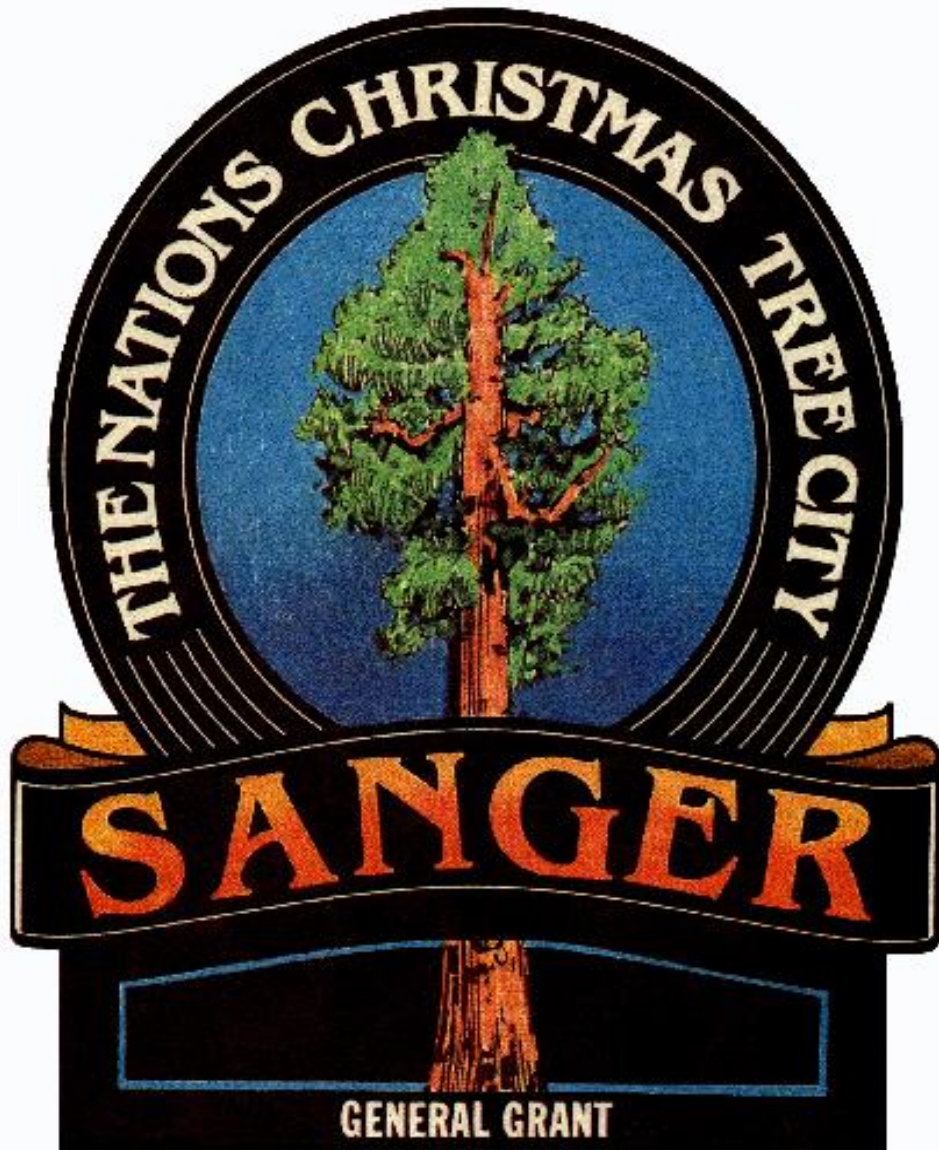


CITY OF SANGER



**ADOPTED BUDGET
FISCAL YEAR
2019-2020
2020-2021**

CITY OF SANGER, CALIFORNIA

Fiscal Year 2019-2020

CITY COUNCIL

*Mayor – Frank Gonzalez
Mayor Pro Tem – Eli Ontiveros
Council Member – Esmerelda Hurtado
Council Member – Humberto Garza
Council Member – Daniel Martinez*

DIRECTORY OF CITY OFFICIALS

*Tim Chapa – City Manager
Gary Watahira –Administrative Services/Finance Director
Rebeca Padron - City Clerk/Deputy Personnel Officer
Tom Navarro – Community Development Director
Silver Rodriguez – Police Chief
John Mulligan – Public Works Director
Greg Tarascou – Fire Chief
Josh Rogers – City Engineer
Hilda Cantu-Montoy – City Attorney*

GENERAL GRANT

FOUNDED JULY 1888

INCORPORATED MAY 1911



City of Sanger, California

“A Community of Caring”

1700 7th Street
Sanger, California 93657
(559) 876-6300
FAX (559) 875-8770

June 30, 2019

To Mayor Gonzalez, Members of the City Council, and Citizens of Sanger

On behalf of the City’s Management Team, I am pleased to present the City of Sanger Adopted Budget for Fiscal Year 2019/20 in accordance with the Sanger Municipal Code.

Six key foundational objectives were used in developing this budget:

1. Annexation North to Highway 180
2. Economic Development
3. Eliminate Blight in Neighborhoods
4. Improve Code Enforcement
5. Parks and Outdoor Recreation Space
6. Sidewalks and Related Improvements
7. Additional Parks

The Fiscal Year 2020 and 21 General Fund budgets are balanced, with slight surpluses each year. The budgets are tight, primarily due to the implementation of the cost allocation plan which adjusted the allocation for internal service charges. No new positions or department programs were funded through the operational budget for Fiscal Year 2020 or 2021. We are continuing to address the CalPERS unfunded liability issue of the incremental reduction of the CalPERS investments discount rates from 7.50% to 7.00%; an early Advance Discretionary Payment of \$750,000 will be paid to reduce the unfunded liability. An additional \$10,000 was budgeted to the Sanger Chamber of Commerce for two additional events.

Economic Background

Unemployment statewide remains low at 4.3%. Fresno County unemployment rate is 6.4%. Unemployment in Sanger is currently projected to be below 7%.

The City continues to aggressively promote numerous major economic development initiatives including the resources committed to the annexation of SR 180. Programs designed to stimulate job creation by providing incentives to promote the development of industrial and commercial construction as well as programs designed to revitalize underperforming retail facilities by providing a sales tax rebate to retailers that move into currently vacant properties. It is important that the city continue to place high importance on economic and job development activities, especially with the elimination of Redevelopment.

The preparation of this budget could not have been accomplished without the dedicated service of the entire Leadership Team of the City. Each member of the team has my sincere appreciation for the contributions made in the preparation of this budget. It is the City's employees unwavering commitment to excellence in public service and their willingness to share in the financial sacrifices necessary that keeps the city services intact and Sanger on a sound financial footing.

In closing, I would like to thank the City Council members for their leadership and support in planning and conducting the financial operations of the City in a responsible and progressive manner.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Tim Chapa". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Tim Chapa
City Manager



BUDGET OVERVIEW

- Community Profile**
- Sanger City Core Values**
- City Organization Chart**
- Introduction & Overview of Adopted Budget**
- Budget Guide**
- Budget Development Process**
- Budget Glossary**
- Description & Purpose of Accounting Funds**

City of Sanger

Community Profile

Sanger was founded in 1888 as Sanger Station, a stop along the newly constructed Southern Pacific Railroad. At that time the area was already thriving with farms, ranches and orange groves. Twenty-three years later, in May 1911, the City of Sanger was officially incorporated.

Sanger is situated just west of the Kings River in Fresno County California. Located on the world-famous Blossom Trail, Sanger is surrounded by some of the world's richest and most productive farm land. Sanger lies N.W. of Los Angeles and S.E. of San Francisco in the center of the State, and is within easy driving distance of both the California coast and the Sierra Nevada Mountain range. Needless to say, recreation opportunities are abundant throughout the year.

Sanger is the gateway city into two of America's greatest National Parks, and is the last incorporated city before passing through the west gate of both Sequoia National Park and Kings Canyon National Park. Kings Canyon is home to world-renowned General Grant Giant Sequoia Tree, "The Nation's Christmas Tree". Sanger was instrumental in persuading President Calvin Coolidge to designate this great tree as The Nation's Christmas Tree and, as a result, Sanger has long been recognized by the U.S. Government as "**The Nation's Christmas Tree City**".

Sanger sits at 365 feet above sea level and offers residents and visitors a mild, dry climate with average temperatures of 43 degrees in the winter and 91 degrees in the summer. The annual rainfall for the city is 10.4 inches (30 yr. Avg.).

Sanger ranks as Fresno County's third largest city, with a 2018 population of 26,287. Sanger is a full-service city that provides its residents with Police, Fire, Ambulance and Paramedic services, in addition to a comprehensive network of parks and numerous year-round recreation activities. The city also provides full utility services including water, wastewater treatment, solid waste and recycling services. Sanger has ample wastewater treatment capacity to handle a large population increase, and to support additional commercial and industrial growth.

Type of City	General Law
Form of Government	City Council / City Manager
Land Area	6.00 Square Miles
Number of Housing Units	7,218
School District Size	180 Square Miles

Population Trend

1990	16,839
2000	18,931
2005	22,105
2011	24,638
2016	26,024
2018	26,287

SANGER CITY COUNCIL CORE VALUES

ACCOUNTABILITY

ETHICAL

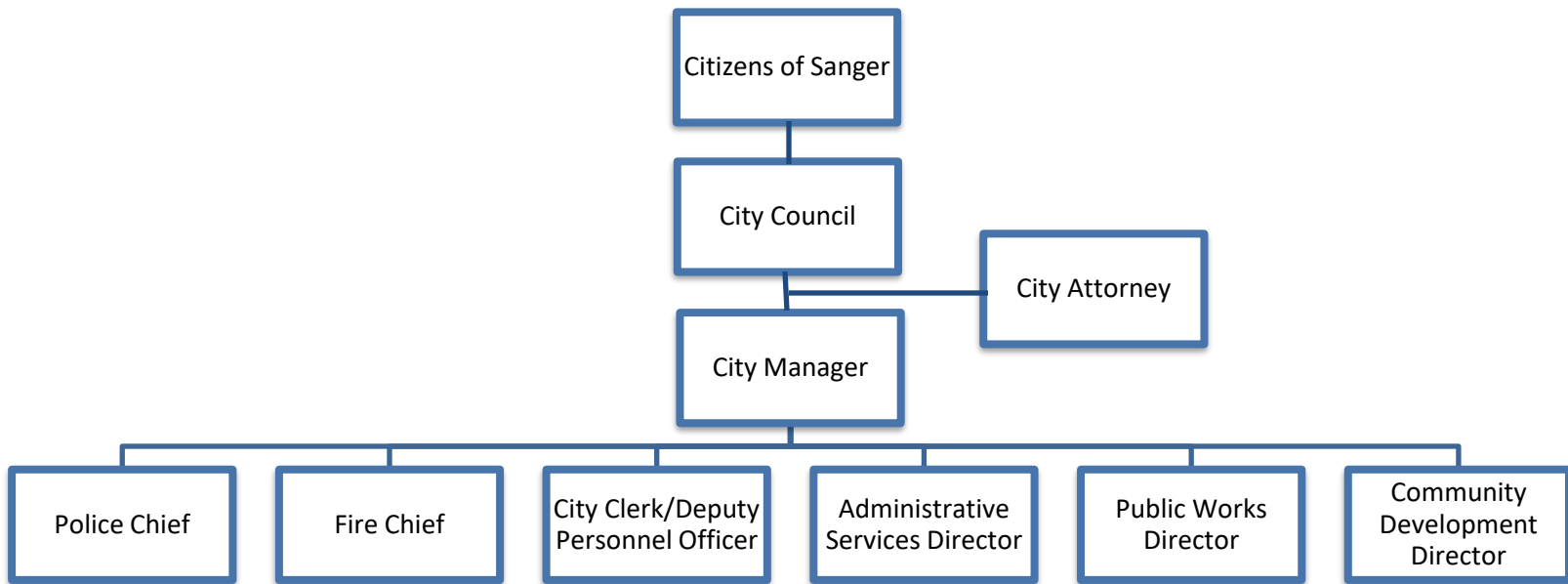
PROFESSIONALISM

RESPONSIVENESS AND RESPECTFUL

**SERVICE-ORIENTED WITH A
“CAN-DO ATTITUDE”**

TRANSPARENCY

VISIONARY



INTRODUCTION & OVERVIEW OF ADOPTED CITY BUDGET FISCAL YEAR 2019/20

Budget Overview

SUMMARY OF BUDGET PARAMETERS AND KEY ASSUMPTIONS:

- Propose and adopt a balanced budget keeping expenditures within projected revenue and other available funding sources.
- Maintain established core level of services and ensure any new services, initiatives, or programs meet objectives and can be funded with new or existing resources.
- Review special and major maintenance or capital projects and recommend funding for only those projects that are high priority or essential for the fiscal year 2019/20.
- Fund reserve levels at approved City Council policy:
 - Unassigned general fund balance -15% of general fund operating expenditures.
 - Restricted fund balance -\$250,000 general fund restricted for emergencies.
 - Enterprise funds balances – Three months of operating expenditures.

BUDGET GUIDE

This budget guide provides an overview of the elements of the budget document.

The budget is the City's fundamental policy document. It describes the City's goals and objectives and indicates how resources are allocated to achieve those goals. In addition to its role as a policy document, the budget also serves as a financial plan, an operations guide and a communication tool.

The City of Sanger keeps tracks of its activities in self-balancing sets of accounts called funds which are the basic accounting and reporting components in governmental accounting. Funds are designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain functions or activities.

Some funds are established to track activities required by law (i.e. gas tax fund), some fulfill revenue requirements (CDBG, Measure C funds), still others demonstrate prudent administrative practices (internal service funds such as city manager, city clerk, finance).

Budget years run in fiscal year cycles beginning July 1 and ending June 30. The city budget is approved and balanced by fund. Then some of the fund balance dollars are held for future expenses for several reasons. Special taxes, such as the gas tax, are restricted to specific services and must be carried forward for that purpose (in this case street improvements). Other balances may result from legal requirements, such as payment for long term debt for bonds.

There are several types of revenue that the City receives. Some revenues are restricted to certain uses by law; other revenues are payment for a specific service provided to its customers, while other revenues come from state and federal agencies.

Summary Schedules

Resources & Appropriations

For an overview of the adopted 2016-17 budget, this is probably the best place to start. It provides, by fund:

	General Fund	All Funds
Beginning Unreserved Fund Balance (estimated), 7-1-19	\$ 4,789,985	\$24,149,955
Total estimated revenues	13,691,031	44,014,369
Transfers among funds	763,485	0
Total adopted expenditures	13,615,659	47,555,243
Net revenues and expenditures (including transfers in and out)	75,372	(3,517,216)
Changes in Reserves to Fund Balance/Accounting Differences	(100,000)	(100,000)
Ending Unreserved Fund Balance (estimated), 6-30-17	4,765,356	19,878,594

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Revenues and Expenditures by Fund Type

This schedule provides adopted 2017-2018 revenues and expenditures by category and net revenues and expenditures for every City department, with totals by fund type.

Citywide Revenue and Expenditures

This schedule provides revenues by category and expenditures by fund (and General Fund department) for actual 2014-15, projected 2015-2016, and adopted 2017-2018. In addition, the schedule provides net revenues and expenditures for these categories and years.

Summaries of Funds

On the Resources & Appropriations schedule, the beginning and ending unrestricted fund balances are shown. The budget package also provides summaries of Funds for the General, Water, Sewer, Disposal, and Measure S Funds. These Summaries of Funds schedules are where the unrestricted fund balance numbers are calculated for these five funds. These schedules are prepared on the financial statement basis. Budgetary and financial statement bases of accounting treat certain disbursements in different ways, such as loan principal payments and capital outlay. In addition, the Summaries of Funds schedules itemize and display all the portions of fund balance – reserved and unreserved. The unrestricted fund balances for these five funds are calculated on these summary schedules and are then taken to the Resources & Appropriations schedule.

These summary schedules also provide revenues, transfers, and expenditures by category for five years: actual 2012-2013, actual 2013-2014, actual 2014-15, projected 2015-2016, and adopted 2017-2018. For the General Fund summary, expenditures are provided by department.

Detailed Schedules

- Transfers In and Out – This schedule lists all transfers among funds.
- Positions Allocation – This schedule lists all authorized positions by fund for fiscal year 2017-2018 through adopted 2020-2021.
- Revenue Summaries – This schedule lists every revenue account for every fund for five years: actual 2016-2017, actual 2017-2018, projected 2018-2019, and adopted 2019-2020 and 2020-2021.
- Capital Outlay – This schedule lists all Capital Improvement Program (CIP) and other capital outlay requests for 2019-2020 and 2020-2021.
- Capital Improvement Projects – This schedule lists all CIP projects by fund and provides beginning and ending fund balances.

- Debt Schedule – This schedule lists all of the City’s debt and the principal and interest payments that are included in the 2019-2020 and 2020-2021 adopted budget.

Basis of Accounting – Fund Accounting

The accounts of the city are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Government resources are allocated to and account for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

Governmental Fund Types – Governmental funds are used to account for all of the City’s general activities, including the collection and disbursement of earmarked moneys (special revenue funds), the acquisition of or construction of general fixed assets (capital project funds) and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all the activities of the general government not accounted for in some other fund.

Proprietary Funds – Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration and the primary intent is to recover the costs of providing the goods and services through user charges. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily with the government (internal service funds).

Fiduciary Funds – Fiduciary funds are used to account for assets held on behalf of outside parties in a trustee capacity. Successor Agency to the Sanger Redevelopment Agency falls within this category.

Each fund and its purpose are described further starting on page 13.

Basis of Budgeting

The budget is adopted consistent with generally accepted account principals as expressed by the Governmental Accounting Standards Board. The budgets of the governmental fund types (General Fund, special revenue, capital projects, and debt service) are prepared on a modified accrual basis. This means expenditures are recorded when the liability is incurred and revenues are recognized if they are received during the fiscal year or shortly thereafter. In addition, the City treats encumbrances as expenditures only for budgetary control

purposes. Encumbrances open at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. Available expendable resources include beginning fund balance and current year revenues and transfers from other funds.

The basis for establishing the spending plans for the proprietary fund types, internal service funds (administrative services, risk management, and vehicle & equipment), and enterprise funds (water, wastewater, and disposal) are on a full accrual basis. Expenses are recorded when the liability is incurred and revenues are recognized when the service is provided. Available expendable resources for proprietary funds included beginning working capital, current revenues and transfers in. Beginning working capital is defined as current assets less current liabilities, in other words, cash available to pay expenditures.

Budget Process

The budget represents the financial plan for the City of Sanger. This document concludes an ongoing process involving input from everyone in the community. Budget development is a process which begins in February/March and continues until the budget is adopted by the City Council in June.

Review of Goals

There are several goals associated with preparation and development of the City's document. First, the budget is a financial plan and management tool. The document should assist staff in monitoring revenues and expenditures and in evaluation the effectiveness of City activity and services. Second, the budget serves as an important reference document. It should provide staff, City Council and the general public with extensive information on the nature and scope of city operations and services.

Department Budget Requests

The Finance Department issues revenue and expenditure budget sheets listing the prior year actual expenditures, current year appropriation amounts and space to input budget requests for the upcoming year. The departments fill out the forms providing sufficient justification for significant changes in revenues or expenditures. All budget requests are returned to the Finance Department.

Budget Review and Analysis

Department budget requests are reviewed by the City Manager, Finance Director with the Department Head to ensure that the intent of all budget requests is understood and complete. The budgets are analyzed in various ways including evaluation of historical expenditure patterns as well as departmental operations. Spending priorities are based on the City's financial policies and mandated requirements focusing on service levels, covering bond requirements and the balancing of manpower, supplies and equipment. After the reviews, the management staff makes their final adjustments and recommendations for presentation to City Council.

City Council Adoption

In May, the proposed budget is printed and distributed and public hearings and workshops are scheduled. After receiving input from the public, city commissions, and City Council final adjustments are made, a public hearing is conducted at the second council meeting June and the budget is adopted.

Budget Amendments

Following the adoption of the budget, it is sometimes necessary to amend the budget. Appropriations in the budget may be adjusted by recommendation of the Finance Director and approval by the City Manager when the budget is not increased in total amount. Savings from appropriations in one section of a

department budget may be used to fund another section of a department budget. Any increase in appropriations that increases the total adopted budget must be approved by the City Council.

**BUDGET CALENDAR
2019-2020 AND 2020-2021**

DATE	ACTIVITY	ACTION BY
February	Budget instructions to Department Directors	City Manager Administrative Services Director
March 7	Public Meeting – City Council restate goals and objectives	City Council City Manager Department Heads Public
March 22	Budget requests submitted to Administrative Services Director	All Departments
April 1	Summarize department requests and estimated revenues	Administrative Services Director
April	City Manager Reviews budget requests with Department Heads	City Council City Manager Department Heads
May 7	Citizens Oversight Committee considers/approves department and grant requests for Measure S Funds	Citizens Oversight Committee City Manager Administrative Services Director
May 16	City Council considers COC department and grant requests	
May 24	Draft Proposed Budget with City Council Recommendations including revised revenues, complete and distribute	City Manager Administrative Services Director
May 30	Special City Council Budget Meeting – Public Hearing, Budget Discussion	City Council, City, Manager, Department Heads, Administrative Services Director
June 13	Special City Council Budget Meeting – Continue Public Hearing, Budget Discussion and Adoption	City Council City Manager Department Heads Public
June 20	City Council Meeting – If necessary, for Budget Adoption	City Council

GLOSSARY OF BUDGET TERMINOLOGY

The City's Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader in understanding the terminology, a glossary of budgetary terminology has been included in this document.

Accrual Basis of Accounting – Revenues are recognized when both measurable and available; expenditures are recorded when services have been substantially performed or goods have been received and the liabilities incurred.

Ad Valorem Taxes –(which means “according to its value”) Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget - Revenues and appropriations approved by the City Council in June for the next fiscal year.

Agency Fund – Used to account for assets held by the City in a fiduciary capacity for individuals, government entities and others. Such funds are operated by carrying out the specifications of trust indentures, statutes, ordinances, or other governing regulations.

Allocated Costs - An expense charged by one department/division to another for services performed for expenditures of a general nature that are charged to one main account and allocated to other departments/divisions by a specified formula.

Annualize-Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

Arbitrage – The interest rate differential that exists when proceeds from a municipal bond – which is tax free and carries a lower yield – are invested in taxable securities with a yield that is higher. The 1986 Tax Reform Act made this practice by municipalities illegal solely as a borrowing tactic, except under certain safe-harbor conditions.

Assessed Valuation – A municipality's property tax base stated in dollars based on real estate and/or other taxable business property for the purposes of taxation, sometimes expressed as a percent of the full market value of the taxable property within a community.

Asset - Resources owned or held by a government that has monetary value.

Authorized Positions - Employee positions, which are authorized in the adopted budget to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year that are available for appropriation and expenditures in the current year.

Bond - A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Budget - A financial plan for a specific period of time (Fiscal Year) that matches all planned revenues and expenditures with various municipal services.

Budget Amendment - A legal procedure utilized by City staff to revise a budget appropriation. City staff has the prerogative to adjust expenditures within or between departmental budgets. Council approval is required for additional appropriation from fund balance or new revenue sources.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Program - A plan for capital expenditures to provide for the acquisition, expansion or rehabilitation of an element of the City's physical plant to be incurred over a fixed period of several future years.

Capital Outlay - Expenditures relating to the purchase of equipment, land and other fixed assets.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve - An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements and professional consulting services.

Cost Recovery - The establishment of user fees that are equal to the full cost of providing services.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined paying schedule.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - A major administrative segment of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, planning and subdivision fees

Division - A unit or organization that reports to a department.

Employee Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's shares of costs for Social Security and the various pensions, medical and life insurance plans.

Encumbrance - Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Fund - A fund established to account for activities that are financed and operated in a manner similar to private business enterprises, where costs of providing services to the public are recovered through user fees. The City of Sanger includes four enterprise funds which are the water utility, sewer utility, disposal service and ambulance service.

Expenditures - Utilization of fund resources. Expenditures include operating expenses, debt service and capital outlays.

Expenditure Category - A basis for distinguishing types of expenditures. The major expenditure categories used by the City of Sanger are: salaries and benefits, services, supplies, capital outlay, debt service/other (allocated costs).

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Financial Strategies - Method or means to guide the City in making financial decisions and to insure a secure financial future. Financial strategies are fundamental policy guidelines regarding specific financial issues that are accompanied by an implementation plan.

Fiscal Year - A twelve-month time period signifying the beginning and ending period for recording financial transactions. The City of Sanger has specified July 1 through June 30 as its fiscal year.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full-time Equivalent Positions (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2080 hours per year. A half time position would be entered as .5 and would represent 1040 hours. If a position is required for only 900 hours during the year, then the equivalent FTE is derived by dividing 900 by 2080 and computed as an FTE value of .43.

Fund - A fiscal and accounting entity for which the recording of financial transactions is made for the purpose of carrying on specific activities in accordance with the requirements placed upon the use of financial resources.

Fund Balance – The equity (assets minus liabilities) of a governmental fund and fiduciary fund types. However, for budgeting purposes, a working capital definition of current assets minus current liabilities is used for the computations

General Fund - A fund used to account for the major operating revenues and expenditures of the City, except for those financial resources that are required to

be accounted for in another fund category. General Fund revenues are derived primarily from property and other taxes.

General Obligation (G.O.) Bond – A bond secured by a pledge of the issuer's taxing powers (limited or unlimited). More commonly the general obligation bonds of local governments are paid from ad valorem property taxes and other general revenues. Considered the most secure of all municipal debt. Limited by Proposition 13 to debt authorized by two-thirds vote in the case of local governments or a simple majority for State issuance.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

Goal - Broad mission statements which define the purpose of a department.

Governmental Funds – Typically used to account for tax-supported (governmental) activities. These include the General Fund, Special Revenue Funds, Capital Projects Funds and Debt Service Funds.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Internal Service Fund - A fund used to account for the services provided by one department to other departments on a cost-reimbursement basis. In the City of Sanger this includes the City Manager, City Clerk/Personnel, Administrative Services, Fuel charges and Risk management.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be purchased by department.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Measure C – Countywide ½ cent sales tax imposed in Fresno County for transportation for twenty years.

Measure S – The ¾ cent sales tax imposed by the City to fund Police, Fire, Paramedic, 9-1-1 Emergency and Gang Prevention/Intervention. It was approved by the voters in February 2008 for ten years.

Mello-Roos Bond – The Mello-Roos (named after its legislative sponsors) Community Facilities District Act of 1982 established a method where by almost every municipal subdivision of the state may form a special, separate district to finance a long list of public facilities by the sale of bonds and finance certain public services on a pay-as-you-go basis. These Community Facilities Districts are formed and bond issues authorized by a two-thirds vote of the property owners in the district. Typically, the only voters in a district are one or more real estate developers who own or have an option on all of the land in the district. These land-based financings were nicknamed “dirt bonds” by the Bond Advisor years ago. Bonds are sold to finance facilities that can include schools, parks, libraries, public utilities and other forms of infrastructure. The Districts may provide public services that include police and fire protection, recreation programs, area maintenance, library services, flood and storm damage. Bonded debt service and/or the public services are paid for by special taxes levied on the real property within the district. As the developer subdivides and sells of the land the new property owner assumes the tax burden. (Tax delinquencies can led to fines and penalties and ultimately foreclosure and sale. The ultimate security for Mello-Roos bonds is the value of the real property being taxed, consequently a provision in the law requires the appraised value of the land to be three times the bonded debt. Recent foreclosure sales have cast doubts on the skills of the appraisers and underscore the risk of some of this debt when a severe real estate slump hits developers)

Modified Accrual Basis – The accrual basis of accounting where revenues are recognized when they become both “measurable” and “available” to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis.

Objectives - A simply stated, readily measurable statement of aim or expected accomplishments with the fiscal year. A good statement of objective should imply a specific standard of performance for a given program or stated goal.

Operating Expenses - The cost of personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing the service by the program.

Redevelopment Agency – A legislatively established subdivision of government established to revitalize blighted and economically depressed areas of a community and to promote economic growth. Tax Allocation bonds are issued to pay the cost of land and building acquisition and their redevelopment and are paid by the incremental increase in property tax revenues produced by the increase assessed value of the area after redevelopment. Redevelopment Agencies may also sell Housing Mortgage Revenue Bonds to finance housing units within the area, 20% of which must be for low-cost housing.

Reserve - An account used to designate a portion of the fund balance for a specific future use and is therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or a statute.

Revenue - Increases in fund resources. Revenue includes income from user fees, taxes, permits and other sources.

Section - A unit or organization that reports to a division.

Self-Supporting Activities - An enterprise activity where all service costs (including principal and interest debt payments) are covered solely from the earnings of the enterprise.

Special Revenue Funds – Used to account for revenue derived from specific taxes or other earmarked revenue sources (other than expendable trusts or for major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

Subsidy - Supplemental resources provided to ensure adequate funding when anticipated expenditures exceed revenues.

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year has started.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for the current or permanent benefit, such as special assessments.

Transfer In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

User Fees –Payments made by users or customers of publicly provided services that benefit specific individuals. These services exhibit “public good” characteristics. Examples of user fees are fees paid for recreational activities, building fees.



SUMMARIES OF FUNDS

- Resources & Appropriations**
- Revenues & Expenditures by Fund Type**
- Citywide Revenues & Expenditures**
 - Transfers In & Out**
 - Positions Allocation**
 - Revenue Projections**
 - Revenue Summaries**
 - General Fund**
 - Water Fund**
 - Sewer Fund**
 - Disposal Fund**
 - Measure S Fund**

**CITY OF SANGER
RESOURCES AND APPROPRIATIONS
FY 2020**

Fund	2018-2019		2019-2020					
	Year-End Unrestricted Balance - Estimated	Estimated Revenues	Transfers Among Funds	2018/2019 Available Funds	Proposed Expenditures	Net Revenues and Expenditures	Adjustment to Assigned Fund Balance Reserves	Year-End Unrestricted Balance - Estimated
101-General Fund	4,789,985	13,691,031	763,485	18,481,016	13,615,659	75,372	(100,000)	4,765,356
Special Revenue Funds:								
202-Measure C Extension - Pedestrian	310,550	67,157		377,707	20,180	46,977		357,527
203-Measure C Extension - Bicycle	86,936	17,541		104,477	450	17,091		104,027
206-Measure C Extension - ADA	8,370	10,743		19,113	18,704	(7,961)		409
207-Measure C Extension - Street	626,739	322,483		949,222	177,621	144,862		771,601
209-Prop 1B	-	-		-	-	-		-
210-Traffic Congestion Relief Fund	-	-		-	-	-		-
211-Gas Tax	200,884	1,122,152	(654,145)	1,323,036	481,032	641,120		187,859
212-Local TDA Article 8 Streets	1,434,307	1,082,732		2,517,039	1,109,000	(26,268)		1,408,039
213-Local TDA Fund Article 3 Pedestrian/Bicycle	67,072	20,406		87,478	284	20,122		87,194
214-Traffic Safety	-	-		-	-	-		-
215-Measure C Street Maintenance	-	838,203		838,203	838,203	-		-
216-Measure C Extension - Flexible	312,766	311,740		624,506	97,146	214,594		527,360
217-Transportation Equity Act 21 TEA21	-	3,543,641		3,543,641	3,543,641	-		-
218-Kings River Boat Launch Grant	-	356,540		356,540	356,540	-		-
220-Traffic/Storm Drain Developers Fee	-	561,000		561,000	33,458	527,542		527,542
299-SUSD ATP Project Share	-	-		-	-	-		-
251-Community Development Block Grant (CDBG)	-	-		-	-	-		-
Sub-Total, Non-Enterprise CIP Funds	3,047,624	8,254,338	(654,145)	11,301,962	6,676,258	1,578,080	-	3,971,559
- Other Special Revenue Funds								
201-Safer Grant	363	-		363	-	-		363
205-CalGrip	-	-		-	-	-		-
208-Measure S	2,502,131	2,386,500		4,888,631	4,138,848	(1,752,348)		749,783
221-Developers Fee	1,722,305	-		1,722,305	-	-		1,722,305
222-Water Developers Fee	544,771	121,700		666,471	121,700	666,471		666,471
223-Sewer Developers Fee	553,044	633,150		1,186,194	633,150	1,186,194		1,186,194
224-Disposal Developers Fee	313,261	33,000		346,261	33,000	346,261		346,261
225-Air Quality Projects	181,431	6,500		187,931	1,319	5,181		186,612
230-SJVAPCD Public Benefit Grant	-	-		-	-	-		-
241-Landscape/Lighting Dist. No 1	144,135	142,000	(142,000)	286,135	149,020	(7,020)		137,115
244-Landscape/Lighting Dist. No 2	568,182	185,000		753,182	188,753	(3,753)		564,428
245-Water Infrastructure State Grant	-	-		-	-	-		-
246-Sanger Skate Park	347	-		347	-	-		347
247-Youth Center	-	-		-	-	-		-
248-ABC Grant	7,513	-		7,513	-	-		7,513
252-Area Agency on Aging Grant	24,232	12,000	(12,000)	36,232	12,609	(609)		23,623
254-Bike Lane Striping	1,426	-		1,426	-	-		1,426
255-Local Public Safety Funds	24,352	134,700		159,052	158,868	(24,168)		184
256-Supplemental Law Enforcement (SLESF)	23,591	140,000		163,591	119,090	20,910		44,501
257-Edward Byrne Memorial (JAG)	15,415	-		15,415	53	(53)		15,362
258-PetSmart Grant	1,425	200		1,625	200	200		1,625
260-COPS Hiring Recovery Program	-	-		-	-	-		-
261-Community Facilities District 2005-1	425,143	580,000		1,005,143	781,739	(201,739)		223,404
267-DUI Enforcement	34,840	-	(34,840)	34,840	34,840	(34,840)		-
271-Bulletproof Vest Program	(1)	3,100		3,099	2,311	789		788
272-Vehicle Impound Program	91	-		91	-	-		91
274-Homeland Security Grant	-	-		-	-	-		-
283-Cal Home/Begin Program	5,708	600		6,308	600	600		6,308
298-Tobacco Grant	-	102,000		-	125,658	-		-
Sub-Total, Other Special Rev. Funds	7,093,705	4,480,450	(188,840)	11,471,792	5,713,109	(1,209,001)	-	5,884,704
Sub-Total, Special Rev. Funds	10,141,329	12,734,788	(842,985)	22,773,754	12,389,367	369,079	-	9,856,263
Enterprise Funds:								
611-Water	4,098,262	3,425,400		7,523,662	7,051,658	(3,626,258)		472,004
621-Sewer	2,924,680	5,235,100		8,159,780	5,599,293	(364,193)		2,560,487
631-Disposal	2,011,574	3,084,550		5,096,124	2,984,545	100,005		2,111,579
Sub-Total, Enterprise Funds	9,034,516	11,745,050	-	20,779,566	15,635,496	(3,890,446)	-	5,144,070
Internal Service Funds:								
712-Administrative Services	24,808	1,996,000		2,020,808	1,891,946	104,054		128,862
721-Equipment Fuel	2,182	172,600		174,782	172,600	-		2,182
731-Risk Management	(599,323)	3,563,100		2,963,777	3,589,954	(26,854)		(626,177)
Sub-total, Internal Service Funds	(572,333)	5,731,700	-	5,159,367	5,654,500	77,200	-	(495,133)
Debt Service:								
413-Mello Roos	-	-		-	-	-		-
414-Improvement Dist 79	-	-		-	-	-		-
484-Sanger Public Financing	-	-		-	-	-		-
481-RDA Successor Agency Debt Service	48,798	2,000		50,798	-	2,000		50,798
487-Sanger Financing Authority	45	79,800	79,500	79,845	79,500	300		345
Sub-total, Debt Service	48,843	81,800	79,500	130,643	79,500	2,300	-	51,143
Other Funds:								
381-Successor Agency to Sanger RDA	316,297	-		316,297	94,580	(94,580)		221,717
385-Redevelopment Obligations (ROPS)	-	-		-	-	-		-
486-Sanger Housing Authority	391,318	30,000		421,318	86,141	(56,141)		335,177
Total	24,149,955	44,014,369	-	68,061,961	47,555,243	(3,517,216)	(100,000)	19,878,594

**CITY OF SANGER
RESOURCES AND APPROPRIATIONS
FY 2021**

Fund	2019-2020	2020-2021						
	Year-End Unrestricted Balance - Estimated	Estimated Revenues	Transfers Among Funds	2020/2021 Available Funds	Proposed Expenditures	Net Revenues and Expenditures	Adjustment to Assigned Fund Balance Reserves	Year-End Unrestricted Balance - Estimated
General Fund:								
101-General Fund	4,765,356	13,897,066	748,330	18,662,422	13,829,943	67,123	-	4,832,479
Special Revenue Funds:								
202-Measure C Extension - Pedestrian	357,527	69,676	-	427,203	20,180	49,496	-	407,023
203-Measure C Extension - Bicycle	104,027	18,199	-	122,226	450	17,749	-	121,775
206-Measure C Extension - ADA	409	11,146	-	11,555	3,704	7,442	-	7,852
207-Measure C Extension - Street	771,601	334,576	-	1,106,177	925,226	(590,650)	-	180,951
209-Prop 1B	-	-	-	-	-	-	-	-
210-Traffic Congestion Relief Fund	-	-	-	-	-	-	-	-
211-Gas Tax	187,859	1,164,233	(678,675)	485,558	481,031	4,527	-	192,386
212-Local TDA Article 8 Streets	1,408,039	1,123,334	-	2,531,373	1,877,407	(754,073)	-	653,966
213-Local TDA Fund Article 3 Pedestrian/Bicycle	87,194	21,171	-	108,365	284	20,887	-	108,082
214-Traffic Safety	-	-	-	-	-	-	-	-
215-Measure C Street Maintenance	-	-	-	-	-	-	-	-
216-Measure C Extension - Flexible	527,360	323,430	-	850,790	677,146	(353,716)	-	173,645
217-Transportation Equity Act 21 TEA21	-	3,235,393	-	3,235,393	3,235,393	-	-	-
218-Kings River Boat Launch Grant	-	-	-	-	-	-	-	-
220-Traffic/Storm Drain Developers Fee	527,542	561,000	-	1,088,542	447,658	113,342	-	640,884
299-SUSD ATP Project Share	-	-	-	-	-	-	-	-
251-Community Development Block Grant (CDBG)	-	-	-	-	-	-	-	-
Sub-Total, Non-Enterprise CIP Funds	3,971,559	6,862,158	(678,675)	9,967,182	7,668,478	(1,484,995)	-	2,486,563
- Other Special Revenue Funds								
201-Safer Grant	363	-	-	363	-	-	-	363
205-CalGrip	-	-	-	-	-	-	-	-
208-Measure S	749,783	2,474,300	-	3,224,083	2,534,527	(60,227)	-	689,556
221-Developers Fee	1,722,305	-	-	1,722,305	-	-	-	1,722,305
222-Water Developers Fee	666,471	121,700	-	788,171	-	121,700	-	788,171
223-Sewer Developers Fee	1,186,194	633,150	-	1,819,344	-	633,150	-	1,819,344
224-Disposal Developers Fee	346,261	33,000	-	379,261	-	33,000	-	379,261
225-Air Quality Projects	186,612	6,500	-	193,112	1,319	5,181	-	191,793
230-SJVAPCD Public Benefit Grant	-	-	-	-	-	-	-	-
241-Landscape/Lighting Dist. No 1	137,115	142,000	(142,000)	279,115	149,020	(7,020)	-	130,095
244-Landscape/Lighting Dist No 2	564,428	185,000	-	749,428	188,753	(3,753)	-	560,675
245-Water Infrastructure State Grant	-	-	-	-	-	-	-	-
246-Sanger Skate Park	347	-	-	347	-	-	-	347
247-Youth Center	-	-	-	-	-	-	-	-
248-ABC Grant	7,513	-	-	7,513	-	-	-	7,513
252-Area Agency on Aging Grant	23,623	12,000	(12,000)	35,623	12,609	(609)	-	23,013
254-Bike Lane Striping	1,426	-	-	1,426	-	-	-	1,426
255-Local Public Safety Funds	184	134,700	-	134,884	162,810	(28,110)	-	(27,926)
256-Supplemental Law Enforcement (SLESF)	44,501	140,000	-	184,501	133,739	6,261	-	50,762
257-Edward Byrne Memorial (JAG)	15,362	-	-	15,362	53	(53)	-	15,310
258-PetSmart Grant	1,625	-	-	1,625	-	-	-	1,625
260-COPS Hiring Recovery Program	-	-	-	-	-	-	-	-
261-Community Facilities District 2005-1	223,404	580,000	-	803,404	801,461	(221,461)	-	1,942
267-DUI Enforcement	-	-	-	-	-	-	-	-
271-Bulletproof Vest Program	788	4,000	-	4,788	2,311	1,689	-	2,476
272-Vehicle Impound Program	91	-	-	91	-	-	-	91
274-Homeland Security Grant	-	-	-	-	-	-	-	-
283-Cal Home/Begin Program	6,308	600	-	6,908	-	600	-	6,908
298-Tobacco Grant	-	102,000	-	-	126,986	-	-	-
Sub-Total, Other Special Rev. Funds	5,884,704	4,568,950	(154,000)	10,351,654	4,113,589	480,347	-	6,365,051
Sub-Total, Special Rev. Funds	9,856,263	11,431,108	(832,675)	20,318,836	11,782,067	(1,004,648)	-	8,851,615
Enterprise Funds:								
611-Water	472,004	5,857,400	-	6,329,404	5,684,108	173,292	-	645,297
621-Sewer	2,560,487	5,139,600	-	7,700,087	5,615,162	(475,562)	-	2,084,925
631-Disposal	2,111,579	3,091,700	-	5,203,279	3,032,531	59,169	-	2,170,748
Sub-Total, Enterprise Funds	5,144,070	14,088,700	-	19,232,770	14,331,801	(243,101)	-	4,900,969
Internal Service Funds:								
712-Administrative Services	128,862	2,000,000	-	2,128,862	1,912,722	87,278	-	216,140
721-Equipment Fuel	2,182	172,600	-	174,782	172,600	-	-	2,182
731-Risk Management	(626,177)	3,706,900	-	3,080,723	3,733,731	(26,831)	-	(653,008)
Sub-total, Internal Service Funds	(495,133)	5,879,500	-	5,384,367	5,819,054	60,446	-	(434,686)
Debt Service:								
413-Mello Roos	-	-	-	-	-	-	-	-
414-Improvement Dist 79	-	-	-	-	-	-	-	-
484-Sanger Public Financing	-	-	-	-	-	-	-	-
481-RDA Successor Agency Debt Service	50,798	2,000	-	52,798	-	2,000	-	52,798
487-Sanger Financing Authority	345	84,345	84,345	84,690	84,345	-	-	345
Sub-total, Debt Service	51,143	86,345	84,345	137,488	84,345	2,000	-	53,143
381-Successor Agency to Sanger RDA	221,717	-	-	221,717	92,478	(92,478)	-	129,239
385-Redevelopment Obligations (ROPS)	-	-	-	-	-	-	-	-
486-Sanger Housing Authority	335,177	30,000	-	365,177	84,883	(54,883)	-	280,294
	19,878,594	45,412,719	-	64,322,778	46,024,571	(1,265,542)	-	18,613,052

REVENUE SUMMARY DETAIL

Row Labels	Sum of FY 2017 Actuals	Sum of FY 2018 Actuals	Sum of FY 2019 Year End	Sum of FY 2020 Adopted	Sum of FY 2021 Adopted
GENERAL FUND					
CHARGES FOR SERVICES					
101-030-101-4322-SENIOR DEPOSITS-C1	-	4,117	500	4,000	4,000
101-030-101-4323SENIOR DEPOSITS-C2		50	-	200	200
101-030-101-4501-YOUTH SPORTS FEES	38,147	33,280	28,000	28,000	28,000
101-030-101-4505-ADULT SPORTS FEES	15,999	35,695	24,000	25,000	30,000
101-030-101-4510-AQUATICS FEES	51,316	43,033	43,000	43,000	43,000
101-030-101-4520-SPECIAL PROGRAMS FEES	1,325	1,250	1,300	1,300	1,300
101-030-101-4535-RENTAL OF COMMUNITY CENTER	27,175	32,309	28,000	30,000	30,000
101-030-101-4540-RENTAL OF PARK FACILITIES	7,966	9,910	8,000	8,500	8,500
101-030-101-4841-CONTRIBUTIONS & SPONSORSHIPS	5,951	10,951	11,000	11,000	11,000
101-040-101-4210-ANIMAL LICENSE FEES	2,178	1,615	1,800	1,400	1,400
101-040-101-4421-POLICE-SPECIAL SERVICES	24,706	23,996	16,000	18,000	18,400
101-040-101-4422-POLICE-REPORTS	6,292	6,082	6,000	4,100	4,200
101-040-101-4831-STATE FINGERPRINT FEES	(545)	(154)	500	500	500
101-040-101-4863-ANIMAL ADOPTION FEES	140	50	100	-	-
101-040-101-4875-ANIMAL CONTROL SERVICES	2,030	1,055	2,000	-	-
101-050-101-4406-SALE OF MAPS/PLANS/DOCUMENTS	300	150	300	300	300
101-050-101-4431-AMBULANCE -EMERGENCY SERVICES	888,711	845,758	940,000	980,000	980,000
101-050-101-4433-AMBULANCE-BAD DEBT RECOVERY	5,798	3,910	3,000	1,000	1,000
101-050-101-4436-WEED/NUISANCE FEES		72			-
101-050-101-4450-PLAN CHECK FEE-BLDG & SAFETY		1,271	15,000	40,000	40,000
101-050-101-4451-FIRE PREVENTION FEES	26,196	32,337	30,000	20,000	20,000
101-050-101-4862MSI FEES OTHER	2,400	2,400	-	-	-
101-050-101-4959-CPR FIRST AID CLASSES	650	1,450	1,000	2,500	2,500
101-060-101-4436-CODE ENFORCEMENT ABATEMENT FEES			100	-	-
101-060-101-4441-ZONING & SUBDIVISION FEES	10,058	13,319	8,000	10,000	10,000
101-060-101-4447-MITIGATION/MONITORING FEES	3,000	3,000	3,000	2,000	2,000
101-060-101-4450-PLAN CHECK FEE-BLDG & SAFETY	132,121	104,153	120,000	120,000	120,000
101-060-101-4451-FIRE PREVENTION FEES	180	-	-	-	-
101-060-101-4453-MINOR DEVIATION FEE		699		-	-
101-060-101-4455-SUBDIVISION INSPECTION FEE	9,074	8,941	10,000	10,000	10,000
101-070-301-4810-RENTAL SANGER YOUTH CENTER	51,424	57,600	48,000	53,000	53,000
101-090-101-4403-PHOTOCOPY FEES	96	23	100	100	100
101-090-101-4407-NSF CHARGE	564	516	600	600	600
CHARGES FOR SERVICES Total	1,313,252	1,278,837	1,349,300	1,414,500	1,420,000
FINES & COST RECOVERY					
101-040-101-4702-COURT FINES-NON TRAFFIC	36,662	40,450	50,000	50,000	50,000
101-040-101-4703-DUI COST RECOVERY	830	-	-	-	-
101-040-101-4704-PARKING TICKET FINES	3,742	6,628	1,500	5,300	5,400
101-070-101-4562-WATER SERVICE/PENALTIES	1,908	2,035	-	2,000	2,000
FINES & COST RECOVERY Total	43,142	49,112	51,500	57,300	57,400
INTERGOVERNMENTAL					
101-040-101-4338-POST REIMBURSEMENTS-POLICE	-	21,345	5,000	5,000	5,100
101-040-101-4340-CRT GRANT	27,000	3,000			-
101-040-101-4351-SB-90 POLICE STATE REIMBURSE	4,223	55	100	100	100
101-040-101-4858-SUSD SRO REIMBURSEMENTS	34,704	34,704	108,000	169,662	169,662
101-040-101-9000TRANSFER TO GENERAL FUND				34,840	-
101-050-101-4352-FIRE STATE REIMBURSE	90,002	285,369	140,000	130,000	130,000
101-050-101-4432-AMBULANCE- GEMT REIMBURSEMENT	22,136	121,097	55,000	15,000	15,000
101-050-101-4435-COUNTY EMS REIMBURSEMENTS	45,000	33,750	33,500	25,000	25,000
101-050-101-4968-IGT REIMBURSEMENT (FEDERAL)	655,106	1,313,316	650,000	800,000	800,000
101-090-101-4341-MOTOR VEHICLE IN LIEU OF TAX	2,031,149	2,126,358	2,226,300	2,337,500	2,387,500
101-090-101-4345-MEASURE C ELECTRIC BUS GRANT	-	-	-	-	-
101-090-101-4385-INDIRECT COST PLAN RECOVERY	476,200	476,200	476,200	476,000	476,000
INTERGOVERNMENTAL Total	3,385,520	4,415,193	3,694,100	3,993,102	4,008,362
LICENSE & PERMIT					
101-040-101-4212-DANCE PERMITS	45	30	-	40	40
101-050-101-4215-BUILDING PERMITS		2,173	3,500	3,500	3,500
101-060-101-4215-BUILDING PERMITS	549,791	545,691	400,000	400,000	400,000
LICENSE & PERMIT Total	549,836	547,894	403,500	403,540	403,540
OTHER REVENUES					
101-030-101-4312-WONDERFUL GRANT-HEALTHY SANGER	16,770	20,070		-	-
101-040-101-4869-MISCELLANEOUS REVENUE	28,767	4,348	4,000	3,000	3,100
101-050-101-4869-MISCELLANEOUS REVENUE	3,382	2,420	-	2,400	2,400
101-050-101-4969-FCC-TRAINING	2,921	3,406	3,000	6,000	6,000
101-060-101-4830-SMIP-STRONG MOTION FEES	2,356	(390)	1,800	1,800	1,800
101-060-101-4831-SB1473-BUILDING PERMIT FEES	6,063	1,152	2,000	2,000	2,000
101-060-101-4869-MISCELLANEOUS REVENUE	-	29,612	-	-	-
101-070-101-4869-MISCELLANEOUS REVENUE	-	2,536	-	1,500	1,500
101-070-201-4869-MISCELLANEOUS REVENUE	185	7,560			
101-070-301-4811-SYC UTILITY REIMB	16,179	17,501	16,000	16,000	16,000
101-070-301-4869-MISCELLANEOUS REVENUE		680			
101-090-101-4801-INTEREST INCOME	13,343	29,599	40,000	40,000	40,000
101-090-101-4802UNREALIZED GAIN (LOSS) INVESTMENTS	7,170	(5,821)	4,600		

Row Labels	Sum of FY 2017 Actuals	Sum of FY 2018 Actuals	Sum of FY 2019 Year End	Sum of FY 2020 Adopted	Sum of FY 2021 Adopted
101-090-101-4810-RENTAL LAND/BUILD/IMPROVEMENTS	40,831	36,176	319,700	51,800	51,800
101-090-101-4865-CASH SHORT/OVER	(344)	44	100	100	100
101-090-101-4869-MISCELLANEOUS REVENUE	45,148	16,716	269,000	10,000	10,000
101-090-101-4966-W/C REIMBURSEMENTS	94,008	166,159	118,000	90,000	90,000
OTHER REVENUES Total	276,780	331,770	778,200	224,600	224,700
OTHER TAXES					
101-090-101-4120-TRANSIENT OCCUPANCY TAX	8,723	7,070	8,800	8,800	8,800
101-090-101-4150-FRANCHISE TAX/NATURAL GAS	53,828	58,742	79,240	79,300	79,300
101-090-101-4151-FRANCHISE TAX/ELECTRICITY	111,708	116,704	113,500	116,700	116,700
101-090-101-4152-FRANCHISE TAX/CABLE TV	134,190	135,544	135,400	136,800	138,100
101-090-101-4153-FRANCHISE TAX/IN LIEU	100,000	83,325	-	-	-
101-090-101-4154-FRANCHISE TAX/FEE DISPOSAL	166,891	139,592	143,000	143,000	143,000
101-090-101-4160-BUSINESS LICENSE TAX	109,421	111,240	112,600	114,800	114,900
101-090-101-4161-BUSINESS LICENSE ADMIN FEE	20,482	20,287	20,300	20,500	20,700
OTHER TAXES Total	705,242	672,504	612,840	619,900	621,500
PROPERTY TAX					
101-090-101-4001-PROP TAX - SECURED CURRENT	1,400,422	1,521,766	1,610,000	1,690,500	1,741,200
101-090-101-4002-PROP TAX - UNSECURED CURRENT	82,502	96,352	92,000	93,800	95,700
101-090-101-4003-PROP TAX - PRIOR SECURED	1,013	-	1,000	1,000	1,000
101-090-101-4004-PROP TAX - PRIOR UNSECURED	5,326	2,871	7,000	7,100	7,300
101-090-101-4005-PROP TAX - SUPPLEMENTAL SEC	54,292	60,717	59,000	61,800	63,700
101-090-101-4006-PROP TAX - SUPPLEMENTAL UNSEC	714	1,643	1,000	1,000	1,000
101-090-101-4007-PROP TAX - OTHER	1,600	-	1,000	1,000	1,000
101-090-101-4015-PROPERTY TAX-IN LIEU	150,044	166,718	-	-	-
101-090-101-4165-PROPERTY TRANSFER TAX	57,735	43,403	48,500	49,500	50,500
101-090-101-4336-HOMEOWNER PROPERTY TAX RELIEF	-	-	-	-	-
101-090-101-4382IN LIEU PROPERTY TAX	-	-	250,000	250,000	250,000
PROPERTY TAX Total	1,753,647	1,893,470	2,069,500	2,155,700	2,211,400
SALES TAX					
101-090-101-4105-SALES TAX	2,019,086	2,335,178	2,376,200	2,372,400	2,442,700
SALES TAX Total	2,019,086	2,335,178	2,376,200	2,372,400	2,442,700
TRANSFERS					
101-090-101-4871-TRANSFER FROM GAS TAX FUND	-	-	522,410	654,154	678,675
101-090-101-4880-TRANSFER FROM LDSCP & LTG. FUND	-	-	142,000	145,000	145,000
101-090-101-4881-TRNFR FROM PUB SFTY TAX FUND	-	-	-	-	-
101-090-101-4884-TRANSFER FROM ABC GRANT	-	-	7,600	-	-
101-090-101-4886-TRANSFER FROM JAG	-	-	7,700	-	-
101-090-101-4887-TRANSFER FROM AAA GRANT FUND	-	-	12,300	12,000	12,000
101-090-101-4926-TRANSFER FROM WATER FUND	-	-	-	-	-
101-090-101-9003 TRANSFER FROM GENERAL FUND TO FINANCING AUTHORITY	-	-	-	-	-
101-090-101-9010TRANSFER FROM GENERAL FUND TO TOBACCO GRANT	-	-	-	(14,700)	(16,000)
487-070-501-4879-TRANSFER FROM GENERAL FUND TO RISK	-	-	-	-	-
487-070-501-4879-TRANSFER FROM GENERAL FUND TO SLEFS	-	-	-	-	-
TRANSFERS Total	-	-	692,010	796,454	819,675
UTILITY USERS TAX					
101-090-101-4130-UTILITY USERS TAX	1,461,261	1,490,993	1,502,200	1,532,235	1,562,889
101-090-101-4135-UTILITY USERS TAX - WATER	113,319	118,464	118,900	121,300	124,900
UTILITY USERS TAX Total	1,574,580	1,609,457	1,621,100	1,653,535	1,687,789
GENERAL FUND Total	11,621,086	13,133,413	13,648,250	13,691,031	13,897,066
SPECIAL REVENUE FUND					
CHARGES FOR SERVICES					
261-020-101-4329-SPECIAL TAX	540,620	576,042	580,000	580,000	580,000
CHARGES FOR SERVICES Total	540,620	576,042	580,000	580,000	580,000
INTERGOVERNMENTAL					
202-070-101-4129-SALES TAX/PEDESTRIAN/TRAILS RURAL	55,857	59,356	64,730	67,157	69,676
203-070-101-4128-SALES TAX/BICYCLE FACILITIES	14,056	15,157	16,907	17,541	18,199
206-070-101-4126-SALES TAX/ADA COMPLIANCE	8,319	9,627	10,355	10,743	11,146
207-070-101-4125-SALES TAX/STREET MAINTENANCE	270,966	289,680	310,827	322,483	334,576
211-070-101-4330-STATE GAS TAX-2105	146,695	140,752	973,966	148,001	153,551
211-070-101-4331-STATE GAS TAX-2106	78,662	77,020	-	77,341	80,241
211-070-101-4332-STATE GAS TAX-2107	193,532	187,005	-	193,294	200,543
211-070-101-4333-STATE GAS TAX-2107.5	6,000	6,000	-	6,000	6,225
211-070-101-4334-STATE GAS TAX-2103	65,753	103,407	-	229,514	238,121
211-070-101-4339-STATE GAS TAX-RMRA	-	121,750	-	437,951	454,374
211-070-101-4346-STATE GAS TAX-LOAN REPAYMENT	-	30,026	-	30,051	31,178
211-070-101-9000-TRANSFER TO GENERAL FUND	-	-	-	-	-
212-070-101-4123-TDA/LTF ART 8	741,769	843,006	654,850	1,082,732	1,123,334
213-070-101-4121-TDA/LTF ART 3	18,450	18,510	18,967	20,406	21,171
215-070-101-4125-SALES TAX/MEAS C-STREET MAINT	1,307,953	219,013	580,042	838,203	-
216-070-101-4127-SALES TAX/FLEXIBLE FUNDING	261,949	280,053	300,472	311,740	323,430
217-070-101-4309-OTHER FEDERAL GRANTS	852,851	230,557	1,529,837	3,543,641	3,235,393
217-070-101-4315-NORTH AVE BET ACAD & BETHEL	1,206,908	699,683	-	-	-
217-070-101-4318-2016 CMAQ SIDEWALK PROJECT	-	496,073	-	-	-
217-070-101-4319-BETHEL AND CHURCH TRAFFIC SIGNAL-CMAQ	-	223,197	-	-	-
248-040-101-4329-GRANT REVENUE	-	-	-	-	-
251-070-101-4305-CDBG GRANTS	152,229	279,070	171,649	-	-
252-030-101-4320-AREA AGENCY ON AGEING GRANT	16,560	24,000	12,000	12,000	12,000
255-040-101-4105-SALES TAX	123,136	116,390	134,000	134,700	134,700

Row Labels	Sum of FY 2017 Actuals	Sum of FY 2018 Actuals	Sum of FY 2019 Year End	Sum of FY 2020 Adopted	Sum of FY 2021 Adopted
256-040-101-4323-SUPP LAW ENFRMNT AB3229 SLESF	129,324	139,416	148,000	140,000	140,000
257-040-101-4329-GRANT REVENUE	16,287	5,774	7,700	-	-
258-040-101-4869-MISCELLANEOUS REVENUE	120	-	200	200	-
267-040-101-4329-LOCAL MATCH	17,508	-	-	-	-
271-040-101-4323-BULLETPROOF VEST PROGRAM GRANT	4,810	5,670	2,000	3,100	4,000
271-040-101-4328-STATE HOMELAND SECURITY GRANT	-	899	-	-	-
283-080-101-4801-INTEREST INCOME	35	54	200	300	300
283-080-101-4802-UNREALIZED GAIN (LOSS) INVESTMENTS	(21)	(7)	100	200	200
283-080-101-4961-PROCEEDS FROM DAP LOAN	-	-	-	100	100
290-070-101-4329-EDA GRANT	-	-	1,250,000	-	-
298-040-101-4329TOBACCO GRANT	-	-	102,000	102,000	102,000
299-070-101-7000-SUSD ATP	-	-	267,500	-	-
487-070-501-4879-TRANSFER FROM GENERAL FUND	-	-	-	-	-
INTERGOVERNMENTAL Total	5,689,708	4,621,135	6,556,302	7,729,398	6,694,458
LICENSE & PERMIT					
220-070-303-4470-STORM WATER AREA 2	51,960	-	-	561,000	561,000
221-070-101-4470-STORM WATER AREA 2	-	104,457	40,000	-	-
221-070-101-4471-PARKS & RECREATION A1	-	8,169	-	-	-
221-070-101-4473-PARKS & RECREATION A3	-	10,116	-	-	-
221-070-101-4474PARKS & RECREATION A4	-	50,934	-	-	-
221-070-101-4476-TRAFFIC	-	34,176	40,000	-	-
221-070-101-4485-PUBLIC SAFETY-POLICE	-	40,966	-	-	-
221-070-101-4486-PUBLIC SAFETY-FIRE A1	-	16,613	-	-	-
222-070-317-4823-WATER MAJOR FACILITIES FEE	18,374	-	40,000	121,700	121,700
223-070-305-4824-SEWER FACILITES IMPACT FEES-AREA1	-	-	-	-	-
223-070-306-4825-SEWER FACILITIES IMPACT FEES-AREA 2	158,333	-	250,000	633,150	633,150
224-070-316-4823-DISPOSAL - MAJOR FACILITIES FEES	30,029	-	30,000	33,000	33,000
LICENSE & PERMIT Total	258,696	265,431	400,000	1,348,850	1,348,850
OTHER REVENUES					
218-070-101-4329-KINGS RIVER BOAT LAUNCH GRANT	14,973	-	356,540	356,540	-
225-060-101-4235-SANGER ENVIRONMENTAL FUND	6,654	3,655	6,500	6,500	6,500
227-070-101-4329-MEASURE C EXT	-	-	-	-	-
275-070-205-4328-GRANT REVENUE	-	18,000	-	-	-
OTHER REVENUES Total	21,628	21,655	363,040	363,040	6,500
PROPERTY TAX					
241-070-101-4821-SPECIAL ASSESS-MAINTENANCE	142,591	142,578	142,000	142,000	142,000
241-070-101-9000-TRASFER TO GENERAL FUND	-	-	-	-	-
244-070-101-4821-SPECIAL ASSESS-MAINTENANCE	179,259	177,531	180,000	185,000	185,000
PROPERTY TAX Total	321,849	320,109	322,000	327,000	327,000
SALES TAX					
208-040-101-4105-SALES TAX	2,061,011	2,253,673	2,367,700	2,386,500	2,474,300
SALES TAX Total	2,061,011	2,253,673	2,367,700	2,386,500	2,474,300
TRANSFERS					
252-030-101-9000-AREA AGENCY ON AGEING GRANT	-	-	-	-	-
TRANSFERS Total	-	-	-	-	-
SPECIAL REVENUE FUND Total	8,893,512	8,058,046	10,589,042	12,734,788	11,431,108
ENTERPRISE FUND					
CHARGES FOR SERVICES					
611-070-101-4550-SALES- RESIDENTIAL	1,969,195	2,073,194	2,000,000	2,100,000	2,100,000
611-070-101-4551-SALES- COMMERCIAL	375,845	393,733	403,000	418,000	433,000
611-070-101-4552-SALES- COMMERCIAL X 10,000	15,483	15,855	15,000	15,000	15,000
611-070-101-4554-SALES- INDUSTRIAL	232,834	229,943	238,000	248,000	263,000
611-070-101-4555-SALES- SPECIAL SCHOOLS	208,844	177,071	225,000	200,000	210,000
611-070-101-4556-SALES- GOVERNMENT	1,936	2,750	2,500	2,700	3,000
611-070-101-4560-METER SERVICE/INSTALLATION	5,543	5,317	4,000	4,000	4,000
611-070-101-4823-WATER MAJOR FACILITIES FEE	21,291	64,340	65,000	103,000	54,700
611-070-101-4869-MISCELLANEOUS REVENUE	657	33,405	4,700	4,700	4,700
621-070-101-4550-SALES- RESIDENTIAL	2,958,364	3,032,599	2,850,000	2,910,000	3,000,000
621-070-101-4551-SALES- COMMERCIAL	787,236	812,882	750,000	800,000	800,000
621-070-101-4552-SALES- COMMERCIAL X 10,000	25,814	27,183	21,000	23,000	25,000
621-070-101-4554-SALES- INDUSTRIAL	960,860	998,483	950,000	950,000	950,000
621-070-101-4555-SALES- SPECIAL SCHOOLS	237,604	70,572	170,000	175,000	180,000
621-070-101-4556-SALES- GOVERNMENT	2,139	1,545	2,000	2,000	2,000
621-070-101-4601-SOLAR INCENTIVE	137,027	466,932	-	-	-
621-070-101-4824-SEWER FACILITIES FEES-AREA 1	35,582	12,296	15,000	6,000	6,000
621-070-101-4825-SEWER FACILITIES FEES-AREA 2	116,448	273,848	95,000	200,000	6,500
621-070-101-4869-MISCELLANEOUS REVENUE	346	-	500	-	-
631-070-101-4550-SALES- RESIDENTIAL	1,864,554	1,902,552	1,800,000	1,900,000	1,920,000
631-070-101-4551-SALES- COMMERCIAL	640,937	620,783	600,000	625,000	630,000
631-070-101-4552-SALES- COMMERCIAL X 10,000	1,477	1,483	1,000	1,300	1,500
631-070-101-4554-SALES- INDUSTRIAL	4,031	4,305	5,000	4,500	4,500
631-070-101-4555-SALES- SPECIAL SCHOOLS	113,937	8,567	8,500	8,500	8,500
631-070-101-4556-SALES- GOVERNMENT	2,088	2,095	1,500	2,000	2,000
631-070-101-4591-RECYCLE FEES	266,671	264,670	252,000	260,000	265,000
631-070-101-4592-DISPOSAL SPECIAL PICK-UP	790	1,635	600	1,500	1,800
631-070-101-4593-SALES- STREET SWEEPING	114,396	113,499	110,000	114,000	115,000
631-070-101-4594-COMPOSTING FEES	8,470	9,480	8,000	8,000	8,000
631-070-101-4595-DISPOSAL OTHER SERVICE FEES	1,950	1,500	700	850	900

Row Labels	Sum of FY 2017 Actuals	Sum of FY 2018 Actuals	Sum of FY 2019 Year End	Sum of FY 2020 Adopted	Sum of FY 2021 Adopted
631-070-101-4596-GARBAGE CANS	21,640	21,660	20,000	15,000	15,000
631-070-101-4597-RECYCLE FEE INCOME	11,564	14,737	13,000	14,000	15,000
631-070-101-4823-DISPOSAL-MAJOR FACILITIES FEES	21,917	39,421	10,000	26,400	1,000
631-070-101-4869-MISCELLANEOUS REVENUE	60	2,316	100	1,000	1,000
CHARGES FOR SERVICES Total	11,167,529	11,700,648	10,641,100	11,143,450	11,046,100
FINES & COST RECOVERY					
611-070-101-4562-WATER SERVICE/PENALTIES	92,347	101,809	104,000	112,000	112,000
621-070-101-4562-SEWER SERVICE/PENALTIES	78,092	81,900	80,000	81,000	82,000
631-070-101-4562-WATER SERVICE/PENALTIES	56,375	59,329	60,000	60,000	60,000
FINES & COST RECOVERY Total	226,814	243,038	244,000	253,000	254,000
OTHER REVENUES					
611-070-101-4801-INTEREST INCOME	38,075	65,599	100,000	168,000	143,000
611-070-101-4802-INTEREST INCOME		(7,343)	10,000	10,000	10,000
611-070-101-4803-INTEREST ON DBCP FUND		28,627	40,000	40,000	40,000
621-070-101-4601INTEREST INCOME		(6,200)		2,500	2,500
621-070-101-4801INTEREST INCOME		58,946	59,000	80,000	80,000
621-070-101-4810-RENTAL LAND/BUILD/IMPROVEMENTS	5,600	5,600	5,600	5,600	5,600
631-070-101-4801INTEREST INCOME		31,145		40,000	40,000
631-070-101-4802INTEREST INCOME		(3,607)		2,500	2,500
611-070-101-4960-BOND PROCEEDS					2,465,000
OTHER REVENUES Total	43,675	172,767	214,600	348,600	2,788,600
ENTERPRISE FUND Total	11,438,018	12,116,454	11,099,700	11,745,050	14,088,700
INTERNAL SERVICE FUND					
OTHER REVENUES					
721-020-101-4801OTHER REVENUE		-			-
731-020-401-4653ERMA PERSONNEL INSURANCE		-	90,400	120,500	120,500
731-020-401-4656RISK MGT ADMIN		-	27,600	26,900	26,900
OTHER REVENUES Total		-	118,000	147,400	147,400
TRANSFERS					
712-020-101-4605-INTENAL SERVICE ADMINISTRATION	1,679,620	1,736,760	2,039,000	1,995,000	2,000,000
712-020-101-4869-MISCELLANEOUS REVENUE	-	908	1,000	1,000	-
721-020-101-4620-EQUIPMENT MAINTENANCE CHARGES	163,867	174,685	169,000	172,600	172,600
731-020-401-4641-LIABILITY INSURANCE CHARGES	239,550	281,421	-	274,300	274,300
731-020-401-4644-EMPLOYEE ASSISTANCE PROG CHGS	3,755	4,079	3,900	3,100	3,100
731-020-401-4645-WORKERS COMPENSATION CHARGES	658,862	723,825	649,500	718,900	754,800
731-020-401-4649-UNEMPLOYMENT INSURANCE	9,996	68,422	68,000	12,000	12,000
731-020-401-4651-LIFE INSURANCE	17,312	20,134	9,600	7,200	7,200
731-020-401-4652-LOW/HIGH VEHICLE INSURANCE	20,819	28,870	28,000	26,800	26,800
731-020-401-4654-PROPERTY INSURANCE	38,743	37,504	38,000	48,800	48,800
731-020-401-4643-DISABILITY INSURANCE	27,100	-	73,000	25,600	25,600
731-020-401-4646-VISION INSURANCE	16,500	-	21,000	21,500	21,500
731-020-401-4647-DENTAL INSURANCE	96,400	-	119,300	120,800	120,800
731-020-401-4657-HEALTH INSURANCE CHARGES	1,405,277	1,892,791	2,135,000	2,156,700	2,264,600
TRANSFERS Total	4,377,800	4,969,398	5,354,300	5,584,300	5,732,100
INTERNAL SERVICE FUND Total	4,377,800	4,969,398	5,472,300	5,731,700	5,879,500
DEBT SERVICE					
INTERGOVERNMENTAL					
385-080-501-4008-TAX INCREMENT REVENUE	886,360	581,670	353,000	-	-
481-080-101-4801-INTEREST INCOME	1,266	4,217	2,000	2,000	2,000
481-080-101-4802-TAX INCREMENT REVENUE		67	-	-	-
481-080-101-4878-TRANSFER FROM OBLIGATION		-	-	-	-
486-080-101-4960-PROCEEDS ON REHAB LOAN	5,101	11,830	8,000	8,000	8,000
486-080-101-4961-PROCEEDS ON DAP LOAN	22,054	32,572	22,000	22,000	22,000
487-070-501-4879-TRANSFER FROM GENERAL FUND	-	-	80,300	79,800	84,345
INTERGOVERNMENTAL Total	914,781	630,356	465,300	111,800	116,345
DEBT SERVICE Total	914,781	630,356	465,300	111,800	116,345
AGENCY FUND					
INTERGOVERNMENTAL					
381-080-101-4801-INTEREST INCOME	373	52	-	-	-
381-080-101-4960-PROCEEDS ON NOTES AND LOANS		9,255			
INTERGOVERNMENTAL Total	373	9,308	-	-	-
OTHER REVENUES					
381-080-101-4905GAIN ON SALE OF PROPERTY		-	323,600	-	-
OTHER REVENUES Total			323,600		
AGENCY FUND Total	373	9,308	323,600	-	-
Grand Total	37,245,570	38,916,975	41,598,192	44,014,369	45,412,719

City of Sanger
Revenues and Expenditures All Operating Funds

FY 2020

	GENERAL	SPECIAL	ENTERPRISE	INTERNAL	DEBT	AGENCY	GRAND
Revenues	FUND	REVENUE	FUND	SERVICE	SERVICE	FUND	TOTAL
CHARGES FOR SERVICES	1,414,500	580,000	11,143,450				13,137,950
FINES & COST RECOVERY	57,300		253,000				310,300
INTERGOVERNMENTAL	3,993,102	7,729,398			111,800	-	11,834,300
LICENSE & PERMIT	403,540	1,348,850					1,752,390
OTHER REVENUES	224,600	363,040	348,600	147,400		-	1,083,640
OTHER TAXES	619,900						619,900
PROPERTY TAX	2,155,700	327,000					2,482,700
SALES TAX	2,372,400	2,386,500					4,758,900
TRANSFERS	796,454			5,584,300			6,380,754
UTILITY USERS TAX	1,653,535						1,653,535
GRAND							
TOTAL	13,691,031	12,734,788	11,745,050	5,731,700	111,800	-	44,014,369

	GENERAL	SPECIAL	ENTERPRISE	INTERNAL	DEBT	AGENCY	GRAND
EXPENDITURES	FUND	REVENUE	FUND	SERVICE	SERVICE	FUND	TOTAL
Wages & Benefits	9,535,462	3,073,953	1,881,225	1,118,146	38,790	80,282	15,727,858
Operations	2,612,217	470,396	4,358,248	4,504,054	47,351	14,298	12,006,564
Other Charges	1,358,180	310,915	3,388,870	32,300	79,500		5,169,765
Capital	5,000	8,534,102	4,240,000				12,779,102
Non-Departmental	104,800						104,800
Transfer From		-					-
Debt Service			1,767,153				1,767,153
GRAND							
TOTAL	13,615,659	12,389,366	15,635,496	5,654,500	165,641	94,580	47,555,242

FY 2021

	GENERAL	SPECIAL	ENTERPRISE	INTERNAL	DEBT	AGENCY	GRAND
Revenues	FUND	REVENUE	FUND	SERVICE	SERVICE	FUND	TOTAL
CHARGES FOR SERVICES	1,420,000	580,000	11,046,100				13,046,100
FINES & COST RECOVERY	57,400		254,000				311,400
INTERGOVERNMENTAL	4,008,362	6,694,458			116,345	-	10,819,165
LICENSE & PERMIT	403,540	1,348,850					1,752,390
OTHER REVENUES	224,700	6,500	2,788,600	147,400		-	3,167,200
OTHER TAXES	621,500						621,500
PROPERTY TAX	2,211,400	327,000					2,538,400
SALES TAX	2,442,700	2,474,300					4,917,000
TRANSFERS	819,675	-		5,732,100			6,551,775
UTILITY USERS TAX	1,687,789						1,687,789
GRAND							
TOTAL	13,897,066	11,431,108	14,088,700	5,879,500	116,345	-	45,412,719

	GENERAL	SPECIAL	ENTERPRISE	INTERNAL	DEBT	AGENCY	GRAND
EXPENDITURES	FUND	REVENUE	FUND	SERVICE	SERVICE	FUND	TOTAL
Wages & Benefits	9,743,601	3,117,083	1,870,005	1,104,483	37,532	78,181	15,950,885
Operations	2,612,317	470,396	4,407,448	4,651,271	47,351	14,298	12,203,081
Other Charges	1,359,680	290,915	3,426,970	63,300	84,345		5,225,210
Capital	5,000	7,903,672	2,865,000				10,773,672
Non-Departmental	109,345						109,345
Transfer From		-					-
Debt Service			1,762,378				1,762,378
GRAND							
TOTAL	13,829,943	11,782,066	14,331,801	5,819,054	169,228	92,478	46,024,571

**City of Sanger
General Fund
Fund Summary
Fiscal Years 2020 & 2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2020-2021 Adopted
REVENUES:					
Property Tax	1,753,647	1,893,470	2,069,500	2,155,700	2,211,400
Sales Tax	2,019,086	2,335,178	2,376,200	2,372,400	2,442,700
Utility Users Tax	1,461,261	1,609,457	1,621,100	1,653,535	1,687,789
Franchise Taxes	566,617	533,907	471,140	475,800	477,100
Other Taxes	818,562	138,596	141,700	144,100	144,400
Total Taxes	6,619,174	6,510,608	6,679,640	6,801,535	6,963,389
Licenses & Permits	560,433	547,894	403,500	403,540	403,540
Intergovernmental Revenue	2,140,220	4,415,193	3,694,100	3,993,102	4,008,362
Service Charges	1,771,962	1,278,837	1,349,300	1,414,500	1,420,000
Fines & Cost Recovery	222,418	49,112	51,500	57,300	57,400
Other Revenue	306,880	331,770	778,200	224,600	224,700
Other Financing Sources		-	692,010	796,454	819,675
Total Revenues	11,621,087	13,133,413	13,648,250	13,691,031	13,897,066
Expenditures:					
City Council	423,809	329,632	330,272	264,753	264,277
City Clerk	0	0		0	
Non Departmental	512,555	480,275	627,100	119,800	124,345
Recreation	516,023	455,714	556,613	633,882	633,203
Police	4,334,664	4,744,718	4,940,715	5,352,267	5,469,293
Fire	2,107,687	2,396,500	2,521,057	2,896,953	2,987,797
Ambulance	1,419,677	1,392,619	1,191,017	1,342,195	1,359,230
Planning	379,902	421,646	349,234	389,606	390,766
Building	409,969	525,676	575,908	601,532	590,424
Economic Development	118,927	213,827	149,934	230,800	238,724
Streets	227,626	211,515	762,403	864,650	864,999
Parks	634,896	553,707	647,945	668,289	667,123
Facility & Pool	243,688	224,905	213,576	240,933	239,763
Total Expenditures	11,329,424	11,950,734	12,865,775	13,605,659	13,829,943
Net Revenues (Expenditures)	291,663	1,182,679	782,475	85,372	67,123
Beginning Fund Balance	3,454,306	3,891,908	5,148,217	5,190,692	5,276,063
Auditor Fund Balance Adjustment	150,707	(19,120)			
Transfers In (Out)	(4,768)	92,754			
UAL Payment			(740,000)		
Financial Statement Adjustments					
Total Ending Fund Balance	3,891,908	5,148,221	5,190,692	5,276,063	5,343,185
Committed Fund Balance	250,000	250,000	250,000	250,000	250,000
Assigned Fund Balance	320,076	150,707	150,707	148,439	148,439
Assigned for Fire Program				100,000	
Unassigned Fund Balance	3,321,831	4,747,510	4,789,985	4,777,623	4,944,746
Total Ending Fund Balance	3,891,908	5,148,217	5,190,692	5,276,063	5,343,185
Unassigned fund Balance/Expenditures	29.32%	39.73%	37.23%	35.11%	35.75%

**City of Sanger
Water Fund 611
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2020-2021 Adopted
Revenues:					
Sales-Residential	2,161,075	2,073,194	2,000,000	2,100,000	2,100,000
Sales-Commercial	350,000	393,733	403,000	418,000	433,000
Sales-Commercial X 10,000	13,000	15,855	15,000	15,000	15,000
Sales-Industrial	180,000	229,943	238,000	248,000	263,000
Sales-Special Schools	120,000	177,071	225,000	200,000	210,000
Sales-Government	1,400	2,750	2,500	2,700	3,000
Total Charges for Services	<u>2,825,475</u>	<u>2,892,546</u>	<u>2,883,500</u>	<u>2,983,700</u>	<u>3,024,000</u>
Meter Service/Installation	2,000	5,317	4,000	4,000	4,000
Meter Service/Turn On Fee					
Water Service/Penalties	90,000	101,809	104,000	112,000	112,000
Interest Income	6,500		150,000	218,000	193,000
Interest on DBCP Fund					
Water Major Facilities Fee		64,340	65,000	103,000	54,700
Intergovernmental Revenue					
Other Revenue		33,405	4,700	4,700	4,700
Proceeds from Bond					2,465,000
Total Fees & Other Revenues	<u>98,500</u>	<u>204,871</u>	<u>327,700</u>	<u>441,700</u>	<u>2,833,400</u>
Total Revenues	2,923,975	3,097,417	3,211,200	3,425,400	5,857,400
Operating Expenses:					
Wages & Benefits	570,998	1,432,089	654,933	685,344	681,369
Services & Supplies	1,220,780	1,027,438	948,800	969,690	969,190
Other Charges	1,463,733	1,459,254	1,549,100	1,305,970	1,344,070
Debt Service Principal	177,858	177,273	220,600	225,653	224,478
Capital Outlay	143,346	-	528,000	3,865,000	2,465,000
Total Expenditures	3,576,715	4,096,053	3,901,433	7,051,658	5,684,108
Non-Operating Revenue (Expenses)		(90,390)			
Net Revenues (Expenditures)	(652,740)	(908,247)	(690,233)	(3,626,258)	173,292
Transfers In (Out)		(92,754)			
Loss on Transfer of Advance					
Change in Net Position	(652,740)	(1,001,001)	(690,233)	(3,626,258)	173,292
Net Investment in Capital Assets	9,652,073	9,673,932	9,469,532	12,572,132	14,236,632
Restricted	199,596	201,833	200,000	200,000	200,000
Unrestricted Fund Balance	5,813,592	4,788,495	4,098,262	472,004	645,297
Ending Fund Balance	15,665,261	14,664,260	13,767,794	13,244,136	15,081,929

**City of Sanger
Sewer Fund 621
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2020-2021 Adopted
Revenues:					
Sales Residential	2,963,512	3,032,601	2,850,000	2,910,000	3,000,000
Sales Commercial	735,000	812,882	750,000	800,000	800,000
Sales-Commercial X 10,000	18,000	27,183	21,000	23,000	25,000
Sales Industrial	1,250,000	998,483	950,000	950,000	950,000
Sales Special Schools	160,000	70,572	170,000	175,000	180,000
Sales Government	1,000	1,545	2,000	2,000	2,000
Total Charges For Services	<u>5,127,512</u>	<u>4,943,265</u>	<u>4,743,000</u>	<u>4,860,000</u>	<u>4,957,000</u>
Service Penalties	85,000	81,900	80,000	81,000	82,000
Solar Incentive	125,000	466,932	-	-	-
Interest Income			59,000	82,500	82,500
Unrealized Gain (Loss) Investments					
Rental Land/Buildings/Improvements	5,600	5,600	5,600	5,600	5,600
Sewer Facilities Impact Fees-(From 221)		286,144	110,000	206,000	12,500
Other Income	2,000		500		
Total Fees & Other Revenues	<u>217,600</u>	<u>840,575</u>	<u>255,100</u>	<u>375,100</u>	<u>182,600</u>
Total Revenues	5,345,112	5,783,840	4,998,100	5,235,100	5,139,600
Operating Expenses					
Wages & Benefits	838,936	1,869,124	931,777	969,731	964,501
Services & Supplies	993,223	1,011,911	1,173,300	1,214,061	1,213,761
Other Charges	1,281,743	747,494	1,676,800	1,499,000	1,499,000
Debt Service Principal	277,076	888,313	1,481,200	1,541,500	1,537,900
Capital Outlay	14,957	0	450,000	375,000	400,000
Total Operating Expenses	3,405,935	4,516,843	5,713,077	5,599,293	5,615,162
Transfers In (Out)					
Operating Income (Loss)	1,939,177	1,266,998	(714,977)	(364,193)	(475,562)
Beginning Fund Balance	(881,883)	119,891	547,417	1,163,440	2,055,247
Prior Period Adjustments	(68,723)				
Net Investment in Capital Assets	(3,302,534)	(3,092,240)	(1,761,240)	(505,240)	775,760
Restricted Fund Balance	428				
Unrestricted Fund Balance	<u>3,421,997</u>	<u>3,639,657</u>	<u>2,924,680</u>	<u>2,560,487</u>	<u>2,084,925</u>
Ending Fund Balance	119,891	547,417	1,163,440	2,055,247	2,860,685

**City of Sanger
Disposal Fund 631
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2020-2021 Adopted
Revenues:					
Sales Residential	1,919,657	1,902,552	1,800,000	1,900,000	1,920,000
Sales Commercial	560,000	623,099	600,000	625,000	630,000
Sales-Commercial X 10,000		1,483	1,000	1,300	1,500
Sales Industrial	6,200	4,305	5,000	4,500	4,500
Sales Special Schools	220,000	8,567	8,600	8,500	8,500
Sales Government	1,500	2,095	1,500	2,000	2,000
Water Service Penalties	60,000	59,329	60,000	60,000	60,000
Recycle Fees	250,000	279,406	265,000	274,000	280,000
Disposal Special Pick Up	500	1,635	600	1,500	1,800
Sales - Street Sweeping	106,000	113,499	110,000	114,000	115,000
Composting Fees	7,000	9,480	8,000	8,000	8,000
Disposal Other Service	-	1,500	700	850	900
Garbage Cans	-	21,660	20,000	15,000	15,000
Miscellaneous				1,000	1,000
Total Charges For Services	3,130,857	3,028,611	2,880,400	3,015,650	3,048,200
Service Penalties					
Disposal Major Facilities Fee		39,421	10,000	26,400	1,000
Interest Income	23,191	27,539		42,500	42,500
Unrealized Gain (Loss) Investments					
Sale of vehicles & equip					
Total Fees & Other Revenues	23,191	66,960	10,000	68,900	43,500
Total Revenue	3,154,048	3,095,571	2,890,400	3,084,550	3,091,700
Operating Expenses:					
Wages & Benefits	202,665	452,333	215,823	226,150	224,135
Services & Supplies	1,997,138	1,984,786	2,123,600	2,174,496	2,224,496
Capital Outlay			31,000		
Other Charges	844,719	823,302	946,200	583,900	583,900
Total Operating Expenses	3,044,522	3,260,421	3,316,623	2,984,545	3,032,531
Transfers In (Out)					
Net Income (Loss)	109,526	(164,851)	(426,223)	100,005	59,169
Debt Service Principal					
Capital Outlay	-				
Beginning Fund Balance	2,493,122	2,602,648	2,437,797	2,011,574	2,111,579
Prior Period Adjustments					
Net Investment in Capital Assets	319				
Unrestricted Fund Balance	2,602,329	2,437,797	2,011,574	2,111,579	2,170,748
Ending Fund Balance	2,602,648	2,437,797	2,011,574	2,111,579	2,170,748

City of Sanger
Measure S (Public Safety Tax)
Fund Summary
Fiscal Year 2020-2021

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2020-2021 Adopted
Revenues:					
Total Revenues	2,087,360	2,276,242	2,367,700	2,386,500	2,474,300
Expenditures - Police:					
Operating Expenditures:					
Wages & Benefits	710,276	814,368	1,074,414	1,113,086	1,134,134
Services & Supplies	99,209	139,141	115,303	116,973	116,973
Other Charges				15,000	
Total Operating Expenditures	809,485	953,509	1,189,717	1,245,059	1,251,107
Capital Outlay	808,688	110,434	419,900	144,100	278,100
Gang Prevention/Intervention	118,438	87,557	116,700	100,000	100,000
Total Police Expenditures	1,736,611	1,151,500	1,726,317	1,489,159	1,629,207
Expenditures - Fire:					
Operating Expenditures:					
Wages & Benefits	425,173	493,572	732,514	790,883	808,163
Services & Supplies	131,443	98,721	119,061	70,156	70,156
Other Charges				15,000	
Total Operating Expenditures	556,616	592,293	851,575	876,039	878,320
Capital Outlay	635,156	294,688	182,500	1,773,650	27,000
Total Fire Expenditures	1,191,772	886,980	1,034,075	2,649,689	905,320
Total Operating, Capital Outlay, and Gang Prevention/ Intervention Expenditures	2,928,385	2,038,480	2,760,392	4,138,848	2,534,527
Net Income (Loss)	(841,025)	237,762	(392,692)	(1,752,348)	(60,227)
Beginning Fund Balance	3,498,087	2,657,061	2,894,824	2,502,132	749,783
Financial Statement Adjustments					
Ending Fund Balance	2,657,061	2,894,824	2,502,132	749,783	689,557

**CITY OF SANGER
SUMMARY OF TRANSFERS IN AND OUT
FISCAL YEAR 2018-2019 & 2019-2020**

TRANSFER FROM	TRANSFER TO	2018/19 PROJECTED	2019/20 ADOPTED	2020/21 ADOPTED
GAS TAX	GENERAL FUND	595,262	654,145	678,675
LANDSCAPE & LIGHTING	GENERAL FUND	142,000	142,000	142,000
AAA GRANT	GENERAL FUND	12,000	12,000	12,000
POLICE DUI GRANT	GENERAL FUND		34,840	
	TOTAL TRANSFERS TO GENERAL FUND	898,000	842,985	832,675
GENERAL FUND	SANGER FINANCING AUTHORITY	80,300	79,500	84,345
	TOTAL TRANSFERS FROM GENERAL FUND	80,300	79,500	84,345
NET TRANSFERS TO GENERAL FUND		817,700	763,485	748,330

**CITY OF SANGER
AUTHORIZATION OF POSITIONS
FISCAL YEARS 2017-2021**

	<u>AMENDED 2017-2018</u>	<u>AMENDED 2018-2019</u>	<u>ADOPTED 2019-2020</u>	<u>ADOPTED 2020-2021</u>
<u>CITY COUNCIL</u>				
CITY COUNCIL MEMBERS	5.00	5.00	5.00	5.00
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
<u>CITY MANAGER</u>				
CITY MANAGER	0.85	0.89	0.89	0.89
ASSISTANT CITY MANAGER				
MANAGEMENT ANALYST	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>2.35</u>	<u>2.39</u>	<u>2.39</u>	<u>2.39</u>
<u>CITY CLERK</u>				
CITY CLERK/DEPUTY PERSONNEL OFFICER	1.00	1.00	1.00	1.00
HUMAN RESOURCES TECH	1.00	1.00	1.00	1.00
TOTAL FTEs	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<u>ADMINISTRATIVE SERVICES</u>				
FINANCE DIRECTOR				
FINANCE/ADMINISTRATIVE SERVICES DIRECTOR	0.75	0.75	0.75	0.75
SENIOR ACCOUNTANT	0.94	0.94	0.94	0.94
ACCOUNTANT	0.85	0.85	0.94	0.94
ACCOUNT CLERK II	1.10	1.10	1.10	1.10
ACCOUNT CLERK I	1.00	0.50	0.25	0.25
TOTAL FTEs	<u>4.64</u>	<u>4.14</u>	<u>3.98</u>	<u>3.98</u>
<u>PUBLIC WORKS</u>				
<u>STREET DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
LEAD STREETS, PARKS & FACILITIES WRKR				
SENIOR STREETS, PARKS & FACILITIES WRKR	2.10	2.10	2.10	2.10
STREETS, PARKS & FACILITIES WRKR II	1.25	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I	1.50	1.50	1.50	1.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>
<u>PARKS DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR	0.70	0.70	0.70	0.70
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
STREETS, PARKS & FACILITIES WRKR I	1.50	0.50	0.50	0.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>2.85</u>	<u>1.85</u>	<u>1.85</u>	<u>1.85</u>
<u>COMMUNITY FACILITIES DISTRICT</u>				
STREETS, PARKS & FACILITIES WRKR		1.00	1.00	1.00
TOTAL FTEs		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<u>FACILITES & POOL DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR				
STREETS, PARKS & FACILITIES WORKER II				
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20

	AMENDED 2017-2018	AMENDED 2018-2019	ADOPTED 2019-2020	ADOPTED 2020-2021
TOTAL FTEs	0.40	0.40	0.40	0.40
<u>WATER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.51	0.59	0.59
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.04	0.04	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
CHIEF OPERATOR	1.00	1.00	1.00	1.00
OPERATOR II	1.00	1.00	1.00	1.00
SENIOR STREETS, PARKS, & FACILITIES WRKR		0.10	0.10	0.10
STREETS, PARKS & FACILITIES WRKR II	2.35	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I		1.00	1.00	1.00
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	5.65	5.82	5.88	5.88
<u>SEWER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.50	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
PLANT MANAGER	1.00	1.00	1.00	1.00
CHIEF OPERATOR				
OPERATOR III/MECHANIC	1.00	1.00	1.00	1.00
OPERATOR I	1.00	1.00	1.00	1.00
OPERATOR II		1.00	1.00	1.00
OPERATOR III	2.00	1.00	1.00	1.00
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
SENIOR STREETS, PARKS & FACILITIES	1.10	1.10	1.10	1.10
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	7.64	7.80	7.87	7.87
<u>DISPOSAL FUND</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR				
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.32	0.49	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
LEAD SANITATION WORKER				
SENIOR SANITATION WORKER	1.00	1.00	1.00	1.00
SANITATION WORKER I				
LEAD MECHANIC				
TOTAL FTEs	1.87	2.04	2.12	2.12
<u>RECREATION DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
DIRECTOR OF COMMUNITY SERVICES				
ADMINISTRATIVE ASSISTANT				
RECREATION SUPERVISOR	1.00	1.00	1.00	1.00

	<u>AMENDED 2017-2018</u>	<u>AMENDED 2018-2019</u>	<u>ADOPTED 2019-2020</u>	<u>ADOPTED 2020-2021</u>
RECREATION SPECIALIST II				
SENIOR CO-ORDINATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	2.20	2.20	2.20	2.20
TOTAL FTEs PUBLIC WORKS	26.06	26.56	26.77	26.77
<u>PLANNING DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ECONOMIC & REDEVELOPMENT MANAGER				
SENIOR PLANNER		1.00	1.00	1.00
PLANNER	1.00			
PROGRAM TECHNICIAN		1.00	1.00	1.00
TOTAL FTEs	1.20	2.20	2.20	2.20
<u>BUILDING DIVISION</u>				
ECONOMIC & REDEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
CHIEF BUILDING OFFICIAL	1.00	1.00	1.00	1.00
BUILDING INSPECTOR	1.50	1.50	1.50	1.50
CODE ENFORCEMENT OFFICER-PART TIME	2.25	2.25	2.25	2.25
TOTAL FTEs	4.95	4.95	4.95	4.95
<u>ECONOMIC DEVELOPMENT</u>				
COMMUNITY DEVELOPMENT DIRECTOR	0.35	0.35	0.35	0.35
TOTAL FTEs	0.35	0.35	0.35	0.35
<u>POLICE DEPARTMENT</u>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
SWORN OFFICER/COMMAND/CAPTAIN	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY				
RECORDS COMMUNICATION CLERK/SUPERVISOR				
RECORDS COMMUNICATION CLERK I	1.00	1.00	1.00	1.00
POLICE LIEUTENANT				
SERGEANT	5.00	4.00	4.00	4.00
CORPORAL	3.00	1.00	1.00	1.00
POLICE OFFICER	22.00	20.00	20.00	20.00
COMMUNITY SERVICES OFFICER	2.00	2.00	2.00	2.00
CRIME SCENE INVESTIGATOR				
CSO/ANIMAL CONTROL	1.00	1.00	1.00	1.00
TOTAL FTEs	36.00	31.00	31.00	31.00
<u>SLEFS</u>				
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		1.00	1.00	1.00
<u>MEASURE S POLICE</u>				
POLICE CORPORAL	1.00	1.00	1.00	1.00
POLICE OFFICER	4.00	5.00	5.00	5.00
GRAFFITI TRUCK OPERATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	6.00	7.00	7.00	7.00
<u>LOCAL PUBLIC SAFETY</u>				
POLICE CORPORAL		1.00	1.00	1.00
<u>COMMUNITY FACILITIES DISTRICT</u>				
SERGEANT		1.00	1.00	1.00
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
<u>TOBACCO GRANT</u>				
POLICE OFFICER			1.00	1.00

	AMENDED 2017-2018	AMENDED 2018-2019	ADOPTED 2019-2020	ADOPTED 2020-2021
TOTAL POLICE FTEs	42.00	42.00	43.00	43.00
<u>FIRE DEPARTMENT</u>				
FIRE CHIEF	0.75	0.75	0.75	0.75
INTERIM FIRE CHIEF				
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
FIRE CAPTAIN	4.00	3.00	3.00	3.00
FIRE LIEUTENANT	3.00	3.00	3.00	3.00
FIRE ENGINEER	1.00	1.00	1.00	1.00
FIRE FIGHTER II	4.00	4.00	4.00	4.00
FIREFIGHTER/PARAMEDIC	1.00	3.00	3.00	3.00
CODE ENFORCEMENT	0.50	0.25		
TOTAL FTEs	14.75	15.50	15.25	15.25
<u>MEASURE S FIRE</u>				
FIREFIGHTER/PARAMEDIC	4.00	4.00	4.00	4.00
TOTAL FTEs	4.00	4.00	4.00	4.00
<u>AMBULANCE DIVISION</u>				
FIRE CHIEF	0.25	0.25	0.25	0.25
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
PARAMEDIC (PRE-HOSPITAL LIAISON OFFICER)				
FIREFIGHTER/PARAMEDIC	8.00	4.00	4.00	4.00
FFS/ENGINEER		1.00	1.00	1.00
ACCOUNT CLERK II		1.00	1.00	1.00
TOTAL FTEs	8.75	6.75	6.75	6.75
<u>COMMUNITY FACILITIES DISTRICT</u>				
FFS/ENGINEER		1.00	1.00	1.00
FIREFIGHTER II		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
TOTAL FIRE AND AMBULANCE FTEs	27.50	28.25	28.00	28.00
<u>REDEVELOPMENT AGENCY</u>				
<u>SANGER PUBLIC HOUSING AUTHORITY</u>				
CITY MANAGER	0.05	0.01	0.01	0.01
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.05	0.20	0.05	0.05
ACCOUNTANT	0.05	0.05	0.05	0.05
COMMUNITY DEVELOPMENT DIRECTOR	0.15	0.15	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.30	0.41	0.21	0.21
<u>SUCCESSOR AGENCY</u>				
CITY MANAGER	0.10	0.10	0.10	0.10
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.20	0.05	0.20	0.20
COMMUNITY DEVELOPMENT DIRECTOR	0.10	0.10	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.40	0.25	0.40	0.40
TOTAL REDEVELOPMENT AGENCY FTEs	0.70	0.66	0.61	0.61
SUMMARY				
CITY COUNCIL	5.50	5.50	5.50	5.50
CITY MANAGER	2.35	2.39	2.39	2.39
CITY CLERK	2.00	2.00	2.00	2.00
ADMINISTRATIVE SERVICES	4.64	4.14	3.98	3.98
PUBLIC WORKS	26.06	26.56	26.77	26.77

	AMENDED <u>2017-2018</u>	AMENDED <u>2018-2019</u>	ADOPTED <u>2019-2020</u>	ADOPTED <u>2020-2021</u>
PLANNING	1.20	2.20	2.20	2.20
BUILDING/CODE ENFORCEMENT	4.95	4.95	4.95	4.95
ECONOMIC DEVELOPMENT	0.35	0.35	0.35	0.35
POLICE DEPARTMENT	42.00	42.00	43.00	43.00
FIRE/AMBULANCE	27.50	28.25	28.00	28.00
SANGER PUBLIC HOUSING AUTHORITY	0.30	0.41	0.21	0.21
SANGER SUCCESSOR AGENCY (RDA)	0.40	0.25	0.40	0.40
TOTAL CITY OF SANGER FTEs	<u>117.25</u>	<u>119.00</u>	<u>119.75</u>	<u>119.75</u>

**City of Sanger
General Fund
Fund Summary
Fiscal Years 2020 & 2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Proposed	FY 2020-2021 Proposed
REVENUES:					
Property Tax	1,753,647	1,893,470	2,069,500	2,155,700	2,211,400
Sales Tax	2,019,086	2,335,178	2,376,200	2,372,400	2,442,700
Utility Users Tax	1,461,261	1,609,457	1,621,100	1,653,535	1,687,789
Franchise Taxes	566,617	533,907	471,140	475,800	477,100
Other Taxes	818,562	138,596	141,700	144,100	144,400
Total Taxes	6,619,174	6,510,608	6,679,640	6,801,535	6,963,389
Licenses & Permits	560,433	547,894	403,500	403,540	403,540
Intergovernmental Revenue	2,140,220	4,415,193	3,694,100	3,993,102	4,008,362
Service Charges	1,771,962	1,278,837	1,349,300	1,414,500	1,420,000
Fines & Cost Recovery	222,418	49,112	51,500	57,300	57,400
Other Revenue	306,880	331,770	778,200	224,600	224,700
Other Financing Sources		-	692,010	796,454	819,675
Total Revenues	11,621,087	13,133,413	13,648,250	13,691,031	13,897,066
Expenditures:					
City Council	423,809	329,632	330,272	264,753	264,277
City Clerk	0	0		0	
Non Departmental	512,555	480,275	627,100	119,800	124,345
Recreation	516,023	455,714	556,613	633,882	633,203
Police	4,334,664	4,744,718	4,940,715	5,352,267	5,469,293
Fire	2,107,687	2,396,500	2,521,057	2,896,953	2,987,797
Ambulance	1,419,677	1,392,619	1,191,017	1,342,195	1,359,230
Planning	379,902	421,646	349,234	389,606	390,766
Building	409,969	525,676	575,908	601,532	590,424
Economic Development	118,927	213,827	149,934	230,800	238,724
Streets	227,626	211,515	762,403	864,650	864,999
Parks	634,896	553,707	647,945	668,289	667,123
Facility & Pool	243,688	224,905	213,576	240,933	239,763
Total Expenditures	11,329,424	11,950,734	12,865,775	13,605,659	13,829,943
Net Revenues (Expenditures)	291,663	1,182,679	782,475	85,372	67,123
Beginning Fund Balance	3,454,306	3,891,908	5,148,217	5,190,692	5,276,063
Auditor Fund Balance Adjustment	150,707	(19,120)			
Transfers In (Out)	(4,768)	92,754			
UAL Payment			(740,000)		
Financial Statement Adjustments					
Total Ending Fund Balance	3,891,908	5,148,221	5,190,692	5,276,063	5,343,185
Committed Fund Balance	250,000	250,000	250,000	250,000	250,000
Assigned Fund Balance	320,076	150,707	150,707	148,439	148,439
Assigned for Fire Program				100,000	
Unassigned Fund Balance	3,321,831	4,747,510	4,789,985	4,777,623	4,944,746
Total Ending Fund Balance	3,891,908	5,148,217	5,190,692	5,276,063	5,343,185
Unassigned fund Balance/Expenditures	29.32%	39.73%	37.23%	35.11%	35.75%

**City of Sanger
Water Fund 611
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Proposed	FY 2020-2021 Proposed
Revenues:					
Sales-Residential	2,161,075	2,073,194	2,000,000	2,100,000	2,100,000
Sales-Commercial	350,000	393,733	403,000	418,000	433,000
Sales-Commercial X 10,000	13,000	15,855	15,000	15,000	15,000
Sales-Industrial	180,000	229,943	238,000	248,000	263,000
Sales-Special Schools	120,000	177,071	225,000	200,000	210,000
Sales-Government	1,400	2,750	2,500	2,700	3,000
Total Charges for Services	<u>2,825,475</u>	<u>2,892,546</u>	<u>2,883,500</u>	<u>2,983,700</u>	<u>3,024,000</u>
Meter Service/Installation	2,000	5,317	4,000	4,000	4,000
Meter Service/Turn On Fee					
Water Service/Penalties	90,000	101,809	104,000	112,000	112,000
Interest Income	6,500		150,000	218,000	193,000
Interest on DBCP Fund					
Water Major Facilities Fee		64,340	65,000	103,000	54,700
Intergovernmental Revenue					
Other Revenue		33,405	4,700	4,700	4,700
Proceeds from Bond					2,465,000
Total Fees & Other Revenues	<u>98,500</u>	<u>204,871</u>	<u>327,700</u>	<u>441,700</u>	<u>2,833,400</u>
Total Revenues	2,923,975	3,097,417	3,211,200	3,425,400	5,857,400
Operating Expenses:					
Wages & Benefits	570,998	1,432,089	654,933	685,344	681,369
Services & Supplies	1,220,780	1,027,438	948,800	969,690	969,190
Other Charges	1,463,733	1,459,254	1,549,100	1,305,970	1,344,070
Debt Service Principal	177,858	177,273	220,600	225,653	224,478
Capital Outlay	143,346	-	528,000	3,865,000	2,465,000
Total Expenditures	3,576,715	4,096,053	3,901,433	7,051,658	5,684,108
Non-Operating Revenue (Expenses)		(90,390)			
Net Revenues (Expenditures)	(652,740)	(908,247)	(690,233)	(3,626,258)	173,292
Transfers In (Out)		(92,754)			
Loss on Transfer of Advance					
Change in Net Position	(652,740)	(1,001,001)	(690,233)	(3,626,258)	173,292
Net Investment in Capital Assets	9,652,073	9,673,932	9,469,532	12,572,132	14,236,632
Restricted	199,596	201,833	200,000	200,000	200,000
Unrestricted Fund Balance	5,813,592	4,788,495	4,098,262	472,004	645,297
Ending Fund Balance	15,665,261	14,664,260	13,767,794	13,244,136	15,081,929

**City of Sanger
Sewer Fund 621
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Proposed	FY 2020-2021 Proposed
Revenues:					
Sales Residential	2,963,512	3,032,601	2,850,000	2,910,000	3,000,000
Sales Commercial	735,000	812,882	750,000	800,000	800,000
Sales-Commercial X 10,000	18,000	27,183	21,000	23,000	25,000
Sales Industrial	1,250,000	998,483	950,000	950,000	950,000
Sales Special Schools	160,000	70,572	170,000	175,000	180,000
Sales Government	1,000	1,545	2,000	2,000	2,000
Total Charges For Services	<u>5,127,512</u>	<u>4,943,265</u>	<u>4,743,000</u>	<u>4,860,000</u>	<u>4,957,000</u>
Service Penalties	85,000	81,900	80,000	81,000	82,000
Solar Incentive	125,000	466,932	-	-	-
Interest Income			59,000	82,500	82,500
Unrealized Gain (Loss) Investments					
Rental Land/Buildings/Improvements	5,600	5,600	5,600	5,600	5,600
Sewer Facilities Impact Fees-(From 221)		286,144	110,000	206,000	12,500
Other Income	2,000		500		
Total Fees & Other Revenues	<u>217,600</u>	<u>840,575</u>	<u>255,100</u>	<u>375,100</u>	<u>182,600</u>
Total Revenues	5,345,112	5,783,840	4,998,100	5,235,100	5,139,600
Operating Expenses					
Wages & Benefits	838,936	1,869,124	931,777	969,731	964,501
Services & Supplies	993,223	1,011,911	1,173,300	1,214,061	1,213,761
Other Charges	1,281,743	747,494	1,676,800	1,499,000	1,499,000
Debt Service Principal	277,076	888,313	1,481,200	1,541,500	1,537,900
Capital Outlay	14,957	0	450,000	375,000	400,000
Total Operating Expenses	3,405,935	4,516,843	5,713,077	5,599,293	5,615,162
Transfers In (Out)					
Operating Income (Loss)	1,939,177	1,266,998	(714,977)	(364,193)	(475,562)
Beginning Fund Balance	(881,883)	119,891	547,417	1,163,440	2,055,247
Prior Period Adjustments	(68,723)				
Net Investment in Capital Assets	(3,302,534)	(3,092,240)	(1,761,240)	(505,240)	775,760
Restricted Fund Balance	428				
Unrestricted Fund Balance	<u>3,421,997</u>	<u>3,639,657</u>	<u>2,924,680</u>	<u>2,560,487</u>	<u>2,084,925</u>
Ending Fund Balance	119,891	547,417	1,163,440	2,055,247	2,860,685

**City of Sanger
Disposal Fund 631
Fund Summary
Fiscal Year 2020-2021**

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Proposed	FY 2020-2021 Proposed
Revenues:					
Sales Residential	1,919,657	1,902,552	1,800,000	1,900,000	1,920,000
Sales Commercial	560,000	623,099	600,000	625,000	630,000
Sales-Commercial X 10,000		1,483	1,000	1,300	1,500
Sales Industrial	6,200	4,305	5,000	4,500	4,500
Sales Special Schools	220,000	8,567	8,600	8,500	8,500
Sales Government	1,500	2,095	1,500	2,000	2,000
Water Service Penalties	60,000	59,329	60,000	60,000	60,000
Recycle Fees	250,000	279,406	265,000	274,000	280,000
Disposal Special Pick Up	500	1,635	600	1,500	1,800
Sales - Street Sweeping	106,000	113,499	110,000	114,000	115,000
Composting Fees	7,000	9,480	8,000	8,000	8,000
Disposal Other Service	-	1,500	700	850	900
Garbage Cans	-	21,660	20,000	15,000	15,000
Miscellaneous				1,000	1,000
Total Charges For Services	3,130,857	3,028,611	2,880,400	3,015,650	3,048,200
Service Penalties					
Disposal Major Facilities Fee		39,421	10,000	26,400	1,000
Interest Income	23,191	27,539		42,500	42,500
Unrealized Gain (Loss) Investments					
Sale of vehicles & equip					
Total Fees & Other Revenues	23,191	66,960	10,000	68,900	43,500
Total Revenue	3,154,048	3,095,571	2,890,400	3,084,550	3,091,700
Operating Expenses:					
Wages & Benefits	202,665	452,333	215,823	226,150	224,135
Services & Supplies	1,997,138	1,984,786	2,123,600	2,174,496	2,224,496
Capital Outlay			31,000		
Other Charges	844,719	823,302	946,200	583,900	583,900
Total Operating Expenses	3,044,522	3,260,421	3,316,623	2,984,545	3,032,531
Transfers In (Out)					
Net Income (Loss)	109,526	(164,851)	(426,223)	100,005	59,169
Debt Service Principal					
Capital Outlay					
Beginning Fund Balance	2,493,122	2,602,648	2,437,797	2,011,574	2,111,579
Prior Period Adjustments					
Net Investment in Capital Assets	319				
Unrestricted Fund Balance	2,602,329	2,437,797	2,011,574	2,111,579	2,170,748
Ending Fund Balance	2,602,648	2,437,797	2,011,574	2,111,579	2,170,748

City of Sanger
Measure S (Public Safety Tax)
Fund Summary
Fiscal Year 2020-2021

	FY 2016-2017 Audited	FY 2017-2018 Audited	FY 2018-2019 Projected	FY 2019-2020 Proposed	FY 2020-2021 Proposed
Revenues:					
Total Revenues	2,087,360	2,276,242	2,367,700	2,386,500	2,474,300
Expenditures - Police:					
Operating Expenditures:					
Wages & Benefits	710,276	814,368	1,074,414	1,113,086	1,134,134
Services & Supplies	99,209	139,141	115,303	116,973	116,973
Other Charges				15,000	
Total Operating Expenditures	809,485	953,509	1,189,717	1,245,059	1,251,107
Capital Outlay	808,688	110,434	419,900	144,100	278,100
Gang Prevention/Intervention	118,438	87,557	116,700	100,000	100,000
Total Police Expenditures	1,736,611	1,151,500	1,726,317	1,489,159	1,629,207
Expenditures - Fire:					
Operating Expenditures:					
Wages & Benefits	425,173	493,572	732,514	790,883	808,163
Services & Supplies	131,443	98,721	119,061	70,156	70,156
Other Charges				15,000	
Total Operating Expenditures	556,616	592,293	851,575	876,039	878,320
Capital Outlay	635,156	294,688	182,500	1,773,650	27,000
Total Fire Expenditures	1,191,772	886,980	1,034,075	2,649,689	905,320
Total Operating, Capital Outlay, and Gang Prevention/ Intervention Expenditures	2,928,385	2,038,480	2,760,392	4,138,848	2,534,527
Net Income (Loss)	(841,025)	237,762	(392,692)	(1,752,348)	(60,227)
Beginning Fund Balance	3,498,087	2,657,061	2,894,824	2,502,132	749,783
Financial Statement Adjustments					
Ending Fund Balance	2,657,061	2,894,824	2,502,132	749,783	689,557

**CITY OF SANGER
SUMMARY OF TRANSFERS IN AND OUT
FISCAL YEAR 2018-2019 & 2019-2020**

TRANSFER FROM	TRANSFER TO	2018/19 PROJECTED	2019/20 PROPOSED	2020/21 PROPOSED
GAS TAX	GENERAL FUND	595,262	654,145	678,675
LANDSCAPE & LIGHTING	GENERAL FUND	142,000	142,000	142,000
AAA GRANT	GENERAL FUND	12,000	12,000	12,000
POLICE DUI GRANT	GENERAL FUND		34,840	
	TOTAL TRANSFERS TO GENERAL FUND	898,000	842,985	832,675
GENERAL FUND	SANGER FINANCING AUTHORITY	80,300	79,500	84,345
	TOTAL TRANSFERS FROM GENERAL FUND	80,300	79,500	84,345
NET TRANSFERS TO GENERAL FUND		817,700	763,485	748,330

**CITY OF SANGER
AUTHORIZATION OF POSITIONS
FISCAL YEARS 2017-2021**

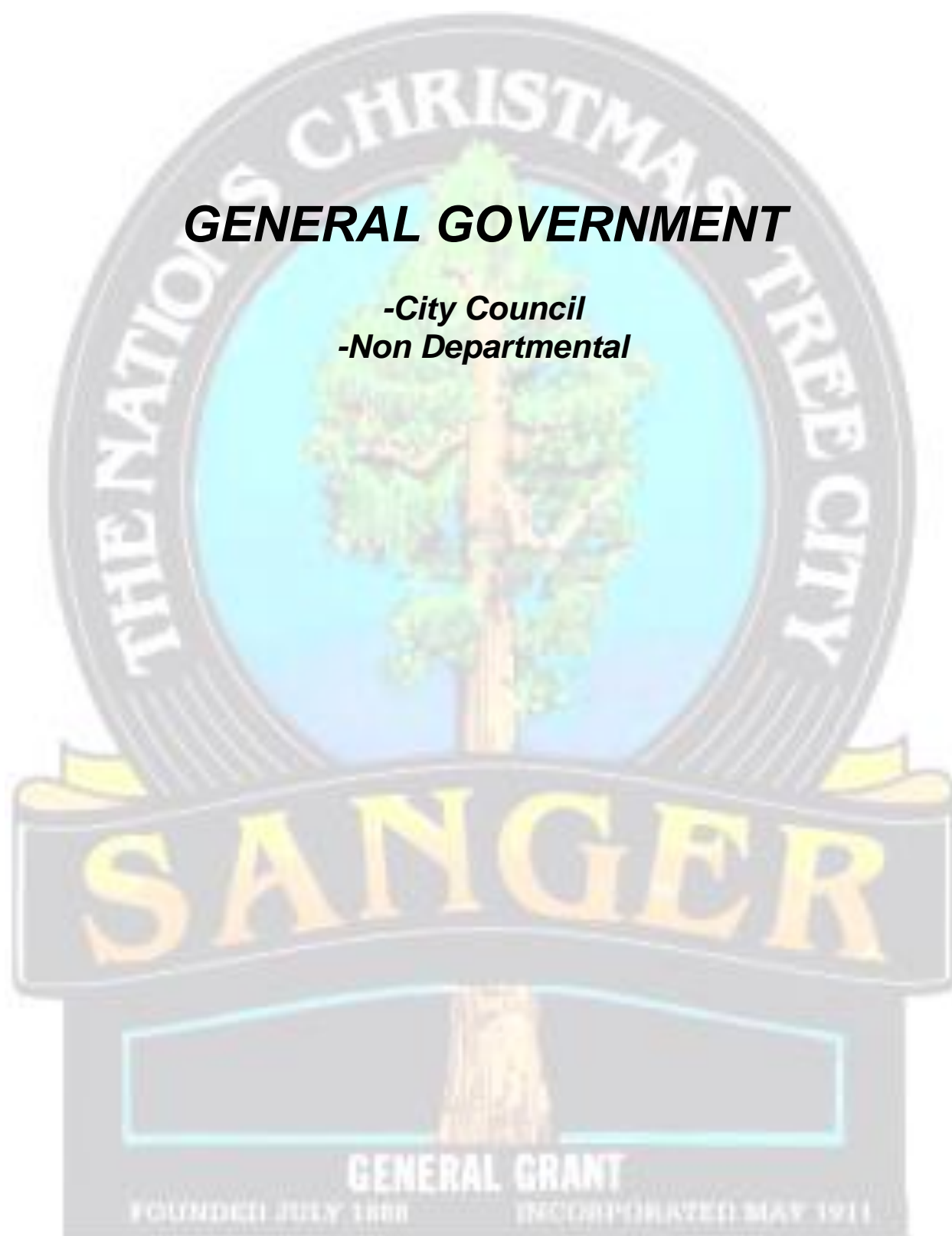
	<u>AMENDED 2017-2018</u>	<u>AMENDED 2018-2019</u>	<u>PROPOSED 2019-2020</u>	<u>PROPOSED 2020-2021</u>
<u>CITY COUNCIL</u>				
CITY COUNCIL MEMBERS	5.00	5.00	5.00	5.00
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
<u>CITY MANAGER</u>				
CITY MANAGER	0.85	0.89	0.89	0.89
ASSISTANT CITY MANAGER				
MANAGEMENT ANALYST	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>2.35</u>	<u>2.39</u>	<u>2.39</u>	<u>2.39</u>
<u>CITY CLERK</u>				
CITY CLERK/DEPUTY PERSONNEL OFFICER	1.00	1.00	1.00	1.00
HUMAN RESOURCES TECH	1.00	1.00	1.00	1.00
TOTAL FTEs	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<u>ADMINISTRATIVE SERVICES</u>				
FINANCE DIRECTOR				
FINANCE/ADMINISTRATIVE SERVICES DIRECTOR	0.75	0.75	0.75	0.75
SENIOR ACCOUNTANT	0.94	0.94	0.94	0.94
ACCOUNTANT	0.85	0.85	0.94	0.94
ACCOUNT CLERK II	1.10	1.10	1.10	1.10
ACCOUNT CLERK I	1.00	0.50	0.25	0.25
TOTAL FTEs	<u>4.64</u>	<u>4.14</u>	<u>3.98</u>	<u>3.98</u>
<u>PUBLIC WORKS</u>				
<u>STREET DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
LEAD STREETS, PARKS & FACILITIES WRKR				
SENIOR STREETS, PARKS & FACILITIES WRKR	2.10	2.10	2.10	2.10
STREETS, PARKS & FACILITIES WRKR II	1.25	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I	1.50	1.50	1.50	1.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>
<u>PARKS DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR	0.70	0.70	0.70	0.70
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
STREETS, PARKS & FACILITIES WRKR I	1.50	0.50	0.50	0.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>2.85</u>	<u>1.85</u>	<u>1.85</u>	<u>1.85</u>
<u>COMMUNITY FACILITIES DISTRICT</u>				
STREETS, PARKS & FACILITIES WRKR		1.00	1.00	1.00
TOTAL FTEs		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<u>FACILITES & POOL DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR				
STREETS, PARKS & FACILITIES WORKER II				
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20

	<u>AMENDED</u> <u>2017-2018</u>	<u>AMENDED</u> <u>2018-2019</u>	<u>PROPOSED</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>2020-2021</u>
TOTAL FTEs	0.40	0.40	0.40	0.40
<u>WATER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.51	0.59	0.59
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.04	0.04	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
CHIEF OPERATOR	1.00	1.00	1.00	1.00
OPERATOR II	1.00	1.00	1.00	1.00
SENIOR STREETS, PARKS, & FACILITIES WRKR		0.10	0.10	0.10
STREETS, PARKS & FACILITIES WRKR II	2.35	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I		1.00	1.00	1.00
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	5.65	5.82	5.88	5.88
<u>SEWER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.50	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
PLANT MANAGER	1.00	1.00	1.00	1.00
CHIEF OPERATOR				
OPERATOR III/MECHANIC	1.00	1.00	1.00	1.00
OPERATOR I	1.00	1.00	1.00	1.00
OPERATOR II		1.00	1.00	1.00
OPERATOR III	2.00	1.00	1.00	1.00
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
SENIOR STREETS, PARKS & FACILITIES	1.10	1.10	1.10	1.10
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	7.64	7.80	7.87	7.87
<u>DISPOSAL FUND</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR				
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.32	0.49	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
LEAD SANITATION WORKER				
SENIOR SANITATION WORKER	1.00	1.00	1.00	1.00
SANITATION WORKER I				
LEAD MECHANIC				
TOTAL FTEs	1.87	2.04	2.12	2.12
<u>RECREATION DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
DIRECTOR OF COMMUNITY SERVICES				
ADMINISTRATIVE ASSISTANT				
RECREATION SUPERVISOR	1.00	1.00	1.00	1.00

	<u>AMENDED 2017-2018</u>	<u>AMENDED 2018-2019</u>	<u>PROPOSED 2019-2020</u>	<u>PROPOSED 2020-2021</u>
RECREATION SPECIALIST II				
SENIOR CO-ORDINATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	2.20	2.20	2.20	2.20
TOTAL FTEs PUBLIC WORKS	26.06	26.56	26.77	26.77
<u>PLANNING DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ECONOMIC & REDEVELOPMENT MANAGER				
SENIOR PLANNER		1.00	1.00	1.00
PLANNER	1.00			
PROGRAM TECHNICIAN		1.00	1.00	1.00
TOTAL FTEs	1.20	2.20	2.20	2.20
<u>BUILDING DIVISION</u>				
ECONOMIC & REDEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
CHIEF BUILDING OFFICIAL	1.00	1.00	1.00	1.00
BUILDING INSPECTOR	1.50	1.50	1.50	1.50
CODE ENFORCEMENT OFFICER-PART TIME	2.25	2.25	2.25	2.25
TOTAL FTEs	4.95	4.95	4.95	4.95
<u>ECONOMIC DEVELOPMENT</u>				
COMMUNITY DEVELOPMENT DIRECTOR	0.35	0.35	0.35	0.35
TOTAL FTEs	0.35	0.35	0.35	0.35
<u>POLICE DEPARTMENT</u>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
SWORN OFFICER/COMMAND/CAPTAIN	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY				
RECORDS COMMUNICATION CLERK/SUPERVISOR				
RECORDS COMMUNICATION CLERK I	1.00	1.00	1.00	1.00
POLICE LIEUTENANT				
SERGEANT	5.00	4.00	4.00	4.00
CORPORAL	3.00	1.00	1.00	1.00
POLICE OFFICER	22.00	20.00	20.00	20.00
COMMUNITY SERVICES OFFICER	2.00	2.00	2.00	2.00
CRIME SCENE INVESTIGATOR				
CSO/ANIMAL CONTROL	1.00	1.00	1.00	1.00
TOTAL FTEs	36.00	31.00	31.00	31.00
<u>SLEFS</u>				
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		1.00	1.00	1.00
<u>MEASURE S POLICE</u>				
POLICE CORPORAL	1.00	1.00	1.00	1.00
POLICE OFFICER	4.00	5.00	5.00	5.00
GRAFFITI TRUCK OPERATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	6.00	7.00	7.00	7.00
<u>LOCAL PUBLIC SAFETY</u>				
POLICE CORPORAL		1.00	1.00	1.00
<u>COMMUNITY FACILITIES DISTRICT</u>				
SERGEANT		1.00	1.00	1.00
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
<u>TOBACCO GRANT</u>				
POLICE OFFICER			1.00	1.00

	AMENDED 2017-2018	AMENDED 2018-2019	PROPOSED 2019-2020	PROPOSED 2020-2021
TOTAL POLICE FTEs	42.00	42.00	43.00	43.00
<u>FIRE DEPARTMENT</u>				
FIRE CHIEF	0.75	0.75	0.75	0.75
INTERIM FIRE CHIEF				
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
FIRE CAPTAIN	4.00	3.00	3.00	3.00
FIRE LIEUTENANT	3.00	3.00	3.00	3.00
FIRE ENGINEER	1.00	1.00	1.00	1.00
FIRE FIGHTER II	4.00	4.00	4.00	4.00
FIREFIGHTER/PARAMEDIC	1.00	3.00	3.00	3.00
CODE ENFORCEMENT	0.50	0.25		
TOTAL FTEs	14.75	15.50	15.25	15.25
<u>MEASURE S FIRE</u>				
FIREFIGHTER/PARAMEDIC	4.00	4.00	4.00	4.00
TOTAL FTEs	4.00	4.00	4.00	4.00
<u>AMBULANCE DIVISION</u>				
FIRE CHIEF	0.25	0.25	0.25	0.25
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
PARAMEDIC (PRE-HOSPITAL LIAISON OFFICER)				
FIREFIGHTER/PARAMEDIC	8.00	4.00	4.00	4.00
FFS/ENGINEER		1.00	1.00	1.00
ACCOUNT CLERK II		1.00	1.00	1.00
TOTAL FTEs	8.75	6.75	6.75	6.75
<u>COMMUNITY FACILITIES DISTRICT</u>				
FFS/ENGINEER		1.00	1.00	1.00
FIREFIGHTER II		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
TOTAL FIRE AND AMBULANCE FTEs	27.50	28.25	28.00	28.00
<u>REDEVELOPMENT AGENCY</u>				
<u>SANGER PUBLIC HOUSING AUTHORITY</u>				
CITY MANAGER	0.05	0.01	0.01	0.01
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.05	0.20	0.05	0.05
ACCOUNTANT	0.05	0.05	0.05	0.05
COMMUNITY DEVELOPMENT DIRECTOR	0.15	0.15	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.30	0.41	0.21	0.21
<u>SUCCESSOR AGENCY</u>				
CITY MANAGER	0.10	0.10	0.10	0.10
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.20	0.05	0.20	0.20
COMMUNITY DEVELOPMENT DIRECTOR	0.10	0.10	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.40	0.25	0.40	0.40
TOTAL REDEVELOPMENT AGENCY FTEs	0.70	0.66	0.61	0.61
SUMMARY				
CITY COUNCIL	5.50	5.50	5.50	5.50
CITY MANAGER	2.35	2.39	2.39	2.39
CITY CLERK	2.00	2.00	2.00	2.00
ADMINISTRATIVE SERVICES	4.64	4.14	3.98	3.98
PUBLIC WORKS	26.06	26.56	26.77	26.77

	AMENDED <u>2017-2018</u>	AMENDED <u>2018-2019</u>	PROPOSED <u>2019-2020</u>	PROPOSED <u>2020-2021</u>
PLANNING	1.20	2.20	2.20	2.20
BUILDING/CODE ENFORCEMENT	4.95	4.95	4.95	4.95
ECONOMIC DEVELOPMENT	0.35	0.35	0.35	0.35
POLICE DEPARTMENT	42.00	42.00	43.00	43.00
FIRE/AMBULANCE	27.50	28.25	28.00	28.00
SANGER PUBLIC HOUSING AUTHORITY	0.30	0.41	0.21	0.21
SANGER SUCCESSOR AGENCY (RDA)	0.40	0.25	0.40	0.40
TOTAL CITY OF SANGER FTEs	<u>117.25</u>	<u>119.00</u>	<u>119.75</u>	<u>119.75</u>



GENERAL GOVERNMENT

- City Council*
- Non Departmental*

COUNCIL
101-001-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
AMINISTRATIVE SECRETARY	0.50	26,250	26,549
COUNCIL MEMBER	3.00	10,800	10,800
COUNCIL MEMBER, Mayor	1.00	3,600	3,600
COUNCIL MEMBER, Mayor Pro Tem	1.00	3,600	3,600
Grand Total	5.50	44,250	44,549

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	44,694	21,684	34,251	42,227	44,250	44,549
5130-OVERTIME		-	13	-	500	500
5210-PERS EXPENSE	1,871	351	1,379	13,500	14,257	11,455
5220-SOCIAL SECURITY	5,141	3,385	4,618	6,000	4,413	4,436
5310-HEALTH INSURANCE	61,386	50,283	57,498	55,000	62,359	64,364
5320-WORKERS COMPENSATION	716	610	737	200	213	233
5340-EMPLOYEE ASSISTANCE PROGRAM	14	4	14	200	140	140
5350-FITNESS PROGRAM	13	3	10	100	100	78
5410-AUTO ALLOWANCE	19,800	21,900	24,000	24,000	24,000	24,000
5411-CELL PHONE ALLOWANCE	2,520	1,860	1,440	2,400	1,440	1,440
Wages & Benefits Total	136,155	100,079	123,960	143,627	151,672	151,196
Operations						
6110-OFFICE SUPPLIES	187	315	279	1,000	1,000	1,000
6124-SUPPLIES-OTHER	1,018	544	313	1,500	1,500	1,500
6142-MINOR EQUIP-OFFICE	-	2,520	46	1,500	1,500	1,500
6240-SVCS-LEGAL COUNSEL	54,461	39,058	33,524	45,000	35,000	35,000
6241-SERVICES-LEGAL LITIGATION	22,543	227,619	8,865	-	-	-
6290-SVCS-PROFESSIONAL SERVICES	10,310	5,163	3,194	5,000	5,100	5,100
6420-PRINTING & BINDING		-	48		-	-
6431-GENERAL LIABILITY PREMIUMS	-	2,078	2,480	2,200	2,379	2,379
6432-PROPERTY PREMIUMS	-	339	329	400	427	427
6437-HEALTH INSURANCE EXPENSE	-	365	367	400	500	500
6438-UNEMPLOYMENT INSURANCE	-	23	23	25	25	25
6445-DISABILITY INSURANCE	-	557	557	1,300	1,368	1,368
6448-RISK MGT ADMIN	-	242		300	300	300
6449-ERMA Personnel Insurance	-	478	531	900	1,054	1,054
6521-TELECOMMUNICATIONS REGULAR	1,035	3,390	4,018	2,700	2,700	2,700
6730-TRAINING/WORKSHOPS/MEETINGS	22,886	22,356	26,045	25,000	20,000	20,000
6830-MEMBERSHIPS-OTHER	16,166	16,058	17,315	18,500	18,500	18,500
6940-MISCELLANEOUS-OTHER EXPENSE	704	1,393	398	-	-	-
Operations Total	129,310	322,497	98,332	105,725	91,353	91,353
Capital						
7130-VETERANS PARK	-		44,081	80,920	-	-
7140-COMMUNITY CENTER BASKETBALL HOOPS	-		3,086	-	-	-
7150-JFK PARKS				-	-	-
7160-ECONOMIC STUDY N. ACADEMY ANNEX	-		60,221	-	-	-
Capital Total	-		107,388	80,920	-	-
Other Charges						
8440-CHARGE FOR INTERNAL ADMIN					21,728	21,728
Other Charges Total					21,728	21,728
Grand Total	265,465	422,576	329,680	330,272	264,753	264,277

NON-DEPARTMENTAL
101-090-101

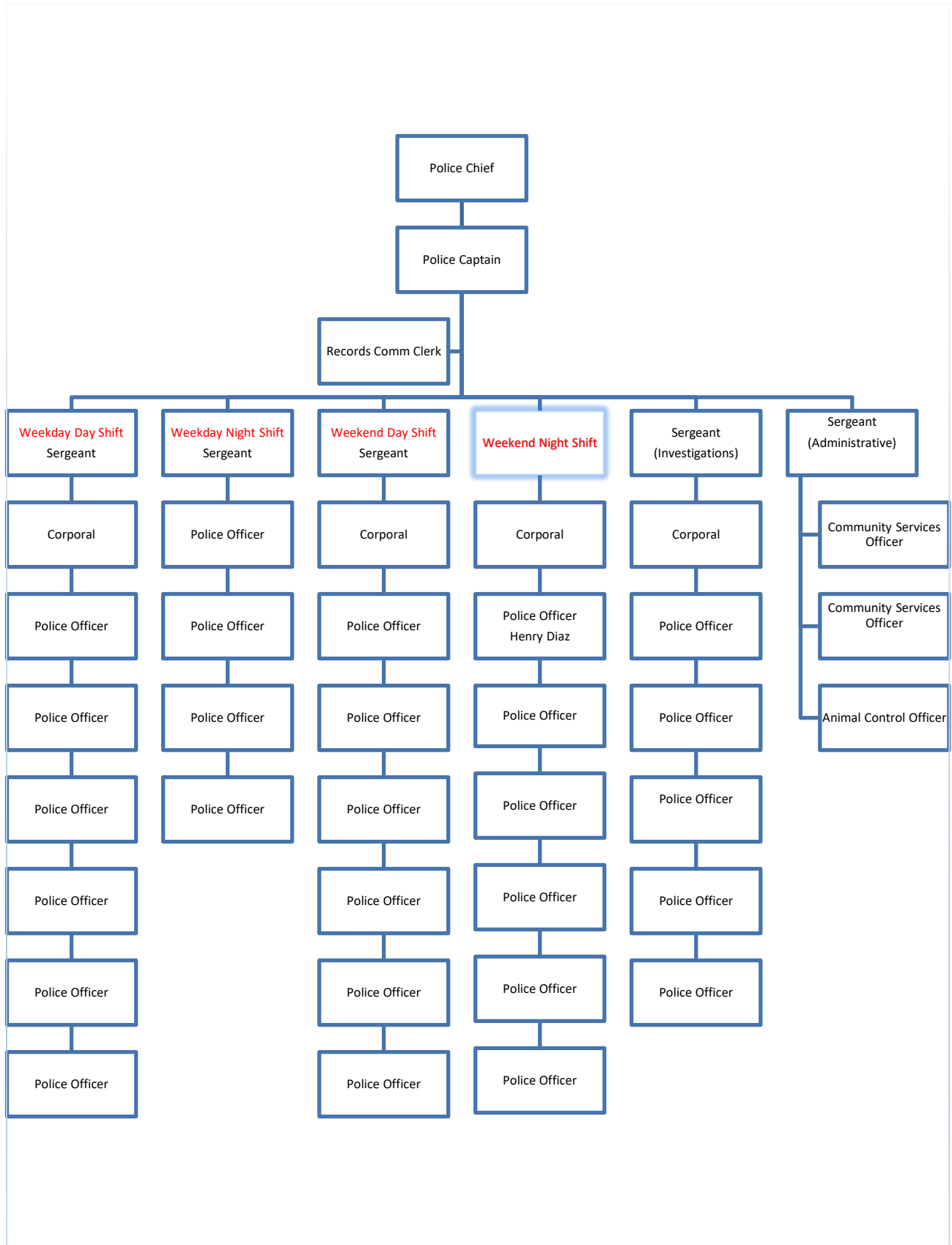
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6730-TRAINING/WORKSHOPS/MEETINGS				15,000	15,000	15,000
6940-MISCELLANEOUS-OTHER EXPENSE		5,507	1,599		-	-
Operations Total		5,507	1,599	15,000	15,000	15,000
Non-Departmental						
6290-SVCS-PROFESSIONAL SERVICES	115,266	24,038	21,366	22,000	25,000	25,000
7230-MACHINERY & EQUIPMENT	-	2,850	23,119	-	-	-
8211-BOND INTEREST EXPENSE	60,255	60,255		80,300	79,800	84,345
8440-CHARGE FOR INTERNAL ADMIN	417,970	419,905	434,190	509,800	-	-
Non-Departmental Total	593,491	507,048	478,676	612,100	104,800	109,345
Grand Total	593,491	512,555	480,275	627,100	119,800	124,345



PUBLIC SAFETY

- Organization Chart***
- Police***
- Organization Chart***
- Fire & Emergency Medical Services***

Police Department



CITY OF SANGER
DEPARTMENT: POLICE

MISSION STATEMENT

The members of the Sanger Police Department, in partnership with the community, are dedicated to excellence in the delivery of public safety services.

SERVICE DESCRIPTION

Department personnel perform patrols in the community with the goal of preventing & deterring crime; enforce local, state and federal laws; respond to crimes in progress and other public safety concerns and emergencies; identify and arrest violators; perform professional investigations of all crime and deliver high quality services to residents of community.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Implemented a Body Worn Camera program, wherein all patrol officers wear a camera and video record all contacts during their shift.
- In 2018, reduced Part 1 crimes in Sanger by 1% from previous year-2017. Sanger had experienced a 13% reduction in crime from previous year.
- Added a second School Resource Officer in local schools.
- Continued strong anti-gang enforcement efforts and reduced gang crime, activity and violence in community.
- Obtained a D.O.J. grant to implement a Tobacco Prevention program. Funding provides for a 3rd School Resource Officer that will be devoted to reducing tobacco use amongst our youth.
- Continued Gang Resistance Education and Training (GREAT) and provided curriculum to city school students in 4th and 6th grade.
- Held another successful National Night Out and Public Safety Open House

events, as part of community outreach and community relations efforts.

- Installed a security fence around the public safety facilities in Sanger, to better protect city equipment/assets.
- Conducted two successful Active Shooter training sessions involving police, fire and school district staff.

FY 2019-2020 GOALS & OBJECTIVES

- Add a police K-9 team to department, dog will be dual purpose- drug sniffing and patrol/handler protection.
- Continue gang suppression efforts and strategies to reduce gang crime, and include intervention approaches.
- Replace older Tasers in use by police officers in field.
- Replace two older police motorcycles.
- Implement shift scheduling software to improve shift staffing and deployment of police resources.
- Continue efforts to improve radio transmission/reception issues affecting police radio communications.
- Explore & research implementation of a Drone UAS program.
- Complete the Police Department Policy Manual update and adoption.
- Conduct a Property/Evidence Room Audit & inspection to assess current state of evidence function.
- Purchased ballistic shields for carry in Command vehicles on all shifts.

**DEPARTMENTAL BUDGET
REQUESTS**

- Procure new Police K-9 and select handler and provide training.
- Replace two police motorcycles.
- Replace older Tasers in use by officers, buy 12 new Tasers.
- Procure shift scheduling software.

POLICE DEPARTMENT
101-040-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
ANIMAL CONTROL OFFICER	1.00	48,902	48,902
COMMUNITY SERVICE OFFICER II	2.00	110,492	110,492
CORPORAL	2.00	160,441	160,441
POLICE CAPTAIN	1.00	81,828	81,828
POLICE CHIEF	1.00	120,608	120,608
POLICE OFFICER	19.00	1,289,221	1,314,214
RECORDS/COMMUNICATION CLERK II	1.00	53,001	53,001
SERGEANT	4.00	366,512	370,656
Grand Total	31.00	2,231,005	2,260,143
Less Measure S Raises		(206,500)	(206,500)
Grand Total		2,024,505	2,053,643

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	1,932,864	2,323,836	2,218,078	2,260,198	2,024,505	2,053,643
5120-DIRECT LABOR-TEMPORARY	65,728	0	22,508	10,000	10,000	10,000
5130-OVERTIME	301,432	231,409	225,092	235,000	239,200	239,200
5160-LEAVE BUY BACK					-	-
5210-PERS EXPENSE	582,769	496,710	531,570	566,833	627,655	679,699
5220-SOCIAL SECURITY	177,516	201,889	193,640	193,000	191,740	193,969
5310-HEALTH INSURANCE	379,879	445,775	561,165	547,200	634,848	648,667
5320-WORKERS COMPENSATION	153,016	190,486	181,012	171,594	190,318	208,014
5340-EMPLOYEE ASSISTANCE PROGRAM	747	1,251	1,256	1,054	891	891
5350-FITNESS PROGRAM	699	834	838	4,836	4,836	4,836
5411-CELL PHONE ALLOWANCE	6,360	6,210	5,850	12,500	7,200	7,200
5420-UNIFORM ALLOWANCE	29,425	32,276	31,462	32,000	32,000	32,000
5430-REDUCTION IN POLICE/ADMIN EXP		(519,392.14)	(147,859.57)		-	-
Wages & Benefits Total	3,630,435	3,411,284	3,824,610	4,034,215	3,963,193	4,078,118
Operations						
6110-OFFICE SUPPLIES	9,216	6,476	8,957	8,000	8,100	8,100
6111-POSTAGE	0	115	82	200	200	200
6115-PUBLICATIONS/SUBSCRIPTIONS	136	648	466	1,000	1,000	1,000
6121-SUPPLIES-YOUTH SERVICES	75	0	197	300	300	300
6122-SUPPLIES-SHOP AND FIELD	1,901	1,252	2,274	2,000	2,000	2,000
6123-SUPPLIES-SAFETY	9,382	4,873	8,719	8,000	8,100	8,100
6124-SUPPLIES-OTHER	3,667	1,204	6,203	6,500	6,600	6,600
6125-SUPPLIES-JAIL	103	166	109	200	200	200
6126-SUPPLIES-RESERVE PROGRAM		-	731.24		-	-
6128-SUPPLIES CRIME PREVENTION	6,259	2,315	4,061	4,000	4,000	4,000
6129-CRIME SCENE MANAGEMENT	9,486	4,517	12,582	11,000	11,200	11,200
6142-MINOR EQUIP-OFFICE	39	79	545	1,000	1,000	1,000
6145-ANTI-GRAFFITI/INFORMANT REWARDS	720	0		1,500	1,500	1,500
6146-MINOR EQUIP-OTHER	971	545	390	500	500	500
6215-ANIMAL CONTROL SERVICES	7,135	8,477	9,534	8,000	8,100	8,100
6240-SVCS-LEGAL COUNSEL	6,664	1,979	3,010	3,000	3,000	3,000
6290-SVCS-PROFESSIONAL SERVICES	116,778	56,243	65,202	55,000	55,900	56,000
6291-CONTRACT DISPATCH SERVICES	370,345	383,854	392,440	395,000	397,000	399,000
6292-DRUG/ALCOHOL TESTING	4,314	5,945	7,440	6,000	6,000	6,000
6310-TIRES EXPENSE	5,361	7,412	9,351	9,500	11,000	11,000

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
6332-FUEL-UNLEADED	85,038	86,485	91,766	95,000	97,000	97,000
6420-PRINTING & BINDING	134	3,005	3,437	4,000	3,500	3,500
6431-GENERAL LIABILITY PREMIUMS	0	46,858	55,924	50,800	53,643	53,643
6432-PROPERTY PREMIUMS	0	7,642	7,428	8,600	9,626	9,626
6437-HEALTH INSURANCE EXPENSE	0	8,230	8,284	0	0	0
6438-UNEMPLOYMENT INSURANCE	0	2,984	2,985	3,500	3,600	3,600
6445-DISABILITY INSURANCE	0	806	662	2,400	1,061	1,061
6448-RISK MGT ADMIN	0	5,451		5,400	12,441	12,441
6449-ERMA Personnel Insurance	0	10,776	11,975	19,800	23,758	23,758
6455-LOW/HIGH VEHICLE INSURANCE	0	9,711	13,466	13,500	13,500	13,500
6510-UTILITY-ELECTRIC/GAS	27,693	26,983	29,255	27,000	27,500	27,500
6521-TELECOMMUNICATIONS REGULAR	41,704	42,690	47,579	42,000	45,000	45,000
6610-R&M-BUILDINGS & IMPROVEMENTS	9,400	5,564	6,992	7,500	7,500	7,500
6620-R&M-EQUIPMENT	2,319	2,331	4,342	4,000	4,000	4,000
6730-TRAINING/WORKSHOPS/MEETINGS	11,689	5,754	4,120	6,000	6,000	6,000
6750-P.O.S.T. TRAINING	23,901	3,592	10,260	12,000	14,000	14,000
6830-MEMBERSHIPS-OTHER	1,547	1,408	1,145	2,000	2,000	2,000
6920-FEES AND FILINGS	572	25	1,682	0	0	0
Operations Total	756,550	756,396	833,596	824,200	849,828	851,928
Other Charges						
8310-PHOTOCOPY CHARGES	10,710	10,471	9,517	10,500	10,600	10,600
8321-COMPUTER SOFTWARE	0	-	400	800	800	800
8322-COMPUTER HARDWARE	3,999	3,786	2,983	1,000	-	-
8350-VEHICLE MAINTENANCE CHARGES	97,519	100,316	70,026	70,000	70,000	70,000
8440-CHARGE FOR INTERNAL ADMIN					457,846	457,846
Other Charges Total	112,228	114,573.04	82,926	82,300	539,246	539,246
Grand Total	4,499,213	4,282,253	4,741,132	4,940,715	5,352,267	5,469,293

**MEASURE S POLICE
208-040-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
CORPORAL	1.00	81,667	81,667
GRAFFITI REMOVAL OPERATOR	1.00	40,332	40,332
POLICE OFFICER	5.00	354,900	358,075
Grand Total	7.00	476,899	480,074

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	306,453	446,359	427,177	483,500	476,899	480,074
5111-MEAS S	0		83,898	206,400	206,400	206,400
5120-DIRECT LABOR-TEMPORARY	6,605	463	700	750	764	764
5130-OVERTIME	67,598	53,760	55,391	75,000	76,350	76,350
5210-PERS EXPENSE	54,328	60,773	95,181	101,608	129,113	136,504
5220-SOCIAL SECURITY	29,754	33,915	37,715	41,200	42,893	43,212
5310-HEALTH INSURANCE	71,431	74,746	78,621	118,316	127,738	133,878
5320-WORKERS COMPENSATION	27,526	34,150	27,888	39,610	44,218	48,241
5340-EMPLOYEE ASSISTANCE PROGRAM	154	235	250	238	178	178
5350-FITNESS PROGRAM	144	156	167	1,092	1,092	1,092
5411-CELL PHONE ALLOWANCE	660	720	1,380	700	1,440	1,440
5420-UNIFORM ALLOWANCE	4,423	5,000	6,000	6,000	6,000	6,000
Wages & Benefits Total	569,076	710,276	814,368	1,074,414	1,113,086	1,134,134
Operations						
6123-SUPPLIES-SAFETY	12,615	37,097	41,685	38,000	38,000	38,000
6124-SUPPLIES-OTHER	12,687	13,840	16,832	13,000	13,000	13,000
6126-SUPPLIES-RESERVE PROGRAM	0	7,240	3,607	20,000	20,000	20,000
6127-SUPPLIES-VOLUNTEER PROGRAM	0	3,184	4,854	4,000	4,000	4,000
6147-PATROL CAR UNIT EQUIPMENT	0	843	2,315	2,000	2,000	2,000
6245-GANG INTERVENTION/PREVENTION	98,350	118,438	87,557	116,700	100,000	100,000
6290-SVCS-PROFESSIONAL SERVICES	1,369	0		0	0	0
6431-GENERAL LIABILITY PREMIUMS	0	8,112	9,681	8,800	9,287	9,287
6432-PROPERTY PREMIUMS	0	1,323	1,286	1,501	1,666	1,666
6437-HEALTH INSURANCE EXPENSE	0	1,425	1,434	1,400	1,500	1,500
6438-UNEMPLOYMENT INSURANCE	0	547	547	657	700	700
6445-DISABILITY INSURANCE	0		30,226	452	452	452
6448-RISK MGT ADMIN	0	944		956	1,054	1,054
6449-ERMA Personnel Insurance	0	1,866	2,074	3,437	4,114	4,114
6455-LOW/HIGH VEHICLE INSURANCE	0	823	1,141	1,100	1,200	1,200
6521-TELECOMMUNICATIONS REGULAR	724	3,873	1,214	0	0	0
6730-TRAINING/WORKSHOPS/MEETINGS	2,898	3,407	1,832	5,000	5,000	5,000
6750-P.O.S.T. TRAINING	3,279	14,684	20,415	15,000	15,000	15,000
Operations Total	131,922	217,646	226,698	232,003	216,973	216,973
Capital						
7210-BUILDINGS					-	-
7220-IMPROVEMENTS OTHER THAN BLDGS				50,000	-	-
7239-PATROL VEHICLES	207,032	639,553	23,604	243,000	60,000	216,000
7241-SURVEILLANCE CAMERAS	2,134	211,867	11,125	13,100	3,600	-
7243-TASERS	11,454	-	2,640	-	37,500	40,000
7244-MDC	0		63,980	76,800	-	-
7245-IT EXTRACTIONS	0		9,085	37,000	23,000	22,100
7247-RADIO IMPROVEMENTS					-	-

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
7246-K9					20,000.00	-
Capital Total	220,619	851,420	110,434	419,900	144,100	278,100
Other Charges						
8321-COMPUTER SOFTWARE					15,000	-
Other Charges Total					15,000	-
Grand Total	921,617	1,779,342	1,151,500	1,726,317	1,489,159	1,629,207

**POLICE CFD
261-040-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
POLICE OFFICER	1.00	69,502	69,502
SERGEANT	1.00	80,269	81,048
Grand Total	2.00	149,771	150,550

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR				167,028	149,771	150,550
5130-OVERTIME				6,000	16,000	16,000
5160-LEAVE BUY BACK					-	-
5210-PERS EXPENSE				36,900	38,847	42,604
5220-SOCIAL SECURITY				12,200	12,890	12,949
5310-HEALTH INSURANCE				57,900	47,252	49,519
5320-WORKERS COMPENSATION				12,600	12,546	13,672
5350-FITNESS PROGRAM					312	312
5411-CELL PHONE ALLOWANCE					1,440	1,440
5420-UNIFORM ALLOWANCE				2,000	2,000	2,000
5340-FITNESS PROGRAM				100	100	100
Wages & Benefits Total				294,728	281,158	289,146
Operations						
6445-DISABILITY INSURANCE					43	43
6750-P.O.S.T. TRAINING					1,000	1,000
Operations Total					1,043	1,043
Capital						
7210-BUILDINGS					-	-
7220-IMPROVEMENTS OTHER THAN BLDGS					-	-
Capital Total					-	-
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					12,784	12,784
Other Charges Total					12,784	12,784
Grand Total				294,728	294,985	302,973

**LOCAL PUBLIC SAFETY
255-040-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
CORPORAL	1.00	78,192	78,192
Grand Total	1.00	78,192	78,192

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR				82,854	78,192	78,192
5130-OVERTIME					8,500	8,500
5210-PERS EXPENSE				19,018	21,854	23,896
5220-SOCIAL SECURITY				5,849	6,764	6,764
5310-HEALTH INSURANCE				27,741	27,895	29,230
5320-WORKERS COMPENSATION				5,994	6,713	7,279
5350-FITNESS PROGRAM				156	156	156
5411-CELL PHONE ALLOWANCE				720	720	720
5420-UNIFORM ALLOWANCE				1,000	1,000	1,000
Wages & Benefits Total				143,332	151,794	155,736
Operations						
6445-DISABILITY INSURANCE					21	21
6750-P.O.S.T. TRAINING					500	500
Operations Total					521	521
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					6,552	6,552
9000-TRANSFER TO GEN FUND	-	-		-	-	-
Other Charges Total	-	-		-	6,552	6,552
Grand Total	-	-		143,332	158,868	162,810

POLICE SLEFS
256-040-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
POLICE OFFICER	1.00	63,655	66,830
Grand Total	1.00	63,655	66,830

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	-	-	71,045	75,859	63,655	66,830
5130-OVERTIME	-	-	7,735	8,500	8,600	8,600
5160-LEAVE BUY BACK	-	-	-	-	-	-
5210-PERS EXPENSE	-	-	10,192	17,900	20,937	21,406
5220-SOCIAL SECURITY	-	-	6,414	5,600	5,604	5,847
5310-HEALTH INSURANCE	-	-	10,595	9,500	6,721	16,728
5320-WORKERS COMPENSATION	-	-	4,757	5,600	5,465	6,222
5340-EMPLOYEE ASSISTANCE PROGRAM	-	-	38	100	100	100
5350-FITNESS PROGRAM	-	-	26	200	156	156
5420-UNIFORM ALLOWANCE	-	-	1,000	1,000	1,000	1,000
Wages & Benefits Total	-	-	111,801	124,259	112,239	126,889
Operations						
6123-SUPPLIES-SAFETY	-	-	1,848	-	-	-
6445-DISABILITY INSURANCE	-	-	71	50	21	21
6750-P.O.S.T. TRAINING	-	-	-	-	500	500
Operations Total	-	-	1,919	50	521	521
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN	-	-	-	-	6,229	6,229
Other Charges Total	-	-	-	-	6,229	6,229
Grand Total	-	-	113,720	124,309	118,990	133,639

DUI - POLICE DEPARTMENT
267-040-101

Row Labels	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
5130-OVERTIME	-	16,264			-	-
9000-TRANSFER TO GENERAL FUND					34,840	-
Grand Total	-	16,264			34,840	-

Bulletproof Vests Police
271-040-101

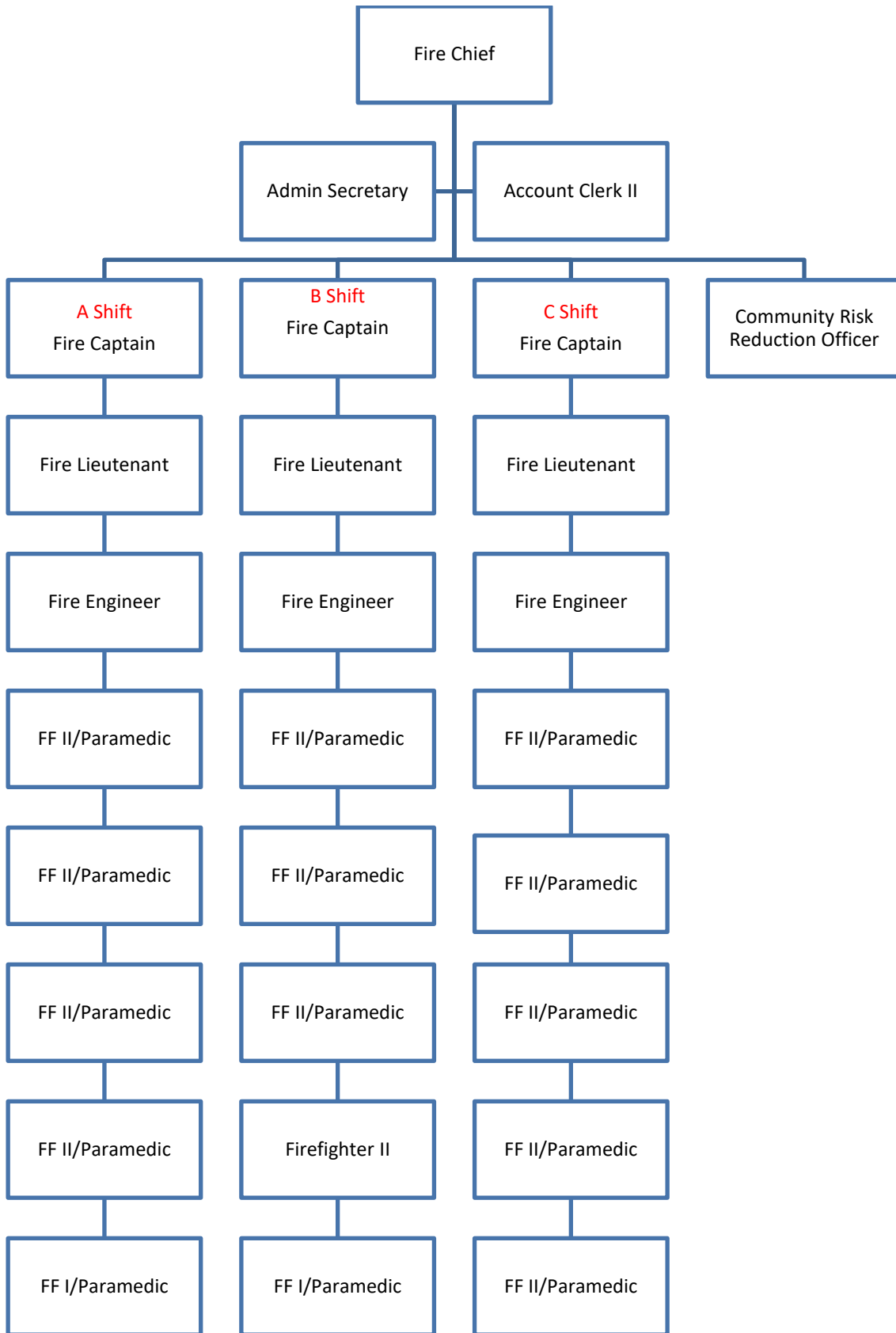
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6123-SUPPLIES-SAFETY	-	4,810	5,670	2,000	1,600	1,600
Operations Total	-	4,810	5,670	2,000	1,600	1,600
Grand Total	-	4,810	5,670	2,000	1,600	1,600

Tobacco Program
298-040-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
POLICE OFFICER	1.00	75,214	75,214
Grand Total	1.00	75,214	75,214

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR					75,214	75,214
5130-OVERTIME					8,000	8,000
5210-PERS EXPENSE					19,313	19,613
5220-SOCIAL SECURITY					5,830	5,830
5310-HEALTH INSURANCE					9,688	10,171
5320-WORKERS COMPENSATION					6,458	7,002
5350-FITNESS PROGRAM					156	156
5411-CELL PHONE ALLOWANCE					-	-
5420-UNIFORM ALLOWANCE					1,000	1,000
Wages & Benefits Total					125,658	126,986
Grand Total					125,658	126,986

Fire Department



CITY OF SANGER
DEPARTMENT: FIRE AND EMERGENCY MEDICAL SERVICES

MISSION STATEMENT

The Fire Department's purpose is to provide rapid mitigation of fire, rescue and medical emergencies with compassion, integrity and respect towards our customers. We will maintain a safe community with quality public education, a comprehensive fire prevention program and through the professional development of our personnel.

SERVICE DESCRIPTION

The Fire Department provides the following services to the citizens of Sanger:

- Suppresses fire through the utilization of modern firefighting techniques.
- Provides the highest level of emergency medical services by maintaining advanced life support (ALS) operations through the use of ALS ambulances and fire engines.
- Provides a comprehensive and robust Community Risk Reduction program that utilizes the efforts of quality public education, enforcement, engineering, economic considerations and emergency response to achieve a safe and healthy community.
- Provides administrative direction, coordination and information for all fire department programs and operations.
- Determines the cause and origin of all fires and provides investigative follow-up utilizing modern and innovative techniques to arrive at a reasonable conclusion.
- Maintains the Fire Department's equipment in optimum condition for readiness of response at all times.
- Provides training to all City Departments and to the community in the areas of fire safety and prevention, injury prevention,

- Provides young fire academy graduates an avenue to complete their Firefighter I Certification while gaining knowledge and experience in the fire service through ride-alongs (responding to incidents), training and education and performing work details with fire department personnel.

**MAJOR ACCOMPLISHMENTS IN
FY 2018-2019**

- Exceeded anticipated revenues for the ambulance services, ending with a positive fund balance.
- Continued to maintain a less than five minute response time average in the City of Sanger despite an approximate 6% increase in call volume.
- Continued to assist with the training of new fire academy graduates and EMT students through cooperative agreements with Valley ROP and Fresno City College.
- Continued the Fire Explorer program with the Boy Scouts of America and have 15 fire explorers on the roster.
- Obtained grant funding for operations and fire prevention programs in excess of \$6,000.
- Continued to provide fire and life safety education to over 400 adults and 1100 children at several tours and demonstrations.
- Successfully completed the specification review for the purchase of a new ladder truck for the Fire Department with an anticipated delivery date of December 2019.

- Completed over 3,000 hours of in-house mandatory fire and emergency medical training.
- Organized and completed another successful Fire and Police Open House and National Night Out event drawing hundreds of Sanger residents to learn about fire safety and crime/gang prevention.
- Received new vehicles and contracted for services to perform a Standards of Cover and Community Risk Assessment as part of the Measure “S” 10-year expenditure plan.
- Fully incorporated the ambulance billing back within the Fire Department.
- Completed a needs assessment with an architectural firm for a potential fire station remodel and expansion project.
- Completed the security fencing project between the Police and Fire facilities.

FY 2019-2020 GOALS & OBJECTIVES

- Continue to remain within adopted budget.
- Continue to explore new options for increased revenues and grant funding for equipment and programs.
- Reduce the per capita fire loss within the City.
- Continue to maintain a less than five-minute response time at least 95% of the time to medical emergencies in the City.
- Continue the professional development of personnel with enhanced training opportunities.
- Complete the Standards of Cover and Community Risk Assessment and present to the City Council and public.

- Increase fire and life safety messages and training with tours, demonstrations, open houses and displays.
- Continue to hold CPR classes for the public and complete another initial CERT team class.
- Receive the new ladder truck, place equipment and train all department members in truck operations before placing into service.

DEPARTMENTAL BUDGET REQUEST

- Continue with year three plan to replace the department’s compliment of portable radios and fire hose.
- Purchase a cardiac monitor/defibrillator for the third ambulance and evaluate and/or purchase a mechanical cardiopulmonary resuscitation device for deployment into the field.
- Begin a three-year replacement of the Fire Department’s wildland personal protective clothing.

PENDING ISSUES AND POLICY CONSIDERATIONS

- Annexation of the north end of Sanger and the potential increase in call volume and fire prevention related duties.
- Increase in economic development and new commercial projects that will necessitate changes in fire department operations.
- The addition of a third, full time ambulance with staffing will be analyzed this fiscal year as a result of increases in call volumes.
- Intergovernmental Transport (IGT) Rate Range program. Reimbursement from patients with State-funded managed care insurances to cover unreimbursed costs will require transfer of funds to the State before full reimbursement.

- Grant opportunities through the State Homeland Security Grant program, Assistance to Firefighter's Grant program, Fire Prevention and Safety program and Staffing for Adequate Fire and Emergency Response program.
- The necessity for a fire station remodel and expansion project will require an evaluation to determine costs and appropriate funding mechanisms.

FIRE DEPARTMENT
101-050-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
ADMINISTRATIVE SECRETARY - FIRE	0.5	23,922	23,922
FFS/ENGINEER	1.00	74,023	74,023
FIRE CAPTAIN	3.00	285,497	285,497
FIRE CHIEF	0.75	90,456	90,456
FIRE LIEUTENANT	3.00	256,410	256,410
FIREFIGHTER I	2.00	114,272	115,884
FIREFIGHTER II	5.00	359,197	359,824
Grand Total	15.25	1,203,778	1,206,017
Less Measure S Raises		(110,000)	(110,000)
Grand Total		1,093,778	1,096,017

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	864,283	934,165	988,825	1,100,500	1,093,778	1,096,017
5120-DIRECT LABOR-TEMPORARY	17,812	17,075	16,780	17,000	17,000	17,000
5130-OVERTIME	169,875	164,715	209,039	160,000	162,880	162,880
5160-LEAVE BUY BACK				23,000		-
5140-FLSA & ACTING PAY	7,730	6,583	7,804	8,000	8,144	8,144
5210-PERS EXPENSE	390,567	466,932	418,062	423,000	504,742	563,867
5220-SOCIAL SECURITY	81,435	88,956	95,008	90,844	105,724	105,896
5310-HEALTH INSURANCE	187,747	209,447	270,767	344,300	379,296	397,379
5320-WORKERS COMPENSATION	119,728	140,546	148,738	123,070	136,862	148,589
5340-EMPLOYEE ASSISTANCE PROGRAM	345	527	524	519	439	439
5350-FITNESS PROGRAM	242	271	271	2,379	2,379	2,379
5411-CELL PHONE ALLOWANCE	-	195	360	720	360	360
5420-UNIFORM ALLOWANCE	5,923	6,802	6,150	6,150	7,050	7,050
Wages & Benefits Total	1,845,686	2,036,213	2,162,329	2,299,482	2,418,655	2,509,999

Operations						
6110-OFFICE SUPPLIES	3,703	2,850	3,517	3,500	4,063	3,563
6115-PUBLICATIONS/SUBSCRIPTIONS	1,913.40	2,236.34	1,991	2,500	2,545	2,545
6124-SUPPLIES-OTHER	22,784	27,052	32,111	25,500	27,100	27,100
6130-UNIFORM EXPENSE	9,430	15,104	8,546	8,275	9,125	9,125
6141-MINOR EQUIP-SMALL TOOLS	863	41	120	1,000	1,000	1,000
6240-SVCS-LEGAL COUNSEL	2,158	2,264	1,024	2,000	2,000	2,000
6290-SVCS-PROFESSIONAL SERVICES	29,822	46,234	33,086	38,800	37,653	37,653
6332-FUEL-UNLEADED	6,031	9,417	12,658	8,000	8,000	8,000
6420-PRINTING & BINDING	1,061	367	790	1,000	1,000	1,000
6431-GENERAL LIABILITY PREMIUMS	-	19,061	22,749	20,700	21,821	21,821
6432-PROPERTY PREMIUMS	-	3,109	3,022	3,500	3,916	3,916
6437-HEALTH INSURANCE EXPENSE	-	3,348	3,370	3,400	3,500	3,500
6438-UNEMPLOYMENT INSURANCE	-	1,208	1,208	1,500	1,500	1,500
6445-DISABILITY INSURANCE	-	762	508	900	701	701
6448-RISK MGT ADMIN	-	2,218		2,200	2,743	2,743
6449-ERMA Personnel Insurance	-	4,384	4,872	8,100	9,665	9,665
6455-LOW/HIGH VEHICLE INSURANCE	-	2,141	2,969	3,000	3,100	3,100
6521-TELECOMMUNICATIONS REGULAR	19,389	20,377	23,460	20,000	20,317	20,317
6620-R&M-EQUIPMENT	2,546	1,524	5,424	8,000	8,200	8,200
6640-R&M-OTHER	2,839	5,513	2,201	5,000	5,000	5,000
6730-TRAINING/WORKSHOPS/MEETINGS	1,885	1,989	3,654	2,000	2,000	2,000
6830-MEMBERSHIPS-OTHER	764	1,110	964	1,000	1,570	1,570

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
6351-FCC-TRAINING EXPENSE		2,500	2,567		-	-
Operations Total	105,188	174,809	170,810	169,875	176,519	176,019
Capital						
7210-BUILDINGS	4,522	11,870	11,471	3,500	5,000	5,000
7220-IMPROVEMENTS OTHER THAN BLDGS	17,509	300	9,853	3,500	-	-
7230-MACHINERY & EQUIPMENT		-	205		-	-
Capital Total	22,032	12,170	21,530	7,000	5,000	5,000
Other Charges						
8310-PHOTOCOPY CHARGES	2,883	3,063	3,116	4,000	5,050	5,050
8320-INFORMATION SYSTEMS	7,490	5,322	6,436	7,700	7,839	7,839
8321-COMPUTER SOFTWARE	-	-	2,015	1,000	1,000	1,000
8322-COMPUTER HARDWARE	1,133	154	1,301	2,000	2,000	2,000
8350-VEHICLE MAINTENANCE CHARGES	25,673	27,329	29,168	30,000	30,500	30,500
8440-CHARGE FOR INTERNAL ADMIN					250,390	250,390
Other Charges Total	37,179	35,868	42,036	44,700	296,779	296,779
Grand Total	2,010,085	2,259,061	2,396,706	2,521,057	2,896,953	2,987,797

**AMBULANCE
101-050-302**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
ACCOUNT CLERK II	1.00	41,328	41,328
FFS/ENGINEER	1.00	82,069	82,069
FIRE CHIEF	0.25	30,152	30,152
FIREFIGHTER II	4.00	312,989	312,989
ADMINISTRATIVE SECRETARY - FIRE	0.50	23,922	23,922
Grand Total	6.75	490,460	490,460
Less Measure S Raises		(61,000)	(61,000)
Grand Total		429,460	429,460

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	562,185	573,707	482,050	451,634	429,460	429,460
5130-OVERTIME	92,376	83,053	119,681	110,000	110,000	110,000
5140-FLSA & ACTING PAY	5,081	4,436	3,850	5,000	5,000	5,000
5160-LEAVE BUY BACK				5,900		-
5210-PERS EXPENSE	275,940	296,553	230,902	191,000	200,625	215,216
5220-SOCIAL SECURITY	50,723	50,346	45,217	46,283	46,422	38,007
5310-HEALTH INSURANCE	135,194	127,147	134,882	153,000	144,212	151,107
5320-WORKERS COMPENSATION	74,463	78,861	71,860	45,500	50,180	53,994
5340-EMPLOYEE ASSISTANCE PROGRAM	235	310	265	200	172	172
5350-FITNESS PROGRAM	149	148	143	900	1,053	1,053
5411-CELL PHONE ALLOWANCE	-	195	360	400	360	360
5420-UNIFORM ALLOWANCE	3,850	2,557	2,950	3,400	2,400	2,400
Wages & Benefits Total	1,200,194	1,217,312	1,092,161	1,013,217	989,884	1,006,769
Operations						
6110-OFFICE SUPPLIES	364	300	697	500	5,600	5,600
6111-POSTAGE					1,800.00	2,000.00
6115-PUBLICATIONS/SUBSCRIPTIONS					100.00	50.00
6124-SUPPLIES-OTHER	54,572	59,255	50,543	56,500	57,500	57,500
6130-UNIFORM EXPENSE	-		5,143	4,900	4,900	4,900
6290-SVCS-PROFESSIONAL SERVICES	65,811	51,485	50,713	11,900	57,325	57,325
6332-FUEL-UNLEADED	25,153	28,167	29,872	32,000	32,000	32,000
6420-PRINTING & BINDING		-			1,000	1,000
6431-GENERAL LIABILITY PREMIUMS	-	13,675	16,321	14,800	15,655	15,655
6432-PROPERTY PREMIUMS	-	2,231	2,168	2,500	2,810	2,810
6437-HEALTH INSURANCE EXPENSE	-	2,402	2,418	2,400	2,500	2,500
6438-UNEMPLOYMENT INSURANCE	-	843	843	1,000	1,000	1,000
6445-DISABILITY INSURANCE	-	508	1,161	900	377	377
6448-RISK MGT ADMIN	-	1,591		1,600	685	685
6449-ERMA Personnel Insurance	-	3,145	3,495	5,800	6,934	6,934
6455-LOW/HIGH VEHICLE INSURANCE	-	535	742	800	800	800
6521-TELECOMMUNICATIONS REGULAR	1,841	73	67	2,000	2,000	2,000
6620-R&M-EQUIPMENT	-	-		200	180	180
6640-R&M-OTHER	4,061	3,753	3,577	6,000	6,935	6,935
6730-TRAINING/WORKSHOPS/MEETINGS	1,243	1,848	2,187	1,300	4,550	4,550
6940-MISCELLANEOUS-OTHER EXPENSE	-		80,489	-	-	-
Operations Total	153,045	169,811	250,434	145,100	204,652	204,802
Capital						
7230-MACHINERY & EQUIPMENT	3,176	1,417	1,615	-	-	-

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Capital Total	3,176	1,417	1,615	-	-	-
Other Charges						
8320-INFORMATION SYSTEMS	5,601	7,750	6,750	6,700	7,750	7,750
8322-COMPUTER HARDWARE	86	997	9,704	1,000	1,000	1,000
8350-VEHICLE MAINTENANCE CHARGES	15,347	22,390	31,955	25,000	25,000	25,000
8440-CHARGE FOR INTERNAL ADMIN					113,909	113,909
Other Charges Total	21,034	31,137	48,409	32,700	147,659	147,659
Grand Total	1,377,447	1,419,677	1,392,619	1,191,017	1,342,195	1,359,230

**MEASURE S FIRE
208-050-101**

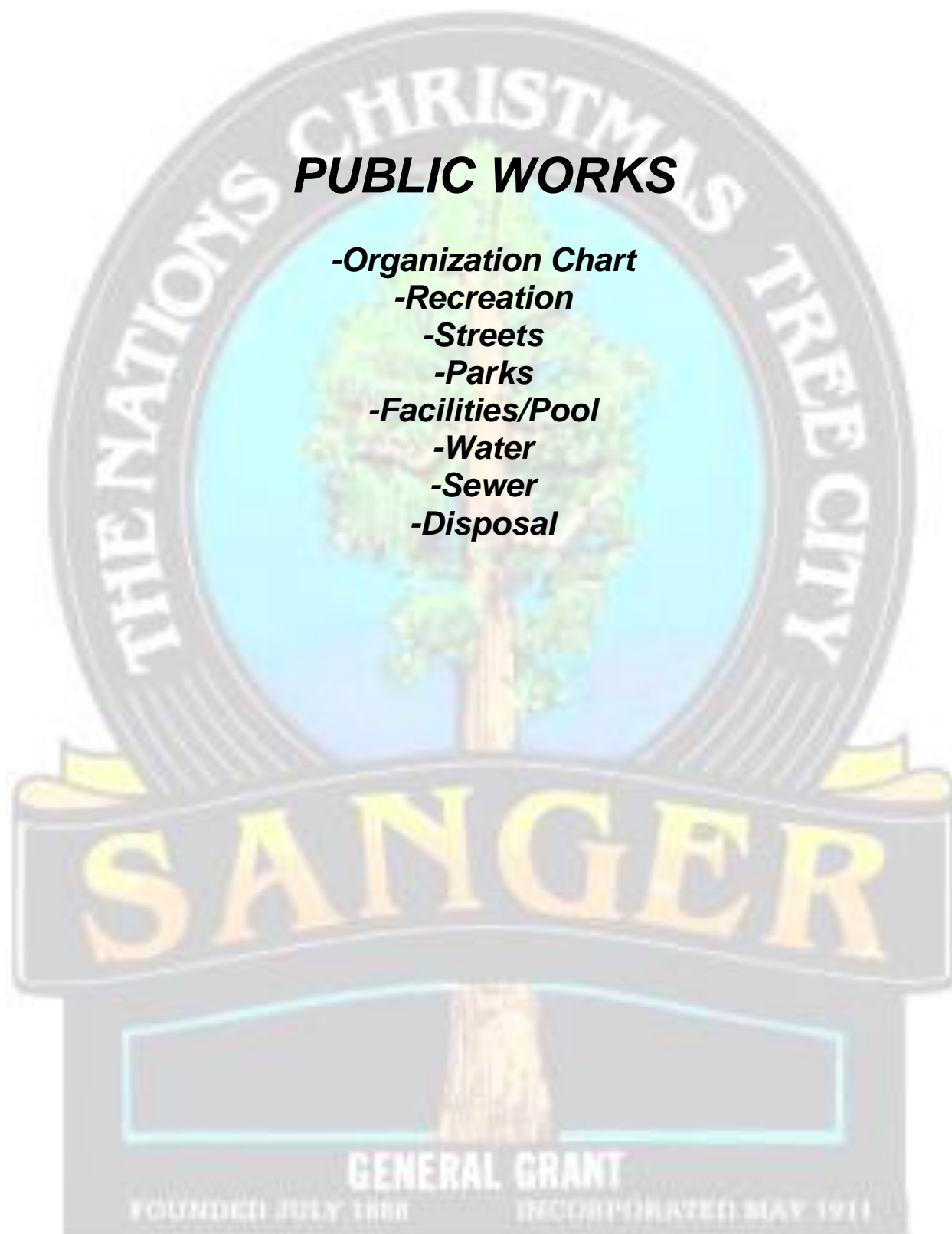
Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
FIREFIGHTER II	4.00	284,255	284,854
Grand Total	4.00	284,255	284,854

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	179,478	260,792	253,633	274,733	284,255	284,854
5111-MEAS S	-	-	43,312	171,000	171,000	171,000
5120-DIRECT LABOR-TEMPORARY	817	463	700	750	750	750
5130-OVERTIME	42,318	32,064	42,792	70,000	70,000	70,000
5140-FLSA & ACTING PAY	2,095	2,359	1,563	1,000	1,000	1,000
5210-PERS EXPENSE	63,064	26,414	47,867	105,300	126,500	136,945
5220-SOCIAL SECURITY	17,298	19,650	21,874	23,700	27,406	27,452
5310-HEALTH INSURANCE	52,220	49,556	51,409	52,461	71,896	75,424
5320-WORKERS COMPENSATION	26,218	32,121	28,362	31,010	35,550	38,212
5340-EMPLOYEE ASSISTANCE PROGRAM	101	155	156	136	102	102
5350-FITNESS PROGRAM	94	104	104	624	624	624
5420-UNIFORM ALLOWANCE	4,140	1,496	1,800	1,800	1,800	1,800
Wages & Benefits Total	387,843	425,173	493,572	732,514	790,883	808,163
Operations						
6124-SUPPLIES-OTHER	24,370	24,539	30,723	25,000	25,000	25,000
6130-UNIFORM EXPENSE	-	1,216	1,678	2,425	2,500	2,500
6290-SVCS-PROFESSIONAL SERVICES	-	-	11,700	50,000	-	-
6431-GENERAL LIABILITY PREMIUMS	-	5,364	6,402	5,800	6,141	6,141
6432-PROPERTY PREMIUMS	-	875	850	1,000	1,102	1,102
6437-HEALTH INSURANCE EXPENSE	-	942	948	900	900	900
6438-UNEMPLOYMENT INSURANCE	-	182	282	218	222	222
6445-DISABILITY INSURANCE	-	-	282	86	86	86
6448-RISK MGT ADMIN	-	624	-	632	685	685
6449-ERMA PERSONNEL INSURANC E	-	1,234	1,371	2,200	2,721	2,721
6455-LOW/HIGH VEHICLE INSURANCE	-	535	742	800	800	800
6730-TRAINING/WORKSHOPS/MEETINGS	31,673	22,968	16,436	30,000	30,000	30,000
Operations Total	56,044	58,479	71,415	119,061	70,156	70,156
Capital						
7230-MACHINERY & EQUIPMENT	109,182	82,965	21,432	77,500	109,500	27,000
7235-FIRE TRUCK	-	545,602	-	-	1,659,850	-
7236-AMBULANCE	-	6,589	272,859	-	-	-
7237-BREATHING APPARATUS	-	-	-	-	-	-
7245-NOTEBOOKS	-	-	396	-	-	-
7238-COMMAND VEHICLES	-	-	-	105,000.00	4,300.00	-
Capital Total	109,182	635,156	294,688	182,500	1,773,650	27,000
Other Charges						
8321-COMPUTER SOFTWARE	-	-	-	-	15,000	-
Other Charges Total	-	-	-	-	15,000	-
Grand Total	553,070	1,118,808	859,674	1,034,075	2,649,689	905,320

**FIRE CFD
261-050-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
FFS/ENGINEER	1.00	78,851	78,851
COMMUNITY RISK REDUCTION OFFICER	1.00	96,860	98,124
Grand Total	2.00	175,711	176,975

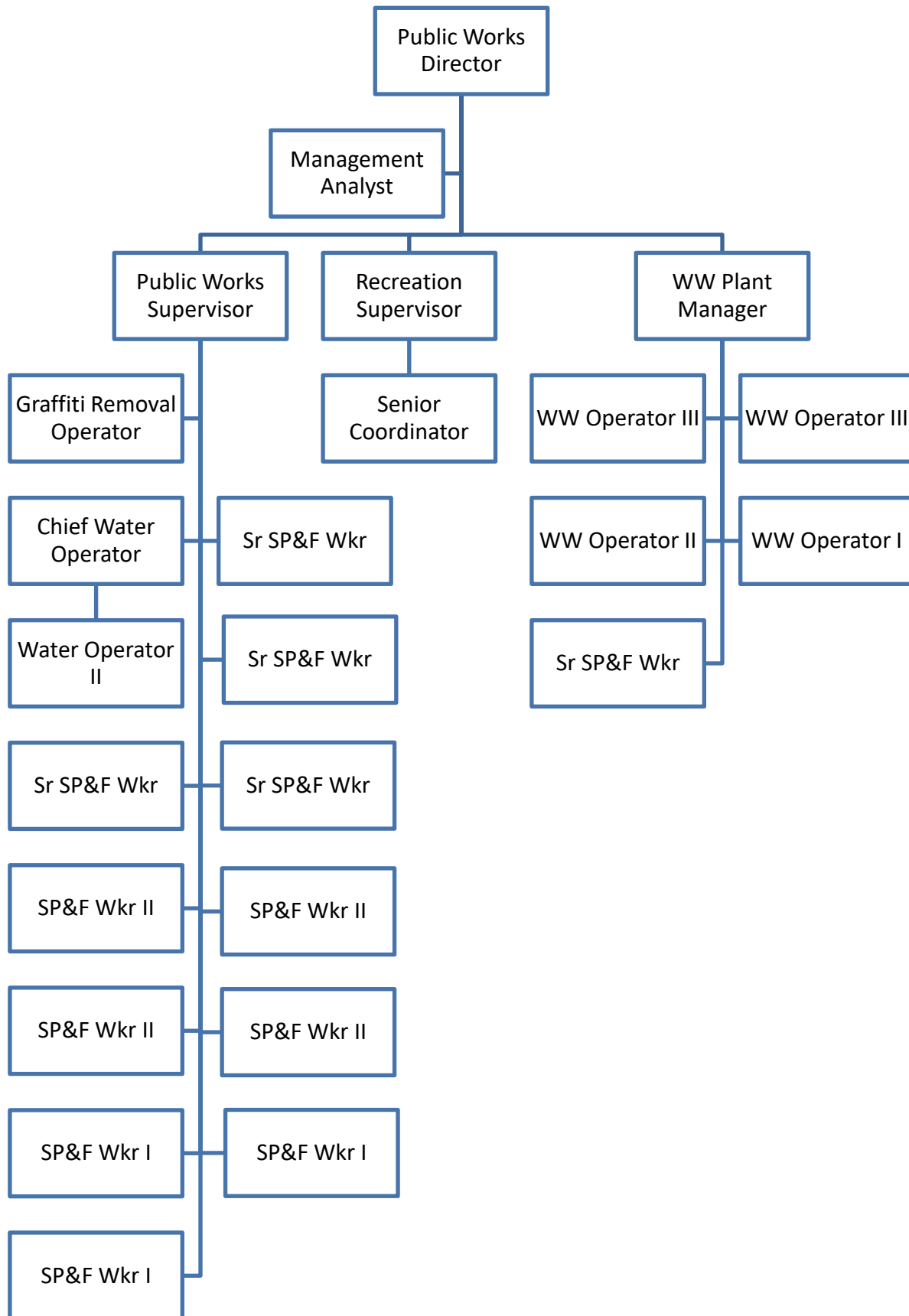
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR				166,513	175,711	176,975
5130-OVERTIME				6,000	6,000	6,000
5140-FLSA & ACTING PAY				-	-	-
5160-LEAVE BUY BACK				4,300	-	-
5210-PERS EXPENSE				62,900	74,928	81,468
5220-SOCIAL SECURITY				12,400	14,109	14,151
5310-HEALTH INSURANCE				55,400	55,790	58,460
5320-WORKERS COMPENSATION				18,500	21,872	23,887
5340-EMPLOYEE ASSISTANCE PROGRAM				100	100	100
5350-FITNESS PROGRAM				300	312	312
5411-CELL PHONE ALLOWANCE				-	720	720
5420-UNIFORM ALLOWANCE				-	900	900
Wages & Benefits Total				326,413	350,443	362,972
Operations						
6130-UNIFORM EXPENSE					1,000	1,000
6445-DISABILITY INSURANCE				50	50	50
6610-R&M-BUILDINGS & IMPROVEMENTS					-	-
Operations Total				50	1,050	1,050
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					14,686	14,686
Other Charges Total					14,686	14,686
Grand Total				326,463	366,178	378,708



PUBLIC WORKS

- Organization Chart**
- Recreation**
- Streets**
- Parks**
- Facilities/Pool**
- Water**
- Sewer**
- Disposal**

Public Works Department



CITY OF SANGER
PUBLIC WORKS DEPARTMENT: RECREATION DIVISION

MISSION STATEMENT

The City of Sanger Recreation Division is committed to providing citizens with a wide variety of recreational opportunities supported by our parks, personnel and facilities. Our goal is to deliver superior programs and services that meet the needs of the community in a cost-effective manner.

SERVICE DESCRIPTION

- Offer sports programs & special interest activities for children ages 12 months to 18 years old, which will include but is not limited to Tiny Tots Sports Development, Junior Giants Baseball, Girls Softball, Youth Basketball, Boxing Club, Swimming lessons, the Skate Park, Gymnastics, and other enrichment classes.
- Provide overall coordination and management for the City's community special events and recreation service programs.
- Provide building and park rentals for the use of recreation facilities by the general public, School District and local non-profit groups.
- Provide a broad spectrum of programs and services to meet the needs and interests of Sanger senior citizens and to provide special programs for the moderate and lower income senior population.
- Meet the swimming and other aquatic needs of both youth and adults.

**MAJOR ACCOMPLISHMENTS IN
FY 2018/2019**

- Back to School Pool Party – distributed hundreds of backpacks & school supplies. We had various community groups & organizations contribute & assist with distribution.
- Facilitate Jr. Giant's. A free baseball program from June - August. Added Jr. Giants softball program too.
- Sanger Youth Basketball program was successful in hosting a skills session & draft for the 12-14 age group. The league expanded the number of participants.
- The 'Movies in Park' series was expanded showing movies at the Community Center & City Annex. 7 movie showings in all.
- The Tiny Tots Sports program was expanded to include football and basketball for boys and girls ages 3-5.
- Coordinated with volunteers and PG&E to operate the Sanger Warming Center at the Sanger Community Center and Cooling Center at the City Annex by donating tangible items.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: RECREATION DIVISION

- Started to install disc golf cages at various parks.
- Coordinated the 7th annual Sanger Christmas Fest featuring the tree lighting, snow globe and train ride and an artificial ice rink.
- Expanded 'Open Gym' sports by providing new activities such as basketball and other popular sports.
- Coordinate the use of the Sanger Community Pool by the School District and by the community (i.e. Recreation swim & private pool parties).
- Work with the Boys and Girls Club to expand and create new, exciting and hip recreational opportunities hosted at the Sanger Community Center and possibly parks.

FY 2019/2020 GOALS & OBJECTIVES

- Coordinate a teen recreation and outreach program, such as reestablishing the Sanger Youth Council.
- Provide recreation, fitness, and educational programming and special events at the Sanger Senior Center.
- Expand 'Open Gym' sports by providing new activities such as Futsal to the rotation of Basketball and Volleyball
- Provide special interest classes for adults, which will include but are not limited to Aerobics and Boxing.
- Expand the aquatics program to host lap swim for the community.
- Grow the softball division to the City's Jr. Giants league.

- Continue to expand recreation activities though contracted classes and instructors.
- Capitalize on working relationships with volunteer groups, the Chamber of Commerce, Sanger Unified School District, and other community members to leverage resources to offer the community the best possible recreational experiences.

DEPARTMENTAL BUDGET REQUEST

- The Recreation Division budget request is relatively status quo as there are no material operational changes. There are some minor cost increases in supplies and vehicle maintenance.

PENDING ISSUES AND POLICY CONSIDERATIONS

- There are no pending issues or policy considerations.

**RECREATION
101-030-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
PUBLIC WORKS DIRECTOR	0.20	22,960	22,960
RECREATION SUPERVISOR	1.00	66,483	69,687
SENIOR COORDINATOR	1.00	39,564	39,564
Grand Total	2.20	129,007	132,211

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	127,168	129,965	114,588	125,894	129,007	132,211
5120-DIRECT LABOR-TEMPORARY	121,632	148,725	148,851	173,200	177,600	177,600
5130-OVERTIME					-	-
5160-LEAVE BUY BACK				500	450	450
5210-PERS EXPENSE	41,755	47,645	40,821	47,000	50,083	43,401
5220-SOCIAL SECURITY	18,714	20,753	20,295	29,027	30,380	30,625
5310-HEALTH INSURANCE	35,059	34,412	29,130	37,900	40,801	42,757
5320-WORKERS COMPENSATION	5,877	7,351	8,639	9,293	9,615	10,213
5340-EMPLOYEE ASSISTANCE PROGRAM	62	86	81	200	56	56
5350-FITNESS PROGRAM	58	57	54	500	343	343
5411-CELL PHONE ALLOWANCE	144	138	144	900	144	144
5430-REDUCTION IN COM SERV/SENR CITZN EXP		(20,980)	(24,000)		-	-
Wages & Benefits Total	350,468	368,153	338,602	424,413	438,478	437,800
Operations						
6110-OFFICE SUPPLIES	119	477	134	500	500	500
6111-POSTAGE		-		200	200	200
6124-SUPPLIES-OTHER	19,755	26,629	32,340	37,500	38,200	38,200
6146-MINOR EQUIP-OTHER	710	-	2,000	2,000	2,000	2,000
6240-SVCS-LEGAL COUNSEL		435	202		-	-
6290-SVCS-PROFESSIONAL SERVICES	40,988	55,836	45,998	55,000	57,800	57,800
6332-FUEL-UNLEADED	1,370	904	3,052	2,000	2,000	2,000
6415-ADVERTISING	207	-	104	300	300	300
6431-GENERAL LIABILITY PREMIUMS	-	5,380	6,421	5,800	6,159	6,159
6432-PROPERTY PREMIUMS	-	877	852	900	1,105	1,105
6437-HEALTH INSURANCE EXPENSE	-	945	951	1,000	1,000	1,000
6438-UNEMPLOYMENT INSURANCE	-	610	610	700	700	700
6445-DISABILITY INSURANCE	-	1,710	712	1,900	892	892
6448-RISK MGT ADMIN	-	626		700	355	355
6449-ERMA Personnel Insurance	-	1,237	1,375	1,500	2,727	2,727
6451-RENTAL-VEHICLES & EQUIPMENT	975	1,050	825	1,500	1,500	1,500
6455-LOW/HIGH VEHICLE INSURANCE	-	277	384	500	500	500
6510-UTILITY-ELECTRIC/GAS	139	35,452		200	200	200
6521-TELECOMMUNICATIONS REGULAR	8,651	8,603	8,436	10,400	10,500	10,500
6730-TRAINING/WORKSHOPS/MEETINGS	-	-	523	100	100	100
6740-MILEAGE REIMBURSEMENT	216	467	438	700	700	700
6830-MEMBERSHIPS-OTHER	210	210	220	200	200	200
6920-FEES AND FILINGS	344	530	352	500	500	500
Operations Total	73,685	142,257	105,927	124,100	128,138	128,138
Capital						
7140-COMMUNITY CENTER BASKETBALL HOOPS	0		5,000	-	-	-
Capital Total	0		5,000	-	-	-
Other Charges						
8310-PHOTOCOPY CHARGES	3,168	3,663	3,117	4,900	4,900	4,900

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
8321-COMPUTER SOFTWARE	1,731	1,776	1,776	2,000	7,000	7,000
8350-VEHICLE MAINTENANCE CHARGES	211	175	1,292	1,200	2,300	2,300
8440-CHARGE FOR INTERNAL ADMIN					53,065	53,065
Other Charges Total	5,111	5,614	6,185	8,100	67,265	67,265
Grand Total	429,264	516,023	455,714	556,613	633,882	633,203

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: STREET DIVISION

MISSION STATEMENT

The mission of the City of Sanger Street Division is to provide the City's taxpayers the most cost-effective infrastructure and services possible, to enable them to live their lives and conduct their business in a safe, healthy, and environmentally sound manner, in a community they can be proud of.

SERVICE DESCRIPTION

- Provide safe and efficient streets for residents and workers.
- Actively participate in the collective effort with engineering, staff, and the public on Capital Improvement Projects.
- Effectively use available Article 8 and Measure C and other State and Federal funds.
- Overlay/reconstruct residential streets as identified within the adopted Capital Improvement Program.
- Maintain and operate the pavement management system program.
- Maintain and install traffic signs, lights, and signals.
- Repair/replace traffic road stripping and other markings.
- Actively flush storm water lines.
- Repair inlets, outlets, and other storm water collection items.

- Maintain streets and adjacent publicly owned improvements using private partnerships as much as possible.
- Actively repair potholes and other minor street issues.
- Improve graffiti abatement effectiveness.
- Solicit alternative resources to augment existing staff.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Continued improvement of the pavement management and GIS systems.
- Repaired various pot holes and tripping hazards as time permitted.
- Cleaned up alleys of debris and illegal dumping working closely with Mid Valley Disposal and volunteers.
- Continued the sidewalk repair/replacement program with City matching funds and loan program.
- Continue to work with Fresno COG to seek additional funding for street maintenance and repair.
- Worked with SUSD on Safe Routes to School projects.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: STREET DIVISION

FY 2019/2020 GOALS & OBJECTIVES

- Utilize available CMAQ federal funding to design, build, and repair sidewalks, alleys and crosswalks throughout the community.
- Continue to aggressively move forward on all federally funded street projects.
- Continue the process of implementing a city-wide ADA transition plan.
- Update the GIS system to better track city owned infrastructure and provide up to date digital mapping.
- Perform a citywide MUTCD retro reflectivity study on all City owned signs.
- Paint street lines and crosswalks in various locations throughout the City.
- Institute measurable objectives related to repairs and other improvements.
- Work with the School District to install new signage, crosswalks, and sidewalks.
- Research funding for an alley repair/paving program.

PENDING ISSUES AND POLICY CONSIDERATIONS

- There are no pending issues or policy considerations.

DEPARTMENTAL BUDGET REQUEST

- The Street Division budget request is relatively status quo as there are no material operational changes. There are some minor cost increases in engineering services.

**STREETS
101-070-201**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
MANAGEMENT ANALYST	0.20	14,845	14,845
PUBLIC WORKS DIRECTOR	0.20	22,960	22,960
PW SUPV-STRTS/BLDGS/PARKS	0.20	15,031	15,031
SENIOR STRTS, PKS & FAC WORKER	0.40	19,618	19,618
SENIOR STRTS/PRKS/FAC/WORKER	0.70	34,331	34,331
SR STRTS/PRKS/FAC WORKER	1.00	49,044	49,044
STREETS, PARK & FAC WORKER II	1.25	58,181	59,819
STRTS/PRKS/FAC WORKER I	1.50	60,751	63,523
Grand Total	5.45	274,760	279,170

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	253,305	237,076	270,580	271,637	274,760	279,170
5130-OVERTIME	11,878	11,745	10,121	12,000	12,216	12,216
5160-LEAVE BUY BACK				1,100	1,500	1,500
5210-PERS EXPENSE	77,351	91,504	83,404	96,726	103,044	86,447
5220-SOCIAL SECURITY	20,099	18,720	21,114	20,780	21,965	22,302
5310-HEALTH INSURANCE	76,362	76,864	121,243	135,900	140,973	147,695
5320-WORKERS COMPENSATION	32,870	34,016	36,270	36,435	40,564	44,540
5340-EMPLOYEE ASSISTANCE PROGRAM	140	186	212	185	139	139
5350-FITNESS PROGRAM	131	124	141	850	850	850
5411-CELL PHONE ALLOWANCE	144	138	144	144	144	144
5430-RECLASS OF SALARY EXPENDITURES					-	-
5430-REDUCTION IN OPERATIONS/STREET EXP		(470,372)	(512,835)		-	-
Wages & Benefits Total	472,279	0	30,394	575,757	596,154	595,003
Operations						
6110-OFFICE SUPPLIES	105	411		500	509	509
6122-SUPPLIES-SHOP AND FIELD	27,982	30,272	36,093	25,000	25,450	25,450
6123-SUPPLIES-SAFETY	-	151		150	153	153
6130-UNIFORM EXPENSE	9,385	10,498	8,493	11,000	11,198	11,198
6240-SVCS-LEGAL COUNSEL	-	4,178	4,307	1,000	1,000	1,000
6290-SVCS-PROFESSIONAL SERVICES	103,730	89,183	151,370	100,000	101,800	101,800
6332-FUEL-UNLEADED	9,755	9,604	9,283	12,114	12,332	12,332
6431-GENERAL LIABILITY PREMIUMS	-	8,188	9,772	8,882	9,374	9,374
6432-PROPERTY PREMIUMS	-	1,009	981	1,145	1,271	1,271
6437-HEALTH INSURANCE EXPENSE	-	1,087	1,094	1,100	1,200	1,200
6438-UNEMPLOYMENT INSURANCE	-	479	479	575	585	585
6445-DISABILITY INSURANCE	-	1,695	1,495	3,130	2,611	2,611
6448-RISK MGT ADMIN	-	720		729	1,421	1,421
6449-ERMA Personnel Insurance	-	1,423	1,581	2,621	3,137	3,137
6455-LOW/HIGH VEHICLE INSURANCE	-	1,109	1,538	1,700	1,731	1,731
6521-TELECOMMUNICATIONS REGULAR	13,108	13,450	12,943	12,500	12,725	12,725
6620-R&M-EQUIPMENT	677	822	2,480	1,000	1,000	1,000
6730-TRAINING/WORKSHOPS/MEETINGS	268	181	467	500	509	509
6955-TRANSFER TO GAS TAX FUND		(20,570)	(89,024)		-	-
Operations Total	165,011	153,890	153,352	183,646	188,005	188,005
Capital						
7220-IMPROVEMENTS OTHER THAN BLDGS	8,589	70,852	20,440	500	-	-
Capital Total	8,589	70,852	20,440	500	-	-

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Other Charges						
8350-VEHICLE MAINTENANCE CHARGES	2,510	2,333	7,329	2,500	8,000	9,500
8440-CHARGE FOR INTERNAL ADMIN					72,490	72,490
Other Charges Total	2,510	2,333	7,329	2,500	80,490	81,990
Grand Total	648,389	227,075	211,515	762,403	864,650	864,999

**CITY OF SANGER
PUBLIC WORKS DEPARTMENT: PARKS DIVISION**

MISSION STATEMENT

The mission of the Park Division is to effectively provide the citizens and visitors of Sanger with safe, well maintained parks, trails, and green spaces in a cost-effective manner.

SERVICE DESCRIPTION

- Making the most effective use of limited resources and services, protecting the public interest and guarding against unrealistic expectations.
- Supporting and enhancing recreation programs and the general use of our parks and trails.
- Continuing to partner with volunteers, community groups and others concerned about our parks and green spaces.
- Maintaining our athletic fields, trees, gardens and landscapes to the highest standards our resources will allow.
- Conserve, restore, enhance, and promote the benefits of our natural resources to current and future generations.

**MAJOR ACCOMPLISHMENTS IN
FY 2018/2019**

- Started construction of Phase 1 of the Veterans Plaza Park project.
- Submitted multiple grant applications for various park sites and related amenities.
- Design @ 100%, permitting, and environmental work nearly completed on the Kings River Access Park.

FY 2019/2020 GOALS & OBJECTIVES

- Actively work to keep all public parks/landscape, medians/common areas and other related facilities in outstanding condition; aesthetically and functionally.
- Finalize the design and construction Kings River Access Park.
- Collaborate with the City Council and community to identify new park locations and recreational opportunities.
- Actively seek State and Federal funding to assure the residents of Sanger have quality park areas available for use.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: PARKS DIVISION

- Develop fitness related infrastructure to better align the City as a Healthy Eating Active Living (HEAL) community.
- Maintain parks for cleanliness and usefulness using public/private partnerships as much as possible.
- Develop and implement a maintenance schedule that will systematically replace inefficient equipment with more dependable, economical equipment.
- Continue the collaboration with various local, state, and federal groups to design and build Sanger Veterans Park.
- Work with the Police Department to install additional security video cameras at City Parks.
- Strive to improve condition of public restrooms at all parks.
- Coordinate with the Consolidated Irrigation District in the conversion and improvement of its ditches located within the City to become Urban Streams (as defined by the State of California).

DEPARTMENTAL BUDGET REQUEST

- The Parks Division budget request is relatively status quo as there are no material operational changes due to budgetary constraints.

PENDING ISSUES AND POLICY CONSIDERATIONS

- There are no pending issues or policy considerations.

PARKS
101-070-202

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
MANAGEMENT ANALYST	0.20	14,845	14,845
PW SUPV-STRTS/BLDGS/PARKS	0.20	15,031	15,031
SENIOR STRTS, PKS & FAC WORKER	0.40	19,618	19,618
SENIOR STRTS/PRKS/FAC/WORKER	0.30	14,713	14,713
STREETS, PARK & FAC WORKER II	0.25	11,465	11,964
STRTS/PRKS/FAC WORKER I	0.50	20,418	21,174
Grand Total	1.85	96,091	97,345

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	128,031	123,640	96,308	96,028	96,091	97,345
5130-OVERTIME	4,332	6,044	9,619	5,300	5,395	5,395
5160-LEAVE BUY BACK				700	1,500	1,500
5210-PERS EXPENSE	41,065	41,696	27,759	43,400	32,115	25,740
5220-SOCIAL SECURITY	9,938	9,640	7,901	7,346	7,764	7,860
5310-HEALTH INSURANCE	50,249	49,774	44,524	51,321	51,606	54,075
5320-WORKERS COMPENSATION	17,581	19,438	13,736	12,986	14,183	15,571
5340-EMPLOYEE ASSISTANCE PROGRAM	76	104	73	63	73	73
5350-FITNESS PROGRAM	71	69	49	289	289	289
5430-RECLASS OF SALARY EXPENDITURES					-	-
Wages & Benefits Total	251,344	250,406	199,970	217,433	209,015	207,848
Operations						
6122-SUPPLIES-SHOP AND FIELD	14,329	13,925	17,333	9,000	9,162	9,162
6130-UNIFORM EXPENSE	2,881	2,320	2,771	2,800	2,850	2,850
6141-MINOR EQUIP-SMALL TOOLS	-	676	7	1,000	1,000	1,000
6290-SVCS-PROFESSIONAL SERVICES	37,429	41,789	47,527	50,000	41,000	41,000
6431-GENERAL LIABILITY PREMIUMS	-	5,756	6,870	7,000	6,589	6,589
6432-PROPERTY PREMIUMS	-	939	913	1,066	1,183	1,183
6437-HEALTH INSURANCE EXPENSE	-	1,011	1,018	1,100	1,120	1,120
6438-UNEMPLOYMENT INSURANCE	-	264	264	317	323	323
6445-DISABILITY INSURANCE	-	760	760	1,200	879	879
6448-RISK MGT ADMIN	-	670		679	711	711
6449-ERMA Personnel Insurance	-	1,324	1,471	1,600	2,919	2,919
6455-LOW/HIGH VEHICLE INSURANCE	-	555	770	800	814	814
6510-UTILITY ELECTRIC/GAS	313,152	172,685	204,749	312,000	317,616	317,616
6610-R&M-BUILDINGS & IMPROVEMENTS	1,512	1,295	2,461	1,350	1,374	1,374
6620-R&M-EQUIPMENT	8,531	10,924	8,732	8,500	8,653	8,653
6630-R&M-GROUNDS & LANDSCAPING	4,292	7,700	2,753	4,100	4,174	4,174
Operations Total	382,127	262,593	298,399	402,512	400,367	400,367
Capital						
7220-IMPROVEMENTS OTHER THAN BLDGS		22,700	17,057		-	-
7230-MACHINERY & EQUIPMENT		-		25,000	-	-
7266-ST ROUTE 180 GATEWAY MONUMENT SIGN	57,764	148,292	4,000	-	-	-
7523-SANGER PARK RESTROOM REPAIRS	-	20,065	31,441	-	-	-
Capital Total	57,764	191,058	52,498	25,000	-	-
Other Charges						
8350-VEHICLE MAINTENANCE CHARGES	1,850	1,112	2,841	3,000	3,000	3,000
8440-CHARGE FOR INTERNAL ADMIN					55,908	55,908
Other Charges Total	1,850	1,112	2,841	3,000	58,908	58,908
Grand Total	693,085	705,168	553,707	647,945	668,289	667,123

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: FACILITY AND POOL DIVISION

MISSION STATEMENT

To ensure all patrons and employees that utilize Sanger facilities and pools enjoy their visit, are safe and receive the highest quality experience in effective and well-maintained facilities.

SERVICE DESCRIPTION

- Provide a safe, comfortable environment for employees and visitors.
- Operation of building heating, ventilating, and air conditioning systems, environmental control systems, energy management systems, telephones, phone switches and voice mail systems.
- Maintenance and operation of the swimming pool facilities and equipment.

**MAJOR ACCOMPLISHMENTS IN
FY 2018/2019**

- Painted and repaired multiple areas at City owned facilities.
- Installed four new swamp coolers at the Community Center.
- Installed new doors at the Sanger Youth Center in coordination with SUSD to better guard against active shooters.

**GOALS & OBJECTIVES IN
FY 2019/2020**

- Actively work to keep all public buildings and related facilities in outstanding condition; aesthetically and functionally.
- Develop and implement a maintenance schedule that will systematically replace inefficient equipment with more dependable, economical equipment.
- Institute measurable objectives related to cleaning, maintenance, repairs and other improvements.
- Institute cost savings measures to offset facility utility overhead costs.
- Work with the School District to perform interior upgrades at the Sanger Youth Center.

**DEPARTMENTAL BUDGET
REQUEST**

- The Facility and Pool Division budget request is relatively status quo as there are no material operational changes due to budgetary constraints.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- There are no pending issues or policy considerations.

FACILITIES
101-070-301

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
MANAGEMENT ANALYST	0.20	14,845	14,845
PW SUPV-STRTS/BLDGS/PARKS	0.20	15,031	15,031
Grand Total	0.40	29,877	29,877

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	33,769	15,209	29,393	29,240	29,877	29,877
5130-OVERTIME	722	356	358	250	255	255
5160-LEAVE BUY BACK				300	1,000	1,000
5210-PERS EXPENSE	5,924	5,643	8,749	8,971	9,578	7,592
5220-SOCIAL SECURITY	2,608	1,104	2,176	2,237	2,305	2,305
5310-HEALTH INSURANCE	6,989	3,535	9,020	10,200	11,158	11,692
5320-WORKERS COMPENSATION	3,659	2,280	2,298	2,801	3,070	3,353
5340-EMPLOYEE ASSISTANCE PROGRAM	12	7	15	14	10	10
5350-FITNESS PROGRAM	11	5	10	62	62	62
5430-RECLASS OF SALARY EXPENDITURES					-	-
Wages & Benefits Total	53,694	28,139	52,018	54,075	57,316	56,146
Operations						
6122-SUPPLIES-SHOP AND FIELD	55,941	43,778	40,154	40,000	40,720	40,720
6124-SUPPLIES-OTHER	10,670	14,224	11,042	8,000	8,144	8,144
6130-UNIFORM EXPENSE	3,244	3,919	2,559	4,600	4,683	4,683
6290-SVCS-PROFESSIONAL SERVICES	31,665	27,057	24,990	20,000	20,360	20,360
6431-GENERAL LIABILITY PREMIUMS	-	4,412	5,266	5,400	5,051	5,051
6432-PROPERTY PREMIUMS	-	720	700	800	907	907
6437-HEALTH INSURANCE EXPENSE	-	775	780	800	800	800
6438-UNEMPLOYMENT INSURANCE	-	109	109	131	133	133
6445-DISABILITY INSURANCE	-	810	556	600	236	236
6448-RISK MGT ADMIN	-	513		520	711	711
6449-ERMA Personnel Insurance	-	1,015	1,128	1,900	2,238	2,238
6455-LOW/HIGH VEHICLE INSURANCE	-	555	770	900	916	916
6510-UTILITY-ELECTRIC/GAS	32,010	33,016	35,002	39,000	39,702	39,702
6521-TELECOMMUNICATIONS REGULAR	3,496	1,516	1,557	1,850	1,883	1,883
6610-R&M-BUILDINGS & IMPROVEMENTS	11,899	15,166	41,944	30,000	30,540	30,540
6620-R&M-EQUIPMENT	115	3,549	6,118	5,000	5,000	5,000
6730-TRAINING/WORKSHOPS/MEETINGS					-	-
Operations Total	149,039	151,133	172,675	159,501	162,024	162,024
Other Charges						
8321-COMPUTER SOFTWARE		-			1,500	1,500
8350-VEHICLE MAINTENANCE CHARGES	1,864	35	211	-	-	-
8440-CHARGE FOR INTERNAL ADMIN					20,093	20,093
Other Charges Total	1,864	35	211	-	21,593	21,593
Grand Total	204,598	179,307	224,905	213,576	240,933	239,763

**CITY OF SANGER
PUBLIC WORKS DEPARTMENT: WATER DIVISION**

MISSION STATEMENT

It is the mission of the City of Sanger Water Division to provide our customers with a safe drinking water supply, water for fire protection, and an adequate supply of water for our essential daily needs.

SERVICE DESCRIPTION

- Provide consistent reliability in water distribution system including flow, pressure, and emergency readiness.
- Meet and exceed standards set forth by Federal, State, and County drinking water requirements.
- Provide excellent customer service and high levels of customer satisfaction.
- Maintain open lines of communication with State Water Quality Control Board.
- Promote and enforce water conservation to meet the mandated water conservation drought goals.
- Continue enforcement of Backflow Program.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Continued to monitor a new DBCP filtration replacement plan for water

well sites extending carbon life and resulting in extensive cost savings.

- Continued Stage 3 of the Water Conservation Program resulting in reduced water consumption.
- Repaired and replaced water main valves to provide better control of the water distribution system.
- Evaluated and rehabilitated Well No. 14 and Well No. 12 to increase productivity.
- Repaired and replaced water quality sampling stations throughout the City.
- Replaced the fence at Well No. 9.
- Broke ground on a 750,000-gallon water tank with booster pumps.
- Completed the Urban Water Management Plan.

**FY 2019/2020
GOALS & OBJECTIVES**

- Evaluate and Rehabilitate Well Nos. 2, 9, and 7 to improve water system reliability, quality, and quantity.
- Complete the construction of the 750,000-gallon above ground water storage tank.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: WATER DIVISION

- Complete design and start construction of Well No. 16 site to increase water supply in the eastern area of the City.
- Increase water conservation efforts and education throughout the City.
- Work with various grant sources to secure cost-efficient funding to improve water distribution infrastructure.
- Continue the updating of City water maps and GIS integration.
- Install additional main line water valves as needed to better isolate existing system.
- Seek funding to paint the water towers to be more aesthetically appealing.
- Work collectively with engineering and staff to improve and plan for future system capacity and performance.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- There are no pending issues or policy considerations.

DEPARTMENTAL BUDGET REQUEST

- The Water Division budget request is relatively status quo as there are no material operational changes due to budgetary constraints.

There are some projected Capital Outlay items such as the rehabilitation of wells and GAC change-out. A new well site is planned. The water tank will be in completed in FY19/20.

WATER
611-070-401

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
PUBLIC WORKS DIRECTOR	0.20	22,960	22,960
PW SUPV-STRTS/BLDGS/PARKS	0.20	15,031	15,031
ACCOUNT CLERK I	0.59	19,286	20,602
ACCOUNT CLERK II	0.30	14,323	14,323
ACCOUNTANT	0.02	1,092	1,144
SENIOR ACCOUNTANT	0.02	1,348	1,414
CHIEF OPERATOR	1.00	82,155	82,155
OPERATOR II - WATER	1.00	51,488	52,744
SENIOR STRTS, PKS & FAC WORKER	0.10	4,904	4,904
STREETS, PARK & FAC WORKER II	0.25	11,465	11,964
STREETS, PARKS & FAC WORKER II	1.00	46,715	47,855
STRTS/PRKS/FAC WORKER I	1.00	41,340	42,349
MANAGEMENT ANALYST	0.20	14,845	14,845
Grand Total	5.88	326,953	332,289

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	201,380	291,633	313,771	317,733	326,953	332,289
5120-DIRECT LABOR-TEMPORARY	-	-	3,748	-	-	-
5130-OVERTIME	20,173	20,608	21,669	20,000	24,000	24,000
5160-LEAVE BUY BACK				1,800	2,000	2,000
5210-PERS EXPENSE	86,485	86,869	90,858	114,000	132,399	109,840
5220-SOCIAL SECURITY	18,887	22,863	24,787	24,300	26,859	27,267
5310-HEALTH INSURANCE	76,523	96,996	125,040	137,500	127,772	136,744
5320-WORKERS COMPENSATION	27,069	38,148	40,090	38,300	44,145	48,013
5340-EMPLOYEE ASSISTANCE PROGRAM	122	220	222	200	154	154
5350-FITNESS PROGRAM	114	147	148	1,100	917	917
5411-CELL PHONE ALLOWANCE	144	138	144	-	144	144
5430-RECLASS OF SALARY EXPENDITURES					-	-
Wages & Benefits Total	430,897	557,623	620,477	654,933	685,344	681,369

Operations						
6110-OFFICE SUPPLIES	681	330	290	700	700	700
6122-SUPPLIES-SHOP AND FIELD	48,741	54,406	32,353	45,000	45,900	45,900
6123-SUPPLIES-SAFETY	237	173		200	700	700
6129-PLANT CHEMICALS	26,540	32,282	36,600	33,000	33,600	33,600
6130-UNIFORM EXPENSE	2,913	3,525	1,860	3,800	3,800	3,800
6141-MINOR EQUIP-SMALL TOOLS	42	73	14	-	-	-
6146-MINOR EQUIP-OTHER			2,251	2,500	2,500	2,500
6240-SVC - LEGAL COUNCIL	2,512	4,458	234	-	-	-
6290-SVCS-PROFESSIONAL SERVICES	179,026	155,974	156,564	175,000	178,100	178,100
6332-FUEL-UNLEADED	19,833	19,312	20,880	20,000	20,300	20,300
6431-GENERAL LIABILITY PREMIUMS	14,718	25,977	31,003	28,200	29,738	29,738
6432-PROPERTY PREMIUMS	-	4,237	4,118	4,800	5,337	5,337
6437-HEALTH INSURANCE EXPENSE	-	4,563	4,593	4,700	4,800	4,800
6438-UNEMPLOYMENT INSURANCE	-	513	513	600	600	600
6445-DISABILITY INSURANCE	-	1,833	2,526	3,200	3,145	3,145
6448-RISK MGT ADMIN	-	3,022		3,100	2,399	2,399
6449-ERMA Personnel Insurance	-	5,974	6,639	11,000	13,171	13,171
6455-LOW/HIGH VEHICLE INSURANCE	-	1,873	2,597	2,700	2,800	2,800

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
6510-UTILITY-ELECTRIC/GAS	357,112	393,972	371,056	385,000	391,900	391,900
6521-TELECOMMUNICATIONS REGULAR	7,341	5,952	5,919	7,000	7,100	7,100
6610-R&M-BUILDINGS & IMPROVEMENTS	-	226	516	-	-	-
6620-R&M-EQUIPMENT	19,288	8,917	10,112	17,000	17,300	17,300
6730-TRAINING/WORKSHOPS/MEETINGS	1,471	1,038	2,383	4,000	4,500	4,000
6830-MEMBERSHIPS-OTHER	-	217	200	300	800	800
6920-FEES AND FILINGS	187,235	362,747	337,650	197,000	200,500	200,500
Operations Total	867,689	1,091,593	1,030,870	948,800	969,690	969,190
Capital						
7220-IMPROVEMENTS OTHER THAN BLDGS	-	-	235,778	200,000	3,440,000	2,040,000
7230-MACHINERY & EQUIPMENT	248	1,282	(358,405)	210,000	225,000	225,000
7240-LAND ACQUISITION	-	-	-	-	-	-
7294-WATER WELL #9	-	30,050	122,627	-	-	-
7362-DBCP CARBON REPLC AT VAR LOC	87,202	112,014	-	118,000	200,000	200,000
Capital Total	87,450	143,346	0	528,000	3,865,000	2,465,000
Debt Service						
8210-BOND PRINCIPAL PAYMENT	-	-	-	45,000	50,000	50,000
8211-BOND INTEREST EXPENSE	178,308	177,858	177,273	175,600	175,653	174,478
Debt Service Total	178,308	177,858	177,273	220,600	225,653	224,478
Other Charges						
8110-TAXES IN LIEU	103,025	103,020	103,020	103,000	103,000	103,000
8130-BAD DEBT EXPENSE	(2,387)	506	255	5,000	5,000	5,000
8310-PHOTOCOPY CHARGES	401	434	370	500	500	500
8321-COMPUTER SOFTWARE	33,874	15,138	13,607	15,000	15,270	15,270
8322-COMPUTER HARDWARE	3,204	5,095	394	5,000	5,000	5,000
8350-VEHICLE MAINTENANCE CHARGES	9,361	5,983	7,080	9,000	9,300	9,300
8430-INDIRECT COST PLAN CHARGES	136,500	136,500	136,500	169,500	169,500	169,500
8440-CHARGES FOR INTERNAL ADMIN	417,970	419,905	434,190	509,700	236,000	236,000
8550-DEPRECIATION EXPENSE	738,828	769,602	757,636	732,400	762,400	800,500
9120-TRANSFER TO GEN FUND	-	-	92,754	-	-	-
Other Charges Total	1,440,775	1,456,182	1,545,807	1,549,100	1,305,970	1,344,070
Grand Total	3,005,119	3,426,603	3,374,427	3,901,433	7,051,658	5,684,108

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: SEWER DIVISION

MISSION STATEMENT

The mission of the Sewer Division is to provide the most effective, customer-oriented wastewater collection and treatment to the citizens and businesses of the City of Sanger and ensure the health, safety and economic vitality of our community.

SERVICE DESCRIPTION

- Meet and exceed standards set forth by Federal, State, and County wastewater requirements.
- Maintain open lines of communication with the Regional Water Quality Control Board, Fresno County Health Department, and the Economic Development Administration -- emphasizing teamwork and partnering
- Plan, design, operate and maintain the sewer system in a consistent, reliable, and cost-effective manner.
- Optimize all wastewater activities to provide service at the lowest possible cost with high standards of quality and reliability.
- Provide reliable, responsive, satisfying service to our customers in all aspect of our operations.

MAJOR ACCOMPLISHMENTS IN FY 2018/2019

- Contracted with a third-party consultant to analyze the effluent

characteristics of a local poultry producer to determine solutions to treating their effluent and expand the capacity of the Industrial WWTP.

- Installed new manholes in various locations to better serve the infrastructure maintenance.
- Repaired the industrial roughing filter resulting in cleaner effluent and less odors.
- Continued the Domestic Pretreatment Program per WDR requirements.
- Cleaned and videoed various sewer collection lines within the City.
- Repaired/replaced various plumbing and equipment in the industrial and domestic treatment plants.
- Continued to coordinate new sample methods with industrial users allowing for more accurate billing.
- Received a new Vactor truck to better maintain sewer and storm drain systems.

FY 2019/2020 GOALS & OBJECTIVES

- Implement all of the WDR requirements as noted in adopted timelines.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: SEWER DIVISION

- Control wastewater public nuisances by utilizing the best available practices and materials.
- Update the Sanitary Sewer Master Plan.
- Continue to work with Pitman Farms to identify viable industrial treatment options.
- Repair the clarifiers on the Domestic treatment system.
- Purchase a new tractor to replace aging vehicles.
- Institute measurable objectives related to repairs and other improvements.
- Identify funding sources to fund various capital improvements throughout the wastewater plant.

DEPARTMENTAL BUDGET REQUEST

- The Sewer Division budget request is relatively status quo as there are no material operational changes due to budgetary constraints.
- There are some minor cost increases in fuel, sludge hauling, and operating permits and fees.
- There will be additional capital costs at Lincoln Ponds as the new domestic Wastewater Discharge Permit is implemented.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- The Regional Water Quality Control Board will be reviewing the permit for the operation of the industrial waste water treatment plant. They will also be reviewing the current domestic WDR for compliance.

**SEWER
621-070-501**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
PUBLIC WORKS DIRECTOR	0.20	22,960	22,960
PW SUPV-STRTS/BLDGS/PARKS	0.20	15,031	15,031
ACCOUNT CLERK I	0.58	18,959	20,254
ACCOUNT CLERK II	0.30	14,323	14,323
ACCOUNTANT	0.02	1,092	1,144
PLANT MANAGER	1.00	84,960	84,960
OPERATOR III - WASTE WATER	1.00	70,049	71,539
SENIOR ACCOUNTANT	0.02	1,348	1,414
WATER OPERATOR I	1.00	47,758	47,758
WW - OPERATOR II	1.00	57,767	57,767
WASTEWATER OPERATOR III	1.00	68,558	68,558
STREETS, PARK & FAC WORKER II	0.25	11,465	11,964
SENIOR STRTS, PKS & FAC WORKER	1.10	55,175	56,401
MANAGEMENT ANALYST	0.20	14,845	14,845
Grand Total	7.87	484,290	488,917

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	389,610	416,623	477,626	482,928	484,290	488,917
5120-DIRECT LABOR-TEMPORARY	-	-	3,748	-	-	-
5130-OVERTIME	21,856	25,252	26,965	20,000	24,300	20,300
5210-PERS EXPENSE	147,873	159,957	140,807	179,900	195,396	164,069
5220-SOCIAL SECURITY	32,182	34,591	38,302	36,900	38,972	39,326
5310-HEALTH INSURANCE	116,359	118,204	153,137	145,349	152,321	171,380
5320-WORKERS COMPENSATION	51,990	59,281	64,838	63,600	70,156	76,213
5340-EMPLOYEE ASSISTANCE PROGRAM	184	271	300	300	205	205
5350-FITNESS PROGRAM	172	180	200	1,200	1,228	1,228
5411-CELL PHONE ALLOWANCE	864	828	864	700	864	864
5160-LEAVE BUY BACK				900	2,000	2,000
5430-RECLASS OF SALARY EXPENDITURES					-	-
Wages & Benefits Total	761,090	815,187	906,788	931,777	969,731	964,501
Operations						
6110-OFFICE SUPPLIES	169	348	1,271	1,500	1,500	1,500
6122-SUPPLIES-SHOP AND FIELD	35,303	39,020	39,350	36,000	36,700	36,700
6123-SUPPLIES-SAFETY	2,281	4,204	6,237	2,500	3,000	3,000
6128-PERMIT SAMPLING	25,479	23,422	34,526	28,000	28,500	28,500
6129-PLANT CHEMICALS	74,439	58,522	65,130	77,000	78,400	78,400
6130-UNIFORM EXPENSE	3,855	6,283	4,704	7,300	7,400	7,400
6131-LAB SUPPLIES	3,031	3,275	4,873	3,200	3,500	3,200
6141-MINOR EQUIP-SMALL TOOLS	3,400	279	741	1,000	100	100
6240-SVCS-LEGAL COUNSEL					-	-
6290-SVCS-PROFESSIONAL SERVICES	229,273	156,625	156,159	215,000	235,000	235,000
6332-FUEL-UNLEADED	2,673	3,856	5,378	3,500	3,500	3,500
6431-GENERAL LIABILITY PREMIUMS	17,460	39,342	46,954	42,700	45,039	45,039
6432-PROPERTY PREMIUMS	-	6,416	6,236	7,300	8,082	8,082
6437-HEALTH INSURANCE EXPENSE	-	6,910	6,956	7,000	7,100	7,100
6438-UNEMPLOYMENT INSURANCE	-	693	693	800	900	900
6445-DISABILITY INSURANCE	-	3,686	5,203	4,600	4,593	4,593
6448-RISK MGT ADMIN	-	4,577		4,600	2,399	2,399

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
6449-ERMA Personnel Insurance	-	9,048	10,054	16,700	19,948	19,948
6455-LOW/HIGH VEHICLE INSURANCE	-	1,873	2,597	2,700	2,800	2,800
6510-UTILITY-ELECTRIC/GAS	344,610	499,088	534,055	600,000	600,000	600,000
6521-TELECOMMUNICATIONS REGULAR	5,211	4,050	3,710	4,200	4,200	4,200
6610-R&M-BUILDINGS & IMPROVEMENTS	1,990	926	1,267	1,500	1,500	1,500
6620-R&M-EQUIPMENT	50,006	52,845	52,623	40,000	50,700	50,700
6730-TRAINING/WORKSHOPS/MEETINGS	1,932	2,754	5,264	4,000	5,000	5,000
6740-MILEAGE REIMBURSEMENT	386	772	322	500	500	500
6830-MEMBERSHIPS-OTHER	1,454	1,158	1,802	1,700	1,700	1,700
6920-FEES AND FILINGS	59,223	59,350	58,397	60,000	62,000	62,000
Operations Total	862,175	989,321	1,054,503	1,173,300	1,214,061	1,213,761
Capital						
7230-MACHINERY & EQUIPMENT	9,350	14,957	0	450,000	375,000	400,000
Capital Total	9,350	14,957	0	450,000	375,000	400,000
Debt Service						
8210-BOND PRINCIPAL PAYMENT	-	-	-	-	60,000	60,000
8211-BOND INTEREST EXPENSE	306,442	306,443	919,558	306,500	306,500	304,900
8220-LEASE PRINCIPAL PAYMENT	-	-	-	570,000	580,000	590,000
8221-BOND INTEREST EXPENSE	-	619,925	-	604,700	595,000	583,000
8261-BOND AMORTIZATION EXPENSE	(29,367)	(29,366)	-	-	-	-
Debt Service Total	277,075	897,001	919,558	1,481,200	1,541,500	1,537,900
Other Charges						
8110-TAXES IN LIEU	102,579	102,580	102,580	103,000	103,000	103,000
8130-BAD DEBT EXPENSE	1,406	(464)	(483)	2,000	2,100	2,100
8310-PHOTOCOPY CHARGES	492	531	454	2,500	2,500	2,500
8320-INFORMATION SYSTEMS	-	-	-	-	-	-
8321-COMPUTER SOFTWARE	4,420	2,141	5,228	4,000	4,000	4,000
8322-COMPUTER HARDWARE	1,743	2,605	1,424	15,000	15,000	15,000
8350-VEHICLE MAINTENANCE CHARGES	11,303	14,378	24,709	18,000	18,000	18,000
8430-INDIRECT COST PLAN CHARGES	149,500	149,500	149,500	149,500	149,500	149,500
8440-CHARGES FOR INTERNAL ADMIN	417,970	419,905	434,190	501,800	323,900	323,900
8550-DEPRECIATION EXPENSE	933,150	876,937	929,541	881,000	881,000	881,000
Other Charges Total	1,622,562	1,568,114	1,647,142	1,676,800	1,499,000	1,499,000
Grand Total	3,532,252	4,284,580	4,527,991	5,713,077	5,599,293	5,615,162

**CITY OF SANGER
PUBLIC WORKS DEPARTMENT: DISPOSAL DIVISION**

MISSION STATEMENT

The mission of the Disposal Division is to protect the environment and public health by providing safe, reliable, efficient and cost-effective solid waste and green waste disposal and recycling services for our customers.

SERVICE DESCRIPTION

- Provide an expedient, courteous, and dependable service to our citizens and to devote our best efforts to ensure that all garbage is properly picked up and disposed.
- To assure that the contracted provider safely and efficiently collects residential and commercial solid waste and disposes of it at their transfer station.
- Meet and exceed standards set forth by CalRecycle in AB 939 and AB 341 for landfill diversion.
- Educate the citizens of Sanger on the importance of recycling and landfill diversion.
- Operated the bi-annual free city-wide clean-up event that generated many tons of household and yard waste exceeding past collection events.
- Increased the volume in the free Bulky Item curbside pickup program with Mid Valley Disposal.
- Continued to grow the senior and veteran discount rate program.
- Worked with CalRecycle and Mid Valley Disposal to divert more tonnage from landfills to try and meet the 75% waste diversion from landfills.
- Continued to work with Mid Valley Disposal to collect illegally dumped items from alleys, streets, and vacant lots.
- Held multiple alley and street cleanup events with Mid Valley Disposal and volunteers.
- Purchased a Vactor truck to clean City infrastructure of trash and debris to assure compliance with the State MS4 permits.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Exceeded State diversion standards with an increase in diversion tonnage of prior years.
- Maintained nearly 100% of all commercial establishments recycling to meet new stringent State standards.

FY 2019/2020 GOALS & OBJECTIVES

- Promote disposal methods that reduce waste to landfills by 75% by using:
 - Recycling by all users.
 - Green waste into proper containers.
 - Education of all users.

CITY OF SANGER
PUBLIC WORKS DEPARTMENT: DISPOSAL DIVISION

- Implement a Hazardous Household Waste collection site in Sanger for residents to drop off items free.
- Continue to market commercial recycling programs for business and multi - family dwellings with five or more units to meet the 75% diversion rate of AB 341.
- Explore innovative methods to recycle electronic and hazardous waste.
- Continue to remediate and/or abandon existing City landfills in compliance to Federal, State, and County requirements.
- Look for innovative methods of waste collection that minimize alley use, alley travel.
- Identify sources of customer complaints and actively set policy to reduce or eliminate all disposal related complaints.
- While there are still expenditures in the Disposal fund, the majority of the costs are now related to the servicing of the new contract with Mid Valley Disposal.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- None at this time.

DEPARTMENTAL BUDGET REQUEST

- The Disposal Division budget request is relatively status quo as there are no material operational changes.

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Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
8440-CHARGES FOR INTERNAL ADMIN	417,970	419,905	434,190	509,700	144,200	144,200
8550-DEPRECIATION EXPENSE	319	319		-	-	-
Other Charges Total	869,233	834,473	823,302	946,200	583,900	583,900
Grand Total	3,093,887	3,041,849	2,986,299	3,316,623	2,984,545	3,032,531

**Public Works CFD
261-070-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
STREETS, PARKS & FAC WORKER II	1.00	47,855	47,855
Grand Total	1.00	47,855	47,855

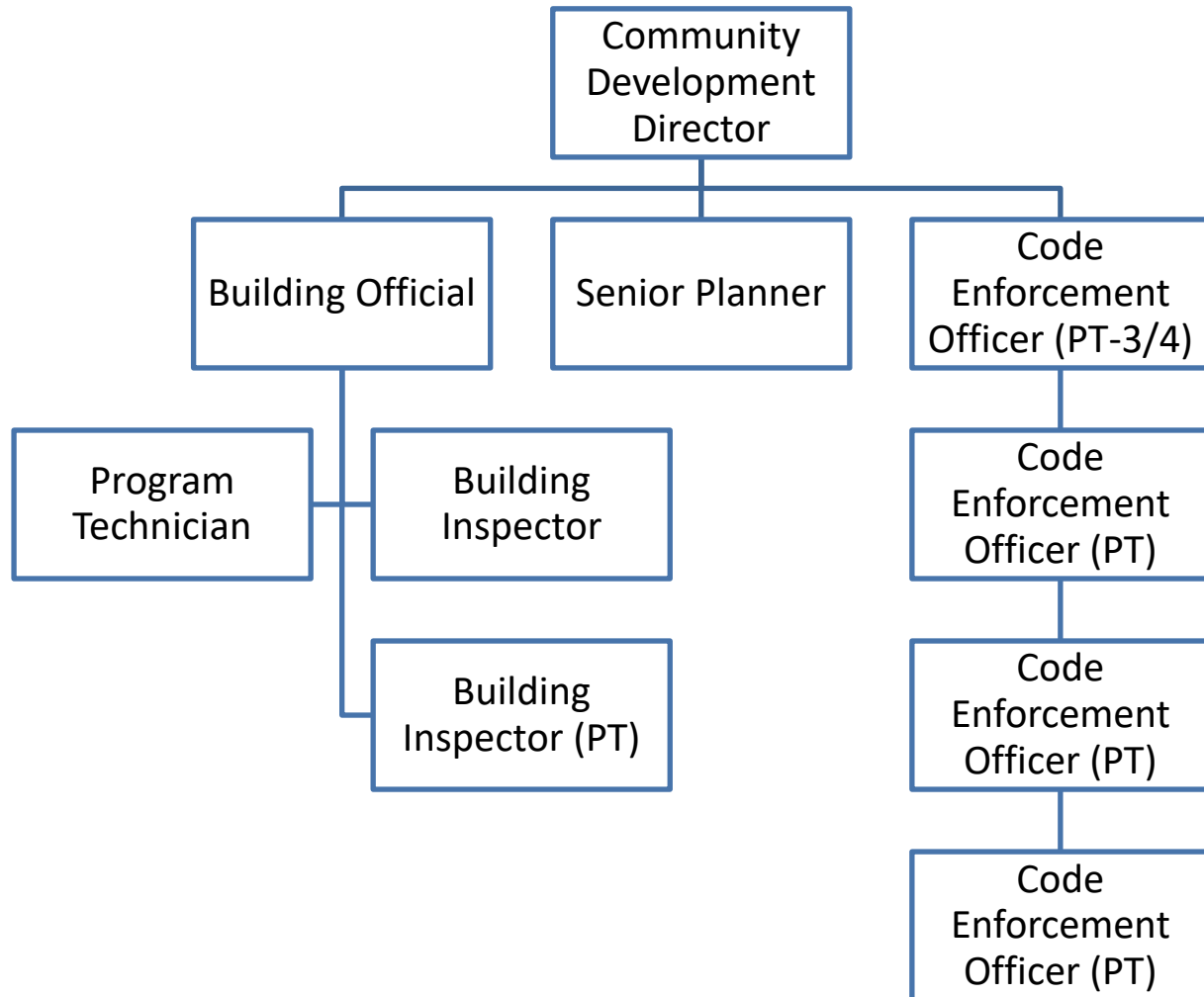
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR				45,600	47,855	47,855
5130-OVERTIME				6,000	6,000	6,000
5140-FLSA & ACTING PAY					-	-
5210-PERS EXPENSE				17,700	19,135	16,331
5220-SOCIAL SECURITY				3,400	4,120	4,120
5310-HEALTH INSURANCE				27,700	27,895	29,230
5320-WORKERS COMPENSATION				6,800	7,992	8,666
5340-EMPLOYEE ASSISTANCE PROGRAM				100	100	100
5350-FITNESS PROGRAM				200	156	156
5420-UNIFORM ALLOWANCE					-	-
5160-LEAVE BUY BACK					500	500
Wages & Benefits Total				107,500	113,753	112,957
Operations						
6445-DISABILITY INSURANCE				500	431	431
6610-R&M-BUILDINGS & IMPROVEMENTS					-	-
Operations Total				500	431	431
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					6,393	6,393
Other Charges Total					6,393	6,393
Grand Total				108,000	120,576	119,781



**COMMUNITY & ECONOMIC
DEVELOPMENT**

- Organization Chart*
- Planning*
- Building*
- Economic Development*

Community Development Department



CITY OF SANGER COMMUNITY DEVELOPMENT DEPARTMENT
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MISSION STATEMENT

The mission of the Community Development Department is to guide the physical and economic development of the City in a manner that will result in a safe and attractive place that supports positive social and economic growth consistent with the goals of the City Council, the General Plan, and the Sanger Municipal Code.

SERVICE DESCRIPTION

The Community Development Department employs the services of a Director, Building Official, Two Building Inspectors, City Planner, contracted City Engineer, Program Technician and four part-time Code Enforcement Officers.

The Department:

- Promotes and facilitates economic development projects.
- Provides current and advanced planning functions, including updates to the General Plan and Specific Plans.
- Facilitates new subdivision mapping and annexations.
- Processes land use and zoning applications consistent with adopted development standards.
- Administers and enforces all City Codes and land use laws.
- Administers and enforces building codes for all private and public construction projects.
- Reviews and approves proposed projects and construction plans, and issues building permits for all construction.
- Provides engineering and construction inspection services for public infrastructures.

MAJOR ACCOMPLISHMENTS IN FY 2018/2019

- Issued 1,024 new building permits in Fiscal Year 2018-19.
- Issued permits for 90 new single-family homes in 2018-19.
- Processed and closed over 200 code enforcement cases during fiscal year 2018-19.
- Completed the construction of the new Educational Employees Credit Union on Bethel Avenue at Jensen.
- Executed an incentives agreement with Initiative Foods to assist in the construction of a new production facility in Sanger's industrial park
- Completed Phase One of the new Initiative Foods production site on Industrial Way.
- Completed construction on the new office complex at the NEC of West and 7th Street.
- Upgraded new computer system that can be universally utilized by all staff in the Building, Code Enforcement, Planning, Public Works and Engineering divisions.
- Completed the construction of the Memorial Village 43 unit low income housing project on J Street between 3rd and 4th streets.
- Completed Phase One and Two of Tract 5460 under D.R. Horton. The total project includes 209 residential lots.

CITY OF SANGER
COMMUNITY DEVELOPMENT DEPARTMENT

FY 2019-2020 GOALS & OBJECTIVES

- Continue the process of annexing additional land into the City along the Academy Avenue corridor to Highway 180.
- Recruit additional retail and industrial businesses to locate in Sanger.
- Continue to work with private developers to bring multi-family and low-income housing to the City of Sanger
- Achieved State approval of the Housing Element that will guide Sanger residential development for the next 8 years.
- Complete construction of Phase Three of Tract 5383 for Lennar including 80 new residential homes.
- Continue to work closely with residential developers such as DR Horton to bring additional residential developments to the City of Sanger.
- Continue working with the Planning Commission and the City Council to revise the City Code to effectively address blighted properties and abandoned homes.
- Complete the construction process for the Initiative Foods Expansion Project.
- Continue working on the Master Plan for the North Academy Annexation to allow future commercial development within the City of Sanger
- Complete the City's General Plan Update.

- Complete a new hotel feasibility study to market and address future hotel needs at Academy Avenue and State Route 180.
- Assist in the completion of the Fresno County Market Study to assist with the needs for future utilities in the North Academy Area.

**DEPARTMENTAL BUDGET
REQUEST**

- The Department's operational budget is essentially the same as the prior fiscal year. Much of the funding for the general plan update and master plan were reduced as it nears its completion.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- In order to fully exploit commercial and residential development in the identified growth area (sphere of influence) critical infrastructures will need to be constructed. Where the cost of these infrastructures exceeds developers' ability to finance, the City will need to explore alternative tools that can front the cost of these improvements with reimbursement to come from future development or some other source of revenue.

PLANNING
101-060-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
COMMUNITY DEVELOPMENT DIRECTOR	0.20	21,929	21,929
PROGRAM TECHNICIAN	1.00	48,321	50,740
SENIOR PLANNER	1.00	80,149	83,953
Grand Total	2.20	150,399	156,622

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	78,545	47,793	87,398	97,410	150,399	156,622
5120-DIRECT LABOR-TEMPORARY	1,925	3,766	10,655	-	-	-
5160-LEAVE BUY BACK				-	1,000	1,000
5210-PERS EXPENSE	25,974	29,761	28,812	42,139	58,484	51,647
5220-SOCIAL SECURITY	6,125	3,980	7,757	7,452	11,517	11,993
5310-HEALTH INSURANCE	15,125	8,345	19,261	14,286	24,063	25,204
5320-WORKERS COMPENSATION	2,407	1,041	779	720	1,219	1,376
5340-EMPLOYEE ASSISTANCE PROGRAM	31	25	47	41	56	56
5350-FITNESS PROGRAM	29	17	31	187	343	343
5411-CELL PHONE ALLOWANCE	81	138	144	144	144	144
Wages & Benefits Total	130,243	94,865	154,884	162,380	247,225	248,386
Operations						
6110-OFFICE SUPPLIES	1,047	653	729	1,500	1,500	1,500
6111-POSTAGE	21	45		1,200	1,200	1,200
6115-PUBLICATIONS/SUBSCRIPTIONS	74	-		250	250	250
6146-MINOR EQUIP-OTHER		-	31	200	200	200
6240-SVCS-LEGAL COUNSEL	18,567	4,909	1,652	12,500	12,500	12,500
6241-SERVICES-LEGAL LITIGATION	1,752	964		2,500	2,500	2,500
6290-SVCS-PROFESSIONAL SERVICES	120,106	252,922	240,105	118,812	50,000	50,000
6410-LEGAL ADVERTISING	3,013	1,672	2,793	3,500	3,500	3,500
6420-PRINTING & BINDING	-	63	318	750	750	750
6431-GENERAL LIABILITY PREMIUMS	-	4,926	5,879	5,344	5,639	5,639
6432-PROPERTY PREMIUMS	-	803	780	911	1,011	1,011
6437-HEALTH INSURANCE EXPENSE	-	865	871	900	916	916
6438-UNEMPLOYMENT INSURANCE	-	100	100	120	120	120
6445-DISABILITY INSURANCE	-	1,624	0	750	1,310	1,310
6448-RISK MGT ADMIN	-	573		581	-	-
6449-ERMA Personnel Insurance	-	1,133	1,259	2,087	2,498	2,498
6521-TELECOMMUNICATIONS REGULAR	1,792	1,983	2,067	2,850	2,850	2,850
6720-COMMISSIONS/BOARDS/COMMITTEES		-		500	500	500
6730-TRAINING/WORKSHOPS/MEETINGS	1,274	549	(70)	18,000	9,500	9,500
6740-MILEAGE REIMBURSEMENT	929	-		1,000	1,000	1,000
6830-MEMBERSHIPS-OTHER	1,363	1,408	25	1,600	1,600	1,600
6920-FEES AND FILINGS	5,051	7,525	7,902	8,000	8,000	8,000
6940-MISCELLANEOUS-OTHER EXPENSE	75	-		500	500	500
Operations Total	155,066	282,717	264,441	184,355	107,845	107,845
Other Charges						
8310-PHOTOCOPY CHARGES	1,906	2,019	2,321	2,500	2,500	2,500
8440-CHARGE FOR INTERNAL ADMIN					32,035	32,035
Other Charges Total	1,906	2,019	2,321	2,500	34,535	34,535
Grand Total	287,215	379,601	421,646	349,234	389,606	390,766

**BUILDING
101-060-201**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
COMMUNITY DEVELOPMENT DIRECTOR	0.20	21,929	21,929
BUILDING INSPECTOR	1.00	58,162	61,072
BUILDING OFFICIAL	1.00	67,332	67,332
PART TIME CODE ENFORCEMENT	1.00	31,449	31,451
PART TIME PROGRAM ASSISTANT	0.50	15,340	15,342
PART TIME SENIOR CODE ENFORCEMENT	0.75	25,983	25,983
PROVISIONAL BUILDING INSPECTOR	0.50	31,117	31,146
Grand Total	4.95	251,311	254,255

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	129,694	110,769	147,773	288,720	251,311	254,255
5120-DIRECT LABOR-TEMPORARY	50,156	79,821	101,753	-	-	-
5160-LEAVE BUY BACK				-	1,000	1,000
5210-PERS EXPENSE	8,603	12,559	37,967	63,103	89,731	74,522
5220-SOCIAL SECURITY	13,848	14,719	19,202	20,100	19,346	19,572
5310-HEALTH INSURANCE	27,460	28,432	20,727	31,394	21,543	22,541
5320-WORKERS COMPENSATION	7,408	13,693	21,107	10,941	12,532	14,116
5340-EMPLOYEE ASSISTANCE PROGRAM	59	84	96	134	126	126
5350-FITNESS PROGRAM	55	56	64	456	772	772
5411-CELL PHONE ALLOWANCE	1,530	1,818	1,584	1,500	1,584	1,584
Wages & Benefits Total	238,813	261,951	350,274	416,347	397,946	388,487
Operations						
6110-OFFICE SUPPLIES	3,016	2,508	2,266	2,500	2,500	2,500
6111-POSTAGE		-		200	200	200
6115-PUBLICATIONS/SUBSCRIPTIONS	678	1,349		2,400	2,400	2,400
6130-UNIFORM EXPENSE	1,626	2,546	1,715	3,500	3,500	3,500
6142-MINOR EQUIP-OFFICE	0	244	6	300	300	300
6146-MINOR EQUIP-OTHER	0	-	98	300	1,950	300
6240-SVCS-LEGAL COUNSEL	0	827	6,977	2,500	2,500	2,500
6290-SVCS-PROFESSIONAL SERVICES	84,748	96,303	135,457	90,000	90,000	90,000
6332-FUEL-UNLEADED	2,593	1,739	1,087	3,000	3,000	3,000
6420-PRINTING & BINDING	567	62.64		2,000	2,000	2,000
6431-GENERAL LIABILITY PREMIUMS	0	3,657	4,365	3,900	4,187	4,187
6432-PROPERTY PREMIUMS	0	596	579	600	751	751
6437-HEALTH INSURANCE EXPENSE	0	642	646	700	800	800
6438-UNEMPLOYMENT INSURANCE	0	438	438	500	600	600
6445-DISABILITY INSURANCE	0	2,405	2,200	1,561	999	999
6448-RISK MGT ADMIN	0	425		400	1,066	1,066
6449-ERMA Personnel Insurance	0	841	935	1,500	1,854	1,854
6455-LOW/HIGH VEHICLE INSURANCE	0	832	1,154	1,200	1,300	1,300
6521-TELECOMMUNICATIONS REGULAR	5,393	6,838	6,290	6,800	6,900	6,900
6730-TRAINING/WORKSHOPS/MEETINGS	1,332	1,641	4,884	2,600	3,800	3,800
6740-MILEAGE REIMBURSEMENT	1,632	1,240	770	1,800	1,800	1,800
6830-MEMBERSHIPS-OTHER	60	825	560	1,000	1,000	1,000
Operations Total	101,647	125,957	170,429	129,261	133,407	131,757
Capital						
7230-MACHINERY & EQUIPMENT	0	-	628	-	-	-
Capital Total	0	-	628	-	-	-

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Other Charges						
8321-COMPUTER SOFTWARE	0	-	897	24,500	15,000	15,000
8322-COMPUTER HARDWARE	0	6,450	2,088	2,800	2,800	2,800
8350-VEHICLE MAINTENANCE CHARGES	1,236	1,020	1,362	3,000	3,000	3,000
8440-CHARGE FOR INTERNAL ADMIN					49,379	49,379
Other Charges Total	1,236	7,469	4,346	30,300	70,179	70,179
Grand Total	341,696	395,377	525,676	575,908	601,532	590,424

ECONOMIC DEVELOPMENT
101-060-301

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
COMMUNITY DEVELOPMENT DIRECTOR	0.35	38,375	38,375
Grand Total	0.35	38,375	38,375

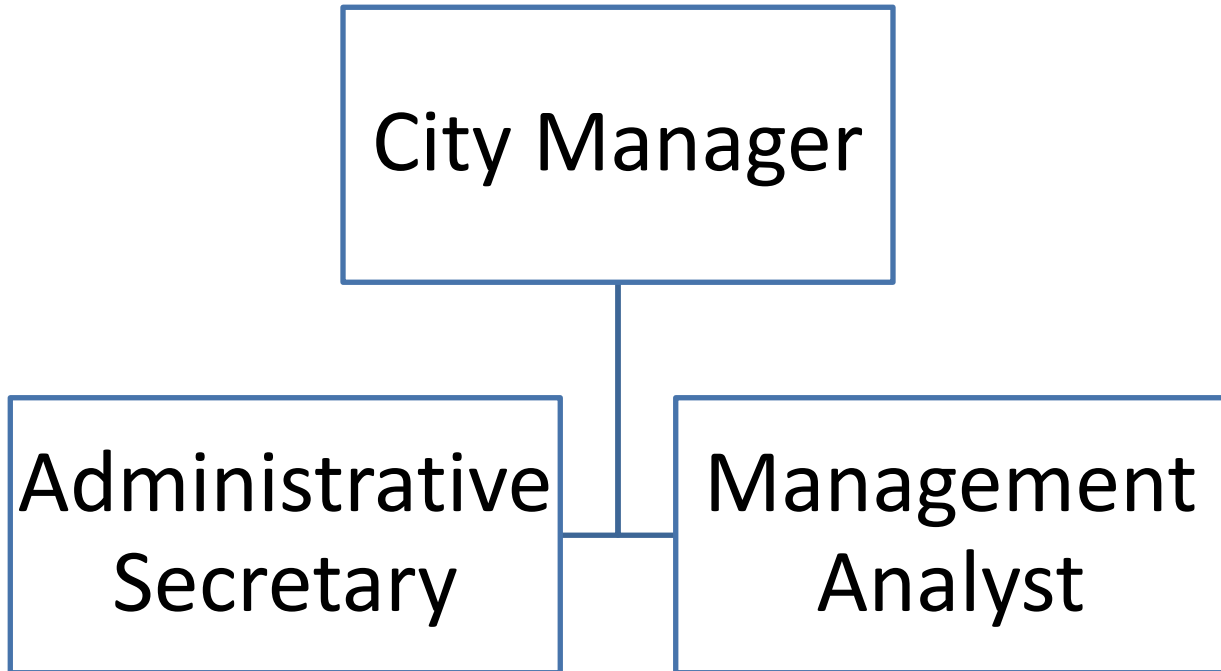
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	-	39,004	33,782	36,548	38,375	38,375
5160-LEAVE BUY BACK				-	1,000	1,000
5210-PERS EXPENSE	-	2,436	4,334	22,266	13,204	10,635
5220-SOCIAL SECURITY	-	3,004	2,589	2,796	2,955	2,955
5310-HEALTH INSURANCE	-	5,675	8,595	9,709	9,763	10,230
5320-WORKERS COMPENSATION	-	324	264	270	311	337
5340-EMPLOYEE ASSISTANCE PROGRAM	-	15	13	12	9	9
5350-FITNESS PROGRAM	-	10	9	55	55	55
5411-CELL PHONE ALLOWANCE	-	272	252	252	252	252
Wages & Benefits Total	-	50,740	49,839	71,908	65,924	63,848
Operations						
6110-OFFICE SUPPLIES	-	247	72	750	750	750
6200-CONTRACTUAL SERVICES	-	60,000	60,000	60,000	70,000	60,000
6240-SVCS-LEGAL COUNSEL		3,657	1,471		-	-
6290-SVCS-PROFESSIONAL SERVICES	-	1,262	90,000	7,500	7,500	7,500
6420-PRINTING & BINDING	-	752.49		2,500	2,500	2,500
6445-DISABILITY INSURANCE	-	612	613	276	329	329
6448-RISK MGT ADMIN				500	-	-
6730-TRAINING/WORKSHOPS/MEETINGS	-	1,655	3,866	6,000	3,500	3,500
6830-MEMBERSHIPS-OTHER		-	50	500	500	500
6940-FEES AND FILINGS	-		7,916	-	70,000	80,000
Operations Total	-	68,185	163,988	78,026	155,079	155,079
Other Charges						
8440-CHARGE FOR INTERNAL ADMIN					19,797	19,797
Other Charges Total					19,797	19,797
Grand Total	-	118,924	213,827	149,934	240,800	238,724

INTERNAL SERVICE FUNDS

- Organization Chart**
- City Manager**
- City Clerk**
- Organization Chart**
- Finance**
- Management Information Systems**
- Equipment Fuel**
- Risk Management**



Offices of the City Manager



CITY OF SANGER
DEPARTMENT: CITY MANAGER

The City Manager is an appointed office established by the Sanger Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the City's chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager reports to the City Council, is responsible for the day-to-day operation of the City and provides the Council with recommendations for policies. The City Manager administers the policies developed by the Council and works with each department to ensure that the policies are carried out. The City Manager appoints and removes all employees on the recommendation of the various department heads and/or demises department heads on his own evaluation. The City Manager coordinates the development and provides administrative control over the annual city budget and monthly expenditures. Among the City Manager's direct responsibilities is Personnel, which is managed by the City Clerk. The City Manager is also the Director of the Successor Agency (formerly, Redevelopment Agency) whose role is to unwind the obligations of the former RDA. The City Manager's Office also provides administrative support to the City Council, Public Works, Community and Economic Development and the Graffiti Hotline.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Assisted in the creation and expansion of various businesses, including Educational Employees Credit Union, Initiative Foods, Casa Oinari, Blossom Trail Commons and Dominos Pizza.

- Continue to grow the General Fund Reserves to approximately 35%.
- Continuing to coordinate with Sanger Unified School District in coordinating joint School District/Chamber/City efforts.
- Implement a Succession Plan Training Program.
- Requested and assisted in securing \$4M State Allocation for the Water Tank, Well 16 and Tombstone projects.

FY 2019-2020 GOALS & OBJECTIVES

- Continue to work with all City departments to provide Sanger with the quality and level of service that citizens of Sanger request.
- Work with the newly elected Council Members and provide training and team building activities.
- Continue to work with all City departments to provide Sanger with the quality and level of service that citizens of Sanger request.
- Assist the City Council as it enhances its Intervention/Prevention programs for gang violence.
- Maintain an ongoing evaluation of the organizational structure of the City of Sanger.
- Continue to enhance the quality and coordination of the City's workforce through training seminars and weekly leadership meetings.
- Continue to reach out to the public on City programs through Inside Sanger and its web page.
- Continue to improve enhance job creation in the City of Sanger through the establishment of new businesses.

CITY OF SANGER
DEPARTMENT: CITY MANAGER

- Continue to add to the City's quality of life by assuring that City parks are "family friendly" and that canals and ditch banks are transitioned to Urban Streams and attractive walkways.
- Continue the drive to assure a strong public safety presence that is tough on gangs while engaging the public through volunteer programs, including Neighborhood Watch, Police Reserves and Volunteers in Patrol.
- Continue to make City programs user friendly and available to all the public.
- Work to ensure that citizen tax dollars continue to return the highest level of service by driving down the overhead cost of running a municipal government.
- Complete annexation of Academy Avenue to SR 180.
- Complete Veterans Park improvements.
- Update parks master plan for feasibility of a sports complex.
- Initiate the Well 16 Project.
- Support the North/Greenwood SFR Development project.
- Secure additional funding to initiate the Tombstone project, in coordination with Self Help Enterprises and the Leadership Council.

**DEPARTMENTAL BUDGET
REQUEST**

- The Department's budget request is a status quo budget with the only increase in wages and benefits to reflect the increase in retirement and other salary related costs.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

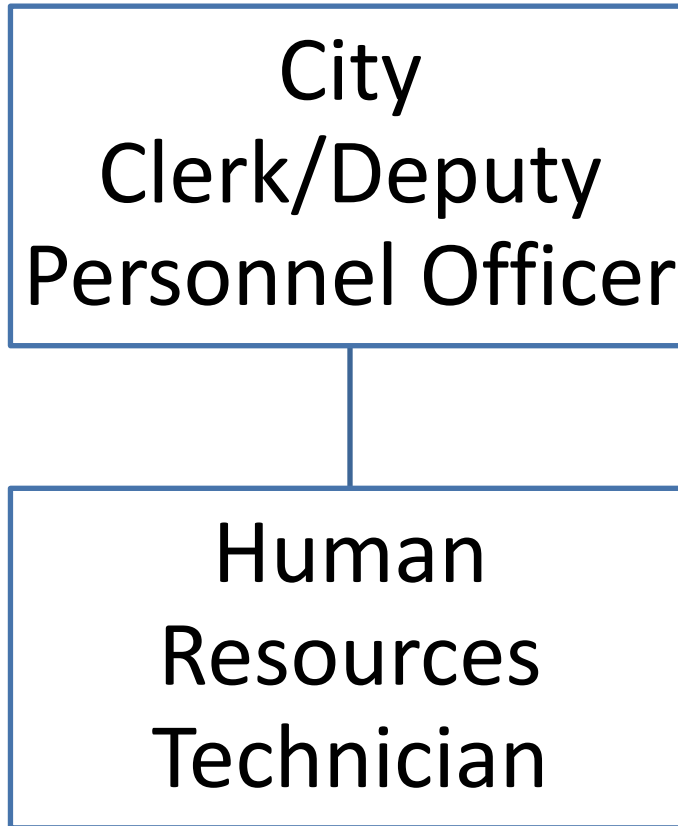
- Submit a successful petition to LAFCo for annexation of lands north of Sanger within its Sphere of Influence.
- Implement the aggressive CIP program.
- Implement the Annexation to SR180.
- Completion of Water Tank project.

**CITY MANAGER
712-005-101**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
AMINISTRATIVE SECRETARY	0.50	26,250	26,549
CITY MANAGER	0.89	156,876	157,637
MANAGEMENT ANALYST	1.00	61,068	61,068
Grand Total	2.39	244,194	245,254

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	130,156	153,729	173,948	238,766	244,194	245,254
5120-DIRECT LABOR-TEMPORARY	1,275	25,131	12,636	-	-	-
5130-OVERTIME					500	500
5160-LEAVE BUY BACK				2,900	2,900	2,900
5210-PERS EXPENSE	72,018	52,020	49,103	92,700	95,154	80,510
5220-SOCIAL SECURITY	9,999	11,832	11,810	18,200	19,057	19,138
5310-HEALTH INSURANCE	17,670	18,173	19,520	30,689	38,690	40,546
5320-WORKERS COMPENSATION	2,662	5,473	4,607	1,800	1,979	2,155
5340-EMPLOYEE ASSISTANCE PROGRAM	35	38	49	100	61	61
5350-FITNESS PROGRAM	33	25	33	400	373	373
5410-AUTO ALLOWANCE	1,979	4,251	4,272	4,272	4,272	4,272
5411-CELL PHONE ALLOWANCE	933	666	641	641	641	641
Wages & Benefits Total	236,760	271,337	276,619	390,468	407,820	396,349
Operations						
6110-OFFICE SUPPLIES	1,767	1,946	2,933	2,300	2,300	2,300
6115-PUBLICATIONS/SUBSCRIPTIONS	513	899	(335)	300	300	300
6124-SUPPLIES-OTHER	770	481	29	200	200	200
6240-SVCS-LEGAL COUNSEL	-	-	1,824	-	-	-
6290-SVCS-PROFESSIONAL SERVICES	172,736	12,900	2,437	5,000	10,000	10,000
6420-PRINTING & BINDING	25,910	11,669	16,686	20,000	20,000	20,000
6431-GENERAL LIABILITY PREMIUMS	-	7,037	7,037	7,600	8,056	8,056
6432-PROPERTY PREMIUMS	-	1,148	1,148	1,300	1,446	1,446
6437-HEALTH INSURANCE EXPENSE	-	1,236	1,236	-	-	-
6438-UNEMPLOYMENT INSURANCE	-	273	273	300	400	400
6445-DISABILITY INSURANCE	-	3,023	2,376	1,900	1,913	1,913
6448-RISK MGT ADMIN					-	-
6449-ERMA Personnel Insurance					3,567	-
6521-TELECOMMUNICATIONS REGULAR	7,726	2,613	2,317	3,000	3,000	3,000
6730-TRAINING/WORKSHOPS/MEETINGS	9,586	7,741	7,134	13,000	10,000	10,000
6830-MEMBERSHIPS-OTHER	600	4,470	2,618	2,000	2,000	2,000
Operations Total	219,608	55,435	47,713	56,900	63,183	59,615
Other Charges						
8310-PHOTOCOPY CHARGES	1,572	1,712	1,448	1,500	1,500	1,500
8321-COMPUTER SOFTWARE	10,137	1,424	11,700	4,100	1,000	1,000
Other Charges Total	11,709	3,136	13,148	5,600	2,500	2,500
Grand Total	468,076	329,908	337,480	452,968	473,502	458,464

City Clerk and Human Resources



CITY OF SANGER
DEPARTMENT: CITY CLERK / HUMAN RESOURCES

MISSION STATEMENT

City Clerk

To strengthen public trust in government and facilitate the democratic process by administering impartial and ethical elections; supporting the legislative process and furthering transparency, openness, and community participation; and maintaining essential City records.

Human Resources

To effectively administer the City's Personnel Policies and Regulations and provide quality personnel support services to City departments.

SERVICE DESCRIPTION

City Clerk

The City Clerk's Office is a public-service department that maintains a complete and accurate record of Council proceedings; preserves official City records; conducts Municipal Elections and provides prompt and courteous service to citizens, City Council and City staff. The City Clerk is responsible for the preparation, reproduction distribution and archiving of City Council agendas, agenda packet materials, documents and minutes. The City Clerk manages public inquiries and relationships and arranges for ceremonial and official functions. The City Clerk assists in the administration of risk exposure reduction and participates on the Central Valley Risk Management Authority (CSJVRMA) Board of Directors as an alternate board member.

Human Resources

The Human Resources Department is responsible for all aspects relating to the efficient operation of the City's personnel system including employee and employer relations, classification and compensation, training and development, administrative services, recruitment and selection, labor relations and counseling.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Codified adopted ordinances into the City's Municipal Code.
- Maintained the official records of the City including resolutions and ordinances.
- Provided support services to the City Council, City Manager and Department Directors.
- Coordinated all Council meetings and Citizen's Oversight Committee meetings and prepared minutes.
- Responded to 89 public records requests.
- Received 4 claims for damages and provided support services to AIMS for processing.
- Served as Filing Officer for the 2019 FPPC Form 700 Statement of Economic Interest.
- Provided support services to employees in relations to benefits.
- Conducted 9 recruitments of vacant and newly authorized positions.
- Assisted with meet and confer items with the various bargaining units.
- Coordinated Mandatory Harassment Prevention Training for supervisors and elected officials.
- Implemented records retention guidelines and processes.
- Concluded an I-9 audit.
- Provided contractual risk transfer training to department heads.

CITY OF SANGER DEPARTMENT: CITY CLERK / HUMAN RESOURCES
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FY 2019-2020 GOALS & OBJECTIVES

- Provide for public records requests in a coordinated and timely manner on behalf of the entire City.
- Maintain an accurate record of City Council actions: Minutes, Ordinances, Resolutions and Agreements.
- Coordinate AB1234 Mandatory Ethics Training.
- Provide customer-oriented personnel services to all employees and City departments.
- Promote training programs/workshops available to employees through LCW and CSJVRMA.
- Maintain cooperative employee relations among management, employees, and employee bargaining groups.
- Implement an Exposure Control Plan.
- Update Personnel Policies and Procedures (3-year project).
- Continue the meet and confer process with 3 bargaining groups for successor memorandums of understanding.
- Conduct an FLSA audit.

DEPARTMENTAL BUDGET REQUEST

- None

PENDING ISSUES AND POLICY CONSIDERATIONS

- Review of the City's records archival system.

**CITY CLERK
712-005-301**

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
CITY CLERK/DPTY PRSNL OFFICER	1.00	99,452	99,452
HR TECH	1.00	45,587	45,587
Grand Total	2.00	145,039	145,039

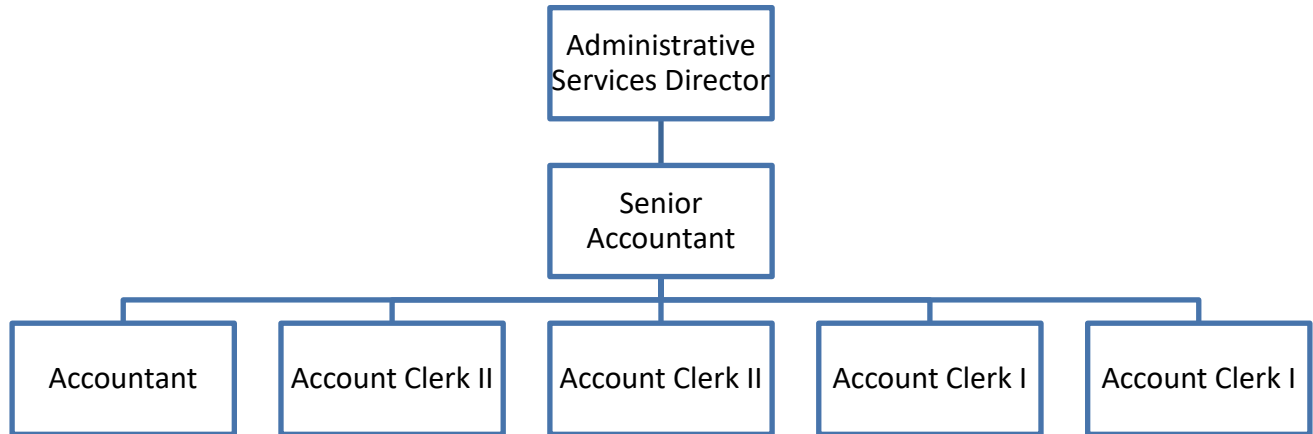
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	83,644	98,034	135,201	140,504	145,039	145,039
5130-OVERTIME	-	55	850	500	1,500	1,500
5160-LEAVE BUY BACK				1,900	2,000	2,000
5210-PERS EXPENSE	36,268	32,118	37,144	54,600	57,994	49,496
5220-SOCIAL SECURITY	6,445	7,557	10,458	10,800	11,266	11,266
5310-HEALTH INSURANCE	12,637	9,160	13,988	14,500	13,443	14,082
5320-WORKERS COMPENSATION	657	814	830	1,000	1,175	1,274
5340-EMPLOYEE ASSISTANCE PROGRAM	28	53	78	100	51	51
5350-FITNESS PROGRAM	26	36	52	300	312	312
5411-CELL PHONE ALLOWANCE	720	690	720	700	720	720
5120-DIRECT LABOR TEMPORARY			208.12	500.00	-	-
Wages & Benefits Total	140,424	148,516	199,529	225,404	233,499	225,739
Operations						
6110-OFFICE SUPPLIES	2,564	2,721	1,823	2,600	2,700	2,700
6115-PUBLICATIONS/SUBSCRIPTIONS	45	25	254	800	800	800
6124-SUPPLIES-OTHER	37	797	891	1,600	1,600	1,600
6142-MINOR EQUIP-OFFICE	495	611	602	1,000	1,000	1,000
6240-SVCS-LEGAL COUNSEL	150,449	108,716	79,543	100,000	100,000	100,000
6241-SERVICES-LEGAL LITIGATION	-		248	25,000	25,000	25,000
6290-SVCS-PROFESSIONAL SERVICES	74,777	58,804	8,518	51,800	26,700	33,700
6410-LEGAL ADVERTISING	3,046	1,249	1,116	2,000	2,000	2,000
6420-PRINTING & BINDING	42	-	210	500	500	500
6431-GENERAL LIABILITY PREMIUMS	-	4,398	4,398	4,800	5,035	5,035
6432-PROPERTY PREMIUMS	-	717	717	800	903	903
6437-HEALTH INSURANCE EXPENSE	-	772	772	800	800	800
6438-UNEMPLOYMENT INSURANCE	-	182	182	200	200	200
6445-DISABILITY INSURANCE	-	2,064	2,682	500	1,183	1,183
6448-RISK MGT ADMIN	-	512		500	500	500
6449-ERMA Personnel Insurance	-	1,011	1,011	1,900	2,229	2,229
6521-TELECOMMUNICATIONS REGULAR	2,537	2,425	2,139	3,500	3,500	3,500
6730-TRAINING/WORKSHOPS/MEETINGS	3,205	11,227	17,694	15,700	10,000	10,000
6830-MEMBERSHIPS-OTHER	622	484	3,338	3,500	4,000	4,000
Operations Total	237,819	196,716	126,137	217,500	188,650	195,650
Grand Total	378,243	345,232	325,667	442,904	422,149	421,389

RISK MANAGEMENT

731-020-401

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6290-SVCS-PROFESSIONAL SERVICES	-	11,373	9,817	12,000	12,000	12,000
6431-GENERAL LIABILITY PREMIUMS	190,626	240,966	195,356	264,400	274,236	274,236
6432-PROPERTY PREMIUMS	35,777	34,265	37,116	44,800	48,800	48,800
6434-FIDELITY AND SURETY PREMIUMS	1,128	1,208	1,260	1,400	1,500	1,500
6435-EMPLOYEE ASSISTANCE PROGRAM	2,539	2,484	2,760	3,800	3,036	3,036
6436-WORKERS COMPENSATION PREMIUMS	570,743	637,328	723,825	649,500	718,847	754,789
6437-HEALTH INSURANCE EXPENSE	-	32,634	11,674	2,000	5,000	5,000
6438-UNEMPLOYMENT INSURANCE	-	5,037	13,140	12,000	12,000	12,000
6441-HEALTH INS PREMIUM	-	1,588,325	1,892,791	2,035,000	2,156,700	2,264,535
6443-DENTAL INSURANCE	-	103,230	1,125	100,000	120,800	120,800
6444-VISION INSURANCE	-	16,265	18,395	21,500	21,500	21,500
6445-DISABILITY INSURANCE	14,395	16,525	18,759	45,000	25,588	25,588
6446-LIFE INSURANCE	-	8,671	8,445	7,200	7,200	7,200
6448-RISK MGT ADMIN	-	-	-	-	26,900	26,900
6449-ERMA Personnel Insurance	-	58,518	78,966	102,400	120,447	120,447
6455-LOW/HIGH VEHICLE INSURANCE	-	21,249	25,003	28,800	26,800	26,800
6920-FEES AND FILINGS	9,930	8,987	10,209	9,200	8,600	8,600
Operations Total	825,138	2,787,064	3,048,640	3,339,000	3,589,954	3,733,731
Transfer From						
9000-TRANSFER FROM	-	-	-	-	-	-
Transfer From Total	-	-	-	-	-	-
Grand Total	825,138	2,787,064	3,048,640	3,339,000	3,589,954	3,733,731

Finance Department



*Stephanie Florian – provisional appointment

**CITY OF SANGER
DEPARTMENT: FINANCE**

MISSION STATEMENT

The Finance Department is committed to provide the highest level of excellence and accuracy in providing quality financial information and services to elected officials, city departments, and the public at large in a timely, accurate, and friendly manner.

SERVICE DESCRIPTION

The Finance Department is responsible for the financial administration and information systems of the City of Sanger and the City of Sanger as Successor Agency to the Sanger Redevelopment Agency. The Department provides the following services:

- Operation and maintenance of the general accounting systems with the Eden Software Accounting System.
- Budget preparation and compliance.
- Purchasing support for all departments.
- Researching and preparing reports on special fiscal matters.
- Collection of revenues, including business licenses, dog license fees, utility service charges (water, wastewater, and disposal), ambulance services, and miscellaneous charges.
- Disbursements for accounts payable and payroll.

- Treasury management and annual review of the City's Investment Policy.
- Providing general services, including payroll administration, budget administration, and preparation of various finance-related reports including financial statements for bonding activities and preparation of the State Controller reports for the City and the Redevelopment Agency.
- Providing administration of risk exposure reduction.

**MAJOR ACCOMPLISHMENTS IN FY
2018/2019**

- Software improvements to budget preparation.
- Achieved an Unmodified Opinion for the 2nd year in a row for the 2018 Annual Financial Statements.
- Implemented Cost Allocation Plan for the preparation of the FY 2020 Budget.
- Per Council direction, executed additional payment to fund CalPERS unfunded liability.

CITY OF SANGER DEPARTMENT: FINANCE

FY 2019-2020 GOALS & OBJECTIVES

- Continue to improve customer service to the public, other agencies, and City departments.
- Receive Unmodified Opinion from an independent audit of the City's financial records for the 3rd year in row.
- Continue to improve the budget preparation process.
- Replace servers and improve technology security.

DEPARTMENTAL BUDGET REQUEST

- The Department's budget request is a status quo budget with the only increase in wages and benefits to reflect the increase in retirement and other salary related costs.

**PENDING ISSUES AND POLICY
CONSIDERATIONS**

- There are no pending issues or policy considerations.

ADMINISTRATIVE SERVICES
712-005-301

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
ADMIN SERVICES DIRECTOR	0.75	82,233	82,233
SENIOR ACCOUNTANT	0.94	66,267	66,457
ACCOUNTANT	0.94	53,600	59,844
ACCOUNT CLERK II	1.1	52,519	52,519
ACCOUNT CLERK I	0.25	8,353	8,749
Grand Total	3.98	262,971	269,801

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	211,765	244,473	231,586	258,600	262,971	269,801
5120-DIRECT LABOR-TEMPORARY	44,617	31,606	28,810	2,000	-	-
5160-LEAVE BUY BACK				2,700	3,000	3,000
5130-OVERTIME	4,231	26,430	7,727	6,000	6,000	6,000
5210-PERS EXPENSE	93,902	87,805	105,090	105,900	106,740	91,026
5220-SOCIAL SECURITY	19,454	22,532	20,386	20,700	20,576	20,640
5310-HEALTH INSURANCE	64,691	71,428	59,723	73,400	74,496	88,617
5320-WORKERS COMPENSATION	2,346	2,707	1,941	1,600	2,322	2,590
5340-EMPLOYEE ASSISTANCE PROGRAM	96	154	138	200	101	101
5350-FITNESS PROGRAM	90	103	92	600	621	621
5411-CELL PHONE ALLOWANCE	144	-	-	-	-	-
Wages & Benefits Total	441,336	487,238	455,493	471,700	476,827	482,395
Operations						
6110-OFFICE SUPPLIES	8,883	10,291	5,541	5,400	6,700	6,700
6111-POSTAGE	48,737	45,814	51,769	48,000	48,000	48,000
6115-PUBLICATIONS/SUBSCRIPTIONS	681	-	25	700	700	700
6124-SUPPLIES-OTHER					-	-
6230-SVCS-AUDITS	64,085	58,500	48,265	48,200	53,000	53,000
6240-SVCS-LEGAL COUNSEL	(7,033)	5,691	5,045	-	-	-
6290-SVCS-PROFESSIONAL SERVICES	278,249	200,274	220,559	115,000	88,100	88,100
6420-PRINTING & BINDING	23,426.58	13,551.42	6,834.18	14,400	14,400	14,400
6431-GENERAL LIABILITY PREMIUMS	-	9,706	9,700	10,500	11,111	11,111
6432-PROPERTY PREMIUMS	-	1,583	1,600	1,600	1,994	1,994
6437-HEALTH INSURANCE EXPENSE	-	1,705	1,700	1,700	1,700	1,700
6438-UNEMPLOYMENT INSURANCE	-	374	400	400	400	400
6445-DISABILITY INSURANCE	-	2,640	3,455	3,400	1,293	1,300
6448-RISK MGT ADMIN	-	1,129		1,100	1,200	1,200
6449-ERMA Personnel Insurance	-	2,232	2,200	2,200	4,921	4,921
6453-RENTAL-OTHER	779	1,297	1,036	1,000	1,000	1,000
6510-UTILITY-ELECTRIC/GAS	88,250	106,572	94,843	90,000	89,800	89,800
6521-TELECOMMUNICATIONS REGULAR	8,911	5,402	5,317	4,500	9,200	9,200
6620-R&M-EQUIPMENT	600	875	600	1,000	700	700
6730-TRAINING/WORKSHOPS/MEETINGS	4,171	3,533	770	2,600	3,000	3,000
6740-MILEAGE REIMBURSEMENT	40	177	78	300	200	200
6830-MEMBERSHIPS-OTHER	345	496	(164)	100	500	500
6920-FEES AND FILINGS				115,000	98,300	98,300
6940-MISCELLANEOUS-OTHER EXPENSE	249	1,125	112	-	-	-
Operations Total	520,374	472,968	459,685	467,100	436,220	436,226
Other Charges						
8310-PHOTOCOPY CHARGES	16,932	15,832	13,865	15,500	15,500	15,500

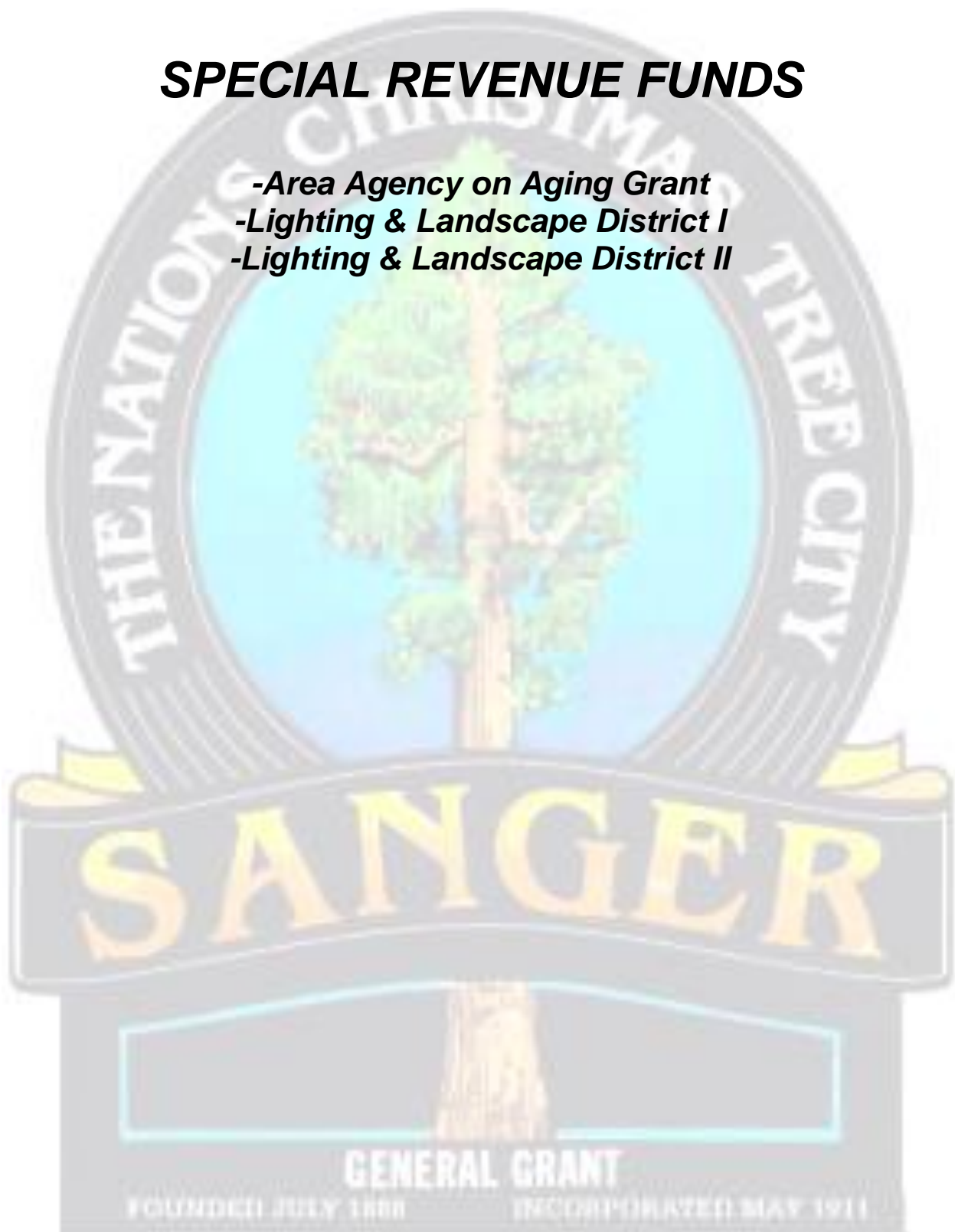
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
8321-COMPUTER SOFTWARE	-	35	300	-	-	-
8322-COMPUTER HARDWARE	264	1,507	245	-	-	-
Other Charges Total	17,197	17,374	14,410	15,500	15,500	15,500
Grand Total	978,906	977,580	929,588	954,300	928,547	934,121

Information Technology
712-005-201

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6290-SVCS-PROFESSIONAL SERVICES	-	52,178	50,642	51,500	53,448	53,448
6420-PRINTING & BINDING	-	-		-	-	-
Operations Total	-	52,178	50,642	51,500	53,448	53,448
Other Charges						
8321-COMPUTER SOFTWARE				-	14,300	14,300
8322-HARDWARE ADDITIONS	-		72,726	40,000	-	31,000
Other Charges Total	-		72,726	40,000	14,300	45,300
Grand Total	-	52,178	123,368	91,500	67,748	98,748

SPECIAL REVENUE FUNDS

- Area Agency on Aging Grant**
- Lighting & Landscape District I**
- Lighting & Landscape District II**



**Area Agency on Aging Grant
252-030-101**

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Other Charges						
9000-TRANSFER TO GEN FUND	-	-		12,000	12,000	12,000
Other Charges Total	-	-		12,000	12,000	12,000
Grand Total	-	-		12,000	12,000	12,000

Lighting and Landscape Dist No. 1
241-070-101

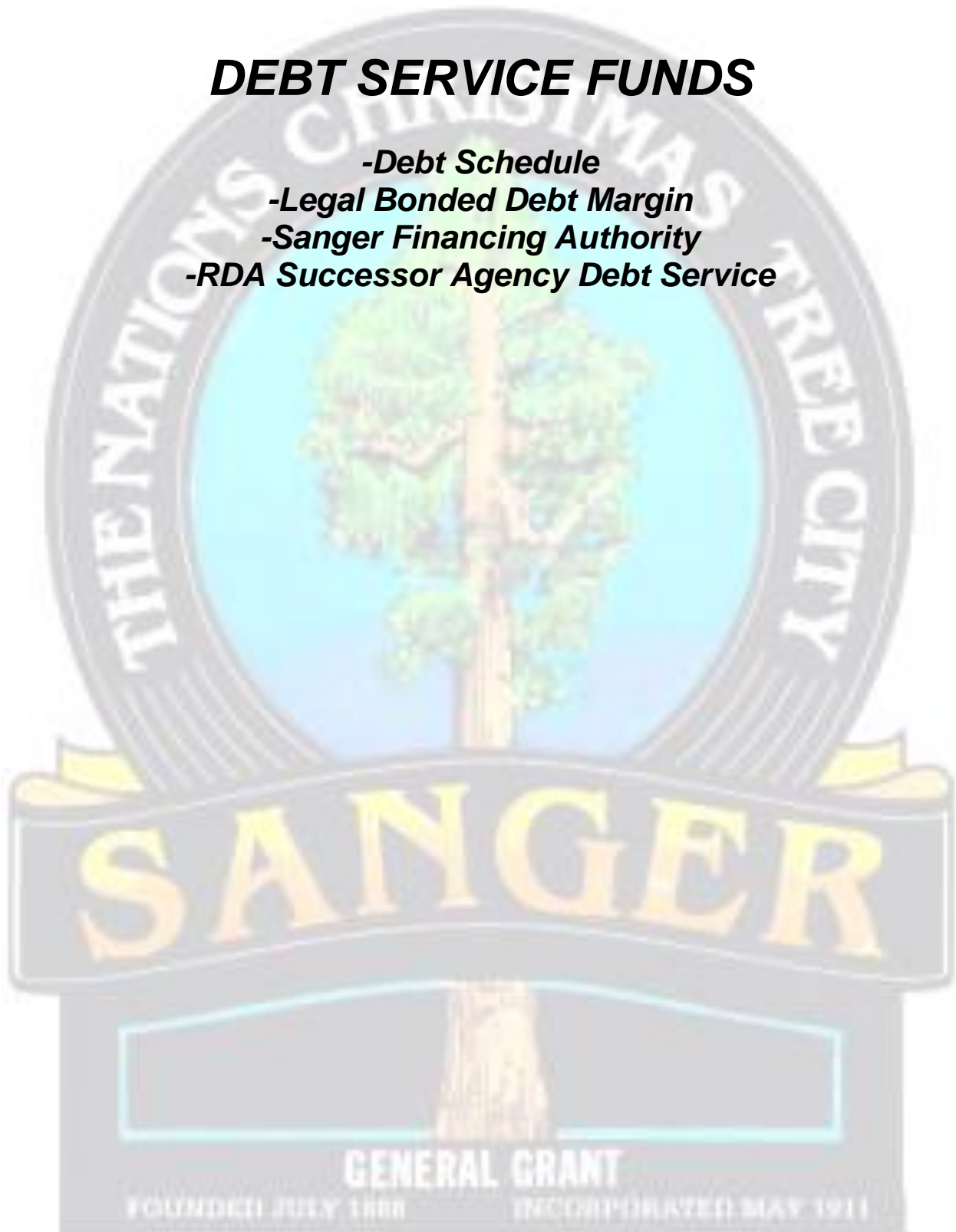
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					7,020	7,020
9000-TRANSFER TO GEN FUND	-	-		142,000	142,000	142,000
Other Charges Total	-	-		142,000	149,020	149,020
Grand Total	-	-		142,000	149,020	149,020

Lighting and Landscape Dist No. 2
244-070-101

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6122-SUPPLIES-SHOP AND FIELD	10,490	5,089	14,914	5,000	5,100	5,100
6290-SVCS-PROFESSIONAL SERVICES	71,107	73,229	115,656	150,000	152,700	152,700
6510-UTILITY-ELECTRIC/GAS	24,910	17,186	18,237	20,000	20,300	20,300
Operations Total	106,507	95,505	148,807	175,000	178,100	178,100
Other Charges						
8440-CHARGES FOR INTERNAL ADMIN					10,653	10,653
Other Charges Total					10,653	10,653
Grand Total	106,507	95,505	148,807	175,000	188,753	188,753

DEBT SERVICE FUNDS

- Debt Schedule**
- Legal Bonded Debt Margin**
- Sanger Financing Authority**
- RDA Successor Agency Debt Service**



HOUSING
486-060-203

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
COMMUNITY DEVELOPMENT DIRECTOR	0.15	16,447	16,447
CITY MANAGER	0.01	1,688	1,771
ADMIN SERVICES DIRECTOR	0.05	5,482	5,482
Grand Total	0.21	23,617	23,700

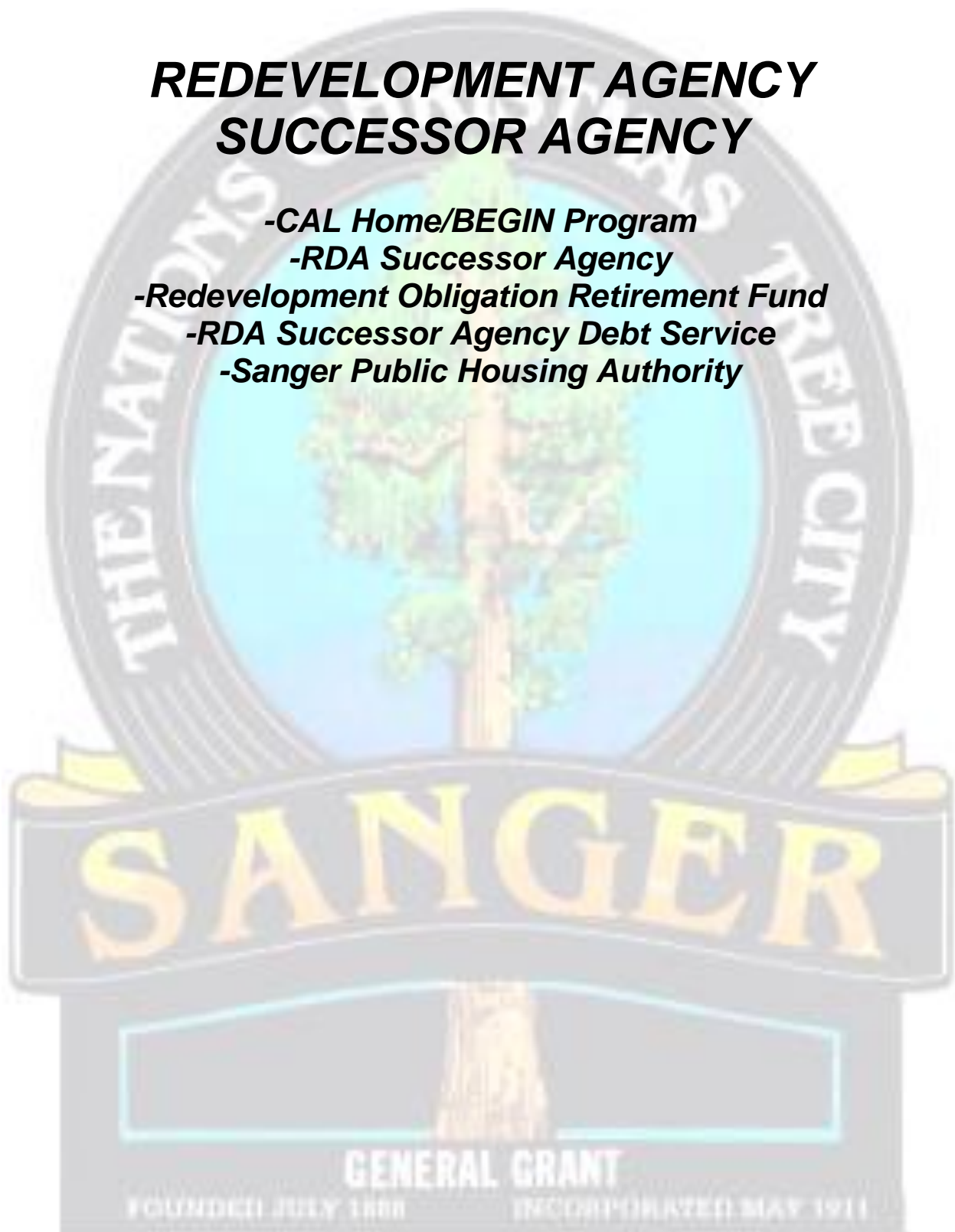
Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	14,580	24,161	21,858	42,281	23,617	23,700
5120-DIRECT LABOR-TEMPORARY	1,878	1,557	975	-	-	-
5130-OVERTIME	144	1,260	2	-	-	-
5210-PERS EXPENSE	4,594	10,326	8,996	10,100	7,530	5,906
5220-SOCIAL SECURITY	1,215	2,040	1,723	3,100	1,819	1,826
5310-HEALTH INSURANCE	2,453	4,073	4,077	8,600	5,431	5,691
5320-WORKERS COMPENSATION	147	269	180	300	191	208
5340-EMPLOYEE ASSISTANCE PROGRAM	4	10	9	100	5	5
5350-FITNESS PROGRAM	4	7	6	100	33	33
5410-AUTO ALLOWANCE	21	47	48	-	48	48
5411-CELL PHONE ALLOWANCE	81	110	115	100	115	115
5160-LEAVE BUY BACK				100	-	-
Wages & Benefits Total	25,123	43,859	37,989	64,781	38,790	37,532
Operations						
6290-SVCS-PROFESSIONAL SERVICES	3,269	-		37,000	37,000	37,000
6431-GENERAL LIABILITY PREMIUMS	-	290	290	300	332	332
6432-PROPERTY PREMIUMS	-	47	47	100	59	59
6437-HEALTH INSURANCE EXPENSE	-	51	51	-	-	-
6438-UNEMPLOYMENT INSURANCE	-	24	24	100	100	100
6445-DISABILITY INSURANCE	-	400	400	300	312	312
6448-RISK MGT ADMIN	-	34		100	-	-
6449-ERMA Personnel Insurance	-	67	433	100	148	148
8440-CHARGES FOR INTERNAL ADMIN					9,400	9,400
Operations Total	3,269	913	1,245	38,000	47,351	47,351
Grand Total	28,391	44,772	39,234	102,781	86,141	84,883

**FINANCING AUTHORITY
487-070-501**

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6920-FEES AND FILINGS					-	-
Operations Total					-	-
Other Charges						
8211-BOND INTEREST EXPENSE	(0)	-	60,255	80,255	79,500	84,345
Other Charges Total	(0)	-	60,255	80,255	79,500	84,345
Grand Total	(0)	-	60,255	80,255	79,500	84,345

REDEVELOPMENT AGENCY SUCCESSOR AGENCY

- CAL Home/BEGIN Program**
- RDA Successor Agency**
- Redevelopment Obligation Retirement Fund**
- RDA Successor Agency Debt Service**
- Sanger Public Housing Authority**



REDEVELOPMENT SUCCESSOR AGENCY

381-080-101

Description	-FTE-	FY 2020	FY 2021
		Direct Labor Proposed	Direct Labor Proposed
COMMUNITY DEVELOPMENT DIRECTOR	0.10	10,964	10,964
CITY MANAGER	0.10	16,960	17,712
ADMIN SERVICES DIRECTOR	0.20	21,929	21,929
Grand Total	0.40	49,853	50,605

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Wages & Benefits						
5110-DIRECT LABOR-REGULAR	47,223	38,209	44,626	32,800	49,853	50,605
5120-DIRECT LABOR-TEMPORARY	7,166	6,229	3,901	-	-	-
5210-PERS EXPENSE	5,461	16,131	13,696	11,100	16,016	12,611
5220-SOCIAL SECURITY	3,818	3,460	3,427	2,500	3,862	3,919
5310-HEALTH INSURANCE	5,476	5,170	5,144	6,500	9,450	9,904
5320-WORKERS COMPENSATION	608	848	684	200	404	445
5340-EMPLOYEE ASSISTANCE PROGRAM	12	12	14	100	10	10
5350-FITNESS PROGRAM	11	8	9	100	62	62
5410-AUTO ALLOWANCE	200	402	480	100	480	480
5411-CELL PHONE ALLOWANCE	291	116	144	100	144	144
5160-LEAVE BUY BACK				400	-	-
Wages & Benefits Total	70,267	70,586	72,125	53,900	80,282	78,181
Operations						
6230-SVCS-AUDITS	3,090	-	3,200	3,100	3,100	3,100
6240-SVCS-LEGAL COUNSEL	4,076	-		4,000	4,000	4,000
6290-SVCS-PROFESSIONAL SERVICES	21,793	6,635	84,490	62,500	2,600	2,600
6431-GENERAL LIABILITY PREMIUMS	2,377	1,679	1,679	1,800	1,922	1,922
6445-DISABILITY INSURANCE	-	346	400	500	325	325
6448-RISK MGT ADMIN					-	-
6449-ERMA Personnel Insurance					851	851
6521-TELECOMMUNICATIONS REGULAR	541	2,016	2,070	1,000	1,000	1,000
6830-MEMBERSHIPS-OTHER	-	-		500	500	500
6920-FEES AND FILINGS				37,777	-	-
Operations Total	31,876	10,676	91,839	111,177	14,298	14,298
Grand Total	102,143	81,262	163,965	165,077	94,580	92,478

**RDA SUCCESSOR AGENCY REALIZED OBLIGATION PAYMENT
SCHEDULE (ROPS)
385-080-501**

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Other Charges						
9481-TRANSFERS		-		353,000	-	-
Other Charges Total		-		353,000	-	-
Grand Total		-		353,000	-	-

RDA SUCCESSOR AGENCY DEBT SERVICE
381-080-101

Description	FY 2016 Audited	FY 2017 Audited	FY 2018 Audited	FY 2019 Estimates	FY 2020 Proposed	FY 2021 Proposed
Operations						
6920-FEES AND FILINGS					-	-
Operations Total					-	-
Other Charges						
8210-BOND PRINCIPAL PAYMENT	-	-	330,000	353,000	-	-
8211-BOND INTEREST EXPENSE	51,660	37,973	23,378	-	-	-
Other Charges Total	51,660	37,973	353,378	353,000	-	-
Grand Total	51,660	37,973	353,378	353,000	-	-

CAPITAL IMPROVEMENT PLAN

- Capital Outlay**
- Capital Improvement Projects**
 - Measure C Ext Bicycle**
 - Measure C Ext ADA**
 - Measure C Ext Street**
 - Gas Tax**
 - Local TDA Art 8**
- Local TDA Article 3 Pedestrian/Bicycle**
 - Measure C Street Maintenance**
 - Measure C Ext Flexible**
- Transportation Equity Act 21 RSTP/CMAQ**
 - Kings River Boat Launch Grant**
 - Developer Fees**
- Community Development Block Grant (CDBG)**

SANGER

GENERAL GRANT

FOUNDED JULY 1888

INCORPORATED MAY 1911

City of Sanger
Capital Improvement Budget By Funding Source
Fiscal years 2019/20 & 2020/2021

	202	203	206
	Measure C Ext - Ped./Trails - Rural	Measure C Ext - Bicycle Facilities	Measure C Ext - ADA
Projected balance 6/30/19	310,550	86,937	8,370
Estimated 2019-2020 Revenues	67,157	17,541	10,743
Projects:			
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)			
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS			
7391 STREET PROJECTS VARIOUS LOCATIONS			
7485 ACADEMY AVENUE - 11TH ST TO NORTH AVE			
7505 MS4 PERMITTING (NOT CIP)			
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS			
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE			
7521 BRIDGE PREVENTATIVE MAINTENANCE PROJECT			
7523 SYSTEMIC SAFETY ANALYSIS PROGRAM (JENSEN AVENUE SAFETY STUDY)			
7527 SIDEWALK GAP CLOSURE PROJECT			
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER			
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE			
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.			
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.			
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT			
7534 2019 STREET SEALING PROJECT			(15,000)
7255 HUME/EASTWOOD/FOREST RECONSTRUCTION			
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)			
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE			
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.			
75XX WATER STORAGE TANK OFFSITE IMPROVEMENTS			
8440 INTERNAL SERVICE CHARGES	(2,064)	(427)	(3,513)
Total Estimated Expenditures in Fiscal Year 2019/2020	(2,064)	-	(15,000)
Projected balance 6/30/20	373,579	104,051	(14,400)
Estimated 2020-2021 Revenues	69,676	18,199	11,146
Projects:			
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)			
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS			
7391 STREET PROJECTS VARIOUS LOCATIONS			
7505 MS4 PERMITTING (NOT CIP)			
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS			
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE			
7522 ATP CYCLE 2 - SAFE ROUTES TO SCHOOL			
7527 SIDEWALK GAP CLOSURE PROJECT			
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER			
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE			
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.			
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.			
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT			
7255 HUME/EASTWOOD/FOREST RECONSTRUCTION			
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)			
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE			
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.			
75XX 2021 STREET SEALING PROJECT			
8440 INTERNAL SERVICE CHARGES	(2,064)	(427)	(3,513)
Total Estimated Expenditures in Fiscal Year 2020/2021	-	-	-
Projected balance 6/30/21	443,255	122,250	(3,254)

City of Sanger
Capital Improvement Budget By Funding Source
Fiscal years 2019/20 & 2020/2021

	207	211	212	213
	Measure C Ext - Streets	Gas Tax	Local TDA Art. 8 Streets	Local TDA Art. 3 Ped/Bic
Projected balance 6/30/19	626,737	171,886	1,740,384	39,663
Estimated 2019-2020 Revenues	322,483	1,124,781	1,082,732	20,406
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)		(683,713)		
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS			(60,000)	
7391 STREET PROJECTS VARIOUS LOCATIONS				
7485 ACADEMY AVENUE - 11TH ST TO NORTH AVE				
7505 MS4 PERMITTING (NOT CIP)				
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS	(50,000)			
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			(17,000)	
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE	(21,800)			
7521 BRIDGE PREVENTATIVE MAINTENANCE PROJECT			(138,000)	
7523 SYSTEMIC SAFETY ANALYSIS PROGRAM (JENSEN AVENUE SAFETY STUDY)	(1,100)			
7527 SIDEWALK GAP CLOSURE PROJECT				
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER			-	
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE	-			
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.	-			
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.				
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT	(25,000)			
7534 2019 STREET SEALING PROJECT		(200,000)	(630,000)	
7255 HUME/EASTWOOD/FORREST RECONSTRUCTION				
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)				
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			(7,000)	
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			(4,000)	
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			(3,000)	
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE		(241,068)	-	
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			(90,000)	
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			(90,000)	
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE	(25,000)			
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE				
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.	(45,000)			
75XX WATER STORAGE TANK OFFSITE IMPROVEMENTS			(100,000)	
8440 INTERNAL SERVICE CHARGES	(1,980)	(9,451)	(37,924)	(269)
Total Estimated Expenditures in Fiscal Year 2019/2020	(167,900)	(1,124,781)	(1,139,000)	-
Projected balance 6/30/20	611,440	(962,346)	507,192	59,800
Estimated 2020-2021 Revenues	334,576	1,166,960	1,123,334	21,171
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)		(683,713)		
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS			(60,000)	
7391 STREET PROJECTS VARIOUS LOCATIONS				
7505 MS4 PERMITTING (NOT CIP)				
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS	(50,000)			
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			(185,200)	
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE	(114,240)			
7522 ATP CYCLE 2 - SAFE ROUTES TO SCHOOL				
7527 SIDEWALK GAP CLOSURE PROJECT	(40,000)			
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER			-	
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE	-			
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.	-			
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.				
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT	(158,400)		-	
7255 HUME/EASTWOOD/FORREST RECONSTRUCTION				
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)				
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			(83,960)	
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			(55,847)	
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			(42,400)	
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE		(158,932)	-	
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			(810,000)	
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST	(210,000)		(600,000)	
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE	(250,000)		-	
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE				
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.	(122,865)	(282,135)		
75XX 2021 STREET SEALING PROJECT	-		(40,000)	
8440 INTERNAL SERVICE CHARGES	(1,980)	(9,451)	(37,924)	(269)
Total Estimated Expenditures in Fiscal Year 2020/2021	(945,505)	(1,124,780)	(1,877,407)	-
Projected balance 6/30/21	511	(920,166)	(246,881)	80,971

City of Sanger
Capital Improvement Budget By Funding Source
Fiscal years 2019/20 & 2020/2021

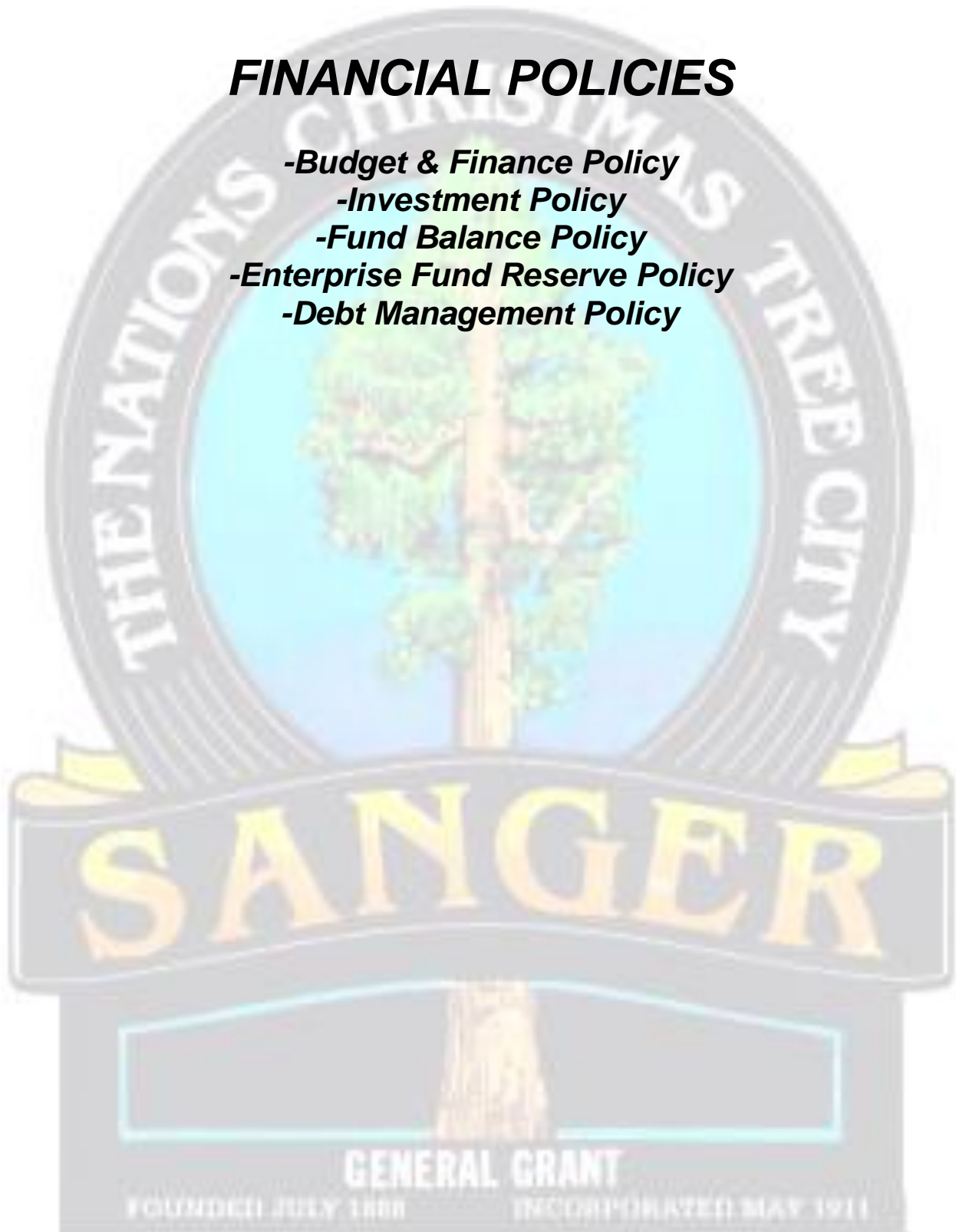
	215	216	217	218
	Measure C Street Maint.	Measure C Ext - Flexible	TEA 21/ RTSP/CMAQ	Kings River Boat Launch
Projected balance 6/30/19	(0)	312,767	0	-
Estimated 2019-2020 Revenues	838,203	311,740	3,543,641	-
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)				
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS				
7391 STREET PROJECTS VARIOUS LOCATIONS				
7485 ACADEMY AVENUE - 11TH ST TO NORTH AVE	(838,203)		(2,204,171)	
7505 MS4 PERMITTING (NOT CIP)		(20,000)	-	
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS				
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			(12,000)	
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE			(54,200)	
7521 BRIDGE PREVENTATIVE MAINTENANCE PROJECT			(1,064,500)	
7523 SYSTEMIC SAFETY ANALYSIS PROGRAM (JENSEN AVENUE SAFETY STUDY)			(8,770)	
7527 SIDEWALK GAP CLOSURE PROJECT			-	
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER				
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE				
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.				
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.		-		
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT			(94,000)	
7534 2019 STREET SEALING PROJECT				
7255 HUME/EASTWOOD/FORREST RECONSTRUCTION				
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)				
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			(55,000)	
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			(31,000)	
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			(20,000)	
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			-	
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			-	
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			-	
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			-	
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE		(70,000)		
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.				
75XX WATER STORAGE TANK OFFSITE IMPROVEMENTS			-	
8440 INTERNAL SERVICE CHARGES	(5,284)	(6,778)	(40,836)	(1,014)
Total Estimated Expenditures in Fiscal Year 2019/2020	(838,203)	(90,000)	(3,543,641)	-
Projected balance 6/30/20	(843,487)	437,729	(3,584,477)	(1,014)
Estimated 2020-2021 Revenues	-	323,430	3,235,393	-
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)				
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS				
7391 STREET PROJECTS VARIOUS LOCATIONS				
7505 MS4 PERMITTING (NOT CIP)		(15,000)	-	
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS				
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE			(780,800)	
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE			(278,400)	
7522 ATP CYCLE 2 - SAFE ROUTES TO SCHOOL			-	
7527 SIDEWALK GAP CLOSURE PROJECT			(185,000)	
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER				
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE				
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.				
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.		-		
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT			(696,600)	
7255 HUME/EASTWOOD/FORREST RECONSTRUCTION				
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)				
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			(648,040)	
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			(409,953)	
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			(236,600)	
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			-	
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			-	
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			-	
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			-	
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE		(655,000)		
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.				
75XX 2021 STREET SEALING PROJECT			-	
8440 INTERNAL SERVICE CHARGES	(5,284)	(6,778)	(40,836)	(1,014)
Total Estimated Expenditures in Fiscal Year 2020/2021	-	(670,000)	(3,235,393)	-
Projected balance 6/30/21	(843,487)	91,159	(3,584,477)	(1,014)

City of Sanger
Capital Improvement Budget By Funding Source
Fiscal years 2019/20 & 2020/2021

	220	Other	251	
	Traffic/Storm Drain Dev Fees	Sanger Unified ATP Project Share	CDBG	
Projected balance 6/30/19	0	-	-	3,297,293
Estimated 2019-2020 Revenues	25,000	-	-	7,364,427
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)				(683,713)
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS				(60,000)
7391 STREET PROJECTS VARIOUS LOCATIONS				-
7485 ACADEMY AVENUE - 11TH ST TO NORTH AVE				(3,042,374)
7505 MS4 PERMITTING (NOT CIP)				(20,000)
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS				(50,000)
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE	(15,000)			(44,000)
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE	(10,000)			(86,000)
7521 BRIDGE PREVENTATIVE MAINTENANCE PROJECT				(1,202,500)
7523 SYSTEMIC SAFETY ANALYSIS PROGRAM (JENSEN AVENUE SAFETY STUDY)				(9,870)
7527 SIDEWALK GAP CLOSURE PROJECT				-
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER				-
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE				-
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.				-
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.				-
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT				(119,000)
7534 2019 STREET SEALING PROJECT				(845,000)
7255 HUME/EASTWOOD/FOREST RECONSTRUCTION				-
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)			-	-
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			-	(62,000)
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			-	(35,000)
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			-	(23,000)
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			-	(241,068)
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			-	(90,000)
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			-	(90,000)
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			-	(25,000)
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE			-	(70,000)
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.			-	(45,000)
75XX WATER STORAGE TANK OFFSITE IMPROVEMENTS			-	(100,000)
8440 INTERNAL SERVICE CHARGES	(6,749)		(10,779)	(127,068)
Total Estimated Expenditures in Fiscal Year 2019/2020	(25,000)	-	-	(6,943,525)
Projected balance 6/30/20	(31,749)	-	(10,779)	(3,352,397)
Estimated 2020-2021 Revenues	439,200	-	-	6,743,086
Projects:				
9000 STREET MAINTENANCE - TRANSFER OUT TO STREETS PROGRAM (NOT CIP)				(683,713)
7371 SIDEWALK REPAIRS-VARIOUS LOCATIONS				(60,000)
7391 STREET PROJECTS VARIOUS LOCATIONS				-
7505 MS4 PERMITTING (NOT CIP)				(15,000)
7513 ADA IMPROVEMENTS - VARIOUS LOCATIONS				(50,000)
7518 BETHEL AVENUE OVERLAY/WIDENING - ANNADALE AVE TO JENSEN AVE	(287,400)			(1,253,400)
7519 BETHEL AVENUE SIDEWALK AND BIKE LANES - NORTH AVE TO ANNADALE AVE	(151,800)			(544,440)
7522 ATP CYCLE 2 - SAFE ROUTES TO SCHOOL				-
7527 SIDEWALK GAP CLOSURE PROJECT				(225,000)
7531 BREHLER AVE RECONSTRUCTION - 9TH ST. TO WEBSTER				-
75XX RAWSON AVENUE RECONSTRUCTION - 14TH ST. TO HOAG AVE				-
75XX DEWITT STREET RECONSTRUCTION - HOAG AVE TO 14TH ST.				-
75XX I STREET RECONSTRUCTION - 5TH ST. TO 10TH ST.				-
7533 ATP CYCLE 3 - ACTIVE TRANSPORTATION ACCESS PROJECT				(855,000)
7255 HUME/EASTWOOD/FOREST RECONSTRUCTION				-
7532 SANGER STREETLIGHT IMPROVEMENTS PROJECT (PHASE VI)			-	-
7435 GREENWOOD AVENUE RECONSTRUCTION - JENSEN TO CANAL			-	(732,000)
7436 FALLER AVENUE OVERLAY - CHURCH TO FLORENCE			-	(465,800)
7437 FALLER AVE AND LINCOLN PARK SIDEWALKS			-	(279,000)
75XX LYON AVENUE RECONSTRUCTION - 9TH ST. TO WEBSTER AVE			-	(158,932)
75XX N STREET RECONSTRUCTION - 5TH ST TO 9TH ST			-	(810,000)
75XX K STREET RECONSTRUCTION - 5TH ST TO 10TH ST			-	(810,000)
75XX ALMOND AVENUE RECONSTRUCTION - K ST TO FALLER AVE			-	(250,000)
75XX 8TH STREET RECONSTRUCTION - L TO FALLER AVE			-	(655,000)
75XX K STREET RECONSTRUCTION - ANNADALE AVE TO EDGAR AVE.			-	(405,000)
75XX 2021 STREET SEALING PROJECT			-	(40,000)
8440 INTERNAL SERVICE CHARGES	(6,749)		(10,779)	(127,068)
Total Estimated Expenditures in Fiscal Year 2020/2021	(439,200)	-	-	(8,292,285)
Projected balance 6/30/21	(31,749)	-	(10,779)	(4,903,660)

FINANCIAL POLICIES

- Budget & Finance Policy***
- Investment Policy***
- Fund Balance Policy***
- Enterprise Fund Reserve Policy***
- Debt Management Policy***



City of Sanger Budget and Finance Policy

PURPOSE:

To establish a comprehensive budget and finance policy for the City that will serve as a guideline for operational and strategic decision making related to financial matters.

POLICY:

Financial Plan Objectives: Through its Financial Plan the City will link resources with results by:

1. Identifying community needs for essential services
2. Organizing the programs required to provide these essential services.
3. Establishing program policies and goals which define the nature and level of program services required.
4. Identifying activities performed in delivery of program services.
5. Proposing objectives for improving the delivery of program services
6. Identifying and appropriating the resources required to perform program activities and accomplish program objectives.
7. Setting standards to measure and evaluate the:
 - i. Output of Program activities
 - ii. Accomplishment of program objectives
 - iii. Expenditure of program appropriations.

Operating Budget: A budget resolution will be adopted by the City Council annually by June 30 which describes the budget amendment process and also specifies budget amendment authority.

1. It is the City's policy to adopt a balanced budget which means:
 - i. Operating revenues must fully cover operating revenues, including debt service
 - ii. Ending fund balance must meet minimum policy levels or other target levels established by the Council for the fiscal year.
2. In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the planned use of reserves to balance the budget is permitted. In the event that a budget shortfall is expected to continue beyond one year, the planned use of reserves must be developed as part of a corresponding strategic financial plan to close the gap through revenue increases and/or expenditure decreases.
3. The operating budget shall serve as the annual financial plan for the City. It shall serve as the City's management plan for implementing goals and objectives of the City Council, City Manager and departments. The budget shall provide staff the resources necessary to accomplish City Council determined service levels.

Mid Year Budget Review: The City Council will formally review the City's fiscal condition and amend appropriations if necessary six months after the beginning of each fiscal year.

Annual Reporting: The City will prepare annual financial statements as follows:

1. The City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditor's opinion.
2. The City will use generally accepted accounting principles in preparing its annual financial statements and will strive to meet the requirements for the GFOA's Award for Excellence in Financial Reporting program.
3. The City will issue audited financial statements within 180 days after year end.

Interim Reporting: The City will prepare and issue monthly budget reports to the City Council comparing actual and budgeted revenue and expense.

Budget Administration: The city Council may amend or supplement the budget at any time after its adoption by a majority vote of the Council members. The City Manager has the authority to make administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budget year-end fund balance.

Revenue Management: The City will estimate annual revenues using an objective, analytical process. Budgeted revenues will be estimated conservatively using accepted standards and estimate provided by the state, other governmental agencies, consultants and/or reliable economic forecasters when available.

1. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.
2. The City will fund current expenditures with current revenues avoiding procedures that balance current budgets by accruing future revenues or rolling over short-term debt.
3. The City will avoid using one-time revenues to fund ongoing program costs.
4. The City Council recognizes that generally accepted accounting principles for state and local governments discourage the "earmarking" of General Fund revenues, and accordingly, the practice of designating General Fund revenues for specific programs should be minimized in the City's management of its fiscal affairs.

Appropriations: The City shall, to the extent possible pay for current year expenditures with current year revenues. Department Heads are responsible for ensuring department expenditures stay within the department's budgeted appropriation.

Appropriations Limit: The Council will annually adopt a resolution establishing the City's appropriation limit calculated in accordance with Article XIII-B of the Constitution of the State of California, Section 7900 of the State of California Government Code and any other voter approved amendments or state legislation that affect the City's appropriation limit.

Capital Improvement Management: The purpose of the Capital Improvement Plan (CIP) is to systematically plan, schedule and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital

replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets.

1. CIP Projects: A capital improvement project is the acquisition, expansion or rehabilitation of land facilities, buildings, major equipment or other major infrastructure with the following criteria:
 - a. A project for the expansion, rehabilitation or construction of building, parks, facilities and City infrastructure with the cost of \$15,000 or more.
 - b. The purchase of equipment with a purchase value exceeding \$15,000.
 - c. Transportation projects including but not limited to rehabilitation, new and expansion of the City's transportation and pedestrian networks.
 - d. Long range infrastructure maintenance programs which increase the life of the City's capital facilities, streets, utilities and equipment.
 - e. All costs incurred in the development, presentation and publication of master plans, modeling and studies leading to the development of a CIP project.
2. The City council will adopt and update annually a five year Capital Improvement Plan including anticipated funding sources.
3. CIP Budget Carryover: Appropriations for CIP projects lapse three years after budget adoption. Projects which lapse from lack of project account appropriations may be resubmitted for inclusion in a subsequent CIP.

Internal Service Funds: The City will allocate the operating costs of the administrative support departments among all operating departments.

1. Risk Management Fund pays for all insurance premiums, benefit and settlement payments and administrative operating expenses. These annual costs will be allocated to the other City funds for the services and shall be set to equal the annual expenses of the fund.

2. Vehicle & Equipment Fuel: pays for bulk gasoline purchases and is allocated by the consumption of each department of the City.

Grant Management: The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant, the City shall thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant. The term of Grant funding positions should be clearly identified and presented to City Council for approval. It is mandatory to disclose if General Fund revenues will be needed to fund a position after the Grant expires. Grant funding should be considered to leverage City funds. Programs financed with grant monies will be budgeted in separate cost centers and the service program will be adjusted to reflect the level of funding.

CITY OF SANGER

INVESTMENT POLICY

PURPOSE

This statement is intended to provide guidelines for the prudent investment of the City of Sanger's temporary idle cash for all funds, and outline the policies for maximizing the efficiency of the City's cash management system. The ultimate goal is to enhance the economic status of the City while protecting its pooled cash.

The normal operating funds of the City shall be governed by the constraints imposed by this policy. However, recognizing the need for special consideration in investing substantial proceeds from the debt issue activities of the City, the full range of investment opportunities authorized by California Government Code Section 53601 will apply to funds from debt issue activities.

OBJECTIVE

The City's cash management system is designed to accurately monitor and forecast expenditures and revenues, thus enabling the City to invest funds to the fullest extent possible. The City attempts to obtain the highest yield obtainable as long as investments meet the criteria established for safety and liquidity.

PRUDENT INVESTOR STANDARD

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be "Prudent Investor Rule" (Civil Code Section 2261, et seq.).¹ This affords the City a broad spectrum of investment opportunities as long as the investment is deemed prudent and is allowable under current legislation of the State of California (Government Code Section 53601, et seq.).

OBJECTIVES

As specified in California Government Code Section 53600.5, when investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds, primary objectives, in priority order, of the investment activities shall be:

¹ The Prudent Investor Rule states, in essence, that "in investing . . . property for the benefit of another, a trustee shall exercise the judgment and care, under the circumstances then prevailing, which men of prudence, discretion and intelligence exercise in the management of their own affairs. . ."

1. Safety The safety and risk associated with an investment refers to the potential loss of principal, interest or a combination of these amounts. Safety of principal is the foremost objective of the investment program. Investments of the City of Sanger shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
2. Liquidity This refers to the ability to “cash in” at any moment in time with a minimal chance of losing some portion of principal or interest. The investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirement that might be reasonably anticipated.
3. Yield Yield is the potential dollar earnings an investment can provide, and sometimes is described as the rate of return. Yield is a consideration only after the basic requirements of safety and liquidity have been met.

DELEGATION OF AUTHORITY

Authority to manage the investment program is derived from California Government Code Section 53600, et seq. Management responsibility for the investment program is hereby delegated to the Finance Director who shall establish written procedures for the operation of the investment program consistent with this investment policy and the requirements of applicable laws. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of internal staff and any external investment advisors.

All participants in the investment process shall act as custodians of the public trust and all investment officials shall recognize that the investment portfolio is subject to public review and evaluation. The overall program shall be designed and managed with a degree of professionalism that is worthy of the public trust. All investment related activity shall be done in conformance with this policy and all applicable State and Federal laws and regulations.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officers shall disclose any financial interest in financial institutions that conduct business with the City, and they shall further disclose any personal financial/investment positions that could be related to the performance of the City’s portfolio. Employees and officers shall subordinate their personal investment transactions to those of the City, particularly with regard to the timing of purchases and sales, and shall avoid transactions that might impair public confidence.

INVESTMENT GUIDELINES

All City funds not required for immediate expenditure shall be fully invested or deposited to maximize investment returns. To maximize returns, the economy and market conditions should be monitored in order to assess the probable course of interest rates.

The Administrative Services Director shall utilize those eligible investments instruments as set forth in Government Code Sections 53601 and 53635 while following these guidelines:

1. **Safekeeping and Custody** - All investments of the City shall have the City of Sanger as the registered owner or shall be kept in custody of the City or the trust department of its designated third party, safekeeping institution. If securities are kept by a safekeeping institution, the City shall have access to buy and sell such securities independently of any broker. While in safekeeping, the City shall have on file from its designated bank, a written statement that the City has a 'perfected interest' in all securities held in the trust department. The trust department shall be required to send the City a monthly statement of what is being kept. The Administrative Services Director shall state in the monthly treasurer's report that the statement from the trustee has been reviewed and that the securities are being adequately protected or insured against risk of loss.
2. **Diversification** - Investments shall be diversified among institutions, type of securities and maturities. Investments shall be diversified to eliminate the risk of loss resulting from over concentration of investments in a specific maturity, issuer or class of securities. In establishing a diversification strategy the following general policies and constraints shall apply:
 - (a) Portfolio maturities shall be matched versus liabilities to avoid undue concentration in a specific maturity sector.
 - (b) Maturities selected shall be provide for stability of income and liquidity
 - (c) Disbursement and payroll dates shall be covered through liquid investments with a daily maturity date.
3. **Collateralization** - All individual certificates of deposit in excess of \$250,000 must be collateralized. Collateral must meet the requirements of California Government Code Section 53652.
4. **Financial Institutions** – In selecting financial institutions, the creditworthiness shall be considered and the Administrative Services Director shall review the financial history of the institution and utilize only those depositories that are qualified public depositories as established by state law. City funds in excess of the FDIC insured amount shall be invested only in financial institutions sufficiently capitalized to accommodate the City's cash needs. Investments shall not knowingly be made in any financial institution that practices or supports directly or indirectly through its actions discrimination on the basis of race, religion, color, creed, natural or ethnic origin, age, sex or physical disability.
5. **Brokers/Dealers** – The City shall select only broker/dealers in accordance with the requirements of California Government Code Section 53601.5 who are licensed and in good standing with the California Department of Securities, the Securities and Exchange

Commission, the National Association of Securities Dealers or other self-regulatory organizations. Before engaging in investment transactions with a broker/dealer the City shall have received from said firm a signed Certification Form. This form shall attest that the individual has reviewed the City of Sanger's Investment Policy and understands the policy and intends to present investment recommendations and transactions to the City that are appropriate under the terms and conditions of the Investment Policy

6. **Reporting** - The Administrative Services Director shall report monthly to the City Attorney and City Council the type of investment, financial institution, date of maturity, amount of investment, current market value, rate of interest for all securities with a maturity of more than 12 months and a statement that all City investments are in compliance with the City investment policy and all applicable provisions of the California Government Code. Failure by the Administrative Services Director to so report shall cause the City Attorney to notify the City Council of said failure.
7. **Scope of Funds** - Pursuant to Government Code, Section 53647, the Administrative Services Director shall allocate interest earned to the funds listed in Schedule "A" of this Investment Policy. The funds listed in Schedule "A" may change from time to time because of the addition or deletions to the activities of the City. No fund with an average monthly cash balance of less than \$10,000 will receive further interest unless required otherwise by law. All interest not otherwise allocated shall remain in the General Fund.
8. **Liquidity** – The City of Sanger strives to maintain the level of investment of all funds as near 100% as possible, through daily and projected cash flow determinations always maintaining sufficient funds available to meet six months of obligations. The basic premise underlying the City's investment philosophy is, and will continue to be, to insure that money is always safe and available when needed.

INVESTMENTS PERMITTED AND LIMITATIONS

Allowable investments for the portfolio of The City of Sanger are limited by California Government Code Sections 53601 et seq. 53635. Percentages of Investment Participation and percentages of Maximum, Participation apply at the time of purchase. In no event, shall investment maturities exceed five years.

U.S. Treasury Securities

United States Treasury notes, bonds, bills or certificates of indebtedness, or those for which the full faith and credit of the United State are pledged for the payment of principal and interest.

Maximum Maturity	5 years
Investment Participation	100%

Federal Agencies Securities

Obligations issued by Federal Government agencies and Government Sponsored Enterprises (U.S. Instrumentalities) such as the Federal Farm Credit Bank (FFCB), the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association (FNMA), the Federal Home Loan

Mortgage Corporation (FHLMC) and other similar securities. Such securities are obligations of the agencies themselves, but there is also an implied guarantee by the United States Government.

Maximum Maturity	5 years
Investment Participation	100%

Certificates of Deposit

Issued by commercial banks and credit unions with federal deposit insurance available for amounts up to \$250,000. Financial institutions must provide collateral for deposits over \$250,000

Maximum Maturity	5 Years
Investment Participation	30%

Negotiable Certificates of Deposit

Issued by commercial banks and credit unions with federal deposit insurance available for amounts up to \$250,000

Maximum Maturity	5 years
Investment Participation	30%

Local Agency Investment Fund (LAIF)

The Local Agency Investment Fund (LAIF) is a special fund in the California State Treasury created and governed pursuant to Government Code Sections 16429.1 et seq. It is a pooled investment fund managed by the State Treasurer’s office for the exclusive benefit of governmental entities within California. Principal amount withdrawal of \$15 million or greater need 24 hour notice and less that \$15 million may withdraw the same day.

Maximum Maturity	N/A
Investment Participation	Maximum allowed by LAIF

Medium –Term Corporate Notes

Medium Term Notes of a maximum of five years maturity issued by corporations organized and operating with the United States or by depository institutions licensed by the United States or any states and operating within the United States. A rating agency must rate notes eligible for investment “AAA” or “AA”

If the credit rating of the security falls below the “A” grade, it must be sold and removed from the City portfolio

Maximum Maturity	5 years
Investment Participation	30%

PROGRAM TO ENCOURAGE LOCAL DEVELOPMENT

To encourage local economic development, local financial institutions will be utilized to provide investment products for a portion of the City’s portfolio. Such products will not necessarily result in maximum earnings for the portfolio. However, the loss of short-term investment yields may be offset by the potential expansion of the tax base. Local financial institutions eligible for participation in this program are defined as any financial institution whose deposits are insured

by the Federal Deposit Insurance Corporation (for commercial and savings banks), Savings Association Insurance Fund (for savings and loans associations) and the National Credit Union Share Insurance Fund (for credit unions) and organized and chartered under the laws of the United States or the State of California. Local institutions shall mean any financial institution headquartered in Fresno County or any financial institution with a full service branch in Fresno County. The institution shall be able to collateralize the City funds in accordance with California Government Code Section 53652.

INTERNAL CONTROLS

A system of internal controls will be maintained to assure compliance with Federal and State regulations, city council direction, and prudent cash management procedures. There will be an annual audit conducted by an independent outside auditing firm to ensure compliance with all regulations and the investment policy of the City

STATEMENT OF INVESTMENT POLICY

The City of Sanger's investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed annually by the City Council and they must approve any modifications.

ALLOCATION OF INTEREST

Schedule "A"

1. General Fund
2. Gas Tax Funds (2106, 2107, 2107.5 and 2105)
3. Transportation Development Act Funds (Articles III and VIII)
4. Measure "C" Funds
5. Redevelopment Agency Funds
6. Sewer Operations Fund
7. Water Operations Fund
8. Disposal Operation Fund
9. Ambulance Operations Fund
10. Developers Fee Fund
11. Risk Management Fund
12. ISTEPA Fund
13. Federal and State Grant Funds

City of Sanger Fund Balance Policy

This policy establishes the procedures for reporting, within the annual financial statements, unrestricted fund balance (comprised of Committed, Assigned, and Unassigned categories) within the City's governmental funds: General Fund, Special Revenue Funds, Debt Service Fund, and Capital Projects Funds.

Definitions

Fund balance is the difference between the assets and liabilities reported in the City's governmental funds. There are generally limitations on the purpose for which all or a portion of the resources of a governmental fund may be used. The force behind these limitations can vary significantly, depending upon their source. Consequently, the fund balance reported in the annual financial statements is categorized into five components whereby each component identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts in the fund can be spent. The five components of fund balance are as follows:

- **Nonspendable:** Resources that are 1) not in spendable form, such as inventories, prepaids, long-term receivables, or non-financial assets held for resale, or 2) required to be maintained intact such as an endowment.
- **Restricted:** Resources that are subject to externally enforceable legal restrictions; these restrictions would be either 1) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or 2) imposed by law through constitutional provisions or enabling legislation.
- **Committed:** Resources that are constrained to specific purposes by a formal action of the City Council such as an ordinance or resolution. The constraint remains binding unless removed in the same formal manner by the City Council. Council action to commit fund balance must occur within the fiscal reporting period while the amount committed may be determined subsequently.
- **Assigned:** Resources that are constrained by the City's intent to be used for specific purposes, but that are neither restricted nor committed.
- **Unassigned:** Within the General Fund, the residual resources, either positive or negative, in excess of what can be properly classified in one of the other four fund balance categories. Within all other governmental funds, the negative residual resources in excess of what can be properly classified as nonspendable, restricted, or committed.

Policy

1. When expenditures are incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) fund balances are available, the City's policy is to first apply restricted fund balance. When expenditures are incurred for purposes for which committed, assigned, or unassigned fund balances are available, the City's policy is to first apply committed fund balance, then assigned fund balance, and finally unassigned fund balance.
2. This policy delegates to the Finance Director the authority to assign unrestricted fund balance amounts where the City's intent is for those amounts to be used for specific purposes. This delegation of authority is for the sole purpose of reporting these amounts in the annual financial statements.
3. The City has established a General Fund minimum fund balance policy. At the end of each fiscal year, the City will strive to have a General Fund minimum fund balance of 15% of the next year's General Fund annual budgeted operating expenditures, as calculated by the Finance Director. This target amount has been established in order to provide a reasonable level of assurance that the City's day-to-day operations will be able to continue even if circumstances occur where revenues are insufficient to cover expenditures. The General Fund's minimum fund balance policy is reported in the notes to the annual financial statements. The minimum fund balance is shown in the annual financial statements as unassigned fund balance.

This policy has been prepared in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54. No other policy or procedure supersedes the authority and provisions of this policy.

UTILITY ENTERPRISE FUND BALANCE RESERVE POLICY

The delivery of water, wastewater and solid waste services are accounted for in Enterprise Funds. These “business-type activities” are operated in a manner similar to businesses in the private sector and are primarily funded through user fees and charges. All costs related to providing these services, including direct and indirect operating costs, capital improvements and depreciation are supported by user charges and fees and shall not be subsidized by the General Fund.

It shall be the policy of the City to establish reserve fund guiding principles for water, wastewater and solid waste services and to maintain a rate stabilization account as part of these reserve policies.

Section 1 Operating Reserve Funds:

Each utility operating reserve fund is to be used for unanticipated events that impair the ability of the City to provide specific utility services in its normal course of business. The methodology to establish these reserve funds shall be based upon the annual adopted operating budget for each fund which represents the amount necessary to provide for three months of operations in the event of a major disruption to revenues. The use of these reserve funds shall be restricted to emergency situations resulting from the loss of revenues and must be replenished before the end of each fiscal year.

Section 2 Capital Reserve Funds:

A Capital Reserve fund is a fund used to accumulate a set amount of excess revenues for the purpose of financing certain capital improvements on a pay-as-you-go basis when the improvement has a fairly short life expectancy or the use of bond financing is not cost effective. Major long-term capital infrastructure projects may be financed through enterprise bonds. Small, unanticipated capital projects may also be financed through the capital reserve fund. The Public Works Director with the approval of the City Manager shall determine an appropriate “contribution” to the capital reserve fund each year and identify it as part of the Capital Improvement Budget.

Section 3 Rate Stabilization Fund – Disposal:

The purpose of the Rate Stabilization Fund is to maintain a prescribed stable balance in reserve as a means to mitigate future rate increases. In fiscal year 2012/2013 the City contracted with Sunset Waste Systems for the collection and disposal of solid waste. As part of that contract Sunset Waste Systems purchased the City’s fixed assets. The amount of the Rate Stabilization Reserve for the disposal fund shall be the gain on sale of those assets in fiscal year 2012/2013. The use of this reserve fund is limited to only operations and maintenance related expenses and not capital improvements.

Section 4 Replenishment of Reserves:

The Director of Public Works with the approval of the City Manager shall establish a replenishment schedule pursuant to the guidelines provided in this policy.

City of Sanger Debt Management Policy

I. INTRODUCTION

The City of Sanger has established this Debt Management Policy to provide clear and comprehensive guidelines for the issuance and financial management of the City of Sanger's debt portfolio. This policy confirms the commitment of the Council, management, staff and other decision makers to adhere to sound financial management practices, including full and timely repayment of borrowings, achieving the lowest possible cost of capital within prudent risk parameters. Priorities of this policy are:

- Achieve the lowest cost of capital;
- Maintain a prudent level of financial risk
- Preserve future financial flexibility
- Maintain full and complete financial disclosure and reporting
- Obtain highest practical credit ratings and good investor relations; and
- Ensure compliance with state and federal laws and regulations.

II. SCOPE

The guidelines established by this policy will govern the issuance and management of all debt funded for long term capital financing needs and not for general operating functions. The Finance department recognizes that changes in the capital markets and other unforeseen circumstances may require exceptions to this Debt Management Policy. In cases which require exceptions to the Debt Management Policy, approval from the City Council will be necessary for implementation.

III. RESPONSIBILITIES

The City's debt program for all City funds shall be operated in conformance with applicable federal, state and other legal requirements, including the Sanger Municipal Code.

Pursuant to the provisions of Sections 37209 and 40805.5 of the Government Code of the State of California, the Finance Director (Director of Finance) shall be the head of the finance department and shall be responsible for all the financial affairs of the City. Responsibility for managing and coordinating all activities related to the structure, issuance and administration of long- and short-term debt obligations shall rest with the Finance Director.

No debt obligations shall be presented to the City Council for their authorization without the joint assessment and recommendation of the City Manager, Finance Director and City Attorney.

The Finance Director shall be responsible for maintaining good communication with rating agencies, investors and other debt related service providers about the City's financial condition and will follow a policy of full disclosure.

IV. TYPES OF DEBT

There are a number of market factors that will affect the success of a bond offering and each should be carefully considered before selecting a method of sale. These factors include, but are not limited to, 1) market perception of the City's credit quality, 2) interest rate volatility, 3) size of the proposed issue, 4) complexity of the proposed issue, and 5) competition with other issuers for investor interest (bond supply).

The following are the types of debt the City could issue:

New Money Bonds

New Money bonds are issued to finance the cost of capital improvement projects or other large and extraordinary costs as approved by the City Council.

Refunding Bonds

Refunding bonds are bonds issued to refinance (refund) previously issued outstanding debt. The City may issue refunding bonds to refinance the principal of and interest on outstanding bonds or other debt to achieve debt service savings, restructure schedule debt service or convert from variable or fixed interest rate, change or modify the source(s) of payment and security for the refunded debt, or modify covenants otherwise binding upon the City. Refunding may be issued either on a current or advance basis.

Revenue Bonds

Revenue bonds are generally issued by enterprise funds that are financially self-sustaining without the use of taxes and therefore rely on the revenues collected by the enterprise fund to repay the debt.

Assessment Bonds

The Improvement Bond Act of 1915 (Streets and Highways Code Section 89500 et seq.) allows the City to issue bonds to finance the "specific benefit" improvements on the real property within its jurisdiction provided by the City. Installments are collected by posting to the secure property tax roll of the county.

General Obligation (GO) Bonds

In California, GO Bonds require a supermajority voter approval. Most GO bonds are backed by the issuer's ability to level ad valorem tax in amounts sufficient to meet debt service requirements.

Certificate of Participation

Also known as "COP", this security represents a share of an issuer's lease payment. When a City finances a public facility through a lease-purchase transaction, the interest in that City's lease payment often is assigned to a third party that issues certificates of participation. The certificates represent a share of the lease payment to be received by the investor.

V. DEBT TERM

The City Council recognizes that any new debt obligation will have an impact on the long-term affordability of all outstanding debt and any future planned debt, as well as budgetary impacts associated with the maintenance and operating costs of debt-financed facilities.

Term of Debt – Debt will be structured for the shortest period possible, consistent with a fair allocation of costs to current and future beneficiaries or users. Debt shall not be issued for a term that exceeds the useful life of the debt-financed asset.

Debt Repayment – Typically the City desires level debt service payments over the term of the debt. However, the cost of capital, financial risk, current economic conditions, future financial flexibility, credit rating and available cash flow will be evaluated to determine the most appropriate method of debt amortization for each debt issue. Notwithstanding the above, back loading of debt service will be evaluated as the circumstances dictate. Back loading occurs when debt service payments are lower in the initial years of a debt term and higher toward the later years of a debt term.

VI. DEBT ISSUANCE

The City has the capacity to issue long- and short-term debt and to refund any outstanding debt. The following section details the purposes of debt issuance, the method of sale for such debt and the practices for obtaining professional assistance in the debt issuance process.

Long-term debt – Long-term debt may be used to finance the acquisition or improvement of land, infrastructure, facilities or equipment for which it is appropriate to spread the costs of such over more than one budget year. Long-term debt may be used to fund capitalized interest, cost of issuance, required reserves and any other financing related costs that may be legally capitalized. Long-term debt should not be used to fund City operating costs.

Short-term debt – Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and financing-related costs.

Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund the operating costs of the City to provide necessary public services. The City will not engage in short-term borrowing solely for the purpose of generating investment income.

Refunding – Refunding opportunities will be identified by periodic review of outstanding debt obligations. Refunding will be considered when there is a net economic benefit from the refunding. Non-economic refunding may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer or other non-economic factors related to the debt.

Method of sale – Debt is typically issued under either a competitive or a negotiated sale. The City shall have the flexibility to determine which method of sale is appropriate for each debt issuance. Determination of the appropriate method of sale will rest collectively with the City Manager, Finance Director and City Attorney.

Private Placement – The City may determine that private placement of debt is most appropriate. Use of private placement will be considered collectively by the City Manager, Finance Director and City Attorney.

Pooled Financing – The City may also consider the use of pooled financing as a method of accessing the capital markets. Use of pooled financing will be evaluated collectively by the City Manager, Finance Director and City Attorney on a case-by-case basis.

RESOLUTION NO. 2019-35

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER ESTABLISHING THE APPROPRIATION LIMIT FOR FISCAL YEAR 2019-2020

WHEREAS, Section 7900 of the Government Code provides for the implementation of Article XIII B of the California Constitution; and

WHEREAS, Section 7901 through 7913 of the Government code provide that each year the governing body of each local jurisdiction shall, by resolution, establish its proceeds of taxes appropriation limit at a regularly scheduled meeting; and

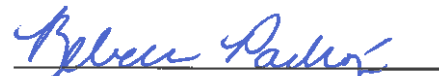
WHEREAS, all documentation used in the determination of the proceeds of taxes appropriations limit for the 2019-2020 Fiscal Year is calculated by adjusting the "base year", Fiscal Year 1978-79, proceeds of taxes appropriation limit for the population change and the change in the per capita personal income or local assessment roll due to non-residential construction.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SANGER, does hereby resolve as follows:

The proceeds of taxes appropriation limit for the year 2019-2020 is established at \$29,356,130 and that the appropriation from proceeds of taxes; revenue subject to the limitation is \$9,068,696 an amount below the established limit. Documentation used in the determination of the proceeds of tax appropriation limit is available to the public at the City of Sanger, Finance Department, 1700 7th Street, Sanger, California.

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted and regularly adopted and passed by the City Council of the City of Sanger, California at a special meeting thereof held on the 13th day of June 2019 by the following vote.

AYES:	Council Members:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, HURTADO
NOES:	Council Members:	NONE
ABSTAIN:	Council Members:	NONE
ABSENT:	Council Members:	NONE


Rebeca Padron, City Clerk

RESOLUTION NO. 2019-34

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER APPROVING THE
CITY OF SANGER OPERATING AND CAPITAL IMPROVEMENT BUDGET FOR THE
FISCAL YEAR 2019-2020

WHEREAS, in accordance with the City Code Section 2.8 g, the City Manager submitted for the consideration of the Council of the City of Sanger, a proposed City Operating Budget and City Capital Improvement Budget for the City Fiscal Year 2019-2020; and

WHEREAS, copies of the proposed budget have been available for inspection by the public in City of Sanger City Hall and on the City's website; and

WHEREAS, a public meeting on said budget was duly scheduled, and held, and all persons were given an opportunity to be heard and their suggestions or objections carefully considered, and

WHEREAS, after the conclusion of the public hearing, the City Council further considered the proposed Budget and directed revisions it deemed advisable; and

**NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF SANGER HEREBY
RESOLVES AS FOLLOWS:**

1. The Council has reviewed the proposed City Operating Budget and Capital Improvement Budget and the funds included therein for the period of July 1, 2019, through June 30, 2020, and hereby find that such budget, as revised, is a sound plan for the financing during the Fiscal Year 2019-2020 for required municipal operations, services and capital improvements.
2. The document entitled "Administrative Proposed Budget 2019-2020" which document is incorporated herein by title reference only, is hereby adopted with the following revisions, modifications and policy limitations as the Adopted Budget 2019-2020 of the City of Sanger effective July 1, 2019.
3. Any unused appropriations at the end of the fiscal Year 2019-2020 in active Capital Improvement Projects are re-appropriated for continued use in Fiscal Year 2019-2020.
4. Remaining balances in approved grant programs at the end of Fiscal Year 2019-2020, except for balances reallocated as part of the budget process, are re-appropriated for continued use in Fiscal Year 2019-2020 and all legislated revenues from such approved grants for Fiscal Year 2019-2020 that are not realized by year end are authorized to be continued.

5. Appropriations in the budget for Fiscal Year 2019-2020 may be adjusted by recommendation of the Finance Director and approved by the City Manager when the budget is not increased in total amount. Savings from appropriations in one section of a Department budget may be used to fund another section of a Department budget with the recommendation and approval as set forth herein. Any increase in appropriations that increases the total budget herein adopted shall be approved only by the City Council.

6. The final adopted budget document containing the City Operating Budget, the Capital Improvement Budget for Fiscal Year 2019-2020 shall contain all revisions made by the City Council.

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted and passed by the City Council of the City of Sanger, California at a special meeting hereof held on the 13th day of June 2019.
by the following vote.

AYES:	COUNCIL MEMBERS:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, MARTINEZ
NOES:	COUNCIL MEMBERS:	NONE
ABSTAIN:	COUNCIL MEMBERS:	NONE
ABSENT:	COUNCIL MEMBERS:	NONE


Rebeca Padron, City Clerk

RESOLUTION NO. 19-01

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SANGER FINANCING
AUTHORITY APPROVING THE SANGER FINANCING AUTHORITY
BUDGET FOR THE FISCAL YEAR 2019-2020

WHEREAS, in accordance with City Code Section 2.8g; the City Manager submitted for consideration of the Council of the City of Sanger a proposed City Operating Budget and City Capital Improvement Budget for the City Fiscal Year 2019-2020 including therein the Operating and Capital Improvement Budget of the Sanger Public Financing Authority and,

WHEREAS, a public meeting on said budget was duly scheduled, and held, and all persons were given the opportunity to be heard and their suggestions or objections carefully considered.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE SANGER PUBLIC FINANCING AUTHORITY HEREBY RESOLVES AS FOLLOWS:

The Board has reviewed the proposed Operating Budget and Capital Improvement Budget and the funds included therein for the period of July 1, 2019 through June 30, 2020 and hereby find that this budget is a sound plan for the financing required during Fiscal Year 2018-2019 for required operations, services and capital improvements. This budget is hereby adopted.

	<u>Sanger Financing Authority</u>
Debt Service	
Bond Interest	<u>\$ 79,500</u>
Total Budget	<u>\$ 79,500</u>
Total Revenues	<u>\$79,500</u>

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted and passed by the Board of Directors of Sanger, California at a special meeting thereof held on the 13th day of June 2019, by the following vote:

AYES:	Members:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, HURTADO
NOES:	Members:	NONE
ABSTAIN:	Members:	NONE
ABSENT:	Members:	NONE



Rebeca Padron, City Clerk

RESOLUTION NO. 19-01
A RESOLUTION OF THE CITY OF SANGER AS SUCCESSOR AGENCY TO THE SANGER REDEVELOPMENT AGENCY, ADOPTING THE OPERATING BUDGET FOR FISCAL YEAR 2019-20

WHEREAS, in accordance with City Code Section 2.8g the City Manager submitted for consideration of the City Council of the City of Sanger a proposed City Operating Budget and City Capital Improvement Budget for fiscal year 2019-2020 including therein the Operating Budget of the Successor Agency and;

WHEREAS, a public meeting on said budget was duly scheduled, and held and all persons were given the opportunity to be heard and their suggestions and objections carefully considered and;

WHEREAS, the said Proposed Operating Budget contains estimates of the services, activities and projects comprising the budget, and contains expenditure requirements and the resources available to the Successor Agency; and

WHEREAS, the Successor Agency has taken the necessary public actions per State Law known as AB1X26 to ensure that the Successor Agency receives sufficient revenues to finance said Proposed Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF SANGER AS SUCCESSOR AGENCY AS FOLLOWS:

The Proposed Operating Budget is hereby approved and adopted as part of the Annual Operating Budget of the Successor Agency to the Sanger Redevelopment Agency for the Fiscal Year 2019-2020.

I hereby certify that the foregoing is a full, true and correct copy of a Resolution duly and regularly adopted and passed by the City Council for the City of Sanger, California, at a special meeting held on the 13th day of June 2019, by the following vote:

AYES:	COUNCIL MEMBERS:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, HURTADO
NOES:	COUNCIL MEMBERS:	NONE
ABSTAIN:	COUNCIL MEMBERS:	NONE
ABSENT:	COUNCIL MEMBERS:	NONE



Rebeca Padron, City Clerk

RESOLUTION NO. 2019-37

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER MAKING A DETERMINATION OF THE NECESSITY OF CONTINUING THE UTILITY USER'S TAX

WHEREAS, as the City Council of the City of Sanger has adopted an Ordinance establishing a Utility User's Tax; and

WHEREAS, the Ordinance is codified in Chapter 66, Article IV of the Sanger City Code; and

WHEREAS, the Utility User's Tax was established to eliminate budget deficits, establish a sound financial position, and provide the Sanger Community with programs and services that improve the overall quality of life, and

WHEREAS, a budget for the FY 2019-2020 is proposed and includes a revenue source derived from the Utility User's Tax; and

WHEREAS, the Sanger City Code Section 660-103 requires that the City Council conduct an annual review of the Utility User's Tax to be conducted with the public hearing held each year for the City's annual budget; and

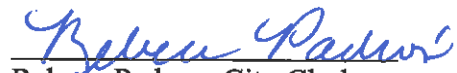
WHEREAS, the City Council conducted the annual review of the Utility User's Tax at the budget public hearing of June 13, 2019.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Sanger as follows:

1. The foregoing recitals are true and correct and are incorporated by reference.
2. Based on the annual review of the annual City budget, there is a financial necessity for continuance of the Utility User's Tax per Chapter 66, Article IV of the Sanger City Code.
3. The Utility User's Tax is necessary to provide programs and services to members of the Sanger Community.

I hereby certify that the foregoing is a full, true and correct copy of a Resolution duly and regularly adopted and passed by the City Council of the City of Sanger, California at a special meeting thereof held on the 13th day of June 2019 by the following vote:

AYES:	Council Members:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, HURTADO
NOES:	Council Members:	NONE
ABSTAIN:	Council Members:	NONE
ABSENT:	Council Members:	NONE


 Rebeca Padron, City Clerk

RESOLUTION NO. 2019-36


A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER AUTHORIZING REGULAR FULL-TIME POSITIONS AND REGULAR PART-TIME POSITIONS IN THE CITY SERVICE EFFECTIVE JULY 1, 2019, IN ACCORDANCE WITH THE OPERATING BUDGET FOR THE 2019-2020 FISCAL YEAR

WHEREAS, as the City Council of the City of Sanger did adopt a Resolution adopting the City Operating Budget and the Capital Improvement Budget for Fiscal Year 2019-2020;

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Sanger does hereby authorize the regular full-time and regular part-time positions in each City department as provided for in the Fiscal Year 2019-2020 operating budget and as detailed in the attached schedule.

I hereby certify that the foregoing is a full, true and correct copy of a Resolution duly and regularly adopted and passed by the City Council of the City of Sanger, California, at a Council meeting thereof held on the 13th day of June 2019 by the following vote:

AYES:	Council Members:	GONZALEZ, MARTINEZ, ONTIVEROS, GARZA, HURTADO
NOES:	Council Members:	NONE
ABSTAIN:	Council Members:	NONE
ABSENT:	Council Members:	NONE


Rebeca Padron, City Clerk

**CITY OF SANGER
AUTHORIZATION OF POSITIONS
FISCAL YEARS 2017-2021**

	<u>AMENDED</u> <u>2017-2018</u>	<u>AMENDED</u> <u>2018-2019</u>	<u>PROPOSED</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>2020-2021</u>
<u>CITY COUNCIL</u>				
CITY COUNCIL MEMBERS	5.00	5.00	5.00	5.00
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
<u>CITY MANAGER</u>				
CITY MANAGER	0.85	0.89	0.89	0.89
ASSISTANT CITY MANAGER				
MANAGEMENT ANALYST	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
TOTAL FTEs	<u>2.35</u>	<u>2.39</u>	<u>2.39</u>	<u>2.39</u>
<u>CITY CLERK</u>				
CITY CLERK/DEPUTY PERSONNEL OFFICER	1.00	1.00	1.00	1.00
HUMAN RESOURCES TECH	1.00	1.00	1.00	1.00
TOTAL FTEs	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<u>ADMINISTRATIVE SERVICES</u>				
FINANCE DIRECTOR				
FINANCE/ADMINISTRATIVE SERVICES DIRECTOR	0.75	0.75	0.75	0.75
SENIOR ACCOUNTANT	0.94	0.94	0.94	0.94
ACCOUNTANT	0.85	0.85	0.94	0.94
ACCOUNT CLERK II	1.10	1.10	1.10	1.10
ACCOUNT CLERK I	1.00	0.50	0.25	0.25
TOTAL FTEs	<u>4.64</u>	<u>4.14</u>	<u>3.98</u>	<u>3.98</u>
<u>PUBLIC WORKS</u>				
<u>STREET DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
LEAD STREETS, PARKS & FACILITIES WRKR				
SENIOR STREETS, PARKS & FACILITIES WRKR	2.10	2.10	2.10	2.10
STREETS, PARKS & FACILITIES WRKR II	1.25	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I	1.50	1.50	1.50	1.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>	<u>5.45</u>
<u>PARKS DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR	0.70	0.70	0.70	0.70
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
STREETS, PARKS & FACILITIES WRKR I	1.50	0.50	0.50	0.50
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	<u>2.85</u>	<u>1.85</u>	<u>1.85</u>	<u>1.85</u>
<u>COMMUNITY FACILITIES DISTRICT</u>				
STREETS, PARKS & FACILITIES WRKR		1.00	1.00	1.00
TOTAL FTEs		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<u>FACILITES & POOL DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
SENIOR STREETS, PARKS & FACILITIES WRKR				
STREETS, PARKS & FACILITIES WORKER II				
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20

	AMENDED 2017-2018	AMENDED 2018-2019	PROPOSED 2019-2020	PROPOSED 2020-2021
TOTAL FTEs	0.40	0.40	0.40	0.40
<u>WATER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.51	0.59	0.59
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.04	0.04	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
CHIEF OPERATOR	1.00	1.00	1.00	1.00
OPERATOR II	1.00	1.00	1.00	1.00
SENIOR STREETS, PARKS, & FACILITIES WRKR		0.10	0.10	0.10
STREETS, PARKS & FACILITIES WRKR II	2.35	1.25	1.25	1.25
STREETS, PARKS & FACILITIES WRKR I		1.00	1.00	1.00
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	5.65	5.82	5.88	5.88
<u>SEWER DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.34	0.50	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
PLANT MANAGER	1.00	1.00	1.00	1.00
CHIEF OPERATOR				
OPERATOR III/MECHANIC	1.00	1.00	1.00	1.00
OPERATOR I	1.00	1.00	1.00	1.00
OPERATOR II		1.00	1.00	1.00
OPERATOR III	2.00	1.00	1.00	1.00
STREETS, PARKS & FACILITIES WRKR II	0.25	0.25	0.25	0.25
SENIOR STREETS, PARKS & FACILITIES	1.10	1.10	1.10	1.10
MANAGEMENT ANALYST	0.20	0.20	0.20	0.20
TOTAL FTEs	7.64	7.80	7.87	7.87
<u>DISPOSAL FUND</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
DEPUTY PUBLIC WORKS DIRECTOR				
PUBLIC WORKS SUPERVISOR				
ADMINISTRATIVE ASSISTANT				
ACCOUNT CLERK I	0.32	0.49	0.58	0.58
ACCOUNT CLERK II	0.30	0.30	0.30	0.30
ACCOUNTANT	0.03	0.03	0.02	0.02
SENIOR ACCOUNTANT	0.02	0.02	0.02	0.02
ASSISTANT ENGINEER				
LEAD SANITATION WORKER				
SENIOR SANITATION WORKER	1.00	1.00	1.00	1.00
SANITATION WORKER I				
LEAD MECHANIC				
TOTAL FTEs	1.87	2.04	2.12	2.12
<u>RECREATION DIVISION</u>				
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20
INTERIM DIRECTOR				
DEPUTY PUBLIC WORKS DIRECTOR				
DIRECTOR OF COMMUNITY SERVICES				
ADMINISTRATIVE ASSISTANT				
RECREATION SUPERVISOR	1.00	1.00	1.00	1.00

	<u>AMENDED 2017-2018</u>	<u>AMENDED 2018-2019</u>	<u>PROPOSED 2019-2020</u>	<u>PROPOSED 2020-2021</u>
RECREATION SPECIALIST II				
SENIOR CO-ORDINATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	2.20	2.20	2.20	2.20
TOTAL FTEs PUBLIC WORKS	26.06	26.56	26.77	26.77
<u>PLANNING DIVISION</u>				
DIRECTOR OF PUBLIC WORKS				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
ECONOMIC & REDEVELOPMENT MANAGER				
SENIOR PLANNER		1.00	1.00	1.00
PLANNER	1.00			
PROGRAM TECHNICIAN		1.00	1.00	1.00
TOTAL FTEs	1.20	2.20	2.20	2.20
<u>BUILDING DIVISION</u>				
ECONOMIC & REDEVELOPMENT MANAGER				
COMMUNITY DEVELOPMENT DIRECTOR	0.20	0.20	0.20	0.20
ADMINISTRATIVE ASSISTANT				
CHIEF BUILDING OFFICAL	1.00	1.00	1.00	1.00
BUILDING INSPECTOR	1.50	1.50	1.50	1.50
CODE ENFORCEMENT OFFICER-PART TIME	2.25	2.25	2.25	2.25
TOTAL FTEs	4.95	4.95	4.95	4.95
<u>ECONOMIC DEVELOPMENT</u>				
COMMUNITY DEVELOPMENT DIRECTOR	0.35	0.35	0.35	0.35
TOTAL FTEs	0.35	0.35	0.35	0.35
<u>POLICE DEPARTMENT</u>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
SWORN OFFICER/COMMAND/CAPTAIN	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY				
RECORDS COMMUNICATION CLERK/SUPERVISOR				
RECORDS COMMUNICATION CLERK I	1.00	1.00	1.00	1.00
POLICE LIEUTENANT				
SERGEANT	5.00	4.00	4.00	4.00
CORPORAL	3.00	1.00	1.00	1.00
POLICE OFFICER	22.00	20.00	20.00	20.00
COMMUNITY SERVICES OFFICER	2.00	2.00	2.00	2.00
CRIME SCENE INVESTIGATOR				
CSO/ANIMAL CONTROL	1.00	1.00	1.00	1.00
TOTAL FTEs	36.00	31.00	31.00	31.00
<u>SLEFS</u>				
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		1.00	1.00	1.00
<u>MEASURE S POLICE</u>				
POLICE CORPORAL	1.00	1.00	1.00	1.00
POLICE OFFICER	4.00	5.00	5.00	5.00
GRAFFITTI TRUCK OPERATOR	1.00	1.00	1.00	1.00
TOTAL FTEs	6.00	7.00	7.00	7.00
<u>LOCAL PUBLIC SAFETY</u>				
POLICE CORPORAL		1.00	1.00	1.00
<u>COMMUNITY FACILITIES DISTRICT</u>				
SERGEANT		1.00	1.00	1.00
POLICE OFFICER		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
<u>TOBACCO GRANT</u>				
POLICE OFFICER			1.00	1.00

	AMENDED 2017-2018	AMENDED 2018-2019	PROPOSED 2019-2020	PROPOSED 2020-2021
TOTAL POLICE FTEs	42.00	42.00	43.00	43.00
<u>FIRE DEPARTMENT</u>				
FIRE CHIEF	0.75	0.75	0.75	0.75
INTERIM FIRE CHIEF				
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
FIRE CAPTAIN	4.00	3.00	3.00	3.00
FIRE LIEUTENANT	3.00	3.00	3.00	3.00
FIRE ENGINEER	1.00	1.00	1.00	1.00
FIRE FIGHTER II	4.00	4.00	4.00	4.00
FIREFIGHTER/PARAMEDIC	1.00	3.00	3.00	3.00
CODE ENFORCEMENT	0.50	0.25		
TOTAL FTEs	14.75	15.50	15.25	15.25
<u>MEASURE S FIRE</u>				
FIREFIGHTER/PARAMEDIC	4.00	4.00	4.00	4.00
TOTAL FTEs	4.00	4.00	4.00	4.00
<u>AMBULANCE DIVISION</u>				
FIRE CHIEF	0.25	0.25	0.25	0.25
BATTALION CHIEF				
ADMINISTRATIVE SECRETARY	0.50	0.50	0.50	0.50
PARAMEDIC (PRE-HOSPITAL LIAISON OFFICER)				
FIREFIGHTER/PARAMEDIC	8.00	4.00	4.00	4.00
FFS/ENGINEER		1.00	1.00	1.00
ACCOUNT CLERK II		1.00	1.00	1.00
TOTAL FTEs	8.75	6.75	6.75	6.75
<u>COMMUNITY FACILITIES DISTRICT</u>				
FFS/ENGINEER		1.00	1.00	1.00
FIREFIGHTER II		1.00	1.00	1.00
TOTAL FTEs		2.00	2.00	2.00
TOTAL FIRE AND AMBULANCE FTEs	27.50	28.25	28.00	28.00
<u>REDEVELOPMENT AGENCY</u>				
<u>SANGER PUBLIC HOUSING AUTHORITY</u>				
CITY MANAGER	0.05	0.01	0.01	0.01
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.05	0.20	0.05	0.05
ACCOUNTANT	0.05	0.05	0.05	0.05
COMMUNITY DEVELOPMENT DIRECTOR	0.15	0.15	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.30	0.41	0.21	0.21
<u>SUCCESSOR AGENCY</u>				
CITY MANAGER	0.10	0.10	0.10	0.10
EXECUTIVE DIRECTOR				
ASSISTANT EXECUTIVE DIRECTOR				
FINANCE/ADMINISTRATIVE SVCS DIRECTOR	0.20	0.05	0.20	0.20
COMMUNITY DEVELOPMENT DIRECTOR	0.10	0.10	0.10	0.10
ECONOMIC & REDEVELOPMENT MANAGER				
TOTAL FTEs	0.40	0.25	0.40	0.40
TOTAL REDEVELOPMENT AGENCY FTEs	0.70	0.66	0.61	0.61
SUMMARY				
CITY COUNCIL	5.50	5.50	5.50	5.50
CITY MANAGER	2.35	2.39	2.39	2.39
CITY CLERK	2.00	2.00	2.00	2.00
ADMINISTRATIVE SERVICES	4.64	4.14	3.98	3.98
PUBLIC WORKS	26.06	26.56	26.77	26.77

	AMENDED	AMENDED	PROPOSED	PROPOSED
	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
PLANNING	1.20	2.20	2.20	2.20
BUILDING/CODE ENFORCEMENT	4.95	4.95	4.95	4.95
ECONOMIC DEVELOPMENT	0.35	0.35	0.35	0.35
POLICE DEPARTMENT	42.00	42.00	43.00	43.00
FIRE/AMBULANCE	27.50	28.25	28.00	28.00
SANGER PUBLIC HOUSING AUTHORITY	0.30	0.41	0.21	0.21
SANGER SUCCESSOR AGENCY (RDA)	0.40	0.25	0.40	0.40
TOTAL CITY OF SANGER FTEs	117.25	119.00	119.75	119.75

Selection of Financing Professionals – Selection of financing professionals (financial advisor, underwriter, bond counsel, disclosure counsel, trustee, etc) shall generally be on a competitive basis; however, the City Manager is authorized to select financing professionals on a sole source basis. Selection shall balance service (experience, professional reputation and capabilities) with costs.

VII. DEBT CAPACITY

Article XVI, Section 18 of the California Constitution (the “debt limit”) prohibits cities from entering into indebtedness or liability that in any year exceeds the income and revenue provided for such year unless the City first obtains two-thirds voter approval for the obligation. Determining what the City’s debt capacity is at any point in time is difficult. It depends on a number of factors including market conditions, amount of undesignated fund balance in the General Fund, fluctuating cash balances, financial policies, management and staff experience, new or existing revenues to support additional debt and availability of financial consultants to assist in financial analysis. In the development of this Debt Policy, the goal is to serve as a framework within which the City can evaluate each potential debt issuance. This Debt Policy is not to be so restrictive that it interferes with the City’s legitimate efforts to prudently provide public services and facilities.

VIII. PERFORMANCE STANDARDS

The City strives to maintain “investment grade” standing in the municipal market. Below is an Investment Grad Table of the three (3) major rating agencies:

Moody’s Investors Service Inc.	Standard & Poor’s Corporation	Fitch Investors Service Inc	Definition
Aaa	AAA	AAA	Highest rating assigned Very strong security
Aa	AA	AA	Very strong security, Only slightly below the best rating
A	A	A	Average security but more subject to adverse financial and economic developments
Baa	BBB	BBB	Adequate capacity to secure debt. Adverse developments may affect ability to meet debt service requirements

Note: Moody’s use the designation “1” to indicate a greater strength with the “Baa” “A” and “Aa” categories. Standard and Poor’s and Fitch use “=” and “-“ to indicate relative strength or weakness in the “BBB”, “A” and “AA” categories

IX. INTERFUND BORROWINGS

The City may borrow internally from other funds with temporary cash surpluses to meet short-term cash needs in lieu of issuing debt. The fund(s) from which the money is borrowed shall be repaid with interest at the average earnings rate of the City investment pool. Interfund borrowing extending for more than one year will be brought to the City Council for approval.

X. ON-GOING DEBT ADMINISTRATION

The Director of Finance will regularly review the City's outstanding obligations, particularly in declining interest rate environment. When rates begin to approach levels at which refunding is cost effective, the City shall select a financing team to begin preparations for a refunding issue.

Continuing Disclosure

The Finance staff will ensure that the City's annual financial statements and associated reports are posted on the City's web site. The City will also contract with Consultant(s) to comply with the Securities and Exchange Commission Rule 15c2 by filing its annual financial statements and other financial and operating data for the benefit of its bondholders on the Electronic Municipal Market Access (EMMA) website of the Municipal Securities Rulemaking Board (MSRB).

Arbitrage Rebate Compliance and Reporting

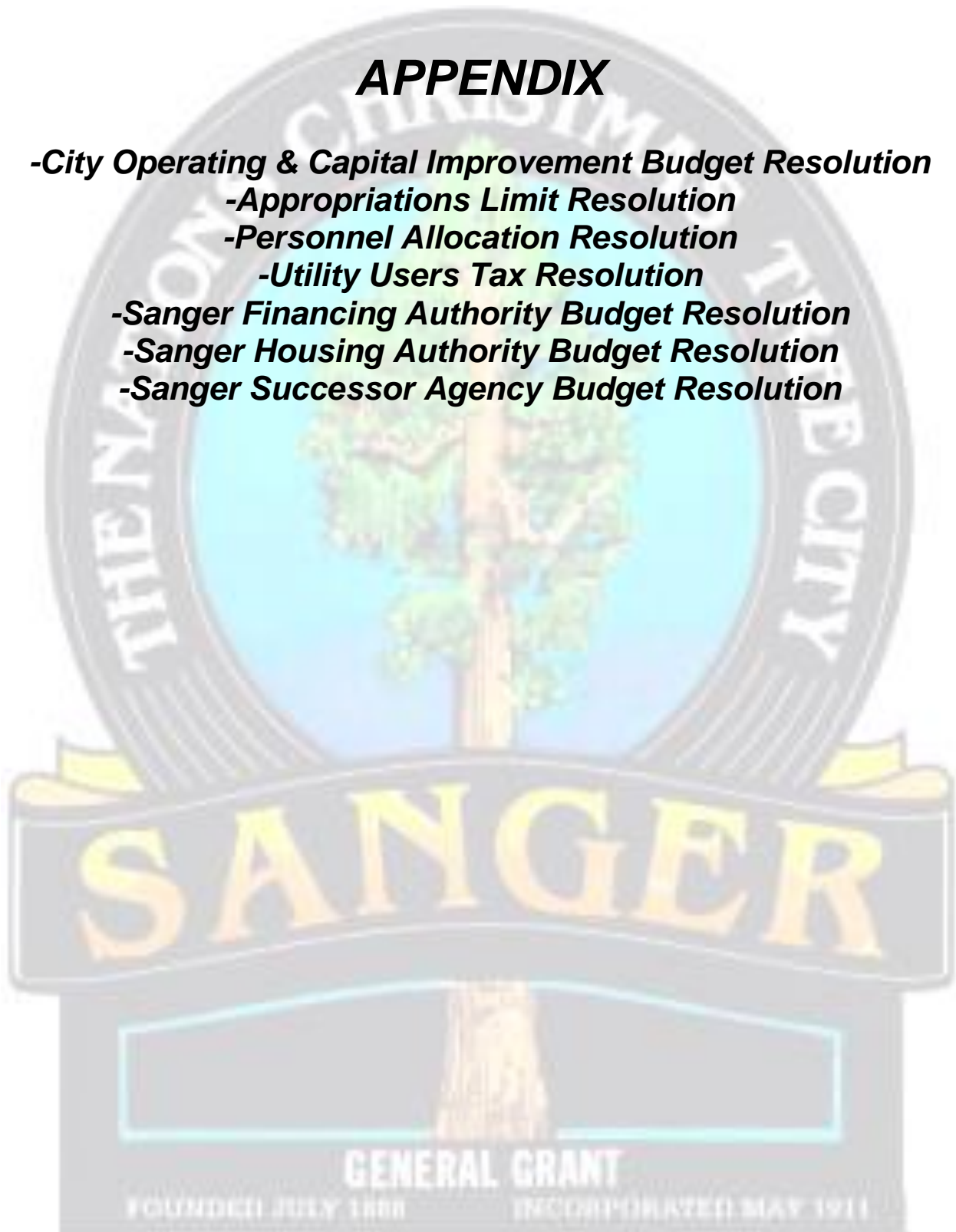
The use and investment of bond proceeds must be monitored to ensure compliance with arbitrage restrictions. Existing regulation require that issuers calculate rebate liabilities related to bond issues with rebates paid to the Federal Government every five years and as otherwise required by applicable provisions of the Internal Revenue Code and regulations. The Director of Finance shall contract with a specialist to ensure that proceeds and investments are tracked in a manner that facilitates accurate, complete calculations and if necessary, timely rebate payments.

XI. DEBT MANAGEMENT POLICY REVIEW

The Director of Finance shall review this Debt Management Policy at a minimum of every five (5) years and recommend any changes to the City Manager and City Council.

APPENDIX

- City Operating & Capital Improvement Budget Resolution**
 - Appropriations Limit Resolution**
 - Personnel Allocation Resolution**
 - Utility Users Tax Resolution**
- Sanger Financing Authority Budget Resolution**
- Sanger Housing Authority Budget Resolution**
- Sanger Successor Agency Budget Resolution**



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