000	8,000
Operating Grants	-	2,484	-	-	-
Equipment Outlay	15,825	23,550	-	-	-
Charges From Others	5,028	5,028	5,028	5,028	5,028
Charges To Others	(264,782)	(376,879)	(127,407)	(127,407)	(127,407)
Total General Fund	\$ 19,902,822	\$ 18,955,745	\$ 18,729,934	\$ 19,241,406	\$ 19,484,209
110 - MEASURE Z					
Personnel	\$ -	\$ -	\$ 1,847,862	\$ 1,899,576	\$ 1,978,145
Non-Personnel	-	-	200,236	67,410	72,600
Equipment Outlay	-	-	345,000	-	-
Total Measure Z	\$ -	\$ -	\$ 2,393,098	\$ 1,966,986	\$ 2,050,745
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 41,700	\$ 262,843	\$ -	\$ -	\$ -
Operating Grants	298,535	64,241	-	-	-
Total Grants and Restricted Programs	\$ 340,235	\$ 327,084	\$ -	\$ -	\$ -
Total Special Operations	\$ 20,243,057	\$ 19,282,829	\$ 21,123,032	\$ 21,208,392	\$ 21,534,954

CENTRAL INVESTIGATIONS

The Centralized Investigations Bureau is responsible for conducting follow-up criminal investigations and preparing cases for prosecution. Investigations include homicides, officer-involved shootings, assaults, armed robberies, sexual assaults, domestic violence, fraud cases, computer crimes, identity theft, and graffiti vandalism, as well as collecting and processing seized evidence from crime scenes. The major programs conducted within this Division include:

- Domestic Violence
- Economic Crimes
- Forensics
- Robbery/Homicide
- Sexual Assault/Child Abuse
- Sex Registrant Compliance
- Computer Forensics

Central Investigations (3130)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 9,283,310	\$ 8,532,501	\$ 8,695,114	\$ 8,669,351	\$ 8,731,133

Central Investigations (3130)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Non-Personnel	393,849	474,007	212,770	390,871	239,477
Special Projects	325,860	328,101	341,130	351,023	361,203
Operating Grants	(35,913)	(16,886)	-	-	-
Charges To Others	(82,116)	(168,999)	-	-	-
Total General Fund	\$ 9,884,990	\$ 9,148,724	\$ 9,249,014	\$ 9,411,245	\$ 9,331,813
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 24,503	\$ 49,268	\$ -	\$ -	\$ -
Operating Grants	3,911	-	-	-	-
Total Grants and Restricted Programs	\$ 28,414	\$ 49,268	\$ -	\$ -	\$ -
Total Central Investigations	\$ 9,913,404	\$ 9,197,992	\$ 9,249,014	\$ 9,411,245	\$ 9,331,813

SPECIAL INVESTIGATIONS

Special Investigations conducts investigations of cases involving narcotics, vice activities, gangs, graffiti vandalism, prostitution, human trafficking, and underage alcohol purchases. Special Investigations also oversees preliminary asset forfeiture activities and assist Federal and State drug task forces. The major programs and task forces housed in this Division include:

- Gang Intelligence Unit
- Graffiti Unit
- Narcotics Unit
- Vice Unit
- Inland Regional Apprehension Team (IRAT)
- Regional Computer Forensics Laboratory (RCFL)
- Cannabis Regulation Task Force (CRTF)
- High Intensity Drug Trafficking Area (HIDTA)
- Inland Crackdown Allied Task Force (INCA)

Special Investigations (3135)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 6,297,501	\$ 5,773,133	\$ 6,102,741	\$ 6,159,517	\$ 6,201,802
Non-Personnel	232,341	224,365	73,870	78,768	86,190
Charges To Others	(8,214)	(50,576)	-	-	-
Total General Fund	\$ 6,521,628	\$ 5,946,922	\$ 6,176,611	\$ 6,238,285	\$ 6,287,992
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 46,734	\$ 87,478	\$ -	\$ -	\$ -
Operating Grants	49,912	58,136	-	-	-
Total Grants and Restricted Programs	\$ 96,646	\$ 145,614	\$ -	\$ -	\$ -
Total Special Investigations	\$ 6,618,274	\$ 6,092,536	\$ 6,176,611	\$ 6,238,285	\$ 6,287,992



PUBLIC LIBRARY



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PUBLIC LIBRARY

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Riverside Public Library is to be the cultural and learning center for the community, encouraging the joy and wonder of reading, the wisdom of diverse ideas, and the power of lifelong learning.

VISION STATEMENT

To be the foremost promoter of self-directed life-long learning. We spark curiosity and provide tools for discovery.

PURPOSE

The Riverside Public Library supports the circulation of a collection of more than 496,558 items to over 329,596 borrowers. The Library delivers its services through the Main Library and seven neighborhood branches: Arlanza, Arlington, SSgt. Salvador J. Lara Casa Blanca, SPC Jesus S. Duran Eastside, La Sierra, Marcy and Orange Terrace.



Supported with grant funds from the California State Library, the Literacy Program actively recruits volunteer tutors to support adult learners and their young families. The STREAM Mobile (Science, Technology, Reading, Engineering, Arts, and Mathematics) brings programming opportunities, including story-times, crafts, and emerging technologies, to Riverside residents through participation at community events such as the City's Parks and Recreation events and school events. The Library enhances local service with reciprocal borrowing agreements through the Inland Library System.

GOALS

The broad goal of Library Administration is to provide policy direction, leadership, and vision; administration; and fiscal management to enable the Riverside Public Library to achieve program outcomes while complying with federal, state, local, and other requirements. The Library's specific goals are to:

- Create safe and welcoming public spaces.
- Cultivate library use by residents, with an emphasis on self-directed, lifelong learning to produce a highly literate and educated community.
- Support the City's youth through programs and services with an emphasis on technology and media literacy, including summer learning, teen services, and outreach to schools.
- Serve as the Riverside information and technology center, ensuring equitable access to public technology and resources.
- Serve as a cultural arts, literacy, and learning center, with a focus on special collections.

ACCOMPLISHMENTS

Some notable accomplishments for the Library include:

- **New Main Library:** The Library and community celebrated the opening of the new Main Library at a grand opening event on June 26, 2021, that had over 2,000 attendees. The Main Library has won several regional awards and was featured in Interior Design magazine.

- **Locations reopened:** All library locations reopened in May 2021 to inside public service following closures due to COVID-19 Pandemic.
- **Grants and Donations:** The Library received more than \$1,631,800 in grants and \$205,300 in donations in FY 2020-2021 to support community services and programs.
- **Riverside Reads:** This year's Riverside Reads communitywide event was centered around Nature's Fix. Author Florence Williams kicked off the series with a community discussion about the importance of nature on physical and mental health.
- **1,000 Books Before Kindergarten:** Launched the campaign to encourage children to work with their grown-ups to read over 1,000 books from birth to Kindergarten to increase the number of students ready to read when they enter school.

CHALLENGES

The Public Library is addressing several challenges:

- **Security incidents at City libraries:** The amount and severity of security incidents continue to be a challenge for the Department, with incidents occurring at all locations. Measure Z funding for security services expired in FY 2021/22 and was presented as a critical unfunded need in the proposed budget; however, funding was not approved for inclusion in the adopted budget. The Library will work with executive leadership to identify resources to ensure the safety of guests and staff at City libraries.
- **Personnel resources:** The current staffing levels are insufficient to support the level of programs and services desired by City residents. The Library will continue to communicate the desired programs and propose an increase in resource requirements during future budget development.
- **SPC Jesus S. Duran Eastside Library:** The current SPC Jesus S. Duran Eastside Library is housed in a leased 10,000 square foot facility that does not meet community needs. The Library continues to look for funds to build a new 15,000 square foot facility for the Eastside community.



STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Library Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Library Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES		
		
		
Arts, Culture & Recreation	Community Well-being	Economic Opportunity
		Environmental Stewardship
		High Performing Government
		Infrastructure, Mobility & Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	1.2	Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.
	1.4	Prioritize safety at parks, trails, arts, cultural and recreational facilities.
	1.5	Support programs and amenities to further develop literacy, health and education of children, youth and seniors throughout the City.

PERFORMANCE MEASURES

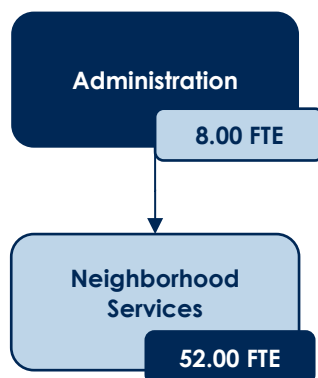
The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
1.2	1.2.1	Demographic information on program participants race/ethnicity, age, location/ward).	Library will begin collecting and tracking demographic data across a broad range of programming in FY 2021/22.		
1.4	1.4.2	Number of incident reports at City Libraries.	382 in 2019	Reduce by 5% annually over 5 years	126 July-Dec 2021
1.5	1.5.1	Percentage of children entering Kindergarten ready read 1,000 books before Kindergarten).	Library will start tracking data beginning September 2021	3% annual increase over 5 years	N/A
1.5	1.5.2	Completion of adult/family literacy goals on an annual basis.	30%	3% annual increase over 5 years	N/A

DEPARTMENT ORGANIZATION



Erin Christmas – Director



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Public Library* on page 204.

BUDGET OVERVIEW

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) The Library's support charge totals \$941,230 in FY 2022/23 and \$974,703 in FY 2023/24. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of Public Library programs and services.

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 4,690,241	\$ 3,851,854	\$ 5,057,472	\$ 5,338,317	\$ 5,412,502	
Non-Personnel	1,749,994	1,824,580	2,293,743	2,032,533	2,106,510	(1)
Special Projects	311,746	278,027	-	-	-	
Operating Grants	29,710	84,324	-	-	-	
Debt Service	6,031,327	-	-	-	-	
Charges From Others	1,256,429	1,201,570	1,247,720	199,894	203,190	(2)
Charges To Others	(1,146,875)	(1,100,649)	(1,088,420)	-	-	(2)
Debt Transfers Out	-	3,527,560	3,519,850	3,508,000	3,505,670	
Total Budget	\$ 12,922,572	\$ 9,667,266	\$ 11,030,365	\$ 11,078,744	\$ 11,227,872	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 7,382,952	\$ 6,220,632	\$ 7,906,336	\$ 8,336,614	\$ 8,489,122	
110 - Measure Z	5,241,309	3,095,402	3,124,029	2,742,130	2,738,750	(1)
215 - Grants and Restricted Programs	298,311	351,232	-	-	-	
Total Budget	\$ 12,922,572	\$ 9,667,266	\$ 11,030,365	\$ 11,078,744	\$ 11,227,872	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 110 – Measure Z:** The decrease in FY 2022/23 is due to the end of approved funding for Measure Z Item #40 – Library Security Guards.
- (2) **Charges From Others and Charges To Others / Fund 101 – General Fund:** The decrease in FY 2022/23 is due to the sunset of Measure I property tax in FY 2021/22, the use of which was recorded as offsetting Charges From the Neighborhoods Division / Charges To the Measure I Division.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Division plans, organizes, coordinates, and directs department operations, including the recruitment and development of Library staff.

Administration (5130, 5190)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 888,471	\$ 715,823	\$ 837,800	\$ 1,083,194	\$ 1,101,238
Non-Personnel	542,788	510,402	681,205	1,059,237	1,092,707
Debt Service	911,827	-	-	-	-
Charges From Others	166,003	110,350	111,313	149,494	151,235
Debt Transfers Out	-	771,980	768,650	765,870	766,920
Total General Fund	\$ 2,509,089	\$ 2,108,555	\$ 2,398,968	\$ 3,057,795	\$ 3,112,100
110 - MEASURE Z					
Debt Service	\$ 5,119,500	\$ -	\$ -	\$ -	\$ -
Debt Transfers Out	-	2,755,580	2,751,200	2,742,130	2,738,750
Total Measure Z	\$ 5,119,500	\$ 2,755,580	\$ 2,751,200	\$ 2,742,130	\$ 2,738,750
Total Administration	\$ 7,628,589	\$ 4,864,135	\$ 5,150,168	\$ 5,799,925	\$ 5,850,850

NEIGHBORHOOD SERVICES

This Division is responsible for the direct delivery of library services to the community, including collection acquisition and maintenance, access to information and emerging technologies, and programs for all ages and interests.

The Library subsidizes a portion of its operating costs through gifts, trusts, and grants. Appropriations funded by these revenue sources are budgeted through Council action when received and are therefore not included in the adopted budget.

Neighborhood Services (5135, 5140, 5145)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 3,801,770	\$ 3,136,031	\$ 4,219,672	\$ 4,255,123	\$ 4,311,264
Non-Personnel	1,082,717	910,626	1,239,709	973,296	1,013,803
Special Projects	45,825	74,849	-	-	-
Charges From Others	1,090,426	1,091,220	1,136,407	50,400	51,955
Charges To Others	(1,146,875)	(1,100,649)	(1,088,420)	-	-
Total General Fund	\$ 4,873,863	\$ 4,112,077	\$ 5,507,368	\$ 5,278,819	\$ 5,377,022
110 - MEASURE Z					
Non-Personnel	\$ 121,809	\$ 339,822	\$ 372,829	\$ -	\$ -
Total Measure Z	\$ 121,809	\$ 339,822	\$ 372,829	\$ -	\$ -
215 - GRANTS AND RESTRICTED PROGRAMS					
Non-Personnel	\$ 2,680	\$ 63,730	\$ -	\$ -	\$ -
Special Projects	265,921	203,178	-	-	-
Operating Grants	29,710	84,324	-	-	-
Total Grants and Restricted Programs	\$ 298,311	\$ 351,232	\$ -	\$ -	\$ -
Total Neighborhood Services	\$ 5,293,983	\$ 4,803,131	\$ 5,880,197	\$ 5,278,819	\$ 5,377,022



PUBLIC UTILITIES DEPARTMENT



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PUBLIC UTILITIES DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

Riverside Public Utilities is committed to the highest quality water and electric services at the lowest possible rates to benefit the community.

VISION STATEMENT

Riverside Public Utilities will be recognized as a unique community asset with a global reputation for innovation, sustainability, and enhanced quality of life.

PURPOSE

The Riverside Public Utilities Department (RPU) is responsible for providing electric and water service to customers with a service area population of approximately 319,000, encompassing 82 square miles.



GOALS

The goals of Riverside Public Utilities include:

- Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all customers.
- Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breath healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).
- Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.
- Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
- Provide, expand, and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare, and community amenities.
- Incorporate Smart City strategies into the planning and development of local infrastructure projects.

ACCOMPLISHMENTS

The Riverside Public Utilities Department's recent accomplishments include:

- Applying for California Arrearage Payment Program (CAPP) and California Water and Wastewater Arrearage Payment Program (CWWAPP) assistance on behalf of electric, water, and wastewater customers who incurred a past due balance during the COVID-19 Pandemic relief period covering March 4, 2020 through June 15, 2021. In December 2021 and April 2022, RPU received and applied \$15.5 million to customer accounts with qualifying electric, water, and wastewater arrearages.
- Making all RPU social media messaging available bilingually and creating all updated collateral, back of bill, bill inserts, and customer emails in English and Spanish.
- Achieved a 43% renewable portfolio standard and a 49% carbon-free portfolio in 2021.

- Completed the condition assessment and seismic evaluation of three water storage reservoirs, helping to anticipate future infrastructure needs.

CHALLENGES

The Riverside Public Utilities Department's most pressing challenges are:

- The reserves of the Electric and Water funds, in conjunction with lines of credit, will be used in accordance with Riverside Public Utility (RPU) Fiscal Policies and as planned with the approved rate plans to balance operating budgets, fund capital projects, and/or maintain target minimum reserve levels. Electric Fund revenue projections do not include rate increases beyond the approved five-year rate plan, which ends December 31, 2023. Water Fund revenue projections do not include rate increases beyond the approved five-year rate plan, which ends June 30, 2023. In the event that rate increases are not considered beyond the current five-year rate plans, contingency plans would be evaluated and could include delayed or reduced capital project spending on infrastructure including system repair and replacements in conjunction with an assessment of operational and maintenance expenses and evaluation of continued spend down of reserves.
- Supply chain disruptions are delaying and/or derailing new renewable development projects.


STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Public Utilities Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Public Utilities Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES



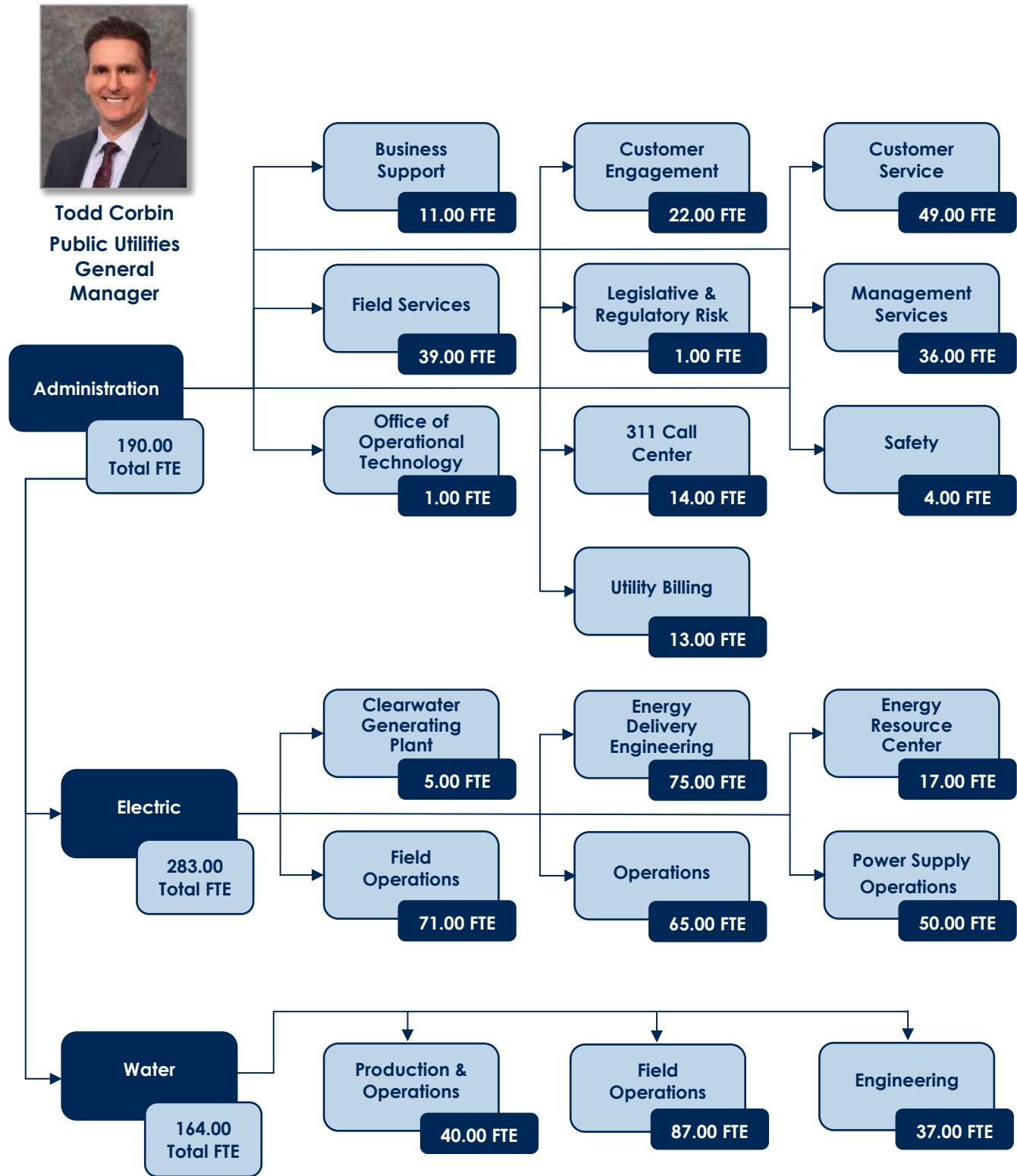
PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	4.1	Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.

PERFORMANCE MEASURES

The department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE	BENCHMARK	TARGET	PROGRESS
4.1	4.1.2 Percentage of renewable and Greenhouse Gas (GHG) emissions-free electric generation resources in RPU portfolio	37.6% in 2019	100% by 2040	42.2%

DEPARTMENT ORGANIZATION



A complete schedule of the Department's positions, summary of changes, and a detailed explanation of position changes can be viewed at the *Personnel* section in the four primary divisions of Administration (page 205), Electric (page 209), and Water (page 213).

BUDGET OVERVIEW

A comprehensive discussion of the adopted budget and long-term financial outlook is available in *Five-Year Financial Plans* section of this document for the Electric (page 48) and Water (page 51) funds. The Electric Fund (Fund 510) includes the entire Administrative function of the Public Utilities Department; administrative costs allocated to the Water Fund are recorded in the Charges To Others and Charges From Others line items.

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) In FY 2022/23, the Public Utility Department's support charge totals \$12,230,629 and \$12,854,191 in FY 2023/24. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of the Riverside Public Utility Department's programs and services.

Budget Summary by Expenditure Category - All Funds						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
EXPENDITURE CATEGORY						
Personnel	\$ 90,338,894	\$ 89,397,300	\$ 95,617,867	\$ 96,728,663	\$ 99,271,827	
Non-Personnel	246,801,936	257,862,318	269,771,619	290,144,801	286,991,688	(1), (2)
Special Projects	4,630,775	5,509,714	9,625,991	16,897,665	16,860,501	(3), (4)
Equipment Outlay	4,878,470	1,429,349	229,540	1,730,131	230,733	(5)
Debt Service	55,782,950	62,152,402	74,037,760	82,267,404	83,057,568	(6)
Capital Outlay	62,258,611	56,487,928	69,811,492	70,004,462	86,587,776	(7)
Charges From Others	17,762,857	20,272,954	20,084,009	18,525,107	18,039,706	
Charges To Others	(36,463,925)	(36,420,101)	(40,815,570)	(36,599,701)	(41,369,220)	
Operating Transfers Out	46,298,186	46,871,200	48,208,700	50,809,600	53,202,300	
Total Budget	\$ 492,288,754	\$ 503,563,064	\$ 546,571,408	\$ 590,508,132	\$ 602,872,879	

Budget Summary by Fund						
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
FUND						
510 - Electric	\$ 397,890,512	\$ 413,893,656	\$ 440,715,312	\$ 463,264,846	\$ 473,794,205	(1), (3), (5), (7)
511 - Electric Public Benefit Programs	5,867,905	6,002,118	9,232,403	14,825,534	15,252,219	(4)
520 - Water	87,188,618	82,900,341	95,585,705	110,350,936	112,193,671	(2), (6), (7)
521 - Water Conservation	519,030	762,167	1,037,988	2,066,816	1,632,784	
640 - Central Stores	822,689	4,782	-	-	-	(8)
Total Budget	\$ 492,288,754	\$ 503,563,064	\$ 546,571,408	\$ 590,508,132	\$ 602,872,879	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 510 – Electric:** The increase in FY 2022/23 and FY 2023/24 is due to higher capacity, energy, and electric transmission costs. The amount is necessary to meet the projected electrical load of RPU customers.
- (2) **Non-Personnel / Fund 520 – Water:** The increase in FY 2022/23 and FY 2023/24 is due to additional testing regulations for supply and lab testing casts.
- (3) **Special Projects / Fund 510 – Electric:** The increase FY 2022/23 and FY 2032/24 is due to additional clean fuel reward programs.

- (4) **Special Projects / Fund 511 – Electric Public Benefit Programs:** The FY 2022/23 and FY 2023/24 increase is due to new programs for rebates and low-income assistance.
- (5) **Equipment Outlay / Fund 510 – Electric:** The increase in FY 2022/23 is due the planned purchase of new vehicles to replace leased vehicles.
- (6) **Debt Service / Fund 520 – Water:** The increase in FY 2022/23 and FY 2023/24 is due to projected principal and interest for a potential new debt issuance.
- (7) **Capital Outlay / Fund 510 – Electric and Fund 520 – Water:** The increase in FY 2022/23 and FY 2023/24 is due to additional capital improvement project funding which is consistent with the approved rate plan.
- (8) **Fund 640 – Central Stores:** The Central Stores Division was transferred to the Finance Department under the purview of the Purchasing Division following the adoption of the FY 2020/21 Annual Budget.

DIVISION/PROGRAM BUDGETS

ADMINISTRATION

The Administration Division provides administrative oversight, leadership, and support to all divisions in the Public Utilities Department. The Division's primary responsibility is to ensure the overall fiscal health of the Department, while ensuring alignment with the City's Strategic Plan, goals, and objectives.

Goals and Accomplishments

The Administration Division directly supports the overarching goals of the RPU Department. Recent accomplishments of the Administration Division include:

- Increased the Sharing Households Assist Riverside's Energy (SHARE) threshold from 200% to 250% of Federal Poverty Guidelines and increased the monthly assistance from \$15 to \$16 for electric and from \$2.75 to \$3.25 for water to help low-income customers.
- RPU hosted an inaugural Earth Day event in April 2022, in partnership with local vendors and other City departments to raise awareness and educate people on water conservation and energy efficiency best practices.
- 165,000 311 Call Center inquiries answered.
- 203,800 Customer Service calls answered.
- RPU received an unmodified, or clean opinion, that the financial statements for FY 2020/21 were presented fairly and in conformity with generally accepted accounting principles by the City's independent auditor. In addition, RPU had no audit findings or instances of material weaknesses or significant deficiencies identified during the audit process.

Management Services

The Management Services Division is responsible for administration of finance, accounting, budget, rates, and property management.

Management Services (6000)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 8,079,805	\$ 14,491,264	\$ 5,204,048	\$ 5,267,625	\$ 5,391,395
Non-Personnel	4,756,500	4,567,932	6,078,945	6,801,896	7,032,493
Special Projects	3,572	169,991	54,750	54,750	54,750
Equipment Outlay	56,215	-	200,000	200,000	200,000
Capital Outlay	1,667,125	883,262	-	100,000	-

Management Services (6000)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Charges From Others	1,159,545	1,374,289	1,951,341	1,791,851	1,856,253
Charges To Others	(6,001,458)	(5,946,292)	(6,053,723)	(5,797,444)	(5,827,434)
Operating Transfers Out	163,000	-	-	-	-
Total Electric	\$ 9,884,304	\$ 15,540,446	\$ 7,435,361	\$ 8,418,678	\$ 8,707,457
Total Management Services	\$ 9,884,304	\$ 15,540,446	\$ 7,435,361	\$ 8,418,678	\$ 8,707,457

Workforce Development

Workforce Development is responsible for developing a comprehensive training plan for the department, with a focus on developing employee's skills to allow for professional development.

Work Force Development (6002)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 81,165	\$ -	\$ -	\$ -	\$ -
Non-Personnel	81,861	18,412	129,850	132,447	135,096
Charges From Others	561,036	508,682	-	540,811	561,188
Charges To Others	(463,740)	(3,000)	(3,000)	(114,050)	(114,740)
Total Electric	\$ 260,322	\$ 524,094	\$ 126,850	\$ 559,208	\$ 581,544
Total Work Force Development	\$ 260,322	\$ 524,094	\$ 126,850	\$ 559,208	\$ 581,544

Operational Technology

The Operational Technology Division liaisons with the Innovation and Technology Department on technology needs to create the utility of the future.

Operational Technology (6003, 6006)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 2,045,281	\$ -	\$ 333,652	\$ 208,119	\$ 216,625
Non-Personnel	948,935	472,299	2,343,537	2,357,590	2,405,874
Charges From Others	479,193	969,641	321,233	296,698	304,521
Charges To Others	(1,615,975)	(1,483,642)	(1,620,842)	(618,806)	(618,805)
Total Electric	\$ 1,857,434	\$ (41,702)	\$ 1,377,580	\$ 2,243,601	\$ 2,308,215
Total Operational Technology	\$ 1,857,434	\$ (41,702)	\$ 1,377,580	\$ 2,243,601	\$ 2,308,215

Business Support

The Business Support Division is responsible for eleven operating systems related to the meter-to-cash process for Electric and Water billing.

Business Support (6004)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 892,365	\$ 1,264,218	\$ 1,347,121	\$ 1,435,417	\$ 1,480,896
Non-Personnel	1,609,661	1,710,253	1,916,295	1,957,107	1,998,788
Charges From Others	163,470	296,117	187,335	168,310	173,051

Business Support (6004)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Charges To Others	(1,899,789)	(1,765,557)	(1,775,539)	(899,519)	(923,527)
Total Electric	\$ 765,707	\$ 1,505,031	\$ 1,675,212	\$ 2,661,315	\$ 2,729,208
Total Business Support	\$ 765,707	\$ 1,505,031	\$ 1,675,212	\$ 2,661,315	\$ 2,729,208

Utility Billing

The Utility Billing Division is responsible for reviewing accuracy of all individual account billing components and addresses billing concerns for customers.

Utility Billing (6005)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 1,057,536	\$ 955,955	\$ 1,166,642	\$ 1,176,168	\$ 1,186,704
Non-Personnel	32,099	25,707	50,130	225,170	263,496
Charges From Others	218,788	239,995	205,114	171,529	174,715
Charges To Others	(794,853)	(762,415)	(766,592)	(504,312)	(519,503)
Total Electric	\$ 513,570	\$ 459,242	\$ 655,294	\$ 1,068,555	\$ 1,105,412
Total Utility Billing	\$ 513,570	\$ 459,242	\$ 655,294	\$ 1,068,555	\$ 1,105,412

Safety

The Safety Division liaisons with the Human Resources Department to ensure safety procedures are followed within the Department and coordinates safety-related training.

Safety (6007)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 345,244	\$ 312,237	\$ 289,418	\$ 526,178	\$ 534,784
Non-Personnel	39,249	23,171	63,304	67,676	69,452
Charges From Others	-	6,500	6,500	9,468	9,413
Charges to Others	(83,791)	(89,000)	(89,000)	(100,828)	(100,716)
Total Electric	\$ 300,702	\$ 252,908	\$ 270,222	\$ 502,494	\$ 512,933
Total Safety	\$ 300,702	\$ 252,908	\$ 270,222	\$ 502,494	\$ 512,933

Field Services

The Field Services Division is responsible for the reading and recording of Electric and Water meters for billing purposes, as well as initiating and terminating meter service.

Field Services (6010)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 2,990,522	\$ 2,424,716	\$ 3,480,654	\$ 3,494,409	\$ 3,566,613
Non-Personnel	428,367	376,552	574,014	591,823	612,509
Charges From Others	84,265	-	-	845	1,125
Charges To Others	(466,557)	(368,065)	(385,626)	(676,416)	(685,235)
Total Electric	\$ 3,036,597	\$ 2,433,203	\$ 3,669,042	\$ 3,410,661	\$ 3,495,012

Field Services (6010)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Total Field Services	\$ 3,036,597	\$ 2,433,203	\$ 3,669,042	\$ 3,410,661	\$ 3,495,012

Customer Service

The Customer Service Division is responsible for establishing new service or disconnecting service for Electric, Water, Sewer and Trash, as well as explaining bills, taking bill payments, and assisting customers with payment arrangements. The 311 Call Center accepts all service requests for City operations.

Customer Service (6015)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 4,799,208	\$ 4,671,038	\$ 5,503,298	\$ 5,505,085	\$ 5,579,042
Non-Personnel	2,470,809	4,561,156	2,399,435	1,648,274	1,695,095
Charges From Others	1,838,622	2,000,716	1,944,750	2,059,217	2,112,487
Charges to Others	(4,106,231)	(4,391,073)	(4,367,641)	(3,810,055)	(3,648,049)
Total Electric	\$ 5,002,408	\$ 6,841,837	\$ 5,479,842	\$ 5,402,521	\$ 5,738,575
Total Customer Service	\$ 5,002,408	\$ 6,841,837	\$ 5,479,842	\$ 5,402,521	\$ 5,738,575

Customer Engagement

The Customer Engagement Division is comprised of three teams that provide customer education, energy efficiency, and water conservation programs, including low-income customer support, as well as customer focused communication. Some of the programs provided by the Customer Engagement Division are:

- Customer education includes classroom lessons offered to public and private educators about education, conservation, and efficiency.
- Office of Communications provides ongoing social media, website, and email, video, photography, and graphic design support, as well as coordinating direct communications with customers for significant utility projects.
- Customer programs for water conservation and energy efficiency provide customers with education, rebates and direct installation for efficient appliances and equipment purchases and energy and water audits to help customers identify how to reduce their water and energy consumption. These high-quality programs help RPU customers save money, use resources wisely, and help the City meet regulatory requirements.
- Low Income customer support is provided through the Sharing Households Assist Riverside's Energy (SHARE) Program. The SHARE program provides low-income residential customers with utility bill assistance.

Customer Engagement (6008, 6020)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 479,689	\$ 1,554,695	\$ 2,399,596	\$ 2,481,524	\$ 2,553,050
Non-Personnel	158,006	177,878	1,129,572	1,130,691	1,148,919
Special Projects	43,953	22,120	143,000	170,000	180,000
Charges From Others	614,917	1,067,687	1,604,706	843,072	864,274
Charges To Others	(832,967)	(2,615,647)	(2,653,256)	(2,464,981)	(2,516,103)
Total Electric	\$ 463,598	\$ 206,733	\$ 2,623,618	\$ 2,160,306	\$ 2,230,140

Customer Engagement (6008, 6020)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
511 - ELECTRIC PUBLIC BENEFIT PROGRAMS					
Personnel	\$ 1,189,734	\$ -	\$ -	\$ -	\$ -
Non-Personnel	199,883	104,486	-	-	-
Special Projects	4,289,885	4,521,710	7,808,524	13,283,764	13,676,369
Debt Service	13,988	7,759	7,770	7,760	7,760
Charges From Others	175,987	1,368,163	1,416,109	1,534,010	1,568,090
Charges To Others	(1,572)	-	-	-	-
Total Electric Public Benefit Programs	\$ 5,867,905	\$ 6,002,118	\$ 9,232,403	\$ 14,825,534	\$ 15,252,219
Total Customer Engagement	\$ 6,331,503	\$ 6,208,851	\$ 11,856,021	\$ 16,985,840	\$ 17,482,359

Legislative and Regulatory Risk

The Legislative and Regulatory Risk Division is responsible for the day-to-day operations of the Internal Compliance Program regarding the purchase and sale of energy related products in the energy market.

Legislative and Regulatory Risk (6025)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 364,299	\$ -	\$ 212,140	\$ 217,786	\$ 227,078
Non-Personnel	134,600	112,880	252,650	257,932	263,324
Charges From Others	26,472	22,422	22,377	30,281	30,401
Charges To Others	(95,906)	(28,000)	(29,000)	(46,915)	(49,180)
Total Electric	\$ 429,465	\$ 107,302	\$ 458,167	\$ 459,084	\$ 471,623
Total Legislative and Regulatory Risk	\$ 429,465	\$ 107,302	\$ 458,167	\$ 459,084	\$ 471,623

ELECTRIC

The Electric Utility is committed to providing the highest quality electric service to its customers. The Electric Utility serves approximately 324,000 residents in the electric service territory in its entirety. This includes approximately 112,000 residential and commercial meters. The Electric Utility owns approximately 14,000 distribution transformers, more than 1,300 circuit miles of distribution cables connecting them with more than 22,000 poles overhead, and more systems underground. The transmission system has almost 100 miles of cable. The Electric Utility is also responsible for operating and maintaining its 14 substations within the City and maintaining and managing wholesale and renewable power.

Goals and Accomplishments

The goal of the Electric Utility is to ensure the highest quality and reliable service to our customers. Proactive replacement of aging overhead, underground and substation electrical infrastructure in-line with the City's Strategic Plan. Recent accomplishments demonstrating the critical and strategic efforts to achieve these goals include:

- Riverside Transmission Reliability Project (RTRP)
 - 69kV Sub-transmission System Reliability Construction in process. The new 69kV sub-transmission line segments will provide additional connections from Riverside's existing generation facilities to key substations (to relieve the congestion overloads) and provide sufficient power flow to meet existing electric system demand during normal and planned/unplanned outage conditions within Riverside's electric system. In addition, the connections of the substations will allow for Riverside's electric facilities to run effectively and efficiently. The project is designed to increase reliability and strengthen RPU's sub-transmission system.
 - The new 69kV line from Riverside Energy Resource Center (RERC) to the Harvey Lynn Substation has now been completed and will soon be operational.
- Successfully completed upgrading the automation system at Springs Substation, Orangecrest Substation, and Freeman Substation. The project replaced legacy Remote Terminal Units (RTU) with an advanced, robust, secure, and cost-effective automation systems that support modern communications and protocols and facilitates the integration of electrical distribution and substation equipment.



Substation Automation Infrastructure

- As part of the Breaker Replacement Program, RPU replaced seven aged oil and SF6 sub-transmission circuit breakers with modern vacuum circuit breakers. In addition, 15 distribution circuit breakers that exceeded their service life were upgraded or replaced with Vacuum circuit breakers. This program improves the electric grid's reliability, safety, reduces the SF6 footprint, and mitigates greenhouse gas emissions.



Breaker Replacement at Substations

- Continue to provide electrical utility designs for 4kV to 12kV conversions, as well as pole and cable replacement projects throughout the City provide additional capacity and improve power quality and electric service to the area.
- Continue to provide electric utility designs for infrastructure replacement to improve the operability and safety of our substations. This includes system protection, monitoring, automation systems for energized electrical components, perimeter walls, property improvements, the addition of new substations, and expansion of existing substations.

Challenges

- An ongoing fuel shortage at our largest resource, coupled with much higher-than-expected market energy costs due to the Ukraine war continue to cause our Power Supply costs to significantly exceed budget.
- The California Independent System Operator (CAISO) continues to face a resource capacity shortage due to the retirement of multiple natural gas power plants across the state, as well as the anticipated retirement of the Diablo Canyon nuclear facility. In turn, this has caused the utility's resource adequacy costs to double over the last two years.

Operations Division

The Electric Operations division provides a self-contained and comprehensive system ownership that coordinates the safe and effective operations and restoration of the sub-transmission and distribution electric system. This includes the 24/7 Dispatch Control Center, Substation Construction and Maintenance, Supervisory Control and Data Acquisition (SCADA), Substation Test, Grid Management, and Electric Meter Shop divisions.

Operations (6100)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 9,307,133	\$ 9,850,945	\$ 13,487,745	\$ 12,337,524	\$ 12,927,728

Operations (6100)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Non-Personnel	1,665,770	1,568,785	2,693,854	2,600,359	2,794,380
Equipment Outlay	-	9,207	-	-	-
Charges From Others	485,251	769,791	775,530	606,088	586,770
Charges To Others	(3,662,682)	(3,405,186)	(1,569,000)	(3,072,897)	(4,174,174)
Total Electric	\$ 7,795,472	\$ 8,793,542	\$ 15,388,129	\$ 12,471,074	\$ 12,134,704
Total Operations	\$ 7,795,472	\$ 8,793,542	\$ 15,388,129	\$ 12,471,074	\$ 12,134,704

Field Operations

Field Operations oversees overhead and underground construction and maintenance, streetlight maintenance, contract administration, inspection, and line clearance tree trimming.

Field Operations (6105)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 13,842,193	\$ 13,340,810	\$ 14,788,115	\$ 15,317,212	\$ 15,768,947
Non-Personnel	4,895,508	8,199,473	7,455,699	8,400,405	8,989,357
Equipment Outlay	336,448	1,420,142	-	1,500,000	-
Charges From Others	630,385	665,811	661,028	899,699	884,840
Charges To Others	(4,660,380)	(4,215,417)	(5,588,000)	(5,738,593)	(7,966,034)
Total Electric	\$ 15,044,154	\$ 19,410,819	\$ 17,316,842	\$ 20,378,723	\$ 17,677,110
Total Field Operations	\$ 15,044,154	\$ 19,410,819	\$ 17,316,842	\$ 20,378,723	\$ 17,677,110

Energy Delivery Engineering Division

The Engineering Division plans and executes Electric capital projects and is responsible for system planning, system protection, customer engineering, maps and records, and design of all system improvements and changes. This division also plans adequate transmission and distribution capacity to supply the needs of all electric customers. The reliability of service at a system level is reviewed and recommendations are made for improvements, which are eventually added to the transmission and distribution projects in the Capital Improvement Program.

Energy Delivery Engineering (6110, 6130)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 9,167,284	\$ 8,227,099	\$ 9,914,331	\$ 10,557,555	\$ 10,848,868
Non-Personnel	685,385	476,069	703,062	1,524,687	1,706,214
Capital Outlay	42,124,616	39,140,661	48,309,930	40,814,724	56,657,003
Charges From Others	612,844	1,039,363	1,056,561	1,252,902	1,264,040
Charges To Others	(3,325,698)	(2,363,631)	(4,870,591)	(3,308,702)	(4,592,978)
Total Electric	\$ 49,264,431	\$ 46,519,561	\$ 55,113,293	\$ 50,841,166	\$ 65,883,147
Total Energy Delivery Engineering	\$ 49,264,431	\$ 46,519,561	\$ 55,113,293	\$ 50,841,166	\$ 65,883,147

Power Resources

The Power Resources Division is made up of five core units. Three of these units (Market Operations, Contracts & Settlements, and Resource Planning) are responsible for procuring, maintaining, and managing RPU's wholesale transmission assets and power supply/generation resources. A fourth unit

(Generation) manages and maintains all our internal generation assets, and a fifth unit (Customer Partnerships) specializes in designing demand-side programs and services for RPU customers and integrating demand-side resources into our power supply portfolio. RPU currently has eighteen different generation resources serving our retail load; these include thermal (natural gas and coal), hydro and nuclear resources, as well as thirteen renewable resources, seven solar photovoltaic (PV) resources, three geothermal resources, and three wind resources. Additionally, RPU expects to begin receiving energy from two additional renewable resources within the next two years.

Power Resources (6120)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Personnel	\$ 10,888,434	\$ 11,703,519	\$ 12,928,266	\$ 13,379,808	\$ 13,689,878
Non-Personnel	211,973,811	217,662,045	223,614,362	238,634,558	233,651,651
Special Projects	-	440,320	700,000	1,430,000	1,430,000
Equipment Outlay	3,966,955	-	29,540	30,131	30,733
Charges From Others	119,461	38,684	37,996	307,343	310,993
Charges To Others	-	(14,775)	-	-	-
Total Electric	\$ 226,948,661	\$ 229,829,793	\$ 237,310,164	\$ 253,781,840	\$ 249,113,255
Total Power Resources	\$ 226,948,661	\$ 229,829,793	\$ 237,310,164	\$ 253,781,840	\$ 249,113,255

Fiscal Management Divisions

The fiscal management of Electric Fund obligations is managed by the Administration Division of the Electric Fund, however, the budgeting and accounting for these items are recorded in the Electric Fund, Electric Division. The two fiscal management divisions include Electric Fund debt obligations and the General Fund Transfer.

The General Fund Transfer is an 11.5% transfer of the gross operating revenue of the Electric Fund, excluding surcharges, to the City's General Fund per Article XII, Section 1204 of the City's municipal code.

Fiscal Management Divisions (6125, 6126)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
510 - ELECTRIC					
Debt Service	\$ 38,247,787	\$ 43,799,846	\$ 53,378,296	\$ 58,176,120	\$ 58,547,370
Charges To Others	(1,481,900)	(2,187,999)	(2,185,200)	(2,101,700)	(2,078,000)
Operating Transfers Out	39,557,800	39,899,000	40,622,600	42,831,200	44,636,500
Total Electric	\$ 76,323,687	\$ 81,510,847	\$ 91,815,696	\$ 98,905,620	\$ 101,105,870
Total Fiscal Management Divisions	\$ 76,323,687	\$ 81,510,847	\$ 91,815,696	\$ 98,905,620	\$ 101,105,870

WATER

The Water Utility is responsible for providing the highest quality water service to its 66,198 metered customers in a service area population of approximately 324,000 encompassing 74 square miles at the lowest possible rates to benefit the community. To that end, the Water Utility is made up of three main groups: Production and Operations, Field Operations, and Engineering. The Water Utility oversees the production and distribution of domestic, irrigation, and recycled water to meet the daily demand for utility customers. The Water Utility also estimates future water demand projections and develops cost effective water supply alternatives to meet future demands.



Goals and Accomplishments

The Water Utility seeks to provide high quality water service to its customers at the lowest possible rates and to maintain the water system infrastructure. Accomplishments of the Water Utility in FY 2021/22 include:

- Completed the construction of the Gage 29-3R Well, a potable groundwater well replacement.
- Replaced over three miles of water transmission and distribution mains to improve system reliability, reduce potential impacts from future water main leaks and breaks, and improve fire flow.
- Completed the removal of Techite transmission pipeline out of Magnolia Avenue; transmission main has been replaced with cement-mortar lined and coated steel pipe which eliminates the risk of catastrophic failure posed by Techite pipe.



**Improve System Reliability,
Reduce Costs**

744	Service Laterals Replaced
75	Fire Hydrants Replaced
15	Water Main Valves Replaced



119
**Water Leaks
Repaired**

**Ensure Accurate Metering
of Water Consumption**

2,160	Small Meters Replaced
8	Large Meters Replaced
290	Large Meter Calibrations



29,100
**Water Quality
Checks**

Production & Operations

The Production & Operations Division is responsible for the production, treatment, testing, and distribution of domestic, irrigation, and recycled water to meet the daily demand of the water system.

Production & Operations (6200)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - WATER					
Personnel	\$ 5,128,645	\$ 5,035,752	\$ 6,047,329	\$ 5,981,416	\$ 6,215,865
Non-Personnel	11,694,281	12,774,943	13,048,387	15,709,326	15,936,549
Special Projects	39,784	33,552	150,000	150,000	150,000
Charges From Others	1,324,300	1,372,978	1,229,968	1,294,395	1,295,314
Charges To Others	(191,197)	(152,522)	(197,000)	(131,201)	(134,994)
Total Water	\$ 17,995,813	\$ 19,064,703	\$ 20,278,684	\$ 23,003,936	\$ 23,462,734
Total Production & Operations	\$ 17,995,813	\$ 19,064,703	\$ 20,278,684	\$ 23,003,936	\$ 23,462,734

Field Operations

The Field Operations Division is responsible for the construction and maintenance of water transmission and distributions systems, including water main replacements, system connections, fire hydrant installations, and installations of new and replacement water services. The Meter Shop installs, replaces, and maintains water meters, as well as tests new and existing meters for accuracy.

Field Operations (6205)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - WATER					
Personnel	\$ 12,047,718	\$ 11,244,624	\$ 12,603,089	\$ 12,781,446	\$ 12,889,721
Non-Personnel	3,017,492	3,780,803	4,939,174	5,253,342	5,462,369
Equipment Outlay	513,866	-	-	-	-
Charges From Others	4,392,628	2,831,225	2,913,687	2,793,486	2,826,657
Charges To Others	(5,163,481)	(5,242,155)	(6,862,560)	(5,572,244)	(5,733,348)
Total Water	\$ 14,808,223	\$ 12,614,497	\$ 13,593,390	\$ 15,256,030	\$ 15,445,399
Total Field Operations	\$ 14,808,223	\$ 12,614,497	\$ 13,593,390	\$ 15,256,030	\$ 15,445,399

Engineering Division

The Engineering Division is responsible for all long-range facility planning, budgeting, design, construction management, and mapping of Water capital projects. This Division is also responsible for estimating future water demands, developing cost-effective water supply alternatives, and safeguarding the quality and quantity of the City's water resources.

Engineering (6210, 6230)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - WATER					
Personnel	\$ 6,717,662	\$ 4,326,666	\$ 5,912,423	\$ 6,061,391	\$ 6,194,633
Non-Personnel	1,530,782	1,069,763	1,426,927	1,901,982	1,857,156
Special Projects	25,114	26,904	220,000	224,400	228,888
Capital Outlay	18,466,613	16,459,223	21,501,562	29,089,738	29,930,773
Charges From Others	4,064,439	5,009,562	5,261,503	3,443,037	2,723,284
Charges To Others	(1,589,629)	(1,385,725)	(1,799,000)	(1,641,038)	(1,686,400)

Engineering (6210, 6230)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Operating Transfers Out	59,186	-	-	-	-
Total Water	\$ 29,274,167	\$ 25,506,393	\$ 32,523,415	\$ 39,079,510	\$ 39,248,334
Total Engineering	\$ 29,274,167	\$ 25,506,393	\$ 32,523,415	\$ 39,079,510	\$ 39,248,334

Operational Technology Division

The Operational Technology Division is responsible for the implementation of informational technology projects to optimize system operations, enhance cybersecurity, improve system reliability, provide real-time monitoring, and reduce energy costs.

Operational Technology (6213)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - WATER					
Non-Personnel	\$ 319,043	\$ 178,034	\$ 952,422	\$ 949,536	\$ 968,966
Charges From Others	777,908	219,717	-	-	-
Total Water	\$ 1,096,951	\$ 397,751	\$ 952,422	\$ 949,536	\$ 968,966
Total Operational Technology	\$ 1,096,951	\$ 397,751	\$ 952,422	\$ 949,536	\$ 968,966

Water Conservation Division

The Water Conservation Program is administered by the Customer Engagement Division and is funded by the Water Conservation Surcharge. The Water Conservation Surcharge is a 1.5% surcharge applied to all RPU water customer accounts calculated by applying the surcharge to the amount of a customer's water bill. The surcharge was authorized by the City Council in Resolution No. 20695, adopted on May 25, 2004, and extended in Resolution No. 22675, adopted on May 31, 2014. Authorized uses of the surcharge include:

- conservation, education, and water use efficiency programs; and
- research, development, and demonstration programs to advance science and technology with respect to water conservation. Under the Water Conservation Program, RPU staff support water conservation efforts and continue to provide high quality water conservation programs to water customers as well as meet existing regulatory water savings mandates for the State of California.

Water Conservation (6220)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
521 - WATER CONSERVATION					
Personnel	\$ 163,738	\$ (6,238)	\$ -	\$ -	\$ -
Non-Personnel	94,326	1,677	-	-	-
Special Projects	228,467	295,117	549,717	1,584,751	1,140,494
Charges From Others	33,156	471,611	488,271	482,065	492,290
Charges To Others	(657)	-	-	-	-
Total Water	\$ 519,030	\$ 762,167	\$ 1,037,988	\$ 2,066,816	\$ 1,632,784
Total Water Conservation	\$ 519,030	\$ 762,167	\$ 1,037,988	\$ 2,066,816	\$ 1,632,784

Fiscal Management Divisions

The fiscal management of the Water Fund is managed by the Administration Division of the Electric Fund; however, the budgeting and accounting for Water finances is recorded in the Water Fund. The two fiscal management divisions include Water Fund debt obligations and the General Fund Transfer.

The General Fund Transfer is an 11.5% transfer of the gross operating revenue of the Water Fund, excluding surcharges, to the City's General Fund per Article XII, Section 1204 of the City's municipal code.

Fiscal Management Divisions (6225, 6226)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
520 - WATER					
Debt Service	\$ 17,495,264	\$ 18,344,797	\$ 20,651,694	\$ 24,083,524	\$ 24,502,438
Operating Transfers Out	6,518,200	6,972,200	7,586,100	7,978,400	8,565,800
Total Water	\$ 24,013,464	\$ 25,316,997	\$ 28,237,794	\$ 32,061,924	\$ 33,068,238
Total Fiscal Management Divisions	\$ 24,013,464	\$ 25,316,997	\$ 28,237,794	\$ 32,061,924	\$ 33,068,238

CENTRAL STORES

The Central Stores Division was transferred to the Finance Department under the purview of the Purchasing Division following the adoption of the FY 2020/21 Annual Budget.

Central Stores (6400)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
640 - CENTRAL STORES					
Personnel	\$ 751,239	\$ -	\$ -	\$ -	\$ -
Non-Personnel	65,568	-	-	-	-
Equipment Outlay	4,986	-	-	-	-
Debt Service	25,911	-	-	-	-
Capital Outlay	257	4,782	-	-	-
Charges From Others	190	-	-	-	-
Charges To Others	(25,462)	-	-	-	-
Total Central Stores	\$ 822,689	\$ 4,782	\$ -	\$ -	\$ -
Total Central Stores	\$ 822,689	\$ 4,782	\$ -	\$ -	\$ -

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PUBLIC WORKS DEPARTMENT



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PUBLIC WORKS DEPARTMENT

DEPARTMENT OVERVIEW

MISSION STATEMENT

The mission of the Public Works Department is to provide and enhance the quality of life for City residents and businesses by operating and maintaining the City's streets, urban forestry, wastewater and storm drain facilities, solid waste systems, and public parking in the most effective, efficient, and responsible manner.

PURPOSE

The Public Works Department plays a vital role in providing a myriad of City services to promote quality of life for the City of Riverside including:

- Sewer system and wastewater treatment facility
- Storm drains
- Solid waste collection and recycling
- Construction permitting, inspection, and plan checking services
- Public parking system
- Optimizing traffic flow and enhancement of traffic safety measures for vehicular and pedestrian traffic
- Designing infrastructure elements for transportation, parking, sewer, and storm drain facilities
- Crossing guard services
- Animal services
- Street maintenance
- Maintaining and developing the City's urban forestry



GOALS

The goal of the Public Works Department is continued implementation of efficient and cost-effective services to preserve and enhance Riverside's infrastructure and promote a safe and healthy environment for our residents. Specific goals are listed under the Strategic Goals and Performance Measures section for the Public Works Department.

ACCOMPLISHMENTS

The Public Works Department celebrates the following recent accomplishments:

- The Public Works Wastewater Collections team was selected by the California Water Environment Association (CWEA) as the 2021 Large Collection System of the Year for the Santa Ana River Basin Section and as second place awardee statewide. There are 17 local CWEA sections with over 1,000 agencies statewide that compete each year. The CWEA annual awards program honors outstanding achievements within the wastewater field to protect public health and the environment.
- The Innovation Corridor project along University Avenue deployed by the City and its partner, the University of California Riverside's College of Engineering, Center for Environmental Research and Technology, has been selected as a finalist for the 2022 International Data Corporation's Smart Cities North America Awards. Intersections along the corridor were

equipped with advanced traffic signal controllers and Dedicated Short Range Communication transceivers, which allow the traffic signals to broadcast their signal phase, timing, and geometric intersection description information to connected vehicles.

- The City of Riverside partnered with the Riverside County Flood Control and Water Conservation District to construct the Phoenix Storm Drain Diversion to Sewer project to prevent bacteria-laden dry weather runoff from entering the Santa Ana River. This project was prioritized for mitigation as part of the Middle Santa Ana River Total Maximum Daily Load (TMDL) project. Both agencies collaborated throughout the planning, design, and construction phases, and minimized the project budget through feasible site selection and sustainable design. This project eliminated 100% of harmful bacteria-laden dry weather flows and will remove up to one cubic foot per second (CFS) of first flush runoff during a storm, which typically has high concentrations of pollutants. This project allows the community to safely recreate in the Santa Ana River adjacent to the Martha McLean – Anza Narrows Regional Park and creates an improved habitat for wildlife. Children education programs also visit this location to learn about the Santa Ana River and its wildlife.

CHALLENGES







The Public Works Department is currently addressing the following critical issues:










- Minimum staffing levels, a shrinking pool of skilled labor, aging workforce, and succession planning are impacting the Department's ability to hire and retain highly qualified applicants, which is directly affecting response time and service levels. Field operations, particularly in the Solid Waste Division, have been severely impacted by a high vacancy rate and employee retention issues. Maintaining levels of service with continued low staffing levels continue to be challenging for the Department.
- The Refuse Fund is currently experiencing financial and operational challenges. Despite rates increases that were effective January 1, 2021, revenues are not keeping pace with rising recycling costs and increased residential tonnage. Specifically, residential waste tonnages within the City has increased by 15%, causing the City to incur additional fees. Also, state mandated programs under Senate Bill 1383 requiring residential food waste to be sorted are expected to increase the cost of processing residential green waste. Refer to the *Refuse Fund Five-Year Financial Plan* (page 54) for an in-depth discussion of the fund and its fiscal outlook.
- The Pavement Management Program helps maintain approximately 875 centerline miles of roads. The program utilizes roadway survey information to systematically recommend preventative and preservation strategies to maximize benefits to the community. The work includes, but is not limited to: roadway repaving, crack and asphalt repairs, asphalt and street repairs due to water line damage, and sidewalk repairs. The City's annual paving budget has been bolstered with an additional \$8 million annually of Measure Z funds to keep pace with paving and maintenance demands and to keep the overall pavement condition index score from dropping. The Department continues to look at best practices and study other programs to find new ways to inject additional funding towards street rehabilitation projects. Furthermore, the Department will continue to explore programs and policies that can lead to a sustainable and stable Pavement Management Program.

STRATEGIC GOALS AND PERFORMANCE MEASURES

The strategic goals and objectives of the Public Works Department were developed in alignment with the City Council's strategic priorities defined in *Envision Riverside 2025*. The City's strategic plan identifies strategic goals, performance metrics, and actions designed to support the strategic priority. The performance measures identified for the Public Works Department and the related strategic goals and objectives are listed below. For a citywide view of the goals and performance metrics, refer to *Appendix A: Envision Riverside 2025*.

CITY STRATEGIC PRIORITIES LEGEND

STRATEGIC PRIORITIES		
		
Arts, Culture & Recreation	Community Well-being	Economic Opportunity
		
Environmental Stewardship	High Performing Government	Infrastructure, Mobility & Connectivity

PRIORITY	#	STRATEGIC GOALS & OBJECTIVES
	4.1	Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.
	4.2	Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.
	4.3	Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breath healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).
	4.4	Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.
	4.5	Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.
	4.6	Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
	6.1	Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare and community amenities.
	6.2	Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability and facilitate connectivity.
	6.4	Incorporate Smart City strategies into the planning and development of local infrastructure projects.

PERFORMANCE MEASURES

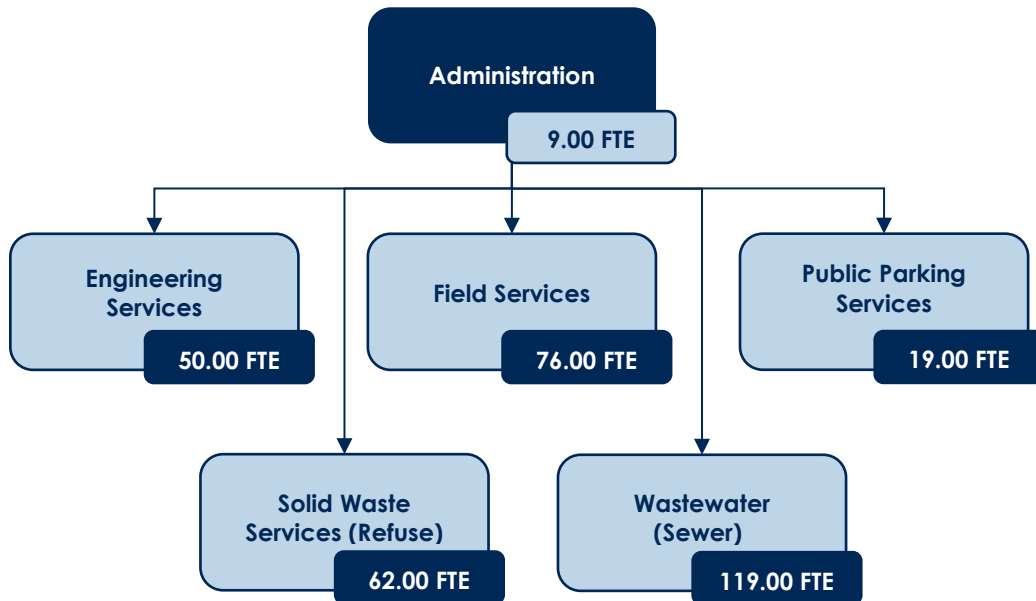
The Department's performance measures with related benchmarks and targets defined under the City's new strategic plan are listed below.

GOAL	PERFORMANCE MEASURE		BENCHMARK	TARGET	PROGRESS
4.1	4.1.1	Percentage of onsite energy production (renewable natural gas and electricity) at Water Quality Control Plant (WQCP) from biogas.	186 million cubic feet of renewable biogas production in 2020	Increase biogas production by 100% by January 1, 2023	N/A
4.2	4.2.1	Water treated at Riverside Water Quality Control Plant (RWQCP).	9.2 billion gallons in 2020	Treat 100% of all reclaimed water	26.02 million gallons/day
4.2	4.2.2	Reclaimed water produced.	9,118 million gallons in 2020	Treat 100% of all reclaimed water	3.68 million gallons/day
4.2	4.2.3	Reclaimed water provided by the WQCP to deliver offsite.	60.3 million gallons in 2020	970 million gallons by 2023	0.15 million gallons/day
4.3	4.3.1	Reduce the number of days annually when Riverside-Rubidoux area exceeds the Environmental Protection Agency (EPA) 8-hour ozone standard of 0.070 ppm.	63 days in 2019	0 days by August 3, 2038	89 days in 2020
4.3	4.3.2	WQCP Environmental Compliance inspections completed per year.	3,718 in 2019	4,000 by 2022	2,808
4.4	4.4.1	Tons of waste landfilled	311,929 in 2020	Not yet defined	N/A
4.4	4.4.2	Rate of recycling	31.11% in 2020	Increase to 33% by 2023	N/A
4.5	4.5.1	Number of identified parkways to be converted to Community Gardens using community-based organizations.	0	1 by 2024	N/A
4.6	4.6.2	Percentage of Riverside organic material diverted from landfills to WQCP.	None - program in development	Up to 100 tons per day by 2025	N/A
6.1	6.1.1	Average citywide Walk Score, Bike Score and Transit Score.	42 Walk 33 Transit 49 Bike	50-69 Walk 50-69 Transit 50-69 Bike (All by 2030)	42 Walk 33 Transit 49 Bike
6.2	6.2.1	Pavement Condition Index	61 in 2018	Increase to 65 by 2027	61
6.4	6.4.1	Number of projects initiated and successfully completed in the Innovation District.	3	3 new mobility projects over the next 5 years	3

DEPARTMENT ORGANIZATION



Gilbert Hernandez - Director



A complete schedule of the department's positions, a summary of changes, and a detailed explanation of position changes can be viewed at *Personnel - Public Works* on page 216.

BUDGET OVERVIEW

Five-Year Financial Plans including both revenues and expenses are available in the *Five-Year Financial Plans* section of this document for the Refuse (page 54), Sewer (page 56), and Public Parking (page 58) funds. The General Fund includes the over-arching administrative function of the Public Works Department; allocation of the administrative costs related to the Refuse, Sewer, and Public Parking funds are recorded in Charges to Others in the respective funds.

All City departments are charged a proportional cost of internal support departments based on criteria that best match the services to benefitting departments. (Refer to page 109 for a full explanation of the Cost Allocation Plan.) In FY 2022/23, the Public Works Department's support charge totals \$6,737,288 and \$7,103,857 in FY 2023/24 for all funds under the Department's purview. This amount, and the amount of the support charge for all fiscal years, is excluded from the following tables to provide a more transparent view of the direct cost of the Public Works Department's programs and services.

Budget Summary by Expenditure Category - All Funds

EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 36,721,455	\$ 32,930,842	\$ 38,932,939	\$ 40,153,556	\$ 40,861,063	
Non-Personnel	37,547,551	38,532,867	47,170,963	50,731,497	51,632,153	(1), (2), (3)

Budget Summary by Expenditure Category - All Funds

	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Special Projects	7,316,069	7,766,832	9,157,011	9,602,189	9,857,385	(2)
Operating Grants	187,745	67,751	-	-	-	
Equipment Outlay	3,326,899	884,143	4,536,594	3,204,150	2,498,315	
Debt Service	30,357,283	29,573,735	31,681,538	32,030,477	33,404,247	
Capital Outlay	27,749,237	42,511,743	46,029,801	35,266,953	28,086,399	(4), (5), (6)
Charges From Others	15,423,065	13,358,532	12,773,255	11,964,674	11,998,258	
Charges To Others	(19,133,301)	(17,782,373)	(16,071,717)	(15,969,710)	(15,480,528)	
Debt Transfers Out	-	4,367,030	4,356,510	4,346,320	4,348,550	
Operating Transfers Out	8,096	-	-	-	-	
Total Budget	\$ 139,504,099	\$ 152,211,102	\$ 178,566,894	\$ 171,330,106	\$ 167,205,842	

Budget Summary by Fund

FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 17,214,949	\$ 13,015,066	\$ 17,851,407	\$ 18,264,478	\$ 19,092,016	(1)
110 - Measure Z	2,018,472	994,585	3,000,000	4,250,000	4,300,000	
215 - Grants and Restricted Programs	160,694	67,751	-	-	-	
230 - Special Gas Tax	9,796,759	11,100,368	15,089,730	14,888,196	13,818,042	
240 - Air Quality Improvement	821,396	78,971	421,700	421,565	421,681	
260 - NPDES Storm Drain	1,044,700	910,935	1,673,413	1,599,841	1,375,764	
291 - Special Districts	557,193	542,129	-	-	-	
292 - Riverwalk LMD	-	-	369,834	376,893	382,864	
293 - Highlander LMD	-	-	119,441	120,500	122,700	
391 - Public Works Debt Service Fund	-	2,997,238	2,997,490	2,998,740	2,995,740	
410 - Storm Drain	809,970	1,096,991	150,000	132,111	130,700	
420 - Measure Z Capital Projects	460,494	4,485,116	4,327,568	12,960,460	11,399,060	(4)
430 - Capital Outlay - Grants	2,028,601	3,266,823	-	-	-	
431 - Transportation Projects	27,316	227,857	-	-	-	
432 - Measure A Capital Outlay	4,967,733	10,567,648	10,494,090	9,767,740	7,230,630	
433 - Transportation Development Impact Fees	268,244	1,481,242	-	-	-	
434 - Transportation Uniform Mitigation Fee	708,474	3,587,785	-	-	-	
540 - Refuse	25,103,614	26,756,047	29,593,851	31,078,204	31,433,933	(2)
550 - Sewer	68,622,140	65,910,979	85,734,372	65,995,275	66,718,538	(3), (5)
570 - Public Parking	4,893,350	5,123,571	6,743,998	8,476,103	7,784,174	(6)
Total Budget	\$ 139,504,099	\$ 152,211,102	\$ 178,566,894	\$ 171,330,106	\$ 167,205,842	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Non-Personnel / Fund 101 – General Fund:** The change beginning in FY 2021/22 as compared to the prior year is attributable a \$1.3 million increase in general liability insurance due to the implementation of industry best practices to calculate rates based on a five-year claims history.
- (2) **Non-Personnel / Special Projects / Fund 540 – Refuse Fund:** The Non-Personnel increase as in FY 2021/22 as compared to the prior year is primarily attributable to an increase in refuse/disposal fees, including approximately \$2 million in new recycling costs due to changes in the recycling market. This recycling issue also resulted in an increase in Special Projects category for the Burrtec agreement for outsourced services; the cost of the Burrtec agreement also increased due to a scheduled refuse rate increase.
- (3) **Non-Personnel / Fund 550 – Sewer Fund:** The change is primarily attributable to an increase in general liability insurance due to the implementation of industry best practices to calculate rates based on a five-year claims history.
- (4) **Capital Outlay / Fund 420 – Measure Z Capital Projects:** The increase in FY 2022/23 is due to additional funds allocated to critical needs by City Council on May 3, 2022 adding \$8 million annually to Item #29 – Maximize Roads/Streets Pavement Condition Index and adding \$600,000 annually for Item #52 – Sidewalk Repair.
- (5) **Capital Outlay / Fund 550 – Sewer:** Insufficient reserves in the Sewer Fund necessitated a decrease in the amount of funding appropriated for capital projects beginning in FY 2022/23. The capital projects included in the five-year plan from FY 2022/23 through FY 2026/27 are priority projects identified in the 2019 Wastewater Master Plan that can be partially funded by a use of fund reserves while ensuring the Sewer Fund remains compliant with its cash reserve policy.
- (6) **Capital Outlay / Fund 570 – Public Parking:** The increase in FY 2022/23 is due to budgeted capital improvement projects (Garage 3 Structural Maintenance and Access Revenue Control System).

DIVISION/PROGRAM BUDGETS**ADMINISTRATION**

This Division provides administrative support, oversight and leadership to Public Works divisions and manages the Department's general operations to ensure efficient and effective service delivery while ensuring alignment with the City's Strategic Plan, goals, and objectives.

The Administrative division also oversees two public health and safety contracts for the City:

- **Animal Control** (field and shelter services) are provided by the County of Riverside, Department of Animal Services. Their staff provide enforcement of state and local laws in addition to picking up stray animals, responding to dog attacks, issuing dog licenses, and operating a 64,000 square foot campus that facilitates veterinary care, adoptions, training classes and more.
- **School Crossing Guards** services are provided by All City Management Services (ACMS). Crossing guards assist elementary school students going to and from schools in both the Riverside Unified School District and Alvord Unified School District within the City. ACMS coordinates scheduling and posting of crossing guards at locations determined by the respective school districts.

Administration (4100, 4190)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 1,812,859	\$ 1,485,648	\$ 1,626,563	\$ 1,668,839	\$ 1,717,691
Non-Personnel	160,036	111,993	94,060	155,500	102,393
Operating Grants	27,051	-	-	-	-

Administration (4100, 4190)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Debt Service	1,597,450	-	-	-	-
Charges From Others	128,674	120,715	92,818	140,441	131,018
Charges To Others	(2,594,032)	(2,619,240)	(2,801,236)	(2,617,603)	(2,685,720)
Debt Transfers Out	-	1,369,790	1,359,020	1,347,580	1,352,810
Operating Transfers Out	8,096	-	-	-	-
Total General Fund	\$ 1,140,134	\$ 468,906	\$ 371,225	\$ 694,757	\$ 618,192
215 - GRANTS AND RESTRICTED PROGRAMS					
Operating Grants	\$ 80,763	\$ -	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 80,763	\$ -	\$ -	\$ -	\$ -
391 - PUBLIC WORKS DEBT SERVICE FUND					
Debt Service	\$ 2,998,238	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
Charges to Others	(2,998,238)	-	-	-	-
Total Public Works Debt Service Fund	\$ -	\$ 2,997,238	\$ 2,997,490	\$ 2,998,740	\$ 2,995,740
Total Administration	\$ 1,220,897	\$ 3,466,144	\$ 3,368,715	\$ 3,693,497	\$ 3,613,932

STREET MAINTENANCE

The Streets Maintenance Division provides maintenance of public right-of-way for residents and the public as well as support services to other departments. This Division has several sections that perform unique functions:

The **Administration Section** provides administrative support, oversight, and leadership to the Division. This section's primary responsibility is to manage the division's general operations to ensure efficient and effective service delivery while ensuring alignment with the City's Strategic Plan, goals, and objectives.



The **Streets Maintenance Section** provides maintenance for City rights-of-way, including: paving residential streets, parking lots, road repair, and other projects as needed; concrete repair of sidewalks, curb/gutters, driveway approach, cross gutters, etc.; street painting and striping of curbs, crosswalks, stencils, parking spaces, etc.; grading of streets, shoulders, and alleys; slurry and crack seal; pothole maintenance; guardrail repair and replacement; walls and fencing repair; sign repair and replacement; graffiti removal; weed control; and, storm events repairs.

The **Storm Drain Maintenance Section** maintains the City's drainage systems to facilitate a clean and healthy environment and to assist in the prevention of flooding conditions.

The **Traffic Signal Maintenance Section** provides maintenance of all City traffic signals, inspection of all traffic signal construction projects, and repair of damaged traffic signal equipment as needed to ensure they operate for optimum pedestrian and motorist use.

The **Urban Forestry and Landscape Section** provides landscape maintenance in public rights-of-way, reverse frontages, and medians. The City uses independent contractors for landscape and street tree

maintenance and tree trimming for utility line clearance. They also work with private contractors, volunteer organizations and citizens when working in and around trees and landscaping within the City jurisdiction. Urban Forestry and Landscape oversees approximately 167,000 trees and manages over 450 acres of landscaping throughout the 81 square miles of the City of Riverside.

Street Maintenance (4110)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 7,069,709	\$ 6,164,816	\$ 7,384,140	\$ 7,667,915	\$ 7,804,703
Non-Personnel	8,959,509	8,984,182	11,560,088	9,956,295	10,512,269
Special Projects	3,625	3,000	17,380	17,681	17,991
Equipment Outlay	280,307	-	-	-	-
Charges From Others	981,816	1,078,951	1,098,249	985,570	969,140
Charges To Others	(5,212,795)	(6,091,260)	(5,970,627)	(6,039,805)	(6,075,495)
Total General Fund	\$ 12,082,171	\$ 10,139,689	\$ 14,089,230	\$ 12,587,656	\$ 13,228,608
110 - MEASURE Z					
Non-Personnel	\$ 2,018,472	\$ 994,585	\$ 1,000,000	\$ 3,250,000	\$ 3,250,000
Equipment Outlay	-	-	2,000,000	1,000,000	1,050,000
Total Measure Z	\$ 2,018,472	\$ 994,585	\$ 3,000,000	\$ 4,250,000	\$ 4,300,000
291 - SPECIAL DISTRICTS					
Non-Personnel	\$ 289,656	\$ 292,025	\$ -	\$ -	\$ -
Special Projects	471	69,358	-	-	-
Charges From Others	267,066	180,746	-	-	-
Total Special Districts	\$ 557,193	\$ 542,129	\$ -	\$ -	\$ -
292 - RIVERWALK LMD					
Non-Personnel	\$ -	\$ -	\$ 253,138	\$ 258,150	\$ 263,250
Special Projects	-	-	66,329	-	-
Charges From Others	-	-	50,367	118,743	119,614
Total Riverwalk LMD	\$ -	\$ -	\$ 369,834	\$ 376,893	\$ 382,864
293 - HIGHLANDER LMD					
Non-Personnel	\$ -	\$ -	\$ 119,028	\$ 120,080	\$ 122,267
Special Projects	-	-	413	420	433
Total Highlander LMD	\$ -	\$ -	\$ 119,441	\$ 120,500	\$ 122,700
Total Street Maintenance	\$ 14,657,836	\$ 11,676,403	\$ 17,578,505	\$ 17,335,049	\$ 18,034,172

CITY ENGINEERING

The City Engineering Division is comprised of five sections providing for the planning, design, and construction management of street, storm water, and sewer collection improvements, including right-of-way acquisition and environmental compliance. This Division ensures the City's infrastructure will meet existing and future needs of the citizens of Riverside. This Division is organized into several sections that provide services in support of the division and its purpose:

The **Engineering Section** manages the planning and engineering design of transportation, parking, sewer, and storm water facilities.

The **Contract Administration Section** provides construction engineering and inspection services for the City's capital improvement projects as well as private development projects; oversees the issuance of various permits within the public right-of-way; and ensures private development projects are constructed in accordance with City standards.

The **Land Development Section** provides services to anyone who is developing or redeveloping property within the City of Riverside by issuing various types of permits, processing plan checks, and handling research requests. They also work closely with other departments to provide conditions of approval associated with Building & Safety permits and Planning cases such as lot line adjustments, rezoning, conditional use permits, design reviews, tract/parcel maps and more.

The **Survey/Land Records Management Section** plans and conducts preliminary, construction, and boundary surveys to establish alignments, elevations, and other geodetic measurements for City projects; writes legal descriptions for use in easements, deeds, leases, or other legal documents; and reviews and performs map checking of parcel maps, tract maps, and other survey related items for private development related projects which are submitted by private Engineering/Surveying firms.



Additionally, the City Engineering Division applies and secures grant funding from multiple sources such as: Active Transportation Program (ATP); Clean Transportation Funding - Mobile Source Air Pollution Reduction Review Committee (MSRC); Congestion Mitigation Air Quality (CMAQ) Program; Highway Safety Improvement Program (HSIP); Riverside County Flood Control & Water Conservation District (RCFCD & WCD); Surface Transportation Program (STP); Transportation Uniform Mitigation Fee (TUMF) Program; Northside Specific Plan Master Drainage Plan (MDP) Study and Highgrove Channel – Secure funding for MDP study and Highgrove channel improvements.

City Engineering (4115)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 5,523,992	\$ 5,172,101	\$ 5,541,354	\$ 6,129,631	\$ 6,243,119
Non-Personnel	457,846	429,684	258,902	255,390	272,420
Equipment Outlay	-	135	-	-	-
Capital Outlay	(8,727)	-	-	-	-
Charges From Others	599,879	593,622	671,925	676,065	695,671
Charges To Others	(3,598,845)	(4,605,516)	(4,266,197)	(4,205,102)	(4,317,091)
Total General Fund	\$ 2,974,145	\$ 1,590,026	\$ 2,205,984	\$ 2,855,984	\$ 2,894,119
Total City Engineering	\$ 2,974,145	\$ 1,590,026	\$ 2,205,984	\$ 2,855,984	\$ 2,894,119

TRAFFIC ENGINEERING

The Traffic Engineering Division of the Public Works Department facilitates the safe and efficient movement of traffic within the City by optimizing traffic flow on arterial streets; enhancing roadway, neighborhood, and school zone safety; and improving traffic management citywide by applying state-of-the-art traffic and transportation engineering technologies and methods. The major programs and services provided by this Division include:

- Traffic impact analyses
- School traffic studies

- Signing, striping and traffic signal plans for capital improvement projects
- Traffic signals management and signal modifications
- Traffic Management Center operations and oversight, allowing engineers to monitor live traffic and adjust signal timing as needed
- Active Transportation and Safety Projects
- Vehicle and traffic safety research in concert with local universities

Traffic Engineering (4120)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Personnel	\$ 773,930	\$ 539,476	\$ 910,297	\$ 942,656	\$ 975,575
Non-Personnel	81,042	69,035	86,830	1,002,747	1,191,693
Charges From Others	442,261	460,075	490,168	478,852	482,272
Charges To Others	(277,415)	(250,383)	(302,327)	(298,174)	(299,148)
Total General Fund	\$ 1,019,818	\$ 818,203	\$ 1,184,968	\$ 2,126,081	\$ 2,350,392
Total Traffic Engineering	\$ 1,019,818	\$ 818,203	\$ 1,184,968	\$ 2,126,081	\$ 2,350,392

SEWER

The Sewer Division, also known as the Wastewater Services Division, operates and maintains the Riverside Water Quality Control Plant (RWQCP) that serves a population of more than 300,000 within the City and 96,000 customers within the surrounding communities of Jurupa, Rubidoux, Edgemont, and Highgrove. The City's collection system consists of approximately 800 miles of gravity sewers and 20 wastewater pump stations. The RWQCP provides preliminary, secondary, and tertiary treatment for approximately 46 million gallons per day. The operation of the Sewer Division is managed by individual teams as follows:

- **Administration and Regulatory Compliance** provides administrative support, oversight, and leadership to the Division. The section's primary responsibility is to manage the Division's general operations, finances, and regulatory reporting to ensure efficient and effective service delivery while ensuring alignment with the City's Strategic Plan, goals, and objectives.
- **Collection System Maintenance** provides sewer maintenance and repair activities to minimize the number of complaints, reduce the frequency of wastewater overflows, and respond to service requests while protecting public health, the environment, and meeting regulatory requirements.
- **Plant Maintenance** provides machinery and equipment maintenance, and repair and replacement (planned, preventive, and emergency) support for the Division to optimize the useful life and operation of all Sewer treatment operational processes and assets.
- **Electrical and Instrument Maintenance** conducts electrical and instrument maintenance (planned, preventive, and emergency) for the Division to optimize the useful life of operational assets.
- **Supervisory Control and Data Acquisition (SCADA) Maintenance** installs, configures, tests, and troubleshoots control equipment such as Programmable Logic Controllers (PLC), computer network servers, and related software. They also supervise and provide direction and inspection of contractors performing repair or installation and programming of PLCs and related software.

- **Treatment Services** provides the treatment and recycling of the community's wastewater in compliance with all federal, state, and local regulations/requirements. This includes handling Public Works 311 customer service calls 24 hours per day, 7 days per week.
- **Environmental Compliance** administers and implements the City's Environmental Protection Agency (EPA) required Pretreatment Program and provides services to the City's commercial and industrial business to ensure that they will meet regulatory water quality requirements for discharge to the City's sewer system.
- **The Warehouse Section** orders, receives, accepts, and unpacks incoming equipment and supplies to support plant operations and maintenance activities. In addition, staff check and maintain stock records and inventories; review delivery receipts with purchase orders; assign stock numbers to incoming supplies and materials; and places items in their assigned location.
- **Laboratory Services** provides accurate and timely laboratory analyses and information for the Division to monitor and ensure compliance with all federal, state, and local regulation/requirements.
- **Capital Engineering Services** plans and designs wastewater facility improvements, including construction activities, so that the City's infrastructure and assets will meet the existing and future needs of the business.
- **Plant Construction Support** administers the Division's capital improvement construction project contracts and inspection activities in an efficient and timely manner.



Sewer (4125)*					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
550 - SEWER					
Personnel	\$ 14,601,244	\$ 13,216,304	\$ 15,668,601	\$ 15,639,778	\$ 15,869,154
Non-Personnel	12,639,214	12,919,273	16,493,726	17,483,969	16,907,227
Special Projects	1,910,991	1,962,256	2,210,600	2,268,632	2,328,547
Equipment Outlay	1,713,555	480,621	1,629,094	1,280,650	924,110
Debt Service	23,863,820	24,551,249	26,550,578	26,714,057	28,027,412
Capital Outlay	12,383,838	11,327,846	22,055,000	2,106,283	1,402,804
Charges From Others	3,014,440	3,054,967	2,738,929	2,225,195	2,255,966
Charges To Others	(1,504,962)	(1,601,537)	(1,612,156)	(1,723,289)	(996,682)
Total Sewer	\$ 68,622,140	\$ 65,910,979	\$ 85,734,372	\$ 65,995,275	\$ 66,718,538
Total Sewer	\$ 68,622,140	\$ 65,910,979	\$ 85,734,372	\$ 65,995,275	\$ 66,718,538

*Although the entire Sewer Fund falls under the purview of the Public Works Department, some activity is not recorded within the Department. For a comprehensive view of the Sewer Fund budget, refer to the *Sewer Fund Five-Year Financial Plan* on page 56 and the expenditure schedules in the *Expenditure Overview* section page 111).

REFUSE

The Refuse Division provides high quality trash and recycling services for commercial and residential customers within the City of Riverside and operates the City's street sweeping program. The Refuse Division is organized by sections with unique responsibilities that support the Refuse program:

The **Administration Section** provides administrative support, oversight, and leadership to the Division. Their primary responsibility is to manage the Division's general operations to ensure efficient and effective service delivery while ensuring alignment with the City's Strategic Plan, goals, and objectives.

The **Collection Section** provides trash collection to promote a clean, healthy, and beautiful environment through curbside and drop-off trash collections. Convenient curbside and drop-off trash collection services promote a healthy, clean, and beautiful environment. Several disposal options are available for residents, from regularly scheduled trash, green waste and recyclables pick up to special pick-up services for bulky items, appliances and used oil. There are also several Clean-Up Riverside's Environment (CURE) collection events held throughout the year to assist residents with the proper disposal of household items.

The **Refuse Disposal Section** provides services required to maintain the closed landfill including maintaining and complying with proper State and Federal permits.

The **Street Sweeping Section** provides bi-weekly street cleaning service along streets with curb and gutter improvements and increased levels in high traffic areas such as downtown. Sweeping is provided not only to beautify the City, but also to comply with Federal Clean Water requirements which require the City to take measures to prevent debris and contaminants from entering our waterways. Street sweeping is one of the most effective ways to meet this goal and is required under our permit to discharge water from storm drains into the Santa Ana River.

The **General Government Section** supports the services of Keep Riverside Clean and Beautiful (KRCB). KRCB is a nonprofit organization which coordinates community volunteer events throughout the year for City residents, including litter pick up, graffiti paint outs, and beautification projects. They also administer the Adopt-a-Street and Adopt-a-Trail programs to encourage volunteers to help keep our streets and trails clean and beautiful.



Refuse (4130)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
215 - GRANTS AND RESTRICTED PROGRAMS					
Operating Grants	\$ 79,931	\$ 67,751	\$ -	\$ -	\$ -
Total Grants and Restricted Programs	\$ 79,931	\$ 67,751	\$ -	\$ -	\$ -
540 - REFUSE					
Personnel	\$ 5,650,581	\$ 4,917,725	\$ 6,177,185	\$ 6,369,034	\$ 6,477,955
Non-Personnel	9,785,453	11,803,112	12,767,327	13,282,929	13,700,888
Special Projects	5,232,213	5,554,187	5,715,489	6,541,656	6,736,614
Equipment Outlay	755,112	381,645	884,000	900,000	500,000
Debt Service	183,075	291,292	375,320	545,100	596,185

Refuse (4130)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Capital Outlay	12,268	88,654	-	-	-
Charges From Others	3,757,339	3,916,277	3,761,982	3,485,899	3,468,719
Charges To Others	(272,427)	(196,845)	(87,452)	(46,414)	(46,428)
Total Refuse	\$ 25,103,614	\$ 26,756,047	\$ 29,593,851	\$ 31,078,204	\$ 31,433,933
Total Refuse	\$ 25,183,545	\$ 26,823,798	\$ 29,593,851	\$ 31,078,204	\$ 31,433,933

PUBLIC PARKING SERVICES

The Public Parking Services Division operates as a citywide ambassadorship to enhance the quality of life to residents, businesses, commuters, and visitors on a daily basis by educating the public on parking policies and maximizing parking opportunities.

Division staff administers and manages the City's parking facilities which include garages, parking lots, and on-street parking; oversees parking enforcement; processes parking citations; assigns preferential parking; and provides and maintains parking meters and garage access control equipment in the downtown area. The Division is comprised of two sections:

- **Operations** oversees all administrative tasks of the division including contract management; policy development and implementation; and customer service citation payments, permit applications, citation appeals, and service request management, etc.
- **Enforcement** is comprised of parking control representatives responsible for ensuring that vehicles are parked in compliance with local parking laws and ordinances.



Public Parking Services (4150, 4151)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
570 - PUBLIC PARKING					
Personnel	\$ 998,422	\$ 1,158,907	\$ 1,352,501	\$ 1,418,794	\$ 1,447,508
Non-Personnel	2,912,297	2,897,851	4,272,414	4,696,774	5,035,451
Debt Service	1,709,635	1,732,141	1,756,150	1,770,580	1,782,910
Capital Outlay	-	-	-	1,250,000	190,000
Charges From Others	367,697	374,017	371,155	355,778	364,769
Charges To Others	(1,094,701)	(1,039,345)	(1,008,222)	(1,015,823)	(1,036,464)
Total Public Parking	\$ 4,893,350	\$ 5,123,571	\$ 6,743,998	\$ 8,476,103	\$ 7,784,174
Total Public Parking	\$ 4,893,350	\$ 5,123,571	\$ 6,743,998	\$ 8,476,103	\$ 7,784,174

CAPITAL PROJECTS

This division is used to track the departments' capital projects related to public parking, railroad, storm drain, and transportation facilities that are funded by general and/or restricted revenue sources. Enterprise fund capital projects are recorded in their respective funds. Please refer to the *Capital Improvement Program Overview* section beginning on page 137 for more information, and the City's separate publication titled *FY 2022-2027 Capital Improvement Program* for project details.

Capital Improvement Projects (4135, 4195)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 1,036	\$ -	\$ -	\$ -	\$ -
Equipment Outlay	35,445	21,742	23,500	23,500	24,205
Charges To Others	(37,800)	(23,500)	(23,500)	(23,500)	(23,500)
Total General Fund	\$ (1,319)	\$ (1,758)	\$ -	\$ -	\$ 705
230 - SPECIAL GAS TAX					
Non-Personnel	\$ -	\$ 1,532	\$ -	\$ -	\$ -
Capital Outlay	7,509,662	8,011,734	12,002,633	11,801,099	10,730,945
Charges From Others	2,287,097	3,087,102	3,087,097	3,087,097	3,087,097
Total Special Gas Tax	\$ 9,796,759	\$ 11,100,368	\$ 15,089,730	\$ 14,888,196	\$ 13,818,042
410 - STORM DRAIN					
Capital Outlay	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700
Total Storm Drain	\$ 809,970	\$ 1,096,991	\$ 150,000	\$ 132,111	\$ 130,700
420 - MEASURE Z - CAPITAL PROJECTS					
Capital Outlay	\$ 460,494	\$ 4,485,116	\$ 4,327,568	\$ 12,960,460	\$ 11,399,060
Total Measure Z - Capital Projects	\$ 460,494	\$ 4,485,116	\$ 4,327,568	\$ 12,960,460	\$ 11,399,060
430 - CAPITAL OUTLAY - GRANTS					
Capital Outlay	\$ 2,028,601	\$ 3,266,823	\$ -	\$ -	\$ -
Total Capital Outlay - Grants	\$ 2,028,601	\$ 3,266,823	\$ -	\$ -	\$ -
431 - TRANSPORTATION PROJECTS					
Capital Outlay	\$ 27,316	\$ 227,857	\$ -	\$ -	\$ -
Total Transportation Projects	\$ 27,316	\$ 227,857	\$ -	\$ -	\$ -
432 - MEASURE A CAPITAL OUTLAY					
Debt Service	\$ 5,065	\$ 1,815	\$ 2,000	\$ 2,000	\$ 2,000
Capital Outlay	1,964,430	7,568,593	7,494,600	6,767,000	4,232,890
Charges From Others	2,998,238	-	-	-	-
Debt Transfers Out	5,065	2,997,240	2,997,490	2,998,740	2,995,740
Total Measure A Capital Outlay	\$ 4,967,733	\$ 10,567,648	\$ 10,494,090	\$ 9,767,740	\$ 7,230,630
433 - TRANSPORTATION DEVELOPMENT IMPACT FEES					
Capital Outlay	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -
Total Transportation Development Impact Fees	\$ 268,244	\$ 1,481,242	\$ -	\$ -	\$ -

Capital Improvement Projects (4135, 4195)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
434 - TRANSPORTATION UNIFORM MITIGATION FEE					
Capital Outlay	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
Total Transportation Uniform Mitigation Fee	\$ 708,474	\$ 3,587,785	\$ -	\$ -	\$ -
Total Capital Improvement Projects	\$ 19,066,272	\$ 35,812,072	\$ 30,061,388	\$ 37,748,507	\$ 32,579,137

ENVIRONMENTAL SERVICES

The Environmental Services Division of the Public Works Department administers environmental programs related to storm water and air quality. Through these programs, the Division improves local waterways and regional air quality and ensures compliance with local and state regulatory agencies.

The Environmental Services team participates in and implements compliance strategies for Total Maximum Daily Load (TMDL) programs for both Canyon Lake/Lake Elsinore and the Middle Santa Ana River TMDLs for Nutrients and Bacteria, respectively. The team also represents the City at Santa Ana Region Technical Advisory Committee (TAC) meetings.

The major programs in this Division include:

- Administer the Adopt-A-Drain program.
- Perform inspections of City facilities and sites' Water Quality Management Plans (WQMP).
- Implement the Trash Capture Plan to comply with State Trash Amendments.
- Perform stormwater sampling to identify areas or sources that have high concentrations of the target pollutants of nutrients and bacteria.
 - Administer the following Air Quality Programs: Riverside Go Transit: Sales of discounted bus passes to City residents; City Pass: City employees ride Riverside Transit Authority buses for free; Alternative Fuel Rebate Program: \$500 rebate for electric vehicle purchases; Rideshare Program: Quarterly prize drawing for employees who rideshare

Environmental Services (4140)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
240 - AIR QUALITY IMPROVEMENT					
Non-Personnel	\$ 220,932	\$ 14,675	\$ 103,270	\$ 103,200	\$ 103,200
Special Projects	56,435	50,885	316,800	316,800	316,800
Equipment outlay	542,480	-	-	-	-
Capital Outlay	-	11,850	-	-	-
Charges From Others	1,549	1,561	1,630	1,565	1,681
Total Air Quality Improvement	\$ 821,396	\$ 78,971	\$ 421,700	\$ 421,565	\$ 421,681
291 - SPECIAL DISTRICTS					
Personnel	\$ 290,718	\$ 275,865	\$ 272,298	\$ 316,909	\$ 325,358
Non-Personnel	22,058	14,920	162,180	166,463	171,095
Special Projects	112,334	127,146	830,000	457,000	457,000
Capital Outlay	42,581	2,505	-	250,000	-
Charges From Others	577,009	490,499	408,935	409,469	422,311
Total Special Districts	\$ 1,044,700	\$ 910,935	\$ 1,673,413	\$ 1,599,841	\$ 1,375,764
Total Environmental Services	\$ 1,866,096	\$ 989,906	\$ 2,095,113	\$ 2,021,406	\$ 1,797,445



NON-DEPARTMENTAL



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NON-DEPARTMENTAL

DEPARTMENT OVERVIEW

1. The Non-Departmental budget includes activities that are not specific to departmental operations. Such activities include: Development Agreements; General Debt; General Fund Operating Transfers; Animal Control contract; Crossing Guards contract; City Hall building maintenance and occupancy costs; and, Employee Parking.

BUDGET OVERVIEW

Budget Summary by Expenditure Category - All Funds						
EXPENDITURE CATEGORY	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
Personnel	\$ 127,943	\$ 125,786	\$ -	\$ -	\$ -	
Non-Personnel	5,409,010	10,536,779	5,983,009	6,065,873	6,228,908	
Special Projects	3,413,527	2,844,108	5,953,890	4,268,365	4,386,594	(1)
Operating Grants	-	11,590,533	-	-	-	
Equipment Outlay	-	41,069	-	-	-	
Debt Service	1,053,453	-	-	-	-	
Capital Outlay	110,104	5,126,430	-	-	-	
Charges From Others	472,783	443,812	491,598	504,727	511,902	
Charges To Others	(1,716,586)	(2,035,309)	(1,843,670)	(1,940,070)	(1,990,717)	
Debt Transfers Out	-	14,286,272	16,527,165	17,623,960	18,824,690	
Operating Transfers Out	12,680,391	38,669,433	29,007,913	31,863,968	40,879,676	(2)
Total Budget	\$ 21,550,625	\$ 81,628,913	\$ 56,119,905	\$ 58,386,823	\$ 68,841,053	

Budget Summary by Fund						
FUND	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24	Note
101 - General Fund	\$ 20,543,332	\$ 32,877,949	\$ 36,179,389	\$ 38,447,717	\$ 48,901,497	(1), (2)
110 - Measure Z	-	19,940,526	19,940,516	19,939,106	19,939,556	
215 - Grants and Restricted Programs	1,007,293	28,810,438	-	-	-	
Total Budget	\$ 21,550,625	\$ 81,628,913	\$ 56,119,905	\$ 58,386,823	\$ 68,841,053	

SIGNIFICANT CHANGES IN BUDGET

- (1) **Special Projects / Fund 101 – General Fund:** The FY 2021/22 budget included a COVID-19 Pandemic contingency budget of \$1.9M for excess fund subsidy costs; the contingency was not budgeted in FY 2022/23, presenting a decrease as compared to the prior year.
- (2) **Operating Transfers Out / Fund 101 – General Fund:** The increase in FY 2023/24 is primarily attributable to a budgeted transfer of \$11 million to the Section 115 Trust following the payoff of the 2004 Safety Pension Obligation Bond in FY 2022/23; additionally, fund subsidies (including amounts reflecting the ongoing impact of COVID-19) for the Convention Center, Entertainment Fund, and Cheech Marin Center are recorded as operating transfers, whereas potential COVID-19 impacts were recorded as a contingency funding in the Special Projects line item in the prior year (FY 2021/22).

CITY MANAGER

The City Manager's Office oversees this Division which includes funding for the City's operational audits as well as unforeseen costs via a Fiscal Management account.

City Manager (7211)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 86	\$ -	\$ -	\$ -	\$ -
Special Projects	380,394	264,011	765,690	800,146	824,150
Charges From Others	-	-	-	8,997	8,028
Total General Fund	\$ 380,480	\$ 264,011	\$ 765,690	\$ 809,143	\$ 832,178
215 - GRANTS AND RESTRICTED PROGRAMS					
Personnel	\$ 127,943	\$ 125,786	\$ -	\$ -	\$ -
Non-Personnel	702,188	6,384,616	-	-	-
Operating Grants	-	11,590,533	-	-	-
Equipment Outlay	-	41,069	-	-	-
Capital Outlay	-	5,006,634	-	-	-
Operating Transfers Out	177,162	5,661,800	-	-	-
Total Grants and Restricted Programs	\$ 1,007,293	\$ 28,810,438	\$ -	\$ -	\$ -
Total City Manager	\$ 1,387,773	\$ 29,074,449	\$ 765,690	\$ 809,143	\$ 832,178

GENERAL SERVICES

This Non-Departmental Division is used to track financial activity associated with city-owned property, including City Hall. General Services provides oversight for this Division.

General Services (7222)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 967,214	\$ 1,007,438	\$ 1,100,844	\$ 1,192,283	\$ 1,231,148
Debt Service	772,762	-	-	-	-
Charges From Others	45,016	35,320	36,268	34,624	35,628
Debt Transfers Out	-	771,460	767,890	764,800	766,010
Total General Fund	\$ 1,784,992	\$ 1,814,218	\$ 1,905,002	\$ 1,991,707	\$ 2,032,786
Total General Services	\$ 1,784,992	\$ 1,814,218	\$ 1,905,002	\$ 1,991,707	\$ 2,032,786

FINANCE

The Finance Department administers this Non-Departmental Division, which was established to track development agreements; to record operating transfers for specific funds; and to allocate miscellaneous citywide costs including merchant fees and Corporation Yard use.

Finance (7223)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 2,838,337	\$ 2,676,704	\$ 3,409,860	\$ 3,128,284	\$ 3,221,620

Finance (7223)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Special Projects	-	-	2,114,420	250,000	250,000
Debt Service	280,691	-	-	-	-
Charges From Others	221,666	221,670	248,670	261,981	262,419
Charges To Others	(1,716,586)	(2,035,309)	(1,843,670)	(1,940,070)	(1,990,717)
Debt Transfers Out	-	11,840,312	14,084,785	15,186,080	16,385,150
Operating Transfers Out	12,503,229	14,741,607	10,242,142	13,597,942	22,613,650
Total General Fund	\$ 14,127,337	\$ 27,444,984	\$ 28,256,207	\$ 30,484,217	\$ 40,742,122

110 - MEASURE Z					
Debt Transfers Out	\$ -	\$ 1,674,500	\$ 1,674,490	\$ 1,673,080	\$ 1,673,530
Operating Transfers Out	-	18,266,026	18,266,026	18,266,026	18,266,026
Total Measure Z	\$ -	\$ 19,940,526	\$ 19,940,516	\$ 19,939,106	\$ 19,939,556
Total Finance	\$ 14,127,337	\$ 47,385,510	\$ 48,196,723	\$ 50,423,323	\$ 60,681,678

COMMUNITY & ECONOMIC DEVELOPMENT

This Division is overseen by the Community & Economic Development Department; it was established to track property maintenance for several former Redevelopment Agency (RDA) properties that are now owned by the City.

Community & Economic Development (7228)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 25,979	\$ 42,478	\$ 25,000	\$ 26,200	\$ 26,254
Total General Fund	\$ 25,979	\$ 42,478	\$ 25,000	\$ 26,200	\$ 26,254
Total Community & Economic Development	\$ 25,979	\$ 42,478	\$ 25,000	\$ 26,200	\$ 26,254

PUBLIC WORKS

The Public Works Department is responsible for this Division. Non-Departmental programs in this Division include animal control (outsourced to the County of Riverside), employee parking, shopping cart retrieval, crossing guards, and Keep Riverside Clean and Beautiful (KRCB).

Public Works (7241)					
	Actual FY 2019/20	Actual FY 2020/21	Adopted FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
101 - GENERAL FUND					
Non-Personnel	\$ 875,206	\$ 425,543	\$ 1,447,305	\$ 1,719,106	\$ 1,749,886
Special Projects	3,033,133	2,580,097	3,073,780	3,218,219	3,312,444
Capital Outlay	110,104	119,796	-	-	-
Charges From Others	206,101	186,822	206,660	199,125	205,827
Operating Transfers Out	-	-	499,745	-	-
Total General Fund	\$ 4,224,544	\$ 3,312,258	\$ 5,227,490	\$ 5,136,450	\$ 5,268,157
Total Public Works	\$ 4,224,544	\$ 3,312,258	\$ 5,227,490	\$ 5,136,450	\$ 5,268,157

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GLOSSARY



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GLOSSARY OF TERMS

Accrual Basis of Accounting

The basis of accounting by which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received.

Amortization

Amortization is an accounting technique used to periodically lower the book value of a loan or an intangible asset over a set period of time.

Annual Comprehensive Financial Report (ACFR)

Financial report organized by fund, which provides a balance sheet that compares assets with liabilities and fund balance. The ACFR is also an operating statement that compares revenues with expenditures.

Appropriation

A specific amount of money authorized by the City Council for an approved purpose or individual project.

Assessed Valuation

A dollar value placed on real estate or other property by Riverside County as a basis for levying property taxes.

Balanced Budget

A budget in which planned expenditures do not exceed planned funds available. A biennial budget is structurally balanced when, over the course of two fiscal years, ongoing revenues equal ongoing expenditures, and limited duration or one-time revenues are only used for limited-duration or one-time costs.

Baseline Budget

A baseline budget serves as the starting point for City departments' budget development, and typically includes initial revenue and expenditure projections.

Basis of Budgeting

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America.

Beginning/Ending Fund Balance

Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond

A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Budget

An annual financial plan that identifies revenues, types, and levels of services to be provided, and the amount of funds that can be spent.

Budget Calendar

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

Budget Message

A general discussion of the preliminary/adopted budget presented in writing as part of, or supplemental to, the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

CalPERS, or PERS

The California Public Employees Retirement System, which is the agency providing pension benefits to all City employees.

Capital Expenditures

Capital expenditures are related to major construction projects such as roads, buildings, and parks. These expenditures are typically capitalized and depreciated over time.

Capital Improvement Program

A multi-year financial plan describing the proposed expenditures for and construction of physical assets, such as parks, streets, sewerage, cultural, and recreational facilities.

Capital Projects

Projects that purchase or construct capital assets. A capital project may encompass the purchase of land and/or the construction of a building or facility, infrastructure improvements, or major purchases of costly items with an extended life span.

Capital Outlay

Equipment (fixed assets with a value of \$5,000 or more or \$1,000 for electronic equipment) and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the operating budget.

Community Development Block Grant (CDBG)

Funds established to account for revenues from the federal government and expenditures as prescribed under the Community Development Block Grant program.

Contingency

An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as federal mandates, shortfalls in revenue, and similar eventualities.

Council-Manager Form of Government

An organizational structure in which the Mayor and City Council appoint an independent City Manager to be the chief operating officer of a local government. The City Council sets policies, and the City Manager is responsible for implementing those policies effectively and efficiently.

Continuing Appropriations, or Carryovers

Funding approved in the budget but not expended during the particular fiscal year for which they were adopted. These appropriations are carried forward into the next fiscal year for their original intended purpose. Capital and grant appropriations are carried over automatically; all other appropriations require Council approval for carryover.

Cost Allocation

A method used to charge the citywide internal support of General Fund departments to other funds and departments, such as enterprise funds and internal service funds.

Debt Service

The payment of principal and interest on borrowed funds, such as bonds.

Department

An organizational unit comprised of programs or divisions. Examples include the Police Department, Library, and Human Resources Department.

Deficit

The excess of the liabilities of a fund over its assets. The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

Depreciation

(1) Expiration in the service of life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Encumbrance

A legal obligation to expend funds for an expenditure that has not yet occurred.

Enterprise Fund

A fund type established to account for the total cost of selected governmental facilities and services that are operated similar to private enterprises.

Equipment Outlay

A category of expenditures that captures purchases of capital equipment, such as furniture, vehicles, large machinery, and other items.

Estimate, or Projection

Represents a prediction, using quantitative or qualitative methods, of current or future year revenue and expenditures.

Expenditure

The actual spending of funds set aside by appropriation for identified goods and services.

Fee

A general term used for any charge levied by government for providing a service or performing an activity.

Fines, Forfeitures, and Penalties

A revenue category that contains monies resulting from violations of various city and state laws, and from damage to city property.

Fiscal Year

A twelve-month period of time designated as the budget year. The City of Riverside's fiscal year is July 1 to June 30.

Full-Time Equivalent (FTE)

A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year (2,912 hours per year for certain Fire Department personnel). For example, a part-time Typist Clerk working 20 hours per week would be equivalent to one-half of a full-time position, or 0.50 FTE.

Fund

A set of inter-related accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance

The amount of financial resources in a given fund. While some fund balances are restricted and non-spendable as defined by the Governmental Accounting Standards Board, other fund balances are "available" and are not restricted to fund existing commitments and are therefore available for any use permitted for the fund.

Gann Limit (Proposition 4)

Under this article of the California Constitution, the City must compute an annual appropriation limit that states a ceiling on the total amount of tax revenues the City can appropriate annually.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards used by state and local governments for financial recording and reporting that have been established by the accounting profession through the Governmental Accounting Standards Board (GASB).

General Fund (101)

The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Fire, Police, and City Manager.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board (GASB) was organized in 1984 by the Financial Accounting Foundation to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

Governmental Funds

Governmental funds are used to account for most of a government's tax-supported activities. Under current GAAP, there are five types of governmental funds: general, special revenue, debt service, capital projects, and permanent funds. Governmental funds are used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance.

Grant

Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specific purpose, activity, or facility.

Infrastructure

Facilities that support the daily life and growth of the City, for example, roads, water lines, and sewers.

Interfund Transfers

A transfer of funds between funds for specific purposes as approved by the appropriate authority.

Internal Service Department

A department that provides support services to all City departments. Examples of Internal Service departments include Finance, Human Resources, and General Services.

Internal Service Funds

Funds used to report activities related to providing goods or services on a cost-reimbursement basis to other funds, departments, or divisions.

Levy

To impose taxes, special assessments, or charges for the support of City activities.

Licenses and Permits

Revenue category that accounts for recovering costs associated with regulating business activity.

Major Funds

On a budgetary basis, a major fund is defined as a fund whose total revenues or expenditures, excluding other financing sources and uses, exceed ten percent (10%) of citywide revenues or expenditures.

Mission Statement

A broad statement that describes the reason for the existence of an organization or organizational unit, such as a department.

Non-Personnel Expenses

General operating expenditures such as professional services, printing, postage, insurance, minor materials and equipment, supplies, travel, training, and utilities.

NPDES

The National Pollution Discharge Elimination System, which is a permitting process with which the City is required to comply to ensure that storm water runoff is not contaminated.

Objective

Describes an outcome to be accomplished in specific, well-defined and measurable terms and is achievable within a specific timeframe.

Ordinance

A formal legislative enactment by the governing board (City Council) of a municipality. If it is not in conflict with any higher form of law, an Ordinance has the full force and effect of law within the boundaries of the municipality to which it applies.

Operating Budget

The annual appropriation of funds for on-going program costs, which include salaries, benefits, maintenance, operation, and capital outlay items.

Performance Measure

A quantifiable measure of progress toward a stated goal or objective. Useful performance measures are based on reliable data that provide a clear indication of the effectiveness and efficiency of a program or activity.

PERS, or CalPERS

The California Public Employees Retirement System, which is the agency providing pension benefits to all city employees.

Personnel Expenses

An expenditure category that captures expenses related to employee compensation, such as salaries and fringe benefits. Personnel expenses include salaries, pensions, retirement, special pay, overtime pay, and insurance for full-time and part-time employees of the City.

Preliminary Budget

Departmental budgets proposed by City departments and presented to the City Manager, Budget Engagement Commission, and to the City Council in a workshop setting. Feedback gained from these presentations and interactions are incorporated into departmental budgets, with the compilation of all departmental and non-departmental budgets becoming the Proposed Budget.

Program

Represents major areas or functions; defined as a service provided to citizens, other departments, or other agencies.

Projection, or Estimate

Represents a prediction, using quantitative or qualitative methods, of current or future year revenue and expenditures.

Proposed Budget

A balanced budget presented to the City Council by the City Manager. Any City Council changes to the proposed budget are incorporated into the final adopted budget.

Proprietary Funds

Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning the revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenue and expenses in these funds.

Qualitative

A method of forecasting revenues or expenditures that relies on judgment, such as the advice of subject matter experts and expectations or observations of potentially influential events on the subject matter.

Quantitative

A method of forecasting revenues or expenditures that relies on measurable data, such as historical trends, statistical analysis, and other mathematical methods of analysis.

Revenues

Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

RORF

A Redevelopment Obligation Retirement Fund, which is a requirement of the legislation dissolving California Redevelopment Agencies. The assets and liabilities of each former Redevelopment Project Area are housed in individual RORFs and reported in the Successor Agency Trust Fund.

Special Project

An account created for operating expenditures that relate to a specific project, program, or initiative and is therefore be segregated from general expenditures.

Special Revenue Fund

Funds that track the expenditure of revenues received for a specific purpose; the purpose is usually defined by the grantor or provider of the resources.

Transfers

Authorized exchanges of money, positions, or other resources between organizational units or funds.

Transient Occupancy Tax (TOT)

A tax that is levied on occupants of hotel and motel rooms in the City.

Working Capital

The year-end balance of current assets less current liabilities.


APPENDICES




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APPENDIX A: ENVISION RIVERSIDE 2025

ENVISION
RIVERSIDE 2025



CITY OF RIVERSIDE STRATEGIC PLAN - 2021 EDITION



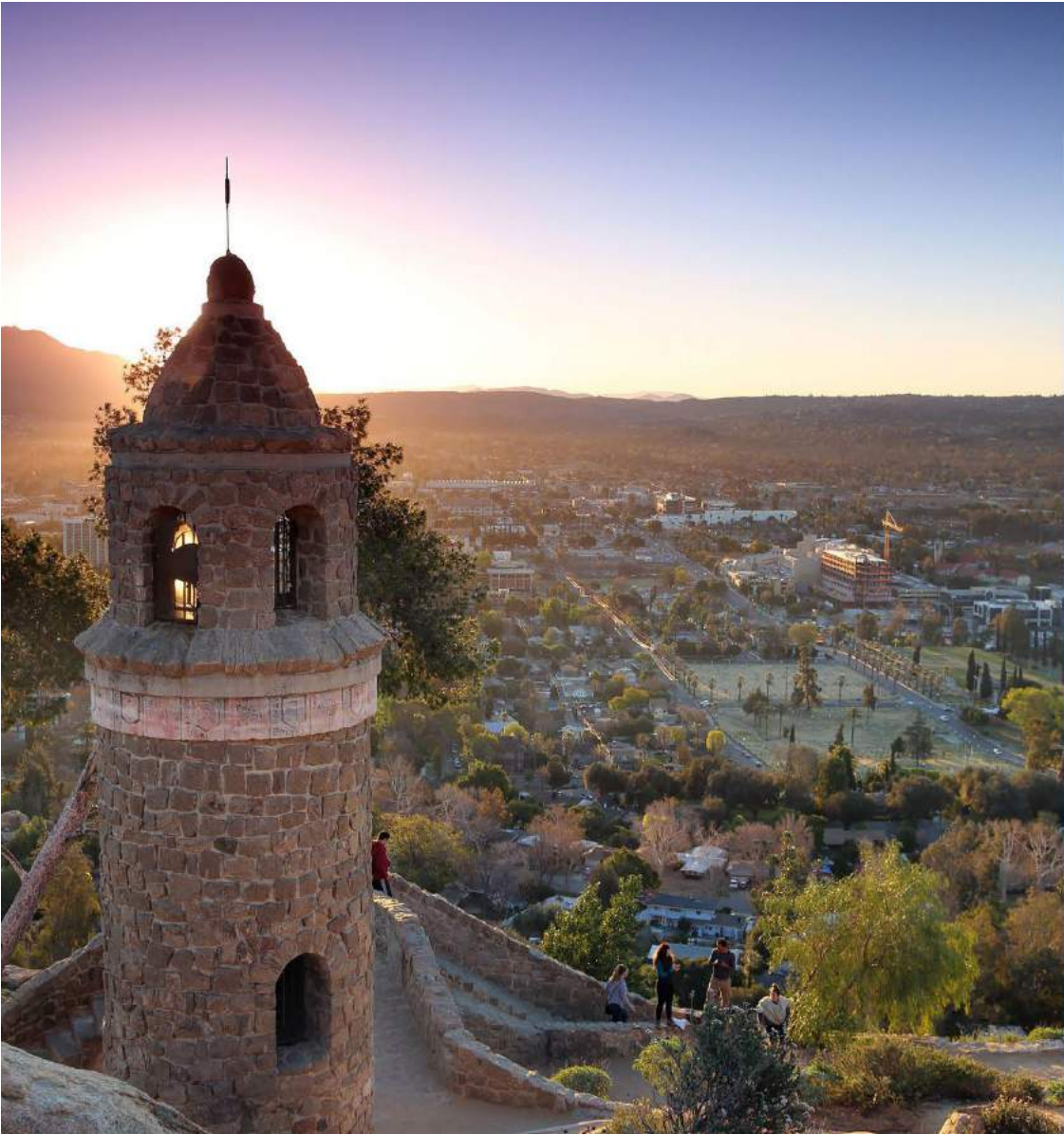


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ACKNOWLEDGMENTS

Riverside City Council and Leadership



Patricia Lock Dawson
Mayor



Erin Edwards
Ward 1



Andy Melendrez
Ward 2



Ronaldo Fierro
Ward 3



Chuck Conder
Ward 4



Gaby Plascencia
Ward 5



Jim Perry
Ward 6



Steve Hemenway
Ward 7

Charter Officers

Kristi J. Smith, Interim City Attorney

Al Zelinka, City Manager

Donesia Gause, City Clerk

Department Heads

David Welch, Community & Economic Development

Edward Enriquez, Finance

Michael Moore, Fire

Carl Carey, General Services

Rene Goldman, Human Resources

George Khalil, Innovation & Technology

Erin Christmas, Library

Robyn Peterson, Museum

Adolfo Cruz, Parks, Recreation & Community Services

Larry V. Gonzalez, Police

Kris Martinez, Public Works

Todd Corbin, Public Utilities





INTRODUCTION

STRATEGIC PLANNING PROCESS

From February – July 2020, several one-on-one interviews were held with the Mayor, Council Members, and key City staff to begin discussions on priorities and goals for the city organization for the next five-year period. Based on the information received from these interviews, a list of eight priority areas were identified for discussion.

The first Strategic Planning Workshop with the Mayor and City Council was held on July 14, 2020 to begin discussions on the eight priority areas. The City Council's collective discussion during this workshop brought to light several opportunities to consolidate the original priority areas into six Strategic Priorities that the City Council is passionate about and is willing

to invest time, energy and resources to accomplish. Several Indicators were identified for each Strategic Priority to help determine whether progress is being made toward an intended result and a list of Cross-Cutting Threads that were present in all priority areas was developed.

A second Strategic Planning Workshop with the Mayor and City Council was held on August 11, 2020 to further discuss the six Strategic Priorities, Indicators, and Cross-Cutting Threads and introduce a draft Vision statement created based on input provided by City Council through an online survey.

On September 15, 2020, the City Council gave preliminary approval of the Riverside 2025 Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Envision Riverside 2025 Strategic Plan. The final Strategic Plan was approved by the City Council on October 20, 2020.

STRATEGIC PLAN STRUCTURE

The Envision Riverside 2025 Strategic Plan is comprised of two components:

- 1. **City Council Strategic Policy** - This section sets forth the priorities and policy direction of the City Council to advance Riverside's potential and to frame the work efforts of staff over the next five years. This section includes the Vision, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals.
- 2. **Operational Workplan** - This section sets forth envisioned actions to be carried out by City staff to implement the City Council Strategic Policy, as well as related metrics to track the trendlines of progress toward achieving City Council priorities. This section includes the Actions and Performance Metrics and will be evaluated and updated by the City Manager on an as-needed basis in conjunction with the City's budget cycle.

DEFINITION OF TERMS

Below is a list of common terms and definitions that are used throughout this document in reference to the Envision Riverside 2025 Strategic Plan:

- **Vision:** An ideal statement that captures the essence of what the City Council wants the City organization to achieve as a result of implementing the strategic plan and its priorities. The Vision is stated in the present tense, describing what will result from the Strategic Plan.
- **Mission:** A general statement of how the City organization will achieve the Vision.
- **Cross-Cutting Threads:** Major themes incorporated throughout all areas of the Riverside 2025 Strategic Plan that are reflected in all our outcomes. Implementation of all Strategic Priorities should advance – or at least be neutral towards – all Cross-Cutting Threads.
- **Strategic Priorities:** Broad areas in which the City Council wants the City Team to invest time, energy and resources to accomplish the Vision.
- **Indicators:** Quantitative or qualitative forms of evidence that enable the City to assess progress toward achieving the Vision and Strategic Priorities (also known as "signals of success")
- **Goals:** General aspirations (expressed as outcomes) toward which effort will be directed by the City Team to advance a Strategic Priority. More than one Goal may be developed for each Strategic Priority; each Goal drives the definition of Actions (or tasks) that comprise the work plans for the City Team.
- **Actions:** Specific activities or tasks (inputs) comprising the work plans for the City Team that cause specific "outputs" and contribute to larger measurable outcomes.
- **Performance Metrics:** Consistent with City Council-accepted indicators, specific data-driven measures that determine the extent to which Goals and Actions are resulting in progress toward attaining the City Council's Vision and Strategic Priorities.

CROSS CUTTING THREADS



STRATEGIC PRIORITIES





VISION & MISSION

Envision Riverside 2025

Riverside is a city where every person is respected and cherished, where equity is essential to community well-being, where residents support one another, and where opportunities exist for all to prosper. In Riverside, everyone comes together to help the community, economy and environment reach their fullest potential for the public good.

Aspirational Descriptions Capturing Riverside in 2025

Diverse, Engaged, Inclusive, Caring, People-Powered, Sustainable, Walkable, Well-Maintained, Safe, Respectful, Thriving, Nurturing, Human-Centered, Prepared, Affordable, Informed, Artistic, Playful, Welcoming...
this is the Riverside Community in 2025.

Growing, Job-Abundant, Fiscally Secure, Equitable, Innovative, Connected, Green, Entrepreneurial, Creative, Entertaining, Food Secure, Partnering, Housing for All, Resilient...
this is the Riverside Economy in 2025.

Clean, Renewable, Natural, Stewarded, Green, Beautiful...
this is the Riverside Environment in 2025.

Mission

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community.

CROSS-CUTTING THREADS

Major themes that exist within the Envision Riverside 2025 Strategic Plan and should be reflected in all our outcomes include:

Community Trust – Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards & Commissions, and timely and reliable information. Activities and actions by the City serve the public interest, benefit the City's diverse populations, and result in greater public good.

Equity – Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity, geographic, and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has equal access to share in the benefits of community progress.

Fiscal Responsibility – Riverside is a prudent steward of public funds and ensures responsible management of the City's financial resources while providing quality public services to all.

Innovation – Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.

Sustainability and Resiliency – Riverside is committed to meeting the needs of the present without compromising the needs of the future and ensuring the City's capacity to persevere, adapt and grow during good and difficult times alike.



STRATEGIC PRIORITIES

The Riverside City Council adopted six Strategic Priorities and associated Indicators and Goals for each priority on October 20, 2020. The Strategic Priorities are listed below in alphabetical order. It should not be interpreted that a priority early in the list is of greater priority than one later in the list.



Arts, Culture and Recreation

Provide diverse community experiences and personal enrichment opportunities for people of all ages.

INDICATORS

- Lifelong Learning
- Shared Uses and Partnerships
- Arts and Cultural Opportunities
- Access to Parks, Trails and Open Spaces
- Programs and Amenities

GOALS

- 1.1. Strengthen Riverside's portfolio of arts, culture, recreation, senior, and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities, and fund development.
- 1.2. Enhance equitable access to arts, culture and recreational service offerings and facilities.
- 1.3. Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.
- 1.4. Prioritize safety at parks, trails, arts, cultural and recreational facilities.
- 1.5. Support programs and amenities to further develop literacy, health, and education of children, youth and seniors throughout the community.



Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

INDICATORS

- Housing Supply & Attainability
- Public Safety
- Public Health
- Placemaking
- Homelessness
- Household Resilience

GOALS

- 2.1. Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.
- 2.2. Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.
- 2.3. Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.
- 2.4. Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.
- 2.5. Foster relationships between community members, partner organizations, and public safety professionals to define, prioritize, and address community safety and social service needs.
- 2.6. Strengthen community preparedness for emergencies to ensure effective response and recovery.



Economic Opportunity

Champion a thriving, enduring economy that provides opportunity for all.

INDICATORS

- Workforce Development and Success
- Business Development and Success
- Local Investment
- Regional Partnerships
- Economic Mobility

GOALS

- 3.1.** Facilitate partnerships and programs to develop, attract and retain innovative business sectors.
- 3.2.** Work with key partners in implementing workforce development programs and initiatives that connect local workers with high quality employment opportunities and provide access to education and training in Riverside.
- 3.3.** Cultivate a business climate that welcomes innovation, entrepreneurship and investment.
- 3.4.** Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.
- 3.5.** Lead public-private partnerships to build resources and grow the capacity of the local food system.



Environmental Stewardship

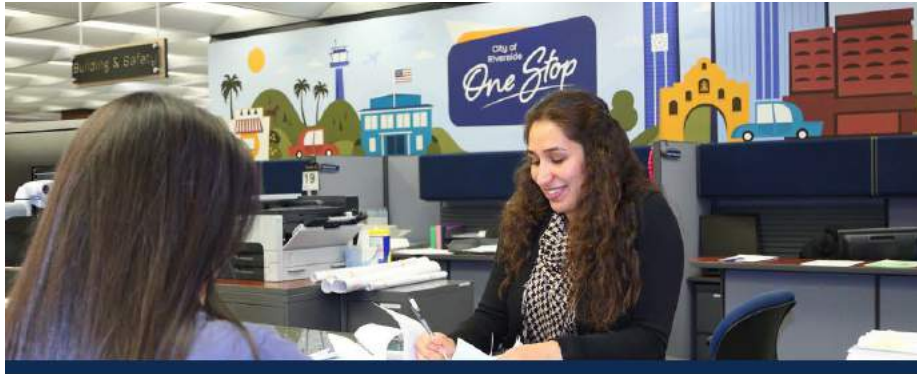
Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green new economy for current and future generations.

INDICATORS

- Water Quality, Supply, Efficiency & Reliability
- Climate Resiliency, Carbon Footprint & Air Quality
- Usage, Condition & Quality of Public Lands
- Local Food System Vitality
- Environmental Justice
- Renewable Resource Usage & Waste Reduction

GOALS

- 4.1.** Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.
- 4.2.** Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.
- 4.3.** Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breathe healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).
- 4.4.** Implement measures and educate the community to responsibly manage goods, products and services throughout their life cycle to achieve waste reduction outcomes.
- 4.5.** Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.
- 4.6.** Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.



High Performing Government

Provide world class public service that is efficient, accessible and responsive to all.

INDICATORS

- Community-Centered Service
- Adaptive Organization
- Financial Health
- Equity in Delivery of City Services
- Civic Engagement
- City Team Engagement

GOALS

- 5.1. Attract, develop, engage and retain a diverse and highly skilled workforce across the entire City organization.
- 5.2. Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making, and ensure services are accessible and distributed equitably throughout all geographic areas of the City.
- 5.3. Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.
- 5.4. Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.
- 5.5. Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.



Infrastructure, Mobility & Connectivity

Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.

INDICATORS

- Access to Transportation Choices
- Infrastructure Quality and Reliability
- Outside Investment
- Smart City Ecosystem
- Greening Facilities, Fleet and Systems

GOALS

- 6.1. Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare, and community amenities.
- 6.2. Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability, and facilitate connectivity.
- 6.3. Identify and pursue new and unique funding opportunities to develop, operate, maintain, and renew infrastructure and programs that meet the community's needs.
- 6.4. Incorporate Smart City strategies into the planning and development of local infrastructure projects.

APPENDIX A

OPERATIONAL WORKPLAN v.1.1 – Presented to City Council on May 4, 2021



Arts, Culture and Recreation

Provide diverse community experiences and personal enrichment opportunities for people of all ages.

Goal 1.1: Strengthen Riverside's portfolio of arts, culture, recreation, senior and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities and fund development		
Performance Metrics: <ul style="list-style-type: none"> PM 1.1.1: Number of non-profits providing services through partnerships and collaborations <ul style="list-style-type: none"> Parks, Recreation and Community Services Department (Parks) <ul style="list-style-type: none"> 56 non-profit collaborations in 2020 Target = Increase to 60 non-profit collaborations in FY 21/22 Museum Department (Museum) <ul style="list-style-type: none"> 26 non-profit partnerships in 2020 Target = Maintain at or above 24 partnerships Arts & Culture (CEDD) <ul style="list-style-type: none"> 90 non-profit partnerships in 2020 Target = Maintain at or above 90 partnerships 		
Action 1.1.1: Prepare a strategy to assess the City's role, priorities, and commitment as a partner, operator and/or manager in City-owned arts, culture, and entertainment facilities, including, but not limited to, The Box, The Cheech, Fox Performing Arts Center, and Riverside Municipal Auditorium. Ensure clarity in communications regarding the City's role for each facility.	Lead Dept: CEDD, Library, Museum, PRCSD	Status: Tier 1 Currently underway/ ongoing
Action 1.1.2: Develop a thorough and easily accessible database and/or system for the community to access arts, culture, library and entertainment opportunities, including, but not limited to, cultural mapping and web presence.	Lead Dept: CEDD, Library, Museum	Status: Tier 1 Currently underway/ ongoing
Action 1.1.3: Complete the Museum of Riverside renovation and expansion project to enrich the Mission Inn Avenue cultural corridor.	Lead Dept: Museum, General Services	Status: Tier 1 Currently underway/ ongoing
Action 1.1.4: Identify, implement and communicate an equitable fund development program with dedicated staff to pursue additional funding and resources for arts, culture, entertainment, library, recreation and senior programs and opportunities.	Lead Dept.: CEDD, Library, Museum, PRCSD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 1.1.5: Prepare an Arts Master Plan for the City to become an "outdoor art gallery" and create sustainable process, procedures, and policies for all arts, culture and entertainment.	Lead Dept: CEDD, Library, Museum, PRCSD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 1.1.6: Develop the mechanism and authority for instituting up to a one percent charge on all development projects for an art program for both private and public capital projects exceeding \$10 million in construction costs to support arts and cultural programs that include, but are not limited to public art, grants and programming (internal and community).	Lead Dept: CEDD, Library, Museum, PRCSD	Status: Tier 3 Program in FY 23/24 – 24/25

Goal 1.2: Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.		
Performance Metrics: <ul style="list-style-type: none"> PM 1.2.1: Demographic information on program participants (race/ethnicity, age, location/ward) <ul style="list-style-type: none"> Parks, Library and Museum will begin collecting and tracking demographic data across a broad range of programming in FY 21/22 		
Action 1.2.1: Provide diverse year-round programming including arts, culture, entertainment, adult mentoring, and volunteer support programs for youth that focuses on collaboration, opportunities, and resources in the community at the Youth Innovation Center, Youth Opportunity Center, Riverside Arts Academy and other locations throughout the City.	Lead Dept: PRCSD, Museum	Status: Tier 1 Currently underway/ ongoing
Action 1.2.2: Utilize our libraries, parks, arts, and cultural assets cross-departmentally and equitably for intergenerational support, lifelong education, and personal enrichment through meaningful community engagement. Support community participation and engagement for all members of the community.	Lead Dept: Library, Parks, Museum	Status: Tier 1 Currently underway/ ongoing
Action 1.2.3: Enhance and expand formal and informal relationships with all external educational institutions to integrate city and non-profit arts, culture, and recreational programming with curriculum and ensure equitable access with shared facilities and uses.	Lead Dept: Library Supporting Dept: Museum, PRCSD	Status: Tier 1 Currently underway/ ongoing
Action 1.2.4: Develop and implement a diverse and dynamic marketing plan, including, but not limited to, digital, print, graphic, web and social media for all arts, culture, library, recreation, and cultural tourism programming citywide.	Lead Dept: Museum, CMO/ Marketing	Status: Tier 2 Program in FY 21/22 – 22/23
Goal 1.3: Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.		
Performance Metrics: <ul style="list-style-type: none"> PM 1.3.1: Percent of residents who say the parks and recreational spaces in Riverside meet their needs (Parks) <ul style="list-style-type: none"> 73.4% in 2019 (per QOL Survey) Target = increase to 75% 		
Action 1.3.1: Complete trails master plan, including a detailed five-year spending plan.	Lead Dept: PRCSD, CEDD, Public Works	Status: Tier 1 Currently Underway/ ongoing
Action 1.3.2: Create three park master plans every two years.	Lead Dept: PRCSD, CEDD, Library, Museum	Status: Tier 4 Contingent on capacity and resources for implementation
Action 1.3.3: Create a GIS-based Park Inventory and Assessment Plan for each park, including existing park and facility improvements and amenities.	Lead Dept: PRCSD, CEDD, Library, Museum, General Services	Status: Tier 3 Program in FY 23/24 – 24/25

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Goal 1.4: Prioritize safety at parks, trails, arts, cultural and recreational facilities.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 1.4.1: Percentage of residents who feel safe at park and recreation facilities (Parks) <ul style="list-style-type: none"> 75% (per P&R Master Plan survey) Target = Increase by 5% annually over 5 years PM 1.4.2: Number of incident reports at City Libraries (Library) <ul style="list-style-type: none"> 382 incidents in FY 2018/19 Target = reduce incidents by 5% annually over 5 years (25% total reduction) 		
Action 1.4.1: Develop and strengthen policies and programs that ensure all residents can access city facilities in a safe manner (e.g. Safe Space designation, unaccompanied minor policies, Codes of Conduct, etc.)	Lead Dept: Library, Museum, PRCSD, General Services	Status: Tier 1 Currently underway/ ongoing
Action 1.4.2: Provide safety training for all staff who work in libraries, museums, recreational public sites and arts and culture programs.	Lead Dept: HR Supporting Dept: Library, Museum, PRCSD	Status: Tier 1 Currently underway/ ongoing
Action 1.4.3: Modify Safety Survey, analyze and prioritize safety results to address the public's perception of safety at all arts, culture, entertainment and recreation events, programs, trails and facilities, including the Santa Ana River.	Lead Dept: PRCSD, CEDD, Library, Museum, General Services, PD, Fire	Status: Tier 2 Program in FY 21/22 – 22/23
Action 1.4.4: Create a plan to reinstate the Park Ranger Program and expand program to include libraries. Identify goals, expectations and funding to implement the plan.	Lead Dept: PRCSD, Library	Status: Tier 2 Program in FY 21/22 – 22/23

Goal 1.5: Support programs and amenities to further develop literacy, health and education of children, youth and seniors throughout the City.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 1.5.1: Percentage of children entering Kindergarten ready (read 1,000 books before Kindergarten) (Library) <ul style="list-style-type: none"> Library will start tracking data beginning September 2021 Target = 3% annual increase over 5 years PM 1.5.2: Completion of adult/family literacy goals on an annual basis (Library) <ul style="list-style-type: none"> Baseline = 30% Target = 3% annual increase over 5 years PM 1.5.3: Number of participants attending Senior programs (Parks) <ul style="list-style-type: none"> Baseline = 55,200 seniors in FY 18/19 Target = increase by 5% annually over 5 years (25% total) PM 1.5.4: Number of Art Classes provided by PRCSD (Parks) <ul style="list-style-type: none"> 137 classes offered in FY 2021 Target = increase by 5% annually over 5 years (25% total) PM 1.5.5: Number of education-based community programs offered by PRCSD (Parks) <ul style="list-style-type: none"> 319 classes offered in FY 2021 Target = increase by 2% annually over 5 years (10% total) 		
Action 1.5.1: Launch citywide early childhood literacy campaign and enhance visibility of adult literacy programs	Lead Dept: Library, Museum, PRCSD, CEDD	Status: Tier 1 Currently underway/ ongoing
Action 1.5.2: Expand volunteer opportunities and program offerings for seniors.	Lead Dept: HR, Library, Museum, PRCSD	Status: Tier 1 Currently underway/ ongoing
Action 1.5.3: Expand Project Bridge program to reduce rates of dropout, gang recruitment and similar.	Lead Dept: PRCSD, Library, Museum, CEDD, PD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 1.5.4: Expand opportunities for all non-profits to offer arts, culture, entertainment, educational and recreational programs at city facilities for youth through seniors.	Lead Dept: CEDD, Library, Museum, PRCSD	Status: Tier 3 Program in FY 23/24 – 24/25

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Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

Goal 2.1. Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.		
Performance Metrics: <ul style="list-style-type: none"> PM 2.1.1: Number of new residential units, including ADUs and JADUs, permitted annually (CEDD) <ul style="list-style-type: none"> 449 units permitted in 2020 (388 residential and 61 ADUs) Target = 683 units in 2021 (600 residential and 83 ADUs) PM 2.1.2: Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized) (CEDD) <ul style="list-style-type: none"> 0% of permitted units affordable in 2020 Target = 11% of permitted units affordable in 2021 PM 2.1.3: Time to process housing project entitlements through the City (CEDD) <ul style="list-style-type: none"> Planning will begin tracking data in FY 21/22 Target = Process 80% of Housing Element site entitlements within 6 months 		
Action 2.1.1 Update the City's General Plan, including the Housing Element, to implement adopted housing policies that promote housing production. (CEDD)	Lead Dept: CEDD	Status: Tier 1 Currently underway/ongoing
Action 2.1.2 Develop a promotional campaign that focuses on attracting housing developers to Riverside by promoting Streamline Riverside, opportunities for by-right housing development and the City as pro-housing to protect neighborhood quality of life.	Lead Dept: CMO/Marketing	Status: Tier 1 Currently underway/ongoing
Action 2.1.3 Update the City's zoning ordinance and other relevant portions of the RMC to encourage compact development promoting housing near transit to ensure affordable housing options throughout Riverside.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.1.4 Prepare creative land use regulations that include: Adaptive Reuse Ordinance, Inclusionary Zoning, Density Bonus Ordinance, and Infill Ordinance to create incentives for housing development.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.1.5 Develop standard plans, streamlined processes and promotional materials that promote ADUs, and other unique types of housing, to increase housing production in the City.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Goal 2.2. Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.		
Performance Metrics: <ul style="list-style-type: none"> Number of homeless individuals identified through the Point in Time (PIT) count (CMO/OHS) <ul style="list-style-type: none"> 587 individuals in FY 19/20 (PIT count did not occur in 2020 due to COVID-19) Number of individuals housed through Tenant Based Rental Assistance (CMO/OHS) <ul style="list-style-type: none"> 72 individuals in FY 20/21 Number of homeless shelter beds (CMO/OHS) <ul style="list-style-type: none"> 169 existing beds in 2020 51 proposed beds in 2020 Percentage of residents who say they are satisfied with the progress the City has made in addressing homelessness (CMO) <ul style="list-style-type: none"> 30.7% in 2019 (per QOL survey) Increase to 40% 		

Action 2.2.1 Identify and apply for grants, and pursue other funding strategies, that facilitate the development of affordable housing in partnership with high-quality developers, public agencies, and non-profit organizations.	Lead Dept: Office of Homeless Solutions	Status: Tier 1 Currently underway/ongoing
Action 2.2.2 Pursue partnerships with high-quality developers and other public agencies and non-profit organizations to aggressively pursue grant funding opportunities that facilitate the development of housing that is affordable to the City's residents.	Lead Dept: Office of Homeless Solutions	Status: Tier 1 Currently underway/ongoing
Action 2.2.3 Develop a coordinated ecosystem of programs alongside partner agencies and non-profit organizations that effectively prevent the incidence of homelessness by proactively working to address the varied issues that lead to it.	Lead Dept: Office of Homeless Solutions	Status: Tier 1 Currently underway/ongoing
Action 2.2.4 Update the City's Homeless Strategy for the broad spectrum of individuals experiencing homelessness and with a focus on regional equity, efficient and effective use of resources, addresses disparities, provides supportive services, prevents homelessness, and supports housing stability.	Lead Dept: Office of Homeless Solutions	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.2.5 Refine outreach efforts to include needs-based best practices to better address the broad spectrum of individuals experiencing homelessness and that facilitate an exit of the condition.	Lead Dept: Office of Homeless Solutions	Status: Tier 4 Contingent on capacity & resources for implementation
Goal 2.3. Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.		
Performance Metrics: <ul style="list-style-type: none"> PM 2.3.1: Percentage of residents who say they feel a sense of belonging to their community (CMO) <ul style="list-style-type: none"> 84% in 2019 (per QOL survey) Target = Increase to 90% PM 2.3.2: Percentage of residents who say they are proud to live in Riverside (CMO) <ul style="list-style-type: none"> 92% in 2019 (per QOL survey) Target = Increase to 95% 		
Action 2.3.1. Develop and implement creative solutions focusing on technology that expands and enhances community outreach and engagement opportunities.	Lead Dept: CEDD, IT	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.3.2. Conduct meetings with neighborhoods on a rotating basis to engage residents and understand their vision for their community and the improvements needed or desired.	Lead Dept: CEDD, Police	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.3.3. Prepare a long-range Urban Design Strategy focused on strengthening the image of Riverside, including future design projects that contribute to healthy, equitable, resilient, and economically vibrant community.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.3.4. Create a network of resources through community partnerships to support the community with social services that promote health and well-being.	Lead Dept: Office of Sustainability, CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.3.5 Create an Urban Design Studio within the City that focuses on community-based placemaking resulting in more attractive, functional, and playful neighborhoods, public spaces, and districts.	Lead Dept: CEDD	Status: Tier 2 Program in FY 23/24 – 24/25

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Action 2.3.6 Prepare Urban Design Plans for neighborhoods that promote walkability, access to services and proximity to public transit.	Lead Dept: CEDD	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.3.7. Focus on enhancing needs for stability, well-being, and resiliency throughout the lifespan, ensuring that everyone has access to the services they need from infants to seniors.	Lead Dept: CMO, CEDD, PRCSD, Library	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.3.8. Develop a community benefit fund to use for projects and programs that eliminate barriers to access safe and healthy food for all community members.	Lead Dept: RPU, CEDD	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.3.9. Convert parkways to community gardens through maintenance agreements with community-based organizations and grant funding	Lead Dept: CEDD, PW	Status: Tier 4 Contingent on capacity & resources for implementation
Goal 2.4. Support programs and innovations that enhance community safety, encourage neighborhood engagement and build public trust.		
Performance Metrics: <ul style="list-style-type: none"> PM 2.4.1: Percentage of residents who feel safe to walk in their neighborhood (CMO) <ul style="list-style-type: none"> 70% in 2019 (per QOL survey) Increase to 75% PM 2.4.2: Average time to fulfill public records requests (City Clerk) <ul style="list-style-type: none"> 4 days in 2020 Target = Maintain below 6 days 		
Action 2.4.1 Collaborate with community organizations to identify strategies to confront racism.	Lead Dept: Office of Sustainability	Status: Tier 1 Currently underway/ ongoing
Action 2.4.2 Using trained City employees, engage community members, especially those historically marginalized, in a timely, accessible, and respectful manner on topics they prioritize.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.4.3 Conduct and report out on a bi-annual Quality of Life Survey (odd years) to understand the perspectives of Riverside residents.	Lead Dept: CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.4.4 Create a marketing program which instills reminders to sworn officers regarding expected conduct, behavior, and ethics.	Lead Dept: Police, Marketing	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.4.5 Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.4.6 Actively participate in local and regional discussions on racism and host community meetings with experts to learn about successful practices to confront racism.	Lead Dept: Office of Sustainability	Status: Tier 4 Contingent on capacity & resources for implementation

Action 2.4.7. Establish a small grant program to support organizations that focus on issues of racism.	Lead Dept: Office of Sustainability	Status: Tier 4 Contingent on capacity & resources for implementation
Goal 2.5. Foster relationships between community members, partner organizations and public safety professionals to define, prioritize and address community safety needs and social services.		
Performance Metrics: <ul style="list-style-type: none"> Number of community meetings attended by Police Department staff (Police) <ul style="list-style-type: none"> 850 meetings in 2019 Target = increase by 3% over a five-year period (875 by 2025) Number of emergency calls responded to by the Fire Department (Fire) <ul style="list-style-type: none"> 2018 = 37,216 calls 2019 = 37,999 calls 2020 = 37,468 calls 		
Action 2.5.1 Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.	Lead Dept: CEDD, Police, Fire	Status: Tier 1 Currently underway/ ongoing
Action 2.5.2 Foster relationships by providing and promoting services that increase the well-being of our residents and increase safety awareness. Pursue programs that increase safe and thriving environments that positively impact residents.	Lead Dept: CEDD, Police, Fire	Status: Tier 1 Currently underway/ ongoing
Action 2.5.3 Prepare a plan and implement a camera collaborative between public safety, public works, and private entities.	Lead Dept: Police, IT	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.5.4 Develop a Holistic Community-Based Safety Strategy that identifies programs that improve safety that help neighborhoods thrive, identifies actions that positively impact residents and ensures timely, equitable, and effective safety outcomes for the City.	Lead Dept: CEDD, Police, Fire	Status: Tier 3 Program in FY 23/24 – 24/25
Action 2.5.5 Review and revise public safety policy and procedures to enhance community transparency, accountability, and conflict de-escalation training.	Lead Dept: Police	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.5.6. Integrate happiness-related indicators into health impact assessments during new community projects.	Lead Dept: PRCSD, CEDD	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.5.7. Develop micro and macro safety prediction models to develop effective community preparedness programs.	Lead Dept: Police, Fire	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.5.8. Create and implement a Quality Improvement Program to improve the performance of public safety services.	Lead Dept: Police	Status: Tier 4 Contingent on capacity & resources for implementation

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Goal 2.6. Strengthen community preparedness for emergencies to ensure effective response and recovery.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 2.6.1: Number of local volunteers trained in Community Emergency Response Teams (CERT) (Fire) <ul style="list-style-type: none"> 1,696 volunteers trained in CERT PM 2.6.2: Number of Basic CERT classes conducted: (Fire) <ul style="list-style-type: none"> 84 classes conducted since CERT program began in 2004 Increase to 87 classes in FY 21/22 [3 new classes beginning in August 2021] 		
Action 2.6.1 Develop consistent ongoing training to develop knowledge and skills across all City departments for emergency preparedness, response, and recovery with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized communities.	Lead Dept: Police, CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.6.2 Develop and implement a strategy to expand participation in CERT classes to enhance the public's awareness of emergency response situations.	Lead Dept: Police, CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.6.3. Create and implement Citywide policies and programs to advance sustainability and resiliency goals to mitigate/adapt for climate change, and ensure the City is better prepared to survive and recover from natural and human caused disasters.	Lead Dept: Office of Sustainability, CEDD, PW, RPU	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.6.4 Communicate through mail, email, and Everbridge "Ready Riverside" information to the Riverside community.	Lead Dept: Fire, CMO/Marketing	Status: Tier 2 Program in FY 21/22 – 22/23
Action 2.6.5 Assess the vulnerabilities and interdependencies that exist for critical City infrastructure and facilities. Prioritize actions and investments to prevent and mitigate the identified risks.	Lead Dept: General Services, CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 2.6.6 Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency in ways that effectively connect people with accurate information, critical assistance, and support systems for response and recovery.	Lead Dept: Fire, CMO/Marketing	Status: Tier 4 Contingent on capacity & resources for implementation
Action 2.6.7 Create an inventory of community organizations and resources that are available to all residents and can assist with meeting their needs at all stages of life.	Lead Dept: PRCSD, CEDD	Status: Tier 4 Contingent on capacity & resources for implementation

**Economic Opportunity**

Champion a thriving, enduring economy that provides opportunity for all.

Goal 3.1. Facilitate partnerships and programs to develop, attract and retain innovative business sectors.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 3.1.1: Number of businesses attending city-sponsored and partner organization mentoring, coaching and technical assistance activities¹ (CEDD) <ul style="list-style-type: none"> 755 businesses (2019), 1031 businesses (2020) PM 3.1.2: New and renewing business license² (CEDD) <ul style="list-style-type: none"> 564 business licenses in Q4 CY2020 PM 3.1.3: Business closures² (CEDD) <ul style="list-style-type: none"> 36 in Q4 CY 2020 		
Action 3.1.1. Develop, market and maintain effective channels for information sharing with the business community to provide access to knowledge and resources.	Lead Dept: CEDD, CMO/Marketing	Status: Tier 1 Currently underway/ongoing
Action 3.1.2. Foster and strengthen partnerships for collaborative Economic Development including continued support for various Chambers of Commerce, representation on relevant boards and commissions, facilitation of initiative-based partnerships, and creation of an Economic Development Corporation to oversee citywide economic development.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ongoing
Action 3.1.3. Identify local industry gaps and develop and implement specific business attraction and expansion programs to promote business mix diversification.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.1.4. Grow local business relationships and partnerships through dedicated outreach and visitation programs.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.1.5. Work with partners to promote the region as a viable business friendly incubator with a large pool of college educated workers.	Lead Dept: CEDD, CMO/Marketing	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 3.2: Work with key partners in implementing workforce development programs and initiatives that connect local talent with high quality employment opportunities and provide access to education and training in Riverside.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 3.2.1: Number of CTE/vocational programs and alternative workforce development programs (e.g. apprenticeships).¹ (CEDD) <ul style="list-style-type: none"> 34 (RUSD & AUSD) in 2019 PM 3.2.2: Number of graduates from CTE/vocational programs.¹ (CEDD) <ul style="list-style-type: none"> 13,634 graduates in 2019 PM 3.2.3: City unemployment rate. (CEDD) <ul style="list-style-type: none"> 8.4% (December 2020) Target = Maintain at or below 4% (multiple factors impact unemployment rate that are not under the purview of the City) 		

¹ The ED team is working to strengthen partnerships and develop new collaborations with local organizations to enhance programs; a target number may be provided for this metric once these efforts materialize.

² A target number may be provided for this metric once the impacts of COVID-19 subside.

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Action 3.2.1. Identify local workforce strengths and weaknesses/barriers, with a special focus on people of color and historically marginalized communities and create a city workforce development roadmap to track and meet regional goals.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.2.2. Support and promote programs that encourage the retention of workforce talent such as first-time homebuyer programs for targeted professionals, forgivable student loan opportunities, job placement programs, community integration (welcome programs, and job fairs.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.2.3. Work with local partners to implement and support innovative apprenticeship, internship and corporate engagement programs.	Lead Dept: CEDD, HR, PRCSD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.2.4. Support and promote educational and vocational training programs to address evolving workforce needs and increase opportunities for economic mobility.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.2.5. Collaborate with partners to leverage local college pool and hold large mixers or "meet the firms" bringing together businesses seeking highly qualified applicants and college educated students looking for local opportunities.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 3.3. Cultivate a business climate that welcomes innovation, entrepreneurship and investment.		
Performance Metrics: <ul style="list-style-type: none"> PM 3.3.1: Number of businesses, developers, brokers, etc. that were provided market research. (CEDD) <ul style="list-style-type: none"> 20 businesses in 2020 Target = 30 businesses in 2021 PM 3.3.2: Total amount of space that was developed or leased through staff efforts (CEDD) <ul style="list-style-type: none"> 16,287 sf in 2020 Target = 15,000 sf in 2021 PM 3.3.3: Number of businesses that obtained angel, seed or venture capital funding (CEDD) <ul style="list-style-type: none"> 14 businesses in 2020 Target = 15 businesses in 2021 		
Action 3.3.1. Complete the Economic Development Action Plan as directed by the City Council and consider rebranding it as an Economic Prosperity Action Plan.	Lead Dept: CEDD	Status: Tier 1 Currently underway; complete in FY 2021/22
Action 3.3.2. Continue to improve city services and promote the One Stop Shop and business liaison services for business expansion and development.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.3.3. Create and implement a development strategy for the first and any subsequent Innovation Districts that establishes it as a testing ground for innovative economic development and investment concepts.	Lead Dept: CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.3.4. Develop a public-facing portal on the City's website to promote investments such as citywide land inventory for both commercial and residential investors and highlighting opportunities to invest in the first Innovation District.	Lead Dept: CEDD, CMO/Marketing, IT	Status: Tier 3 Program in FY 23/24 – 24/25

Action 3.3.5. Promote and implement measures and pilot programs that facilitate or advance clean-tech/green-tech and an innovation and advanced manufacturing economy, including zoning ordinance transformations, public infrastructure investments, feasibility studies and other initiatives.	Lead Dept: CEDD, PW, RPU, Office of Sustainability	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.3.6. Encourage co-working, flexible and creative office space concepts and facilitate development and reuse efforts in appropriate areas to focus on creative spaces and mixed-use environments for entrepreneurs.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.3.7. Identify green jobs citywide and relaunch the "Green-Business Network" program to facilitate and acknowledge local businesses transition, mitigation and adaption for climate change and activities that reduce their GHG emissions.	Lead Dept: OoS, CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 3.4. Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.		
Performance Metrics: <ul style="list-style-type: none"> PM 3.4.1: Percent of city business contracts with local, women and minority-owned businesses. ³ (CEDD) <ul style="list-style-type: none"> Total contracts reported where a PO was created = 160 in 2019 <ul style="list-style-type: none"> Local businesses = 30% Women-owned = 0% Minority-owned = 0% PM 3.4.2: Number of active partnership projects (CEDD) <ul style="list-style-type: none"> 9 partnerships in 2019 Target = 5 partnerships in 2021 		
Action 3.4.1. Foster and support relationships with microlenders, local credit unions and banks as well as private and institutional investors.	Lead Dept: CEDD, Finance	Status: Tier 2 Program in FY 21/22 – 22/23
Action 3.4.2. Create "Tell the Riverside Story" campaign to capitalize on Riverside's assets and raise community awareness. Engage developers, businesses and community leaders in becoming local storytellers.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.4.3. Evaluate opportunities to provide/enhance local business preference for city contracts and implement as appropriate.	Lead Dept: Finance	Status: Tier 3 Program in FY 23/24 – 24/25
Actions 3.4.4. Identify and advance local business-to-business connections, ship local initiatives and business advocacy groups that minimize gentrification and reduce the leakage of dollars, businesses and talent from the City.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.4.5. Assess outcomes of city programs that support entrepreneurship and designated small, minority-owned, women-owned and disadvantaged businesses and optimize for participant success (e.g. business expansion, revenue, profitability)	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Action 3.4.6. Develop and launch a "buy local" campaign to support distribution and increase consumption of local grown foods.	Lead Dept: CEDD, CMO/Marketing	Status: Tier 3 Program in FY 23/24 – 24/25

³ CEDD and Finance are identifying strategies to increase the number of City contracts awarded to women and minority-owned businesses; a target may be provided for this metric once these strategies materialize.

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Goal 3.5. Lead public-private partnerships to build resources and grow the capacity of the local food system.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 3.5.1: Number of participants engaged in programs that build capacity to grow food locally. (CEDD) <ul style="list-style-type: none"> Baseline = 406 in 2019 Target = 250 in 2021 (stakeholders will be re-engaged as part of post COVID-19 recovery efforts) PM 3.5.2: Numbers of acres maintained in agriculture production (CEDD) <ul style="list-style-type: none"> Baseline = 2,666 acres Target = maintain at or above 2,666 acres (includes transition to different specialty crop varieties) 		
Action 3.5.1. Continue to facilitate new and existing programs that attract investments and development of small farms in the greenbelt and across the City.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ ongoing
Action 3.5.2. Continue to facilitate new and existing programs to build capacity (skills, knowledge) among local and regional farmers to produce, distribute and market locally grown food.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ ongoing
Action 3.5.3. Acquire land resources to develop and build an urban agriculture training center in the Northside at 895 & 900 Clark Street.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ ongoing
Action 3.5.4. Connect greenbelt property owners to resources to facilitate transition of acreages to productive agricultural activities.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ ongoing
Action 3.5.5. Update the General Plan to support urban and small farm activities.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25



Environmental Stewardship

Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green new economy for current and future generations.

Goal 4.1. Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 4.1.1: Percentage of onsite energy production (renewable natural gas and electricity) at WQCP from biogas (Public Works) <ul style="list-style-type: none"> 186 million cubic feet of renewable biogas produced in 2020 336 mega watts of renewable electricity produced is used onsite Target = increase biogas production by 100% by January 1, 2023 PM 4.1.2: Percentage of renewable and GHG emissions-free electric generation resources in RPU portfolio (RPU) <ul style="list-style-type: none"> Baseline = 37.6% in 2019; Target = 100% by 2040 		
Action 4.1.1. Establish partnerships with UCR, public agencies and public private partnerships to maximize opportunities for renewable energy implementation and productions, including, but not limited to, biogas, hydrogen and solar.	Lead Dept: Public Works, RPU	Status: Tier 1 Currently underway/ ongoing
Action 4.1.2 Procure adequate power supplies to provide renewable and GHG emissions free electricity to comply with, and where possible, exceed, state laws and regulations and reduce GHG emissions by dates specified to meet the State of California goals of GHG emissions free electricity for electric utility customers by 2045.	Lead Depts: RPU	Status: Tier 1 Currently underway/ ongoing
Action 4.1.3 Study opportunities to integrate solar generation, energy efficiency, fuel switching, energy storage and other advanced technology to support reduction of GHG emissions and integration of all renewable energy resources at public and private facilities, including parking structures, parking lots, and buildings.	Lead Depts: Public Works, CEDD, General Services, RPU	Status: Tier 2 Program in FY 21/22 – 22/23
4.1.4 Maximize development of Biogas to Energy projects by optimizing multiple alternative energy generation sources such as microturbine electrical generation, fuel cell electrical generation, wasteheat recovery, and heat by biogas fueled boilers. (PW, RPU) RG	Lead Dept: Public Works, RPU	Status: Tier 2 Program in FY 21/22 – 22/23
4.1.5 Maximize Renewable Natural Gas by the development of Southern California Gas pipeline interconnection and Biogas Cleanup Process Unit.	Lead Dept: Public Works	Status: Tier 3 Program in FY 23/24 – 24/25
4.1.6. Identify best practices and sustainable methods to address energy affordability.	Lead Dept: RPU	Status: Tier 3 Program in FY 23/24 – 24/25
4.1.7. Develop a 10-year implementation plan of energy generation project priorities in the Integrated Resources Plan.	Lead Dept: RPU	Status: Tier 1 Currently underway/ ongoing

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Goal 4.2. Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.		
Performance Metrics: <ul style="list-style-type: none"> PM 4.2.1: Water treated at RWQCP: (Public Works) <ul style="list-style-type: none"> 9.2 billion gallons in 2020 or 25.3 MGD per day on average Treat 100% of all reclaimed water meeting all regulatory requirements PM 4.2.2: Reclaimed water produced (Ed will remove numbers for Rubidoux, Jurupa and Edgemont CSDs) (Public Works) <ul style="list-style-type: none"> 9,118 million gallons in 2020 (8,146 million gallons used satisfy environmental and other settlement commitments) Target = 100% of all reclaimed water meeting all regulatory requirements PM 4.2.3: Reclaimed water provided by the WQCP to deliver offsite (Public Works) <ul style="list-style-type: none"> 60.3 MG in 2020 Target = Ready to deliver up to 970 million gallons to RPU by 2023 		
4.2.1 Implement One Water through City Council-adopted policy and ordinances, as well as appropriate changes to the City organization.	Lead Dept: RPU	Status: Tier 1 Currently underway/ ongoing
4.2.2 Develop stormwater conveyance systems to automatically divert dry weather water runoff into the Regional Water Quality Control Plant's sanitary sewer collection system.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.2.3 Incorporate water supply planning and stormwater management into the General Plan update	Lead Dept: CEDD, Public Works	Status: Tier 3 Program in FY 23/24 – 24/25
4.2.4 Develop projects to remove salt and pollution of emerging concerns such as Per- and polyfluoroalkyl (PFAS) to produce high quality recycled water for community reuse and support Santa Ana River habitat.	Lead Dept: Public Works	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 4.3. Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breathe healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).		
Performance Metrics: <ul style="list-style-type: none"> PM 4.3.1: Reduce the number of days annually when Riverside-Rubidoux area exceeds the EPA 8-hour ozone standard of 0.070 ppm (Public Works) <ul style="list-style-type: none"> 63 days in 2019 South Coast Air Quality Management District Regional Target = 0 days by August 3, 2038 PM 4.3.2: WQCP Environmental Compliance inspections completed per year (Public Works) <ul style="list-style-type: none"> Baseline = 3,718 inspections in 2019 Target = 4,000 inspections by 2022 		
4.3.1 Develop and implement new actions and strategies that will reduce transportation induced emissions, including, but not limited to: 1) congestion and freight roadway pricing; 2) reduced parking requirements or parking maximums in High Quality Transit Areas; 3) lane reduction projects and use planned roadway widening projects to enhance active transportation or provide a transit lane; 4) upgrade and/or install Fiber Optic Traffic Signal Interconnect along the major arterials with the objective of enabling eco-driving signal and connected vehicle technology; 5) create an Internal Travel Demand Policy for City employees; 6) implement Bus Rapid Transit with RTA Route 1/Gold Line as a first priority.	Lead Dept: Public Works, CEDD	Status: Tier 2 Program in FY 21/22 – 22/23

4.3.2 Activate clean air centers, similar to cooling center, where residents can get reprieve from poor air quality during large fires.	Lead Dept: PRCSD, RPU	Status: Tier 2 Program in FY 21/22 – 22/23
4.3.3 Ensure that environmental justice is considered in decision making at the City by: 1) including it in the development of a Triple-Bottom-Line evaluation process for City projects; and 2) raising public awareness of the issues through ongoing meetings with community members and partner agencies.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
4.3.4 Involve local groups and leadership of diverse backgrounds and provide equitable access to the decision-making process that affects health and environmental benefits/burdens.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
4.3.4 Establish a multi-jurisdictional Traffic Management Center to facilitate implementation of transportation policies on a regional scale. Partner with Caltrans, Moreno Valley, Colton, Corona and other agencies.	Lead Dept: Public Works	Status: Tier 3 Program in FY 23/24 – 24/25
4.3.5 Study the potential to implement Transfer of Development Rights and Land Banks to facilitate separation of non-compatible uses.	Lead Dept: CEDD	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 4.4. Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.		
Performance Metrics: <ul style="list-style-type: none"> PM 4.4.1: Tons of waste landfilled (Public Works) <ul style="list-style-type: none"> 311,929 tons of trash landfilled in 2020 PM 4.4.2: Rate of recycling (Public Works) <ul style="list-style-type: none"> 31.11% of waste was recycled in 2020 Increase to 33% by 2023 		
4.4.1 Collaborate with local food industry partners to encourage a zero-waste mentality through measures including: customer incentive programs, restaurant recycling programs, and sustainable purchasing practices.	Lead Dept: Public Works, CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
4.4.2 Develop and adopt an organizational waste reduction strategy with an objective of approaching zero-waste for City operations by 2040.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.4.3 Support Organic and Green Waste management by pursuing grants and public/private partnerships to put in place refuse and organics service contracts that divert waste from the landfill/transfer station to the RWQCP for bio-methane production and energy generation in support of state legislative requirements.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.4.4 Pursue all available programs to receive waste reduction credits and maximize the value of those credits to support City incentives for waste reduction and diversion by 2040.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.4.5 Provide resident education of responsible waste management through refuse bill attachments, vehicle decals, and waste bins.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23

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Goal 4.5. Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.		
Performance Metrics: <ul style="list-style-type: none"> PM 4.5.1: Number of identified parkways to be converted to Community Gardens using community-based organizations. (Public Works) <ul style="list-style-type: none"> Baseline = 0 parkways converted Target = establish one new Community Garden in the public ROW by 2024 		
4.5.1 Pursue a variety of funding sources & partnership opportunities to preserve, protect and enliven the natural resource of the Santa Ana River through habitat and species conservation, advancement of 'One Water One Riverside', fire prevention engagement, regional collaboration with County and neighboring cities, homeless outreach, and investment in programming & placemaking at trailhead locations.	Lead Dept: OHS, RPU, Public Works, Fire, PRCSO, Mayor's Office	Status: Tier 1 Currently underway / ongoing
4.5.2 Deploy innovative access management techniques and policies along the Santa Ana River Trail and other open spaces to reduce damage to local ecosystems	Lead Dept: Public Works, PRCSO	Status: Tier 2 Program in FY 21/22 – 22/23
4.5.3 Boost green infrastructure citywide by planting trees in parks, public spaces, and private areas along with adding landscaping around buildings, green roofs and promoting healthy soils management, including compost applications.	Lead Dept: Public Works, Parks, CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
4.5.4 Preserve and maintain existing park land, including open and natural spaces, and increase public and private greenspaces citywide.	Lead Dept: PRCSO, CEDD	Status: Tier 2 Program in FY 21/22 – 22/23
4.5.5 Support community-based organizations that are spearheading action/projects that take steps that mitigate climate change burdens with resources and funding.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23

Goal 4.6. Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.		
Performance Metrics: <ul style="list-style-type: none"> PM 4.6.1: Percentage of city fleet that is green (General Services) <ul style="list-style-type: none"> 60% green fleet in 2020 Target = Maintain at or above 60% in 2021 PM 4.6.2: Percentage of Riverside organic material diverted from landfills to WQCP (Public Works) <ul style="list-style-type: none"> Program is still in development so there is no baseline data Target = Divert up to 100 tons per day of food waste to WQCP by 2025 		
4.6.1. Expand the use of zero and low-emission vehicles as part of the City's fleet, including electric, hybrid, and hydrogen vehicles, and develop the charging/fueling infrastructure to support to meet state mandates and timelines.	Lead Dept: General Services	Status: Tier 1 Currently underway / ongoing
4.6.2. Update urban forestry policies to select tree species that maximize carbon sequestration and building energy reduction potential.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.6.3 Develop public private partnerships and infrastructure for food waste organic separators and digester rehab to produce beneficial soil amending byproducts for community applications.	Lead Dept: Public Works	Status: Tier 2 Program in FY 21/22 – 22/23
4.6.4 Prepare a CEQA qualified Climate Action Plan to ensure that GHG levels are being reduced to meet State guidance.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
4.6.4 Conduct studies to identify processes to produce Class A Biosolids and/or Biochar as nutrient rich organic fertilizers for community applications. (PW)	Lead Dept: Public Works	Status: Tier 3 Program in FY 23/24 – 24/25
4.6.6 Evaluate the use of drone technology to facilitate field inspections.	Lead Dept: Public Works, RPU	Status: Tier 4 Contingent on capacity & resources for implementation

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High Performing Government

Provide world class public service that is efficient, accessible and responsive to all.

Goal 5.1. Attract, develop, engage and retain a diverse and highly skilled workforce across the entire city organization.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 5.1.1: Percentage of underrepresented racial/ethnic groups that apply for jobs at the City of Riverside (Human Resources) <ul style="list-style-type: none"> 22.7% of the applicant pool in 2020 Increase to 23.7% of the applicant pool by 2023 PM 5.1.2: Percentage of employees who positively rate overall training and development opportunities (per engagement survey) (Human Resources) <ul style="list-style-type: none"> 64.21% (per 2018 HR Employee Satisfaction Survey) Target = 75% by 2023 PM 5.1.3: Voluntary employee turnover rate (Human Resources) <ul style="list-style-type: none"> 6.77% in 2020 Target = 6% by 2023 PM 5.1.4: Average number of job descriptions reviewed per quarter (Human Resources) <ul style="list-style-type: none"> 3.75 in 2020 Target = Increase to 10 by 2023 PM 5.1.5: Number of high school and local educational institution partnerships (Human Resources) <ul style="list-style-type: none"> 6 in 2019 Target = Maintain at 6 PM 5.1.6: Percentage of fully engaged staff (per engagement survey) (Human Resources) <ul style="list-style-type: none"> 37% in 2018 Target = Increase to 40% by 2023 PM 5.1.7: Percent utilization of education reimbursement funds per fiscal year (Human Resources) <ul style="list-style-type: none"> 99% in 2020 Target = Increase to 100% by 2023 		
Action 5.1.1. Leverage various multi-media platforms and diversity organizations to attract diverse job applicants.	Lead Dept: CMO, HR	Status: Tier 1 Currently underway/ongoing
Action 5.1.2. Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Diversity, Equity and Inclusion training and investigate and implement best practices on removing discrimination and racism from the workplace.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.1.3. Prepare and communicate an assessment of the entire City organization to understand how it can better represent the Riverside community and to identify recommended actions and metrics to better support diversity, equity and inclusion; and establish baseline and recommended increase of women and minorities within the organization, middle management, and at the executive level.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.1.4. Develop an internal process including, but not limited to, review of job descriptions within industry standard requirements and in compliance with any Federal or State regulations.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23

Action 5.1.5. Align core learning programs to performance and align a dynamic suite of learning solutions to data resulting in curriculum for supervisory and leadership training, succession planning for mission-critical positions, and career development.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.1.6. Implement a local educational institution partnership strategy resulting in experiential, on-the-job training programs and internships for high school and college students.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.1.7. Develop an employee engagement strategy that creates a culture of feedback, continuous improvement, and a highly engaged workforce.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.1.8. Implement targeted recruitment strategies to increase the pool of applicants in all underrepresented ethnicities (African American, Native American/Native Alaskan, Asian/Pacific Islander, Other).	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Goal 5.2. Utilize technology, data and process improvement strategies to increase efficiencies, guide decision making and ensure services are accessible and distributed equitably throughout all geographic areas of the city.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 5.2.1: Number of public-facing City services performed online (IT) <ul style="list-style-type: none"> 22 City services performed online in 2020 Target is dependent on available resources PM 5.2.2: Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City. (CMO) <ul style="list-style-type: none"> 94% in 2019 (Happy or Not) Target = maintain at or above 95% 		
Action 5.2.1. Assess and appropriately implement remote working that facilitates efficient and effective provision of public services, supports the needs of the workforce, reduces space needs, and reduces vehicle miles traveled by employees.	Lead Dept: General Services, IT, HR	Status: Tier 1 Currently underway/ongoing
Action 5.2.2. Analyze investment in IT internal resources to expand capabilities and capacity prior to consideration of external solution investments.	Lead Dept: IT	Status: Tier 1 Currently underway/ongoing
Action 5.2.3. Provide training to all employees encouraging mindset change to execute more efficient ways of doing business; expand Technology Showcase content to all Departments.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.2.4. Update City Council staff report template to include justification of how items brought before the City Council contribute toward the implementation of the strategic plan.	Lead Dept: CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.2.5. Develop governance structure to vet all proposed service automations to include steering committee review of problem to be solved, silo vs central systems, return on investment, how the system will be sustained, value the system will provide, resources needed, and the funding source.	Lead Dept: IT, CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.2.6. Assess the geographic understanding of equity across the City to contribute to decision-making pertaining to public service demands and resource allocation needs.	Lead Dept: Office of Sustainability, CEDD, IT	Status: Tier 2 Program in FY 21/22 – 22/23

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Goal 5.3. Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 5.3.1: Frequency of external communications by Ward to bring information to residents (City Clerk) <ul style="list-style-type: none"> Ward newsletters sent monthly; additional updates provided as needed PM 5.3.2: Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner. (CMO) <ul style="list-style-type: none"> Question will be added to next QOL survey 		
Action 5.3.1. Establish an organizational strategy centered on effective community engagement through a variety of mediums; and develop community engagement methods that use innovative and creative tools that create an open, respectful, and intentional dialogue regarding inclusion, diversity and equity.	Lead Dept: CEDD	Status: Tier 1 Currently underway/ongoing
Action 5.3.2. Provide on-going education to community partners, grantees, vendors, and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated.	Lead Dept: Finance, HR, Office of Sustainability, Mayor's Office	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.3.3. Provide more outward facing data and its importance through the open data portal or global dashboarding telling the story of City services and performance that constituents care about, such as public safety statistics, financial performance measures, and parks and recreation.	Lead Dept: Finance, IT	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.3.4. Redefine "public notices" and the City's policy on providing public notice of upcoming projects, policy proposals, meetings, etc.	Lead Dept: City Clerk, CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.3.5. Lead and engage in meaningful conversations with the community about inclusion, diversity and equity to eliminate barriers and work in a holistic manner that breaks down silos. Conversations need to take place that focus on listening to differing opinions respectfully with openness.	Lead Dept: Mayor's Office, CMO, City Council	Status: Tier 2 Program in FY 21/22 – 22/23
Goal 5.4. Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 5.4.1: Cost of City services per capita (Finance) <ul style="list-style-type: none"> \$3,621 per capita in FY 20/21 		
Action 5.4.1. Implement and train city employees on priority-based budgeting and provide training to all employees on City Council strategic priorities and goals and develop a detailed understanding of how the employee's role provides critical support to these goals.	Lead Dept: CMO	Status: Tier 1 Currently underway/ongoing

Action 5.4.2. Implement a Corporate Partnership Program to help generate new revenues for city programs and services.	Lead Dept: CMO	Status: Tier 1 Currently underway/ongoing
Action 5.4.3. Complete comprehensive Citywide fee study to eliminate the one-off fee increases done throughout the year and align fees with appropriate benchmarks to ensure customers pay reasonable fees.	Lead Dept: Finance	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.4.4. Conduct Citywide inventory of all fees charged to ensure that fees for services are aligned with valid City services, including analysis of ongoing implementation and maintenance.	Lead Dept: Finance	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.4.5. Minimize City-utilized spaces to reduce liability of maintenance, unnecessary use of utilities, etc., to become a more efficient operator by restacking employee workspaces and reducing external sites beyond City Hall.	Lead Dept: General Services	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.4.6. Establish a return on investment test for any new initiative to eliminate duplicate systems and assess ongoing financial impacts prior to authorization to proceed on new systems.	Lead Dept: CMO, IT	Status: Tier 2 Program in FY 21/22 – 22/23
Goal 5.5. Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.		
Performance Metrics:		
<ul style="list-style-type: none"> PM 5.5.2: Total recordable injury rate (TRIR) (number of recordable incidents per 100 full-time workers during a one-year period) (Human Resources) <ul style="list-style-type: none"> 9.1 in 2019 Target = decrease to 8.0 in 2021 PM 5.5.3: Days away, restricted or transferred (DART) due to employee injury (Human Resources) <ul style="list-style-type: none"> 3.1 days Target = decrease to 2.5 in 2021 		
Action 5.5.1. Assess and appropriately implement consolidation opportunities within the City organization to capture better synergies for implementing sustainable practices and implementing more efficient and effective provisions of public services.	Lead Dept: Office of Sustainability	Status: Tier 1 Currently underway/ongoing
Action 5.5.2. Work with a consultant to conduct a third-party review of administrative policies for supporting equity and inclusion. Continuously evaluate programs, policies and practices to ensure they align with city values regarding diversity, inclusion and equity.	Lead Dept: CMO	Status: Tier 2 Program in FY 21/22 – 22/23

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Action 5.5.3. Develop plans and policies including onboarding training content that support values of diversity and inclusion.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.5.4. Incorporate evaluation of employee compliance with diversity and inclusion policies and demonstration of these values in annual performance appraisals.	Lead Dept: HR	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.5.5. Develop a Diversity, Equity and Inclusion Strategic Planning Toolkit to outline responsibilities and set priorities toward creating and sustaining diversity, equity and inclusion.	Lead Dept: HR, Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.5.6. Develop a sustainability policy that includes opportunities and resources that empower the community and encourage continuity and stability within the community to adjust and change with success.	Lead Dept: Office of Sustainability	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.5.7. Incorporate race and equity into the City's Legislative Platform and work with contracted lobbyists to track legislation pertaining to race and equity. Strengthen our voice through memberships and advocacy.	Lead Dept: CMO	Status: Tier 2 Program in FY 21/22 – 22/23
Action 5.5.8. Work with the City Council to evaluate and update the City's Mission and Core Values.	Lead Dept: CMO	Status: Tier 2 Program in FY 21/22 – 22/23



Infrastructure, Mobility & Connectivity

Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.

Goal 6.1. Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare and community amenities.		
Performance Metrics: <ul style="list-style-type: none"> PM 6.1.1: Average citywide Walk Score, Bike Score and Transit Score (Public Works) <ul style="list-style-type: none"> Walkability score = 42 <ul style="list-style-type: none"> Target = increase to 50-69 "Somewhat Walkable" by 2030 Transit score = 33 <ul style="list-style-type: none"> Target = increase to 50-69 "Good Transit" by 2030⁴ Bike score = 49 <ul style="list-style-type: none"> Target = increase to 50-69 "Bikeable" by 2030 		
Action 6.1.1. Implement first and last mile pedestrian & bicycle infrastructure, enhance transit stops, and upgrade traffic signals and striping to improve the quality, accessibility, and frequency of public transportation opportunities within the City.	Lead Dept: PW	Status: Tier 1 Currently underway/ ongoing
Action 6.1.2. Through capital projects and new private developments, encourage low emission modes of transportation such as mass transit, micromobility, biking or walking/rolling.	Lead Dept: PW, RPU	Status: Tier 1 Currently underway/ ongoing
Action 6.1.3. Plan for a network of shared, electric, connected and autonomous vehicles, including the charging, parking, and roadway infrastructure to support them.	Lead Dept: PW, RPU	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 6.2. Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability and facilitate connectivity.		
Performance Metrics: <ul style="list-style-type: none"> PM 6.2.1: Pavement Condition Index (Public Works) <ul style="list-style-type: none"> PCI = 61 in 2018 Target = increase PCI to 65 by 2027⁵ 		
Action 6.2.1. Complete the vehicle GPS installations for a more efficient City asset (vehicular) management program.	Lead Dept: General Services	Status: Tier 1 Currently underway/ ongoing
Action 6.2.2. Improve Riverside's Pavement Condition Index towards a score of 65 through implementation of the pavement management program and exploration of innovative and sustainable paving techniques and materials.	Lead Dept: PW	Status: Tier 1 Currently underway/ ongoing
Action 6.2.3. Capture latitude/longitude data for critical City assets. Expand the GIS system to include additional city asset layers.	Lead Dept: IT, RPU, PW	Status: Tier 1 Currently underway/ ongoing

⁴ This is an aspirational goal since the City of Riverside is not the primary transit provider and does not have full control over the City's transit score.

⁵ Paving budget of \$34.5 million annually required to achieve this target.

APPENDIX A

Action 6.2.4 Complete infrastructure improvements to the City's wastewater collection system and treatment facilities as identified within the Integrated Master Plan for Wastewater Collection and Treatment Facilities, constructing and rehabilitating facilities to meet population, flow, and organic loading projections.	Lead Dept: PW	Status: Tier 2 Program in FY 21/22 – 22/23
Action 6.2.5 Collaborate with Riverside County Flood Control to update master drainage plans within the City to align with projected development patterns and construct necessary stormwater infrastructure to reduce flooding risk, prioritizing the Northside Specific Plan area / University MDP. Continue regional collaborative efforts to reduce the potential discharge of trash and other pollutants from the storm drain system.	Lead Dept: PW, CEDD, RPU	Status: Tier 2 Program in FY 21/22 – 22/23
Action 6.2.6 Establish a Seismic Safety Program that identifies vulnerabilities in the built environment to improve resiliency and response to natural disasters while protecting public safety and investment within the City.	Lead Dept: CEDD, GS, Fire	Status: Tier 3 Program in FY 23/24 – 24/25
Action 6.2.7. Establish a technology replacement program to sustain datacenter, network, phone system, employee and public computers, software, enterprise applications and other technology infrastructures.	Lead Dept: IT	Status: Tier 3 Program in FY 23/24 – 24/25
Goal 6.3. Identify and pursue new and unique funding opportunities to develop, operate, maintain and renew infrastructure and programs that meet the community's needs.		
Performance Metrics: <ul style="list-style-type: none"> PM 6.3.1: Grant revenue received for fleet and infrastructure projects (General Services) <ul style="list-style-type: none"> Fleet Infrastructure Grants <ul style="list-style-type: none"> \$383,610 received in 2019 Target = \$300,000 in FY 2021 		
Action 6.3.1. Pursue public-private partnerships to fund innovative projects and programs that would provide public benefit.	Lead Dept: CEDD, RPU, PW, General Services	Status: Tier 1 Currently underway/ ongoing
Action 6.3.2. Identify and pursue grant funding opportunities to focus on alternative fuels options.	Lead Dept: General Services, PW, RPU	Status: Tier 1 Currently underway/ ongoing
Action 6.3.3. Develop City owned Hydrogen fuel production for transportation and distributive energy needs	Lead Dept: General Services, RPU	Status: Tier 1 Currently underway/ ongoing
Action 6.3.4. Establish an IT internal service fund to allow for technology chargebacks to sustain the ongoing exponential growth in Citywide technology needs.	Lead Dept: IT, RPU	Status: Tier 2 Program in FY 21/22 – 22/23

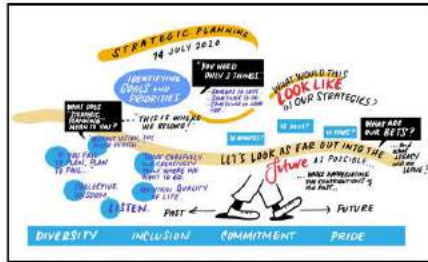
Action 6.3.5. Establish a mandatory return on investment test and long-term funding and staffing sustainability plan prior to funding or approving new projects, initiatives or purchases to insure long term fiscal stability. FINANCE (awaiting response)	Lead Dept: Finance	Status: Tier 3 Program in FY 23/24 -24/25
Goal 6.4. Incorporate Smart City strategies into the planning and development of local infrastructure projects.		
Performance Metrics: <ul style="list-style-type: none"> PM 6.4.1: Number of projects initiated and successfully completed in the Innovation District (Public Works) <ul style="list-style-type: none"> 3 projects implemented in Innovation District Target = implement 3 new mobility projects over the next 5 years 		
Action 6.4.1 Partner with community-based organizations and local institutions to create a distributed data collection network.	Lead Dept: PW, IT, RPU	Status: Tier 1 Currently underway/ ongoing
Action 6.4.2 Develop mapping solutions to visualize community need and create consistent priority ranking systems for infrastructure planning.	Lead Dept: PW, CEDD, Marketing	Status: Tier 1 Currently underway/ ongoing
Action 6.4.3 Complete the fiber loop project, which will provide redundancy, resilience, and efficiency for the City's network traffic.	Lead Dept: IT, RPU	Status: Tier 1 Currently underway/ ongoing
Action 6.4.4 Connect new streetlights network installation for smart City initiatives.	Lead Dept: RPU	Status: Tier 3 Program in FY 23/24 – 24/25
Action 6.4.5 Expand the use of the Internet of Things (IoT) technology to better protect and track City assets.	Lead Dept: IT, General Services, Finance, CEDD, RPU	Status: Tier 3 Program in FY 23/24 – 24/25
Action 6.4.6 Expand the testing and deployment of new technology along the City's Innovation Corridor to adopt technology that improves safety or facilitates transportation movement	Lead Dept: PW	Status: Tier 3 Program in FY 23/24 – 24/25

APPENDIX B

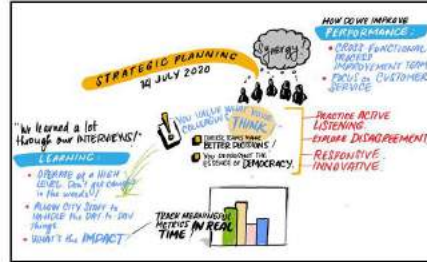
Graphic illustrations from the strategic planning workshops and meetings.

July 14, 2020 Workshop

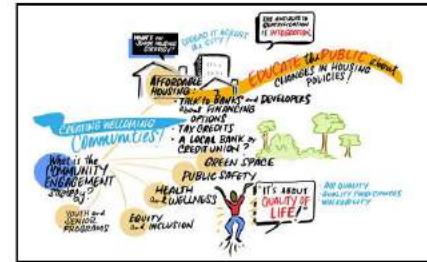
July 14, 2020 Workshop



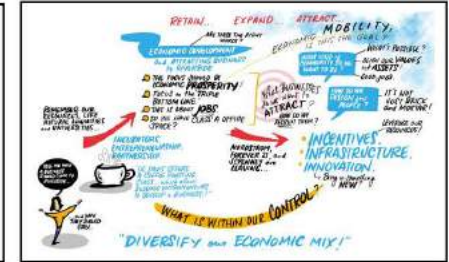
Opening Remarks 1



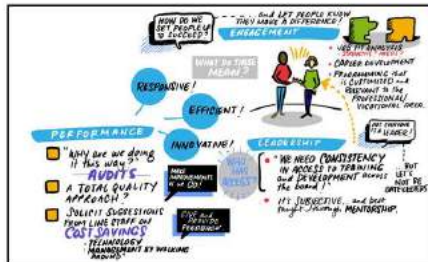
Opening Remarks 2



Neighborhoods and Housing



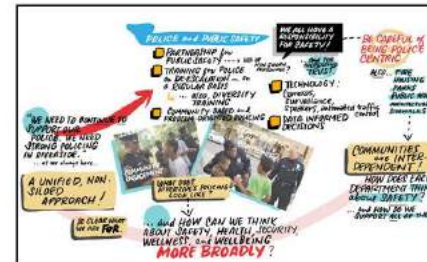
Economic Development



High Performing Government 1



High Performing Government 2



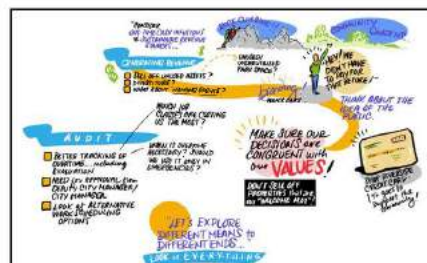
Public Safety



Vibrant Downtown



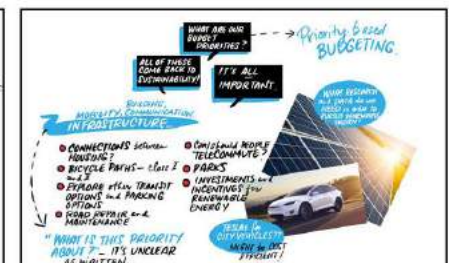
High Performing Government 3



High Performing Government 4



Homelessness



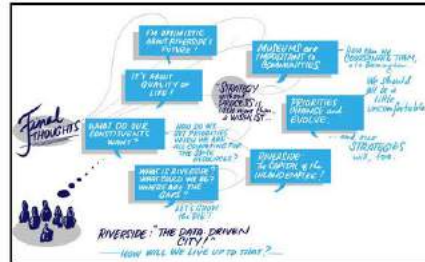
Infrastructure

APPENDIX B

July 14, 2020 Workshop



Culture and Recreation



Final Thoughts

August 11, 2020 Workshop



Infrastructure, Investment & Connectivity



Culture, Recreation And Lifelong Learning

August 11, 2020 Workshop



Values



High Performing Government



Ecological Health



Vision

September 15, 2020 City Council Meeting



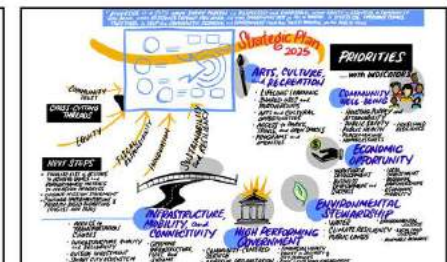
Community Well-Being



Economic Empowerment



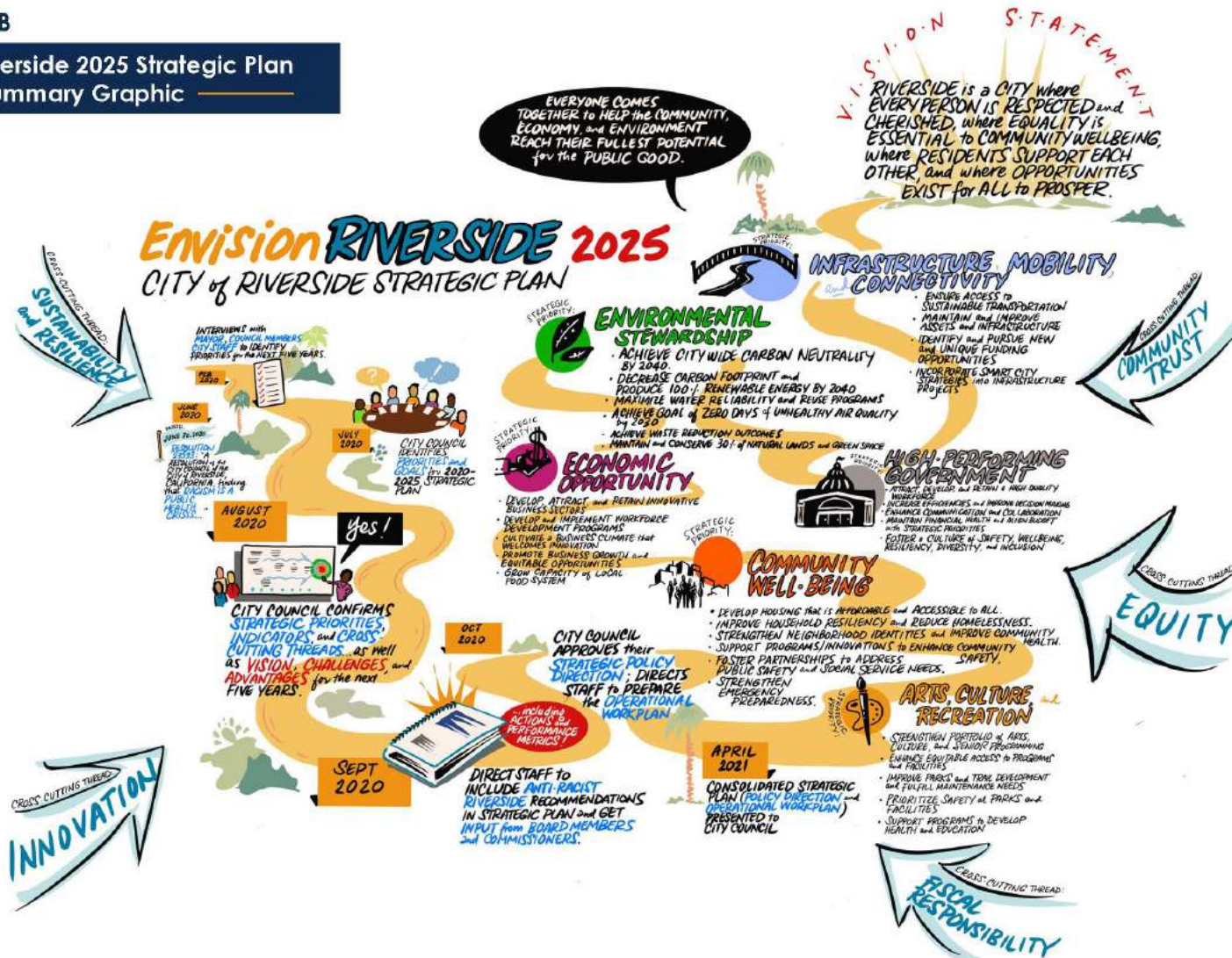
Riverside City Council Meeting



Riverside Strategic Plan

APPENDIX B

Envision Riverside 2025 Strategic Plan Summary Graphic



APPENDIX B: FINANCIAL HEALTH INDICATORS



City of Riverside
Financial Health Indicators

5-YEAR TREND AND COMPARABLE CITIES
FISCAL YEARS 2017-2021

INFORMATION OBTAINED FROM AUDITED CITY ANNUAL COMPREHENSIVE FINANCIAL REPORTS (ACFR)

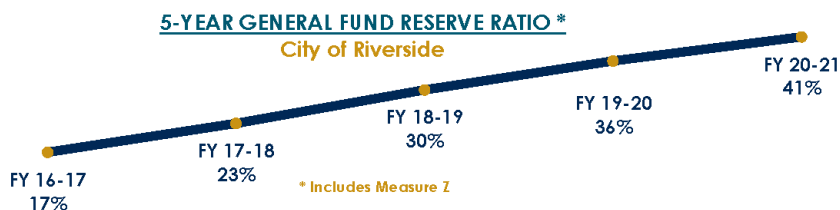
FINANCIAL POSITION

Can the City Pay its Bills Now?

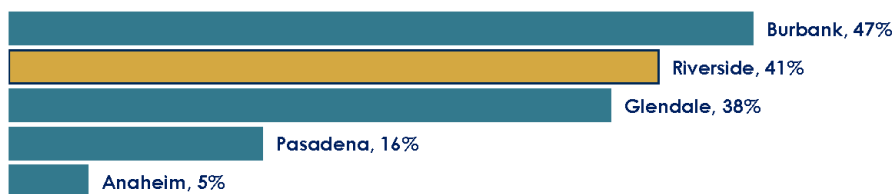
A city has a strong financial position if it has sufficient cash and other liquid resources available. Without those resources, it will have to borrow money, delay payments, or liquidate some of its other assets, all of which carry significant financial costs.

FINANCIAL HEALTH INDICATOR #1 – GENERAL FUND RESERVE RATIO

A declining fund balance reserve can be a sign of fiscal stress. This indicator is important in identifying a trend of deteriorating fund balance reserves as well as how rapidly it is deteriorating. A **higher ratio** suggests larger reserves for dealing with unexpected resource needs in the long run.



FY 20-21 GENERAL FUND RESERVE RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #1 – INSIGHT

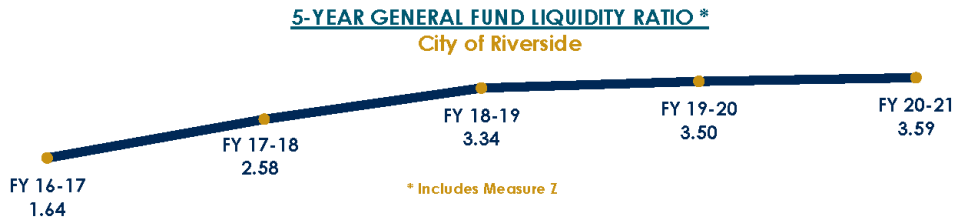
Measure Z was passed in FY 16-17 where partial year sales tax revenues were received. This ratio includes Measure Z funds and looks at committed general fund reserves and available unassigned fund balance divided by annual general fund revenues, which is a different formula than is used by the City to calculate General Fund only year-end reserves. The City has been in an upward and positive trend for the past five fiscal years. The City's General Fund reserves increased from 36% in FY 19-20 to 41% in FY 20-21 primarily due to increased sales tax, \$5.8 million in CARES Act funding for public safety, as well as the City's tightened spending plan and halted recruitment for various vacancies throughout all City departments. On December 14, 2021, City Council internally restricted \$23.08 million for General Liability Fund Pre-Payment (\$2.5M), Section 115 Trust Fund (\$10M), and Capital Replacement Fund (\$10.58M). The internally restricted funds made in FY 21-22, will be allocated upon certification of the Measure C results which is the General Fund Transfer ballot measure.

FINANCIAL POSITION (Cont.)

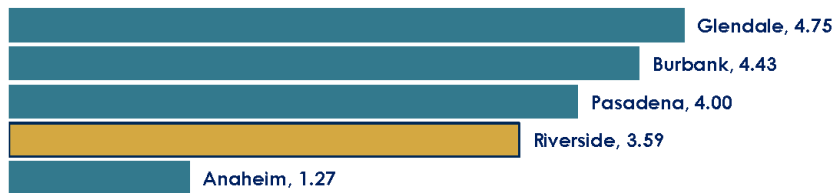
Can the City Pay its Bills Now?

FINANCIAL HEALTH INDICATOR #2 – GENERAL FUND LIQUIDITY RATIO

A declining ratio indicates a city does not have sufficient cash available to meet its current obligations as they come due. This indicator is important in identifying a trend of deteriorating cash as well as how rapidly it is deteriorating. Ideally, a **higher ratio** suggests a greater capacity for paying off short-term obligations.



FY 20-21 GENERAL FUND LIQUIDITY RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #2 – INSIGHT

This financial health indicator includes Measure Z. Over the past five years, the City has been showing a positive and upward trend in the liquidity ratio. This indicates that the City is able to pay its bills as payments are due by measuring readily available cash, such as unrestricted cash and investments, compared to the total liability obligations, such as payables and accrued payroll. There is an assumption that Measure Z, which is General Fund tax dollars, would be used in the event the City's main General Fund is unable to meet its obligations without the additional financial support from Measure Z. While having readily available cash for paying off short-term obligations sounds responsible, having a high cash ratio may indicate an organization is inefficient in the utilization of cash or not maximizing the potential benefit of low-cost loans.

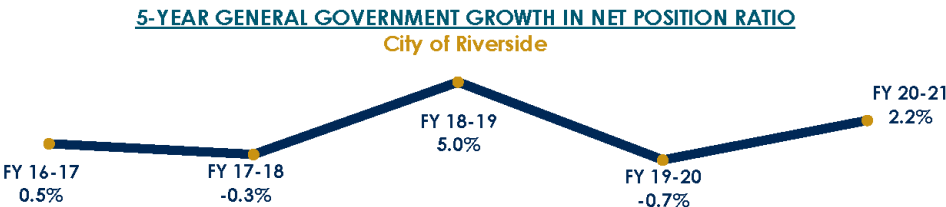
FINANCIAL PERFORMANCE

Can the City's Revenues Cover its Expenses?

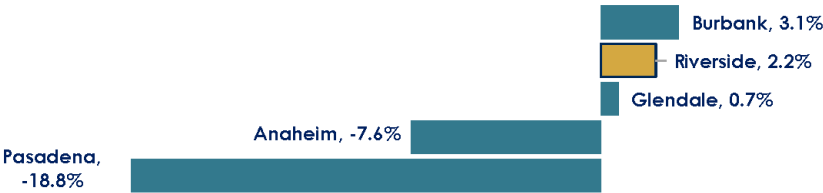
A city does not only need to pay bills now, but it needs to make sure that the money it brings in regularly is enough to cover its annual expenses. Missing this mark can negatively affect service levels and the City's credit rating which is important for current loan covenants and any future potential debt financing.

FINANCIAL HEALTH INDICATOR #3 – GENERAL GOVERNMENT GROWTH IN NET POSITION RATIO

Revenues from programs ideally should cover the expenses that are incurred for those programs, otherwise reserves may need to be used to meet the needs. A **higher ratio** suggests that annual costs are adequately funded, and the financial condition is improving.



FY 20-21 GENERAL GOVERNMENT GROWTH IN NET POSITION RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #3 – INSIGHT

This ratio measures the change in net position compared to the total General Government net position. When revenues exceed expenses and assets exceed liabilities, an increase in the ratio will be seen. The City showed a growth in net position in FY 18-19 and in FY 20-21. In FY 18-19, sales taxes were higher than previous fiscal year by \$10.3 million and public safety expenditures were lower by \$14.8 million than previous fiscal year. The increase in FY 20-21, was primarily due to sales taxes were higher than previous fiscal year by \$21.7 million, receipt of \$5.8 million in CARES Act funding for public safety, as well as the City's tightened spending plan and halted recruitment for various vacancies throughout all City departments. Additionally, due to the uncertainties of the pandemic, the City froze vacant positions and implemented a vacancy savings target of approximately \$15.7 million in FY 20-21. The resource constraints placed an added burden on an already challenged labor force and contribute to a potential artificial increase.

FINANCIAL PERFORMANCE (Cont.)

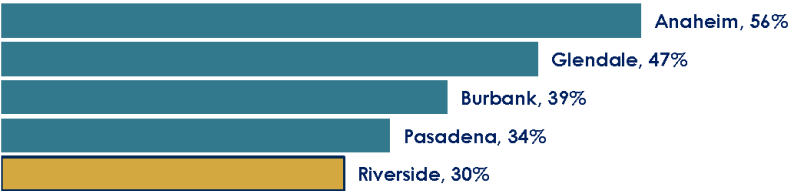
Can the City's Revenues Cover its Expenses?

FINANCIAL HEALTH INDICATOR #4 – GENERAL GOVERNMENT OPERATING MARGIN RATIO

A city charges for services and may receive grants and aid from other governments (e.g. Federal and State). For this measure, a **higher ratio** suggests basic government services are more self-sufficient through charges, fees, and grants and less reliant on general tax dollars to fund program expenditures.



FY 20-21 GENERAL GOVERNMENT OPERATING MARGIN RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #4 – INSIGHT

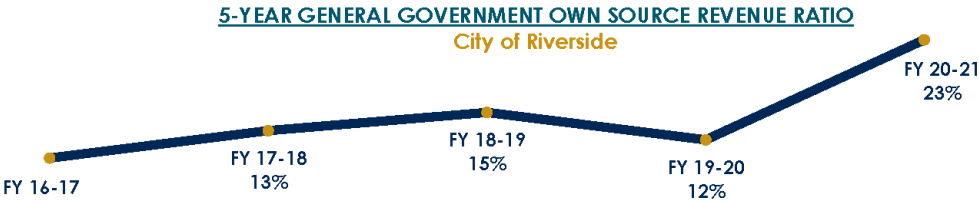
In order to provide a better understanding, modifications were made to this ratio and instead converted into percentages. This ratio illustrates how much of the City's expenditures were funded by charges, fees, and grants (30%) rather than general tax dollars (70%) to fund program expenditures. The other cities appear to fund their operations more heavily by charges, fees, and grants than the City of Riverside. This could be attributed to the level of cost recovery implemented by each City. While there is no standard we know that most cities do not implement 100% cost recovery. The City has historically kept its cost recovery levels for user fees and charges to minimal increases to encourage either public investment or use of facilities by the citizenry.

FINANCIAL PERFORMANCE (Cont.)

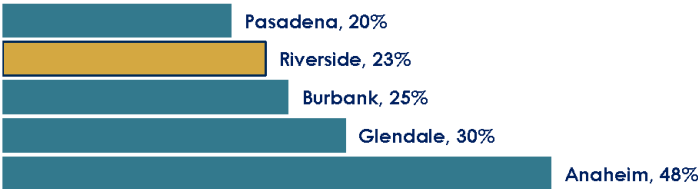
Can the City's Revenues Cover its Expenses?

FINANCIAL HEALTH INDICATOR #5 – GENERAL GOVERNMENT OWN SOURCE REVENUE RATIO

Revenues from grants are used to support some City functions. Other functions, such as public safety, are mainly funded by general tax dollars. This ratio illustrates the extent to which general government revenues were supported by grants. A **lower ratio** suggests that the City is not heavily reliant on grants and more reliant on general tax dollars and charges for services.



FY 20-21 GENERAL GOVERNMENT OWN SOURCE REVENUE RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #5 – INSIGHT

This ratio explains how much of our revenues are from grants (23%) compared to general tax dollars and charges for services (77%). The City of Riverside had a sharp increase from 12% in FY 19-20 to 23% in FY 20-21 which was primarily due to the \$28 million in CARES Act grant revenue received and expended and \$6.8 million in other COVID-19 related grants. If we exclude the CARES Act grant and the other COVID-19 related grants, the FY 20-21 ratio would be 16%. We expect with the addition of the American Rescue Plan Act funding of approximately \$73 million this ratio is likely to be higher next year and is not indicative of an on-going pattern as these funds are considered one-time only funding.

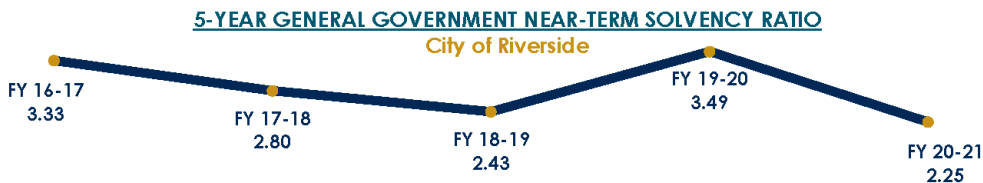
LONG-TERM SOLVENCY

Can the City Pay its Bills in the Future?

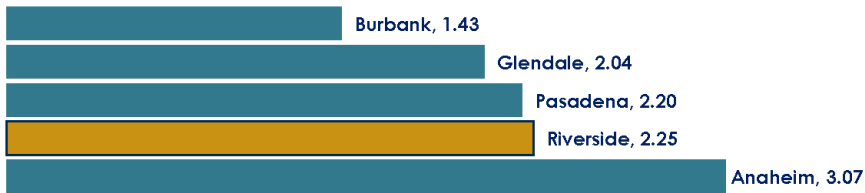
A city will have bills in the future and its current financial condition will influence its ability to pay them. For the long-term future, a city needs to ensure that its revenue sources can cover long-term spending needs and provide services to a growing and changing population.

FINANCIAL HEALTH INDICATOR #6 – GENERAL GOVERNMENT NEAR-TERM SOLVENCY RATIO

This ratio demonstrates a City's ability to pay a larger portion of its debts with annual revenues. For this measure, a **lower ratio** indicates a stronger financial condition.



FY 20-21 GENERAL GOVERNMENT NEAR-TERM SOLVENCY RATIO – COMPARABLE CITIES



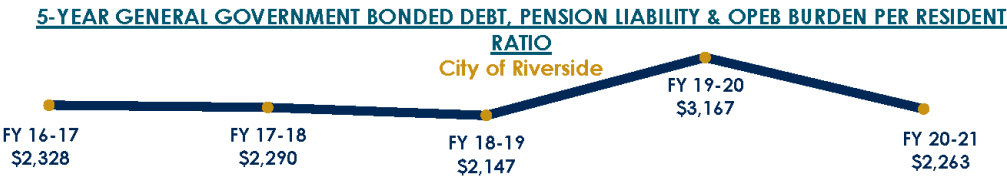
FINANCIAL HEALTH INDICATOR #6 – INSIGHT

The City has both short-term and long-term obligations that must be paid in the future. The fewer number of years of annual revenue needed to pay the City's obligation, the stronger the City's financial condition. The City had a spike of 3.49 in FY 19-20 and then lowered to 2.25 in FY 20-21. The increase in FY 19-20 was primarily due to the pension obligation bonds and pension liability shown in the same fiscal year due to an accounting treatment; had we excluded this abnormality, the ratio for FY 19-20 would be closer to 2.54.

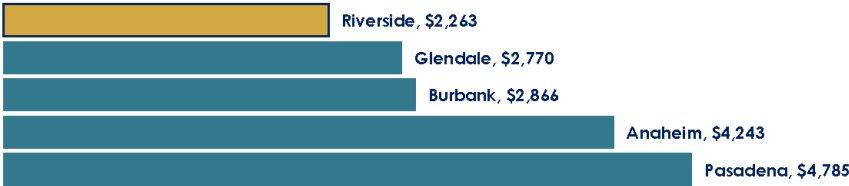
LONG-TERM SOLVENCY (Cont.)
Can the City Pay its Bills in the Future?

FINANCIAL HEALTH INDICATOR #7 – GENERAL GOVERNMENT BONDED DEBT, PENSION LIABILITY & OPEB BURDEN PER RESIDENT RATIO

Lower bonded debts, pension liability, and other post-employment benefits (OPEB) per capita result in a smaller debt burden on taxpayers. For this measure, a **lower ratio** indicates a stronger financial condition.



FY 20-21 GENERAL GOVERNMENT BONDED DEBT, PENSION LIABILITY & OPEB BURDEN PER RESIDENT RATIO—COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #7 – INSIGHT

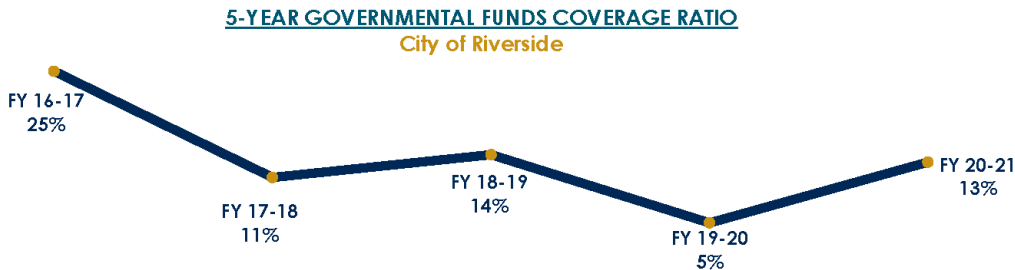
Modifications were made to this ratio to include pension liability and other post-employment benefits (OPEB) in order to provide a better comparison given that some cities have issued pension obligation bonds as well. The increase in FY 19-20 was primarily due to the issuance of the pension obligation bonds and pension liability shown in the same fiscal year due to an accounting treatment; had we excluded this abnormality, the ratio for FY 19-20 would be closer to \$2,178. The ratios for the City of Anaheim and the City of Pasadena were much higher than the City of Riverside and the other comparable cities. The City of Anaheim had \$1.5 billion in total debt (\$725M bonded debt, with no POBs; \$655M pension liability, and \$120M in OPEB). The City of Pasadena had \$695M in total debt (\$199M bonded debt, with \$135M in POBs; \$422M pension liability, and \$74M in OPEB). In comparison, the City of Riverside had \$734M in total debt (\$537M bonded debt, with \$353M in POBs; \$166M pension liability, and \$31M in OPEB). In summary, when we include all bonded debt, pension liability, and OPEB, the City of Riverside has the lowest debt per resident to comparative cities.

LONG-TERM SOLVENCY (Cont.)

Can the City Pay its Bills in the Future?

FINANCIAL HEALTH INDICATOR #8 – GOVERNMENTAL FUNDS COVERAGE RATIO

A city has principal and interest payments on debts. The lower the amount of these payments compared to all the other expenditures it has, the stronger its financial condition. For this measure, a **lower ratio** indicates a stronger financial condition.



FY 20-21 GOVERNMENTAL FUNDS COVERAGE RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #8 – INSIGHT

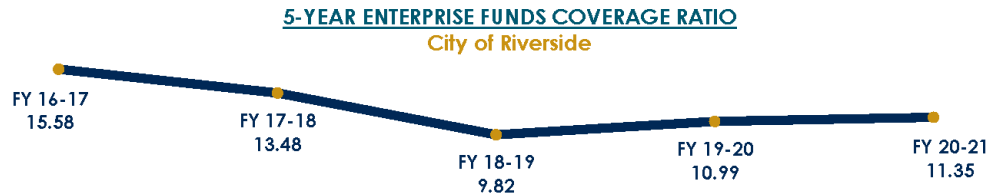
This ratio explains the percentage of principal and interest payments made in comparison to the total non-capital governmental fund expenditures. In FY 16-17, the ratio appears high because of bond anticipation notes that the City would refinance annually and also because of a certificate of participation debt payoff. In FY 19-20, a new pension obligation bond was issued which increased the expenditures. If we exclude the abnormalities, the ratios for FY 16-17 and 19-20 would be 11%. In summary, taking the abnormalities out of the calculations, even in FY 18-19 where the City refinanced a bond, our ratios for all five years would be in the 11%-13% range.

The City of Riverside has a higher ratio than the comparative cities, implying the City has higher principal and interest payments and more overall long-term debt. The City did have more long-term debt than the comparative cities, primarily as a result of the issuance of a \$432 million pension obligation bond in FY19-20 of which \$325 million was related to general government funds. Anaheim, being the closest in range, had \$725 million in general government bonded debt with no pension obligation bonds. The City of Riverside had \$537 million of long-term debt allocated to its general government as of June 30, 2021 and of this amount, \$353 million was for the 2004, 2017 and 2020 pension obligation bonds, and the remaining \$184 million of the City's general government bonded debt was for various citywide improvement projects and capital leases.

LONG-TERM SOLVENCY (Cont.)
Can the City Pay its Bills in the Future?

FINANCIAL HEALTH INDICATOR #9 – ENTERPRISE FUNDS COVERAGE RATIO

Just like a city's governmental services need to pay their debts (i.e., bonds) in the long-term, a city's enterprise funds need to do so as well. The City's Enterprise Funds include Electric, Water, Sewer, Airport, Refuse Transportation, Public Parking, and Civic Entertainment Funds. For this measure, a **higher ratio** indicates a stronger financial condition.



FY 20-21 ENTERPRISE FUNDS COVERAGE RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #9 – INSIGHT

This ratio represents the interest payments made in comparison to the total Enterprise Funds revenues. The City's Enterprise Funds were showing a downward trend from FY 16-17 to FY 18-19. The decrease in FY 17-18 was primarily due to the debt restructuring and redistribution of the pension obligation bonds to the Enterprise Funds (\$21.6M), and the new Civic Entertainment Fund and recording of its debt (\$41.3M). The decrease in FY 18-19, was also primarily due to the debt restructuring and redistribution of the 2008 Riverside Renaissance Certificate of Participation (\$30.8M) and the 2012A Lease Revenue Bonds (\$8.2M), in order to properly reflect enterprise and non-enterprise funds proportional share. The ratio began increasing in FY 19-20 as long-term debt was paid down, resulting in lower interest payments, as well as gradually increasing revenues.

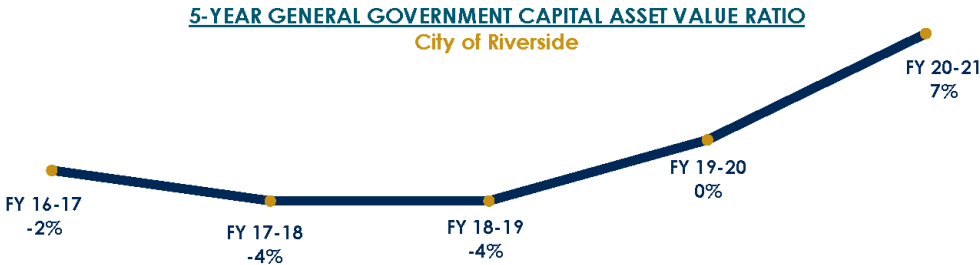
The City's Enterprise Funds Coverage Ratio appears to be low in relation with the comparative cities, primarily due to the City's significant investments in capital assets for the Electric, Water, and Sewer Funds with major capital assets funded through debt issuance.

LONG-TERM SOLVENCY (Cont.)

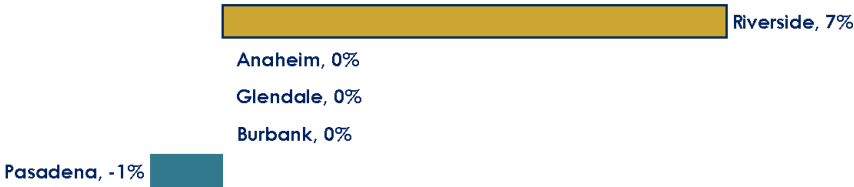
Can the City Pay its Bills in the Future?

FINANCIAL HEALTH INDICATOR #10 – GENERAL GOVERNMENT CAPITAL ASSET VALUE RATIO

Capital assets include land, buildings, vehicles, and public infrastructure. Most of the City's capital assets decrease in value over time due to depreciation. A negative ratio means that the overall value of a city's assets decreased over the year indicating some assets may need to be renovated or replaced. For this measure, a **higher ratio** indicates a stronger financial condition.



FY 20-21 GENERAL GOVERNMENT CAPITAL ASSET VALUE RATIO – COMPARABLE CITIES



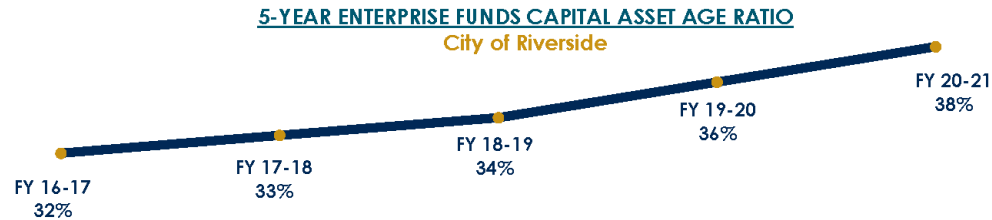
FINANCIAL HEALTH INDICATOR #10 – INSIGHT

The City showed an increase in FY 20-21 due to a prior period adjustment of \$80.3 million for land and infrastructure additions from a change in calculation of street mileage from a system upgrade which maintains street mileage; had we excluded this abnormality, the ratio for FY 20-21 would be closer to 1%. The increase in FY 19-20 and FY 20-21 is also attributed to the completion of the Main Library.

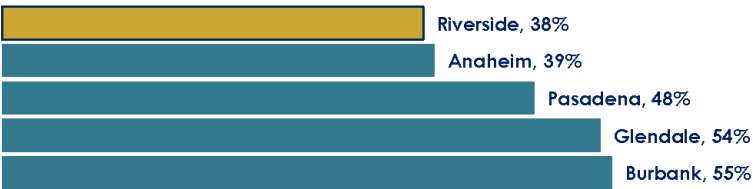
LONG-TERM SOLVENCY (Cont.)
Can the City Pay its Bills in the Future?

FINANCIAL HEALTH INDICATOR #11 – ENTERPRISE FUNDS CAPITAL ASSETS AGE RATIO (NEW)

Depreciable capital assets include buildings, vehicles, and public infrastructure. Assets are depreciated over their useful life as they age, and their value is reduced. A **lower ratio** indicates Enterprise Funds capital assets are newer and may not require as much replacement and/or maintenance costs compared to older capital assets.



FY 20-21 ENTERPRISE FUNDS CAPITAL ASSET AGE RATIO – COMPARABLE CITIES



FINANCIAL HEALTH INDICATOR #11 – INSIGHT

This ratio explains the percentage of Enterprise Fund capital assets that have been depreciated. The City's Enterprise Funds capital assets have aged over the past five years which is evidenced by the annual increase in the ratio, but appear to be in better condition when compared to the other cities; however, Enterprise Funds and their assets vary from one city to another.

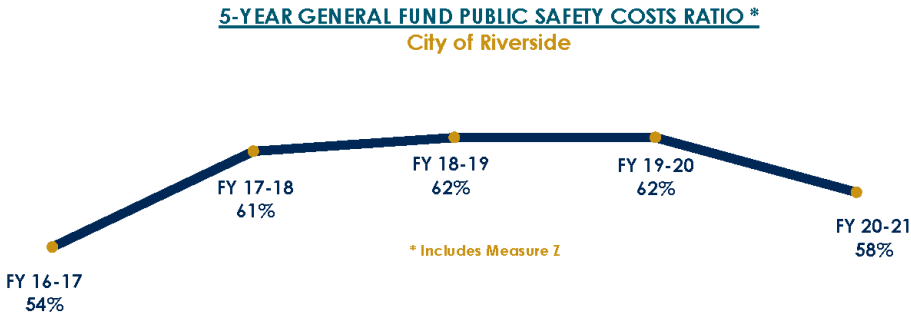
While the ratio is lower comparative to its peers, the increasing trend in this ratio could be indicative of other issues which would require additional analysis.

RESOURCE ALLOCATION

The following indicator is for informational purposes only to provide a better understanding of how the City is allocating its resources.

INDICATOR #12 – GENERAL FUND PUBLIC SAFETY COSTS RATIO (NEW)

This ratio compares the total costs of the General Fund public safety, which includes police and fire, to the total General Fund expenditures which includes, transfers out, carryover dollars, and encumbrances. A **higher ratio** indicates more funds are dedicated to public safety.



FY 20-21 GENERAL FUND PUBLIC SAFETY COSTS RATIO – COMPARABLE CITIES



INDICATOR #12 – INSIGHT

The public safety costs ratio has increased over the past five fiscal years; however, the increase from FY 16-17 to FY 17-18 was primarily due to the refinancing of the interest only pension bond anticipation note into a long-term pension obligation bond thereby increasing expenditures; had we excluded this one time event, the ratio would be around 60%.

GLOSSARY

General Government: Includes all Citywide activity, including any debt and fixed assets. Excludes Enterprise Funds and Fiduciary Funds such as the Successor Agency and Custodial Funds.

Governmental Funds: Includes all Citywide activity, excluding any debt and fixed assets. Excludes Enterprise Funds, Fiduciary Funds, and Internal Service Funds such as Self-Insurance Trust Funds, Central Stores, and Central Garage Funds.

Enterprise Funds: Includes activity, including any debt and fixed assets, associated with Electric, Water, Sewer, Airport, Refuse, Transportation, Public Parking, and Civic Entertainment Funds.

APPENDIX C: GANN APPROPRIATIONS LIMIT

RESOLUTION

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RESOLUTION NO. 23867

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RIVERSIDE, CALIFORNIA, ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2022-2023 FOR THE CITY OF RIVERSIDE IN ACCORDANCE WITH THE PROVISIONS OF DIVISION 9 OF TITLE 1 OF THE GOVERNMENT CODE OF THE STATE OF CALIFORNIA.

WHEREAS Article XIII B of the Constitution of the State of California as proposed by the Initiative Measure approved by the people at the special statewide election held on November 6, 1979, as amended by Proposition 111 approved on June 5, 1990, and operative July 1, 1990, provides that the total annual appropriations subject to limitation of each local government shall not exceed the appropriations limit of such entity for the prior year adjusted for the change in the cost of living and the change in population except as otherwise specially provided for in said Article; and

WHEREAS the State Legislature added Division 9 (commencing with Section 7900) to Title 1 of the Government Code of the State of California to implement Article XIII B of the California Constitution; and

WHEREAS Section 7902(b) of the Government Code sets forth the method for determining the appropriations limit for each local jurisdiction; and

WHEREAS Section 7910 of the Government Code provides that each year the governing body of each local jurisdiction shall, by resolution, establish its appropriations limit and make other necessary determinations for the following fiscal year pursuant to Article XIII B at a regularly scheduled meeting or a noticed special meeting; and

WHEREAS Section 7910 also requires that for fifteen (15) days prior to such adoption of the resolution, the records and documentation used to determine the appropriations limit and other necessary determinations shall be made available to the public for viewing; and

WHEREAS the City Council of the City of Riverside wishes to establish the appropriations limit for fiscal year 2022-2023 for the City of Riverside in accordance with the provisions of Article XIII B of the Constitution and Section 7900, *et seq.*, of the Government Code.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Riverside,

California, as follows, that:

Section 1: It is hereby found and determined that the documentation used in the determination of the appropriations limit for the City of Riverside for fiscal year 2022-2023 was available to the public in the Finance Department of said City at least fifteen (15) days prior to the date of adoption of this resolution.

Section 2: The Council of the City of Riverside elects to use the change in California per capita income as the cost-of-living adjustment factor and the annual population change for the City of Riverside as the population adjustment factor.

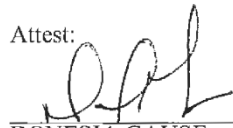
Section 3: The City reserves the right to adjust or amend the appropriations limit based upon the use of alternative growth factors as authorized by Proposition 111 if such changes or revisions would result in a more advantageous appropriations limit, now or in the future.

Section 4: The appropriations limit of the City of Riverside for fiscal year 2022-2023, as established in accordance with Sections 7902(b) and 7910 of the California Government Code, shall be \$400,803,266.00.

ADOPTED by the City Council this 21st day of June, 2022.


PATRICIA LOCK DAWSON
Mayor of the City of Riverside

Attest:



DONESIA GAUSE
City Clerk of the City of Riverside

1 I Donesia Gause, City Clerk of the City of Riverside, California, hereby certify that the
2 foregoing resolution was duly and regularly adopted at a meeting of the City Council of said City
3 at its meeting held on the 21st day of June, 2022, by the following vote, to wit:

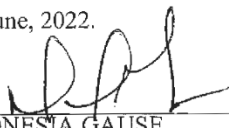
4 Ayes: Councilmembers Edwards, Cervantes, Fierro, Conder, Perry, and Hemenway

5 Noes: None

6 Absent: Councilwoman Plascencia

7 Abstain: None

8
9 IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the
10 City of Riverside, California, this 22nd day of June, 2022.

11 
12 _____
13 DONESIA GAUSE
14 City Clerk of the City of Riverside
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APPROPRIATION LIMIT CALCULATION

A	B <i>Provided by State of California</i>	C $\frac{B + 100}{100}$	D <i>Provided by State of California</i>	E* $\left(\frac{CY - PY}{PY}\right) \times 100$	F $\frac{E + 100}{100}$	G $C \times F$	H $H \text{ Prior Year} \times G$	I $H \text{ Current Year} \times \text{Base Year}$
	PER CAPITA PERSONAL INCOME		POPULATION		GANN LIMIT**			
FISCAL YEAR	% CHANGE FROM PRIOR YEAR	% CHANGEMINUS EXCLUSIONS AS A RATIO	ON JANUARY 1	% CHANGE FROM PRIOR YEAR	% CHANGE AS A RATIO	FISCAL YEAR FACTOR	CUMULATIVE FACTOR	APPROPRIATION LIMIT
1978 - 79			156,067					\$ 34,629,923
1979 - 80	10.17	1.1017	163,908	5.02	1.0502	1.1571	1.1571	40,070,284
1980 - 81	12.11	1.1211	167,742	2.34	1.0234	1.1473	1.3276	45,974,686
1981 - 82	9.12	1.0912	170,770	1.81	1.0181	1.1109	1.4748	51,072,210
1982 - 83	6.79	1.0679	172,775	1.17	1.0117	1.0804	1.5934	55,179,319
1983 - 84	2.35	1.0235	175,793	1.75	1.0175	1.0414	1.6593	57,461,431
1984 - 85	4.74	1.0474	179,709	2.23	1.0223	1.0707	1.7767	61,526,984
1985 - 86	3.74	1.0374	183,419	2.06	1.0206	1.0588	1.8812	65,145,811
1986 - 87	2.30	1.0230	192,153	4.76	1.0476	1.0717	2.0161	69,817,388
1987 - 88	3.04	1.0304	199,021	3.57	1.0357	1.0672	2.1516	74,509,742
1988 - 89	3.93	1.0393	206,026	3.52	1.0352	1.0759	2.3149	80,164,809
1989 - 90	4.98	1.0498	209,728	1.80	1.0180	1.0687	2.4738	85,667,504
1990 - 91	4.21	1.0421	218,499	4.18	1.0418	1.0857	2.6858	93,009,047
1991 - 92	4.14	1.0414	230,016	5.27	1.0527	1.0963	2.9444	101,964,345
1992 - 93	0.64)	0.9936	238,061	3.50	1.0350	1.0284	3.0279	104,855,944
1993 - 94	2.72	1.0272	242,249	1.76	1.0176	1.0453	3.1650	109,603,706
1994 - 95	0.71	1.0071	244,191	0.80	1.0080	1.0152	3.2130	111,265,943
1995 - 96	4.72	1.0472	247,800	1.48	1.0148	1.0627	3.4144	118,240,409
1996 - 97	4.67	1.0467	243,421	(1.77)	0.9823	1.0282	3.5107	121,575,271
1997 - 98	4.67	1.0467	241,630	(0.74)	0.9926	1.0390	3.6476	126,316,107
1998 - 99	4.15	1.0415	250,799	3.79	1.0379	1.0810	3.9431	136,549,249
1999 - 00	4.53	1.0453	254,262	1.38	1.0138	1.0597	4.1786	144,704,596
2000 - 01	4.91	1.0491	259,738	2.15	1.0215	1.0717	4.4782	155,079,721
2001 - 02	7.82	1.0782	265,684	2.29	1.0229	1.1029	4.9389	171,033,727
2002 - 03	1.27)	0.9873	269,402	1.40	1.0140	1.0011	4.9444	171,224,191
2003 - 04	2.31	1.0231	274,100	1.74	1.0174	1.0409	5.1468	178,233,288
2004 - 05	3.28	1.0328	277,030	1.07	1.0107	1.0438	5.3724	186,045,798
2005 - 06	5.26	1.0526	285,537	3.07	1.0307	1.0849	5.8286	201,843,969
2006 - 07	3.96	1.0396	287,820	0.80	1.0080	1.0479	6.1079	211,516,107

A	B	C	D	E*	F	G	H	I
	<i>Provided by State of California</i>	$\frac{B + 100}{100}$	<i>Provided by State of California</i>	$\left(\frac{CY - PY}{PY}\right) \times 100$	$\frac{E + 100}{100}$	$C \times F$	$H \text{ Prior Year} \times G$	$H \text{ Current Year} \times$ <i>Base Year</i>
	PER CAPITA PERSONAL INCOME			POPULATION		GANN LIMIT**		
FISCAL YEAR	% CHANGE FROM PRIOR YEAR	% CHANGE AS A RATIO	MINUS EXCLUSIONS ON JANUARY 1	% CHANGE FROM PRIOR YEAR	% CHANGE AS A RATIO	FISCAL YEAR FACTOR	CUMULATIVE FACTOR	APPROPRIATION LIMIT
2007 - 08	4.42	1.0442	291,398	1.24	1.0124	1.0572	6.4572	223,612,339
2008 - 09	4.29	1.0429	296,842	1.87	1.0187	1.0624	6.8600	237,561,272
2009 - 10	0.62	1.0062	300,430	1.21	1.0121	1.0184	6.9860	241,924,642
2010 - 11	2.54)	0.9746	304,051	1.21	1.0121	0.9863	6.8906	238,620,947
2011 - 12	2.51	1.0251	306,779	0.90	1.0090	1.0343	7.1269	246,803,998
2012 - 13	3.77	1.0377	308,452	0.55	1.0055	1.0434	7.4359	257,504,644
2013 - 14	5.12	1.0512	311,896	1.12	1.0112	1.0629	7.9039	273,711,448
2014 - 15	0.23)	0.9977	313,975	0.67	1.0067	1.0044	7.9383	274,902,718
2015 - 16	3.82	1.0382	317,248	1.04	1.0104	1.0490	8.3275	288,380,684
2016 - 17	5.37	1.0537	324,637	2.33	1.0233	1.0782	8.9791	310,945,542
2017 - 18	3.69	1.0369	326,733	0.65	1.0065	1.0436	9.3705	324,499,693
2018 - 19	3.67	1.0367	325,801	(0.29)	0.9971	1.0337	9.6867	335,449,675
2019 - 20	3.85	1.0385	328,042	0.69	1.0069	1.0456	10.1288	350,759,564
2020 - 21	3.73	1.0373	328,096	0.02	1.0002	1.0375	10.5083	363,901,620
2021 - 22	5.73	1.0573	324,243	(1.17)	0.9883	1.0449	10.9800	380,236,555
2022 - 23	7.55	1.0755	317,788	(1.99)	0.9801	1.0541	11.5739	400,803,266

*CY = Current Year; PY = Prior Year

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APPENDIX D: LIST OF ACRONYMS

Acronym	Definition
ACD	Automatic Call Distributer
ACFR	Annual Comprehensive Financial Report
ACMS	All City Management Services
ADU	Accessory Dwelling Unit
AQI	Air Quality Index
AQMD	Air Quality Management District
ARPA	American Rescue Plan Act
ASU	Aviation Support Unit
ATF	Bureau of Alcohol, Tobacco and Firearms
ATP	Active Transportation Program
BEC	Budget Engagement Commission
BI	Business Intelligence
BNSF	Burlington Northern Santa Fe
BYOD	Bring Your Own Device
CAISO	California Independent System Operator
Cal/OSHA	Division of Occupational Safety and Health of California
CalPERS	California Public Employees' Retirement System
CAP	Cost Allocation Plan
CAPP	California Arrearage Payment Program
CARB	California Air Resources Board
CARES	Coronavirus Aid, Relief, and Economic Security Act
CAU	Crime Analysis Unit
CBU	California Baptist University
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CFD	Community Facilities District
CFS	Cubic Square Feet Per Second
CIP	Capital Improvement Program
CIS	Customer Information System
CMAQ	Congestion Mitigation Air Quality
COI	Certificate of Insurance
COOP	Continuity of Operations Plan
CPCN	Certificate of Public Convenience and Necessity
CPI	Consumer Price Index
CPP	COVIC-19 Prevention Program
CPR/AED	Cardiopulmonary Resuscitation/Automated External Defibrillator
CPRS	California Park & Recreation Society
CPSE	Center for Public Safety Excellence
CPUC	California Public Utilities Commission
CRTF	Cannabis Regulation Task Force

Acronym	Definition
CSB	Community Services Bureau
CSMFO	California Society of Municipal Finance Officers
CTE	Career Technical Education
CUPA	Certified Unified Program Agency
CURE	Clean Up Riverside's Environment
CWEA	California Water Environment Association
CWWAPP	California Water and Wastewater Arrearage Management Program
DART	Days Away, Restricted, or Transferred
DEI	Diversity, Equity, and Inclusion
DHS	Department of Homeland Security
EDD	Employment Development Department
ELT	Executive Leadership Team
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPIC	Engagement, Practical Skills & Tools, Innovation, Communication Teamwork
ERA	Emergency Rental Assistance
ERAP	Emergency Recovery Assistance Program
ESG-CV	Emergency Solutions Grant – CARES Act
FEMA	Federal Emergency Management Agency
FHSZ	Fire Hazard Severity Zone
FRA	Federal Railroad Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GFT	General Fund Transfer
GHG	Greenhouse Gas
GIS	Geographic Information System
HAWK	High-Intensity Activated Crosswalk
HdL	Hinderliter, de Llamas and Associates, Limited Liability Corporation
HIDTA	High Intensity Drug Trafficking Area
HOPWA	Housing Opportunities for Persons with Aids
HRIS	Human Resources Information System
HSIP	Highway Safety Improvement Program
HUD	U.S. Department of Housing and Urban Development
INCA	Inland Crackdown Allied Task Force
IRAT	Inland Regional Apprehension Team
IRC	Inland Regional Center
IRO	Intergovernmental Relations Officer
ISA	Instructional Service Agreement
ISO	Insurance Services Office
IT	Innovation & Technology
ITIL	Information Technology Infrastructure Library

Acronym	Definition
JAC	Joint Apprenticeship Committee
JADU	Junior Accessory Dwelling Unit
KRCB	Keep Riverside Clean and Beautiful
LACMA	Los Angeles County Museum of Art
LCFS	Low Carbon Fuel Standard
LED	Light Emitting Diode
LMD	Landscape Maintenance District
LMR	Land Mobile Radio
LMS	Land Management System
MCD	Mobile Computing Device
MDP	Master Drainage Plan
MISAC	Municipal Information Systems Association of California
MOU	Memorandum of Understanding
MPN	Medical Provider Network
MRF	Material Recovery Facility
MSRC	Mobile Source Air Pollution Reduction Review Committee
MW	Megawatt
NACHA	National Automated Clearing House Association
NPC	Neighborhood Policing Center
NPDES	National Pollution Discharge Elimination System
OEM	Office of Emergency Management
ONT	Ontario International Airport
OSS	One Stop Shop
PACT	Post-Release Accountability and Corrections Team
PAFR	Popular Annual Financial Report
PANS	Park and Neighborhood Specialists Program
PARCS	Parking Access and Revenue Control System
PBB	Priority Based Budgeting
PCI	Payment Card Industry (Security Standards Council)
PEG	Public, Educational and Governmental [Access Channels]
PERS	Public Employees' Retirement System
PIO	Public Information Officer
PIT	Point in Time (Homeless Count)
PLAY	Police Leading Active Youth
PLC	Programmatic Logic Controller
POB	Pension Obligation Bond
POST	Peace Officer Standards and Training
PRCSD	Parks, Recreation & Community Services Department
PSEC	Public Safety Enterprise Communication System
PSET	Public Safety Engagement Team
PV	Photovoltaic
PW	Public Works
RAID	Riverside Auto-Theft Interdiction Detail [Task Force]
RCCD	Riverside Community College District

Acronym	Definition
RCDEH	Riverside County Department of Environmental Health
RCFCD	Riverside County Flood Control & Water Conversation District
RCFL	Regional Computer Forensics Laboratory
RDA	Redevelopment Agency
RDSA	Redevelopment Successor Agency
RERC	Riverside Energy Resource Center
RFP	Request for Proposal
RHNA	Regional Housing Needs Allocation
RMRA	Road Maintenance & Recovery Act
RMS	Records Management System
ROPS	Recognized Obligation Payment Schedule
RORF	Redevelopment Obligation Retirement Fund
RPU	Riverside Public Utilities
RTRP	Riverside Transmission Reliability Project
RWQCP	Riverside Water Quality Control Plant
SAN	Storage Area Network
SB	Senate Bill
SCADA	Supervisory Control and Data Acquisition
SCE	Southern California Edison
SDLC	Software Development Life Cycle
SHARE	Sharing Households Assist Riverside's Energy
SLAD	Street Light Assessment District
SOV	Statement of Values
STEAM	Science, Technology, Engineering, Art, and Math
STEM	Science, Technology, Engineering, and Math
STP	Surface Transportation Program
STREAM	Science, Technology, Reading, Engineering, Arts and Mathematics
SWAT	Special Weapons and Tactics
TAC	(Santa Ana Region) Technical Advisory Committee
TEFRA	Tax Equity and Fiscal Responsibility Act
TMDL	Total Maximum Daily Load
TMS	Talent Management System
TOD	Training and Organizational Development
TOT	Transient Occupancy Tax
TRIR	Total Recordable Injury Rate
TSU	Technical Services Unit
TULIP	Tenant User Liability Insurance Program
TUMF	Transportation Uniform Mitigation Fee
TUT	Transaction and Use Tax
UAL	Unfunded Accrued Liability
UASI	Urban Area Security Initiative
UCR	University of California, Riverside
UHF	Ultra-High Frequency
UP	Union Pacific Railroad

Acronym	Definition
US&R	Urban Search and Rescue
UUT	Utility User Tax
VoIP	Voice Over Internet Protocol
VPN	Virtual Private Network
WCD	(Riverside County Flood Control &) Water Conservation District
WMP	Wildfire Mitigation Plan
WQCP	(Riverside) Water Quality Control Plant
WQMP	Water Quality Management Plan
YWCA	Young Women's Christian Association