



# Budget Planning Session

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JANUARY 25, 2020

# Plan for the day

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## **Reflecting Back**

Council Vision

Recent Accomplishments



## **Informing the Future**

Resident Survey Results



## **Looking Forward**

Financial Forecast

Labor Force

Growth



## **Summary**

Key Take Aways

*Public input & Council discussion is integral to each section.*

# Reflecting Back

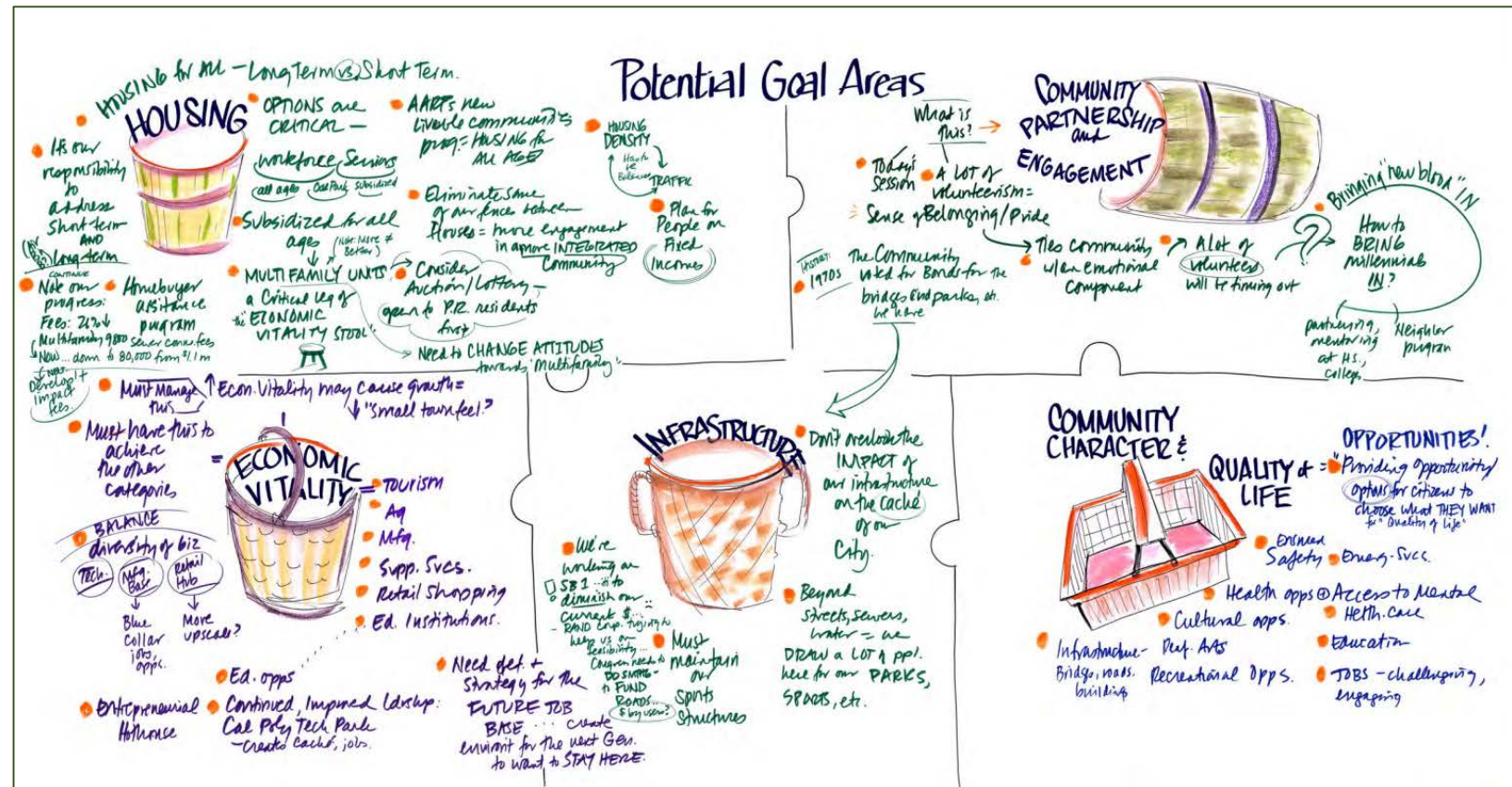
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PROGRESS TOWARDS THE VISION



# 2018 Council Vision and Priorities

- Housing
- Economic Vitality
- Infrastructure
- Community Character and Quality of Life
- Community Partnership and Engagement
- Governance/City Operations



# Housing

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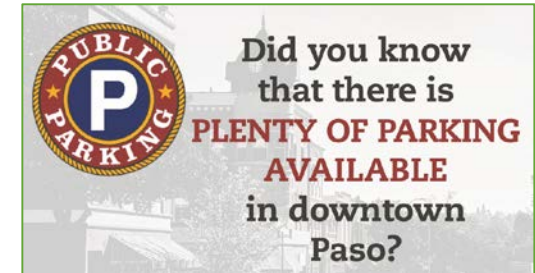
- Housing Constraints and Opportunities Committee
- Reduced Impact Fees
- Accessory Dwelling Unit Ordinance
- Multi-Family Housing Conversion Moratorium
- Short-Term Rental Ordinance
- Apartment Projects
- Assisted Living
- Housing Element Update



# Economic Vitality

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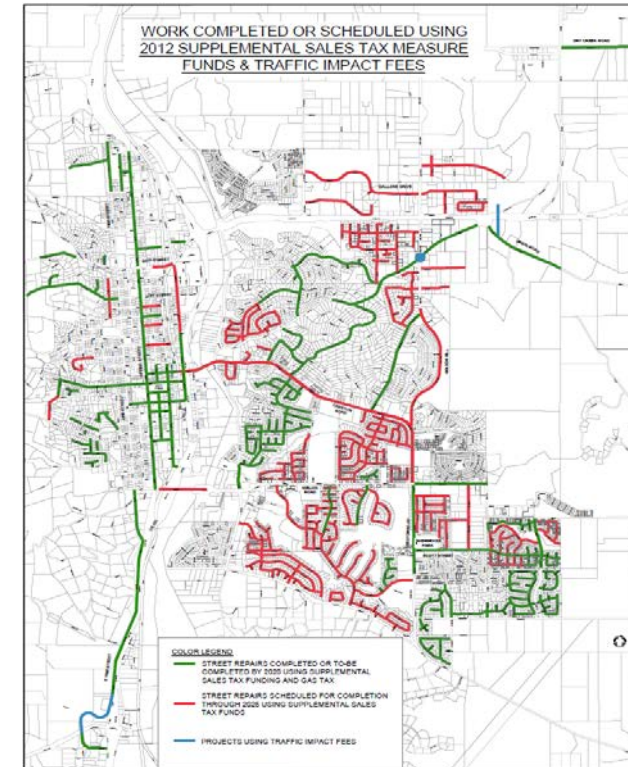
- Water Supply: Development and Protection of Sources
- Light industrial development
- Airport Commission
- Business Success Center
- Connected Cities Projects with Spectrum





# Infrastructure

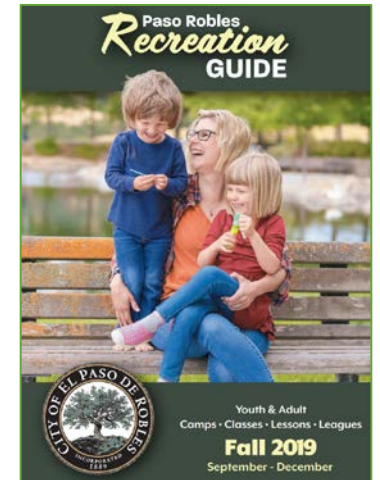
- Streets maintenance (supplemental sales tax, etc.)
- Wastewater Treatment Plant Total Upgrade
- Tertiary Treatment and Distribution
- Downtown Parking Program
- Optical Fiber Project with Digital West
- Vine Street and Huer Huero Bridges
- Upgrades of Parks and Recreational Facilities



# Community Character & Quality of Life

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- Traffic Safety and Accident Reduction
- Preparation for Power Supply Interruptions
- Salinas Riverbed Cleanup
- Fire Fuel Reduction: Riverbed and Peachy Canyon
- Community Aggregation
- Bike/Ped Plan
- Library Study Center
- Grant for Emergency Warming Center

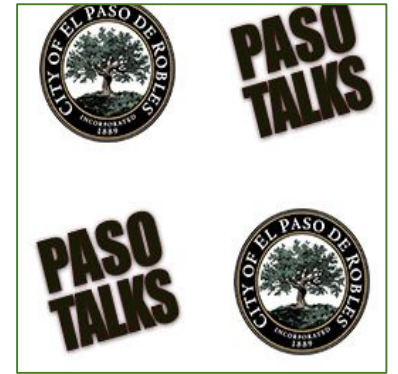




# Community Partnership & Engagement

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- Vastly Expanded Civic Engagement Reach
- New City Web Site with 70,000 unique visitors
- School Resource Office Program
- Community Action Team
- Community Emergency Response Team



# Governance/City Operations

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- New Utility Billing System
- Upgraded Budget, CAFR, Accounting Systems
- Council Diversity
- Awards/Recognition for Achievements
  - Recreation
  - WWTP
  - Sewer Collection System
  - CAFR/Budget
  - Etc.



Time for:

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Public Input

Council Discussion and Direction

# Informing the Future

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RESIDENT SURVEY RESULTS



# How We Are Doing

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# 2017 NCS Survey Results

Great Place to Live (92% said so)

High Quality of Life (87% said so)

Residents Feel Safe

City Services Are of High Quality (80% said so)

Downtown is Vibrant (80% said so)

Lower than Avg Ratings for emergency preparedness, streets, drinking water, health services

# 2018 & 2019 FM3 Polling Results



We are Headed in the Right Direction (over half said so for the City; two-thirds for their neighborhoods)



The Fire Department is Doing Well (over 90% said so)



The Police Department is Doing Well (roughly 80% said so)



The City is Doing Relatively Well (roughly 50% said so)

# Outstanding Needs and Desires

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# 2017 NCS Survey Results

Downtown Parking was Highest  
Priority for Next 5 Years

Safety and the Economy are Key  
Priorities

Concerns about Housing, Childcare,  
and Health Care

Extending/Expanding Supplemental  
Sales Tax Should Be Considered

# 2018 & 2019 FM3 Polling Results



Streets and Safety Remain Primary Concerns



Fixing Streets Remains the Highest Priority (86% said it's important)



Fire Protection Services & Equipment is the Second Highest Priority (84% said it's important)



Maintaining Essential City Services is Key (79% said it's important)



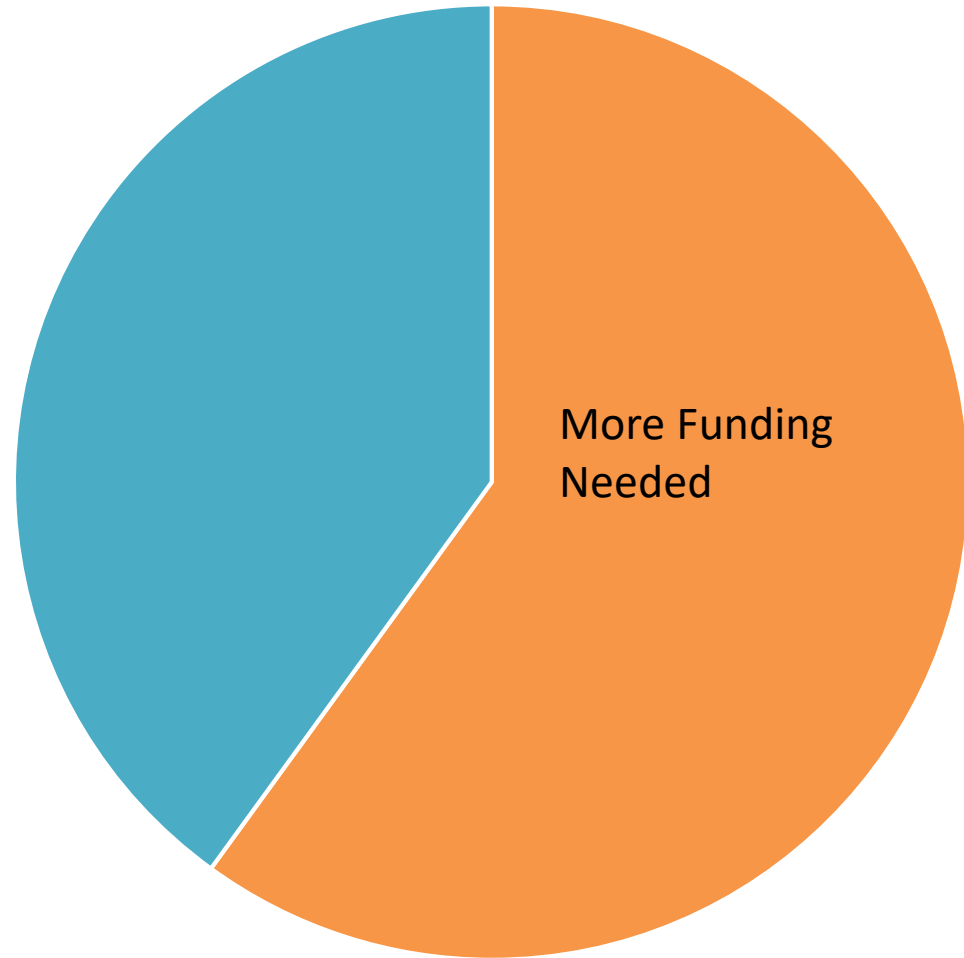
Police Protection Services and Staffing are Important (77% said it's important)



## Survey Results

More than six-in-ten believe the City needs additional funds to:

- Continue providing desired level of services
- Improve street maintenance



Time for:

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Public Input

Council Discussion and Direction

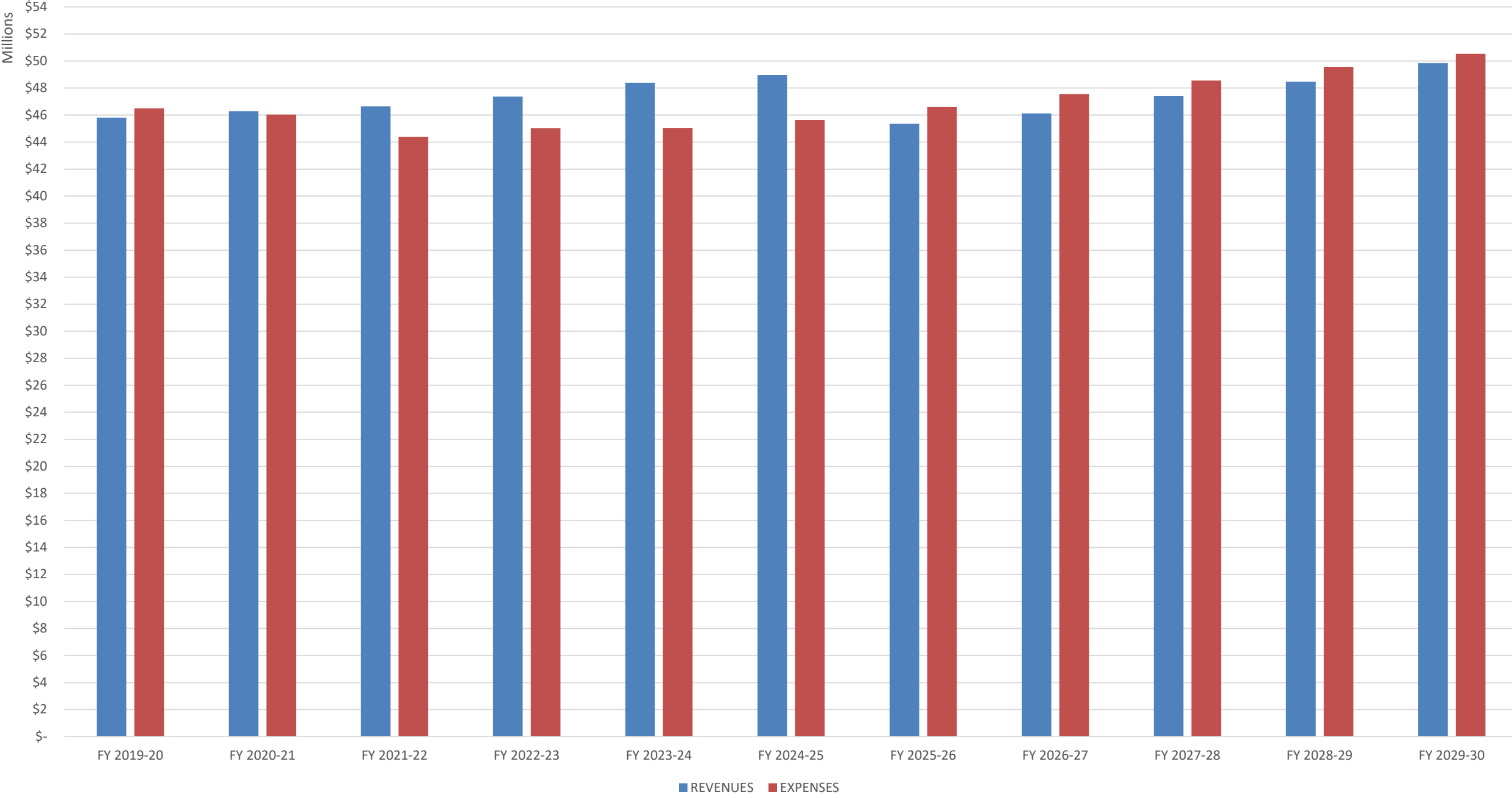
# Looking Forward

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FINANCIAL FORECAST



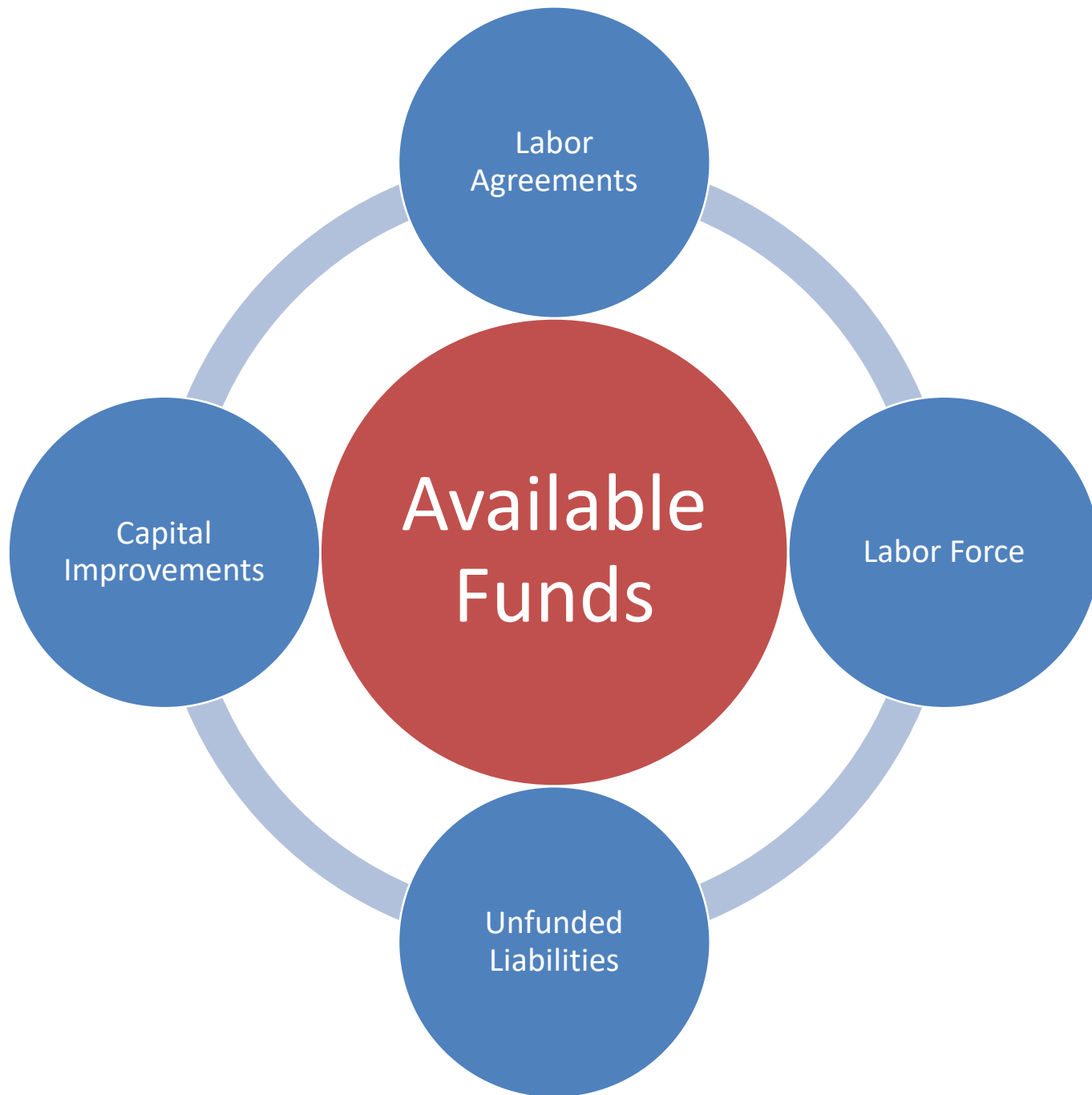
# 10-Year General Fund Forecast



# Tale of Two Eras

- Pre-sunset of Supplemental Sales Tax:  
Average Anticipated Annual Surplus: \$2.3 M
- Post-sunset of Supplemental Sales Tax:  
Average Anticipated Annual Shortfall: \$1.2 M





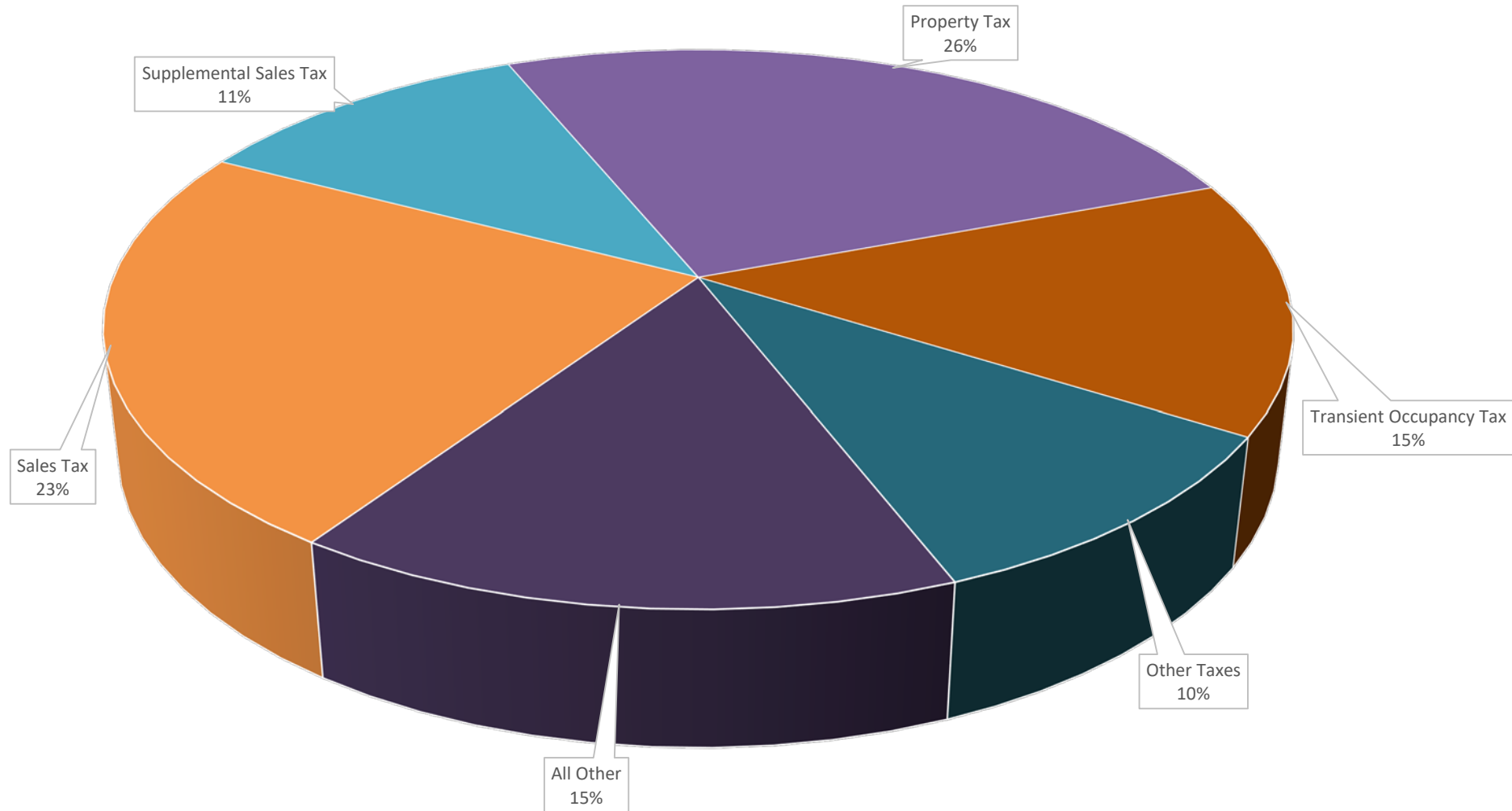
Fiscal Forecast does not address four key costs:

1. New labor agreements
2. Current staffing level shortage
3. Unfunded liabilities
4. Capital improvement program

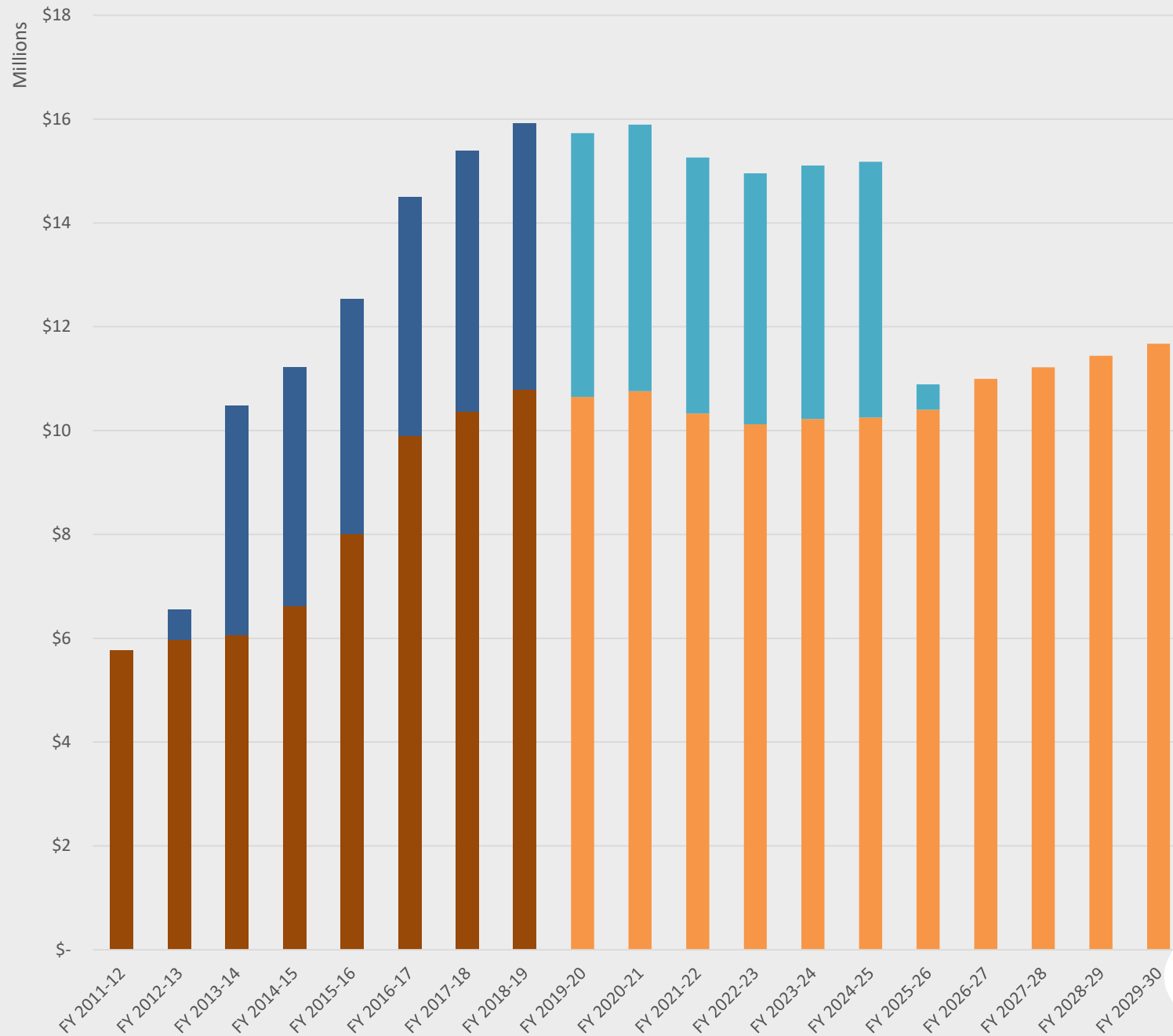
# Revenues

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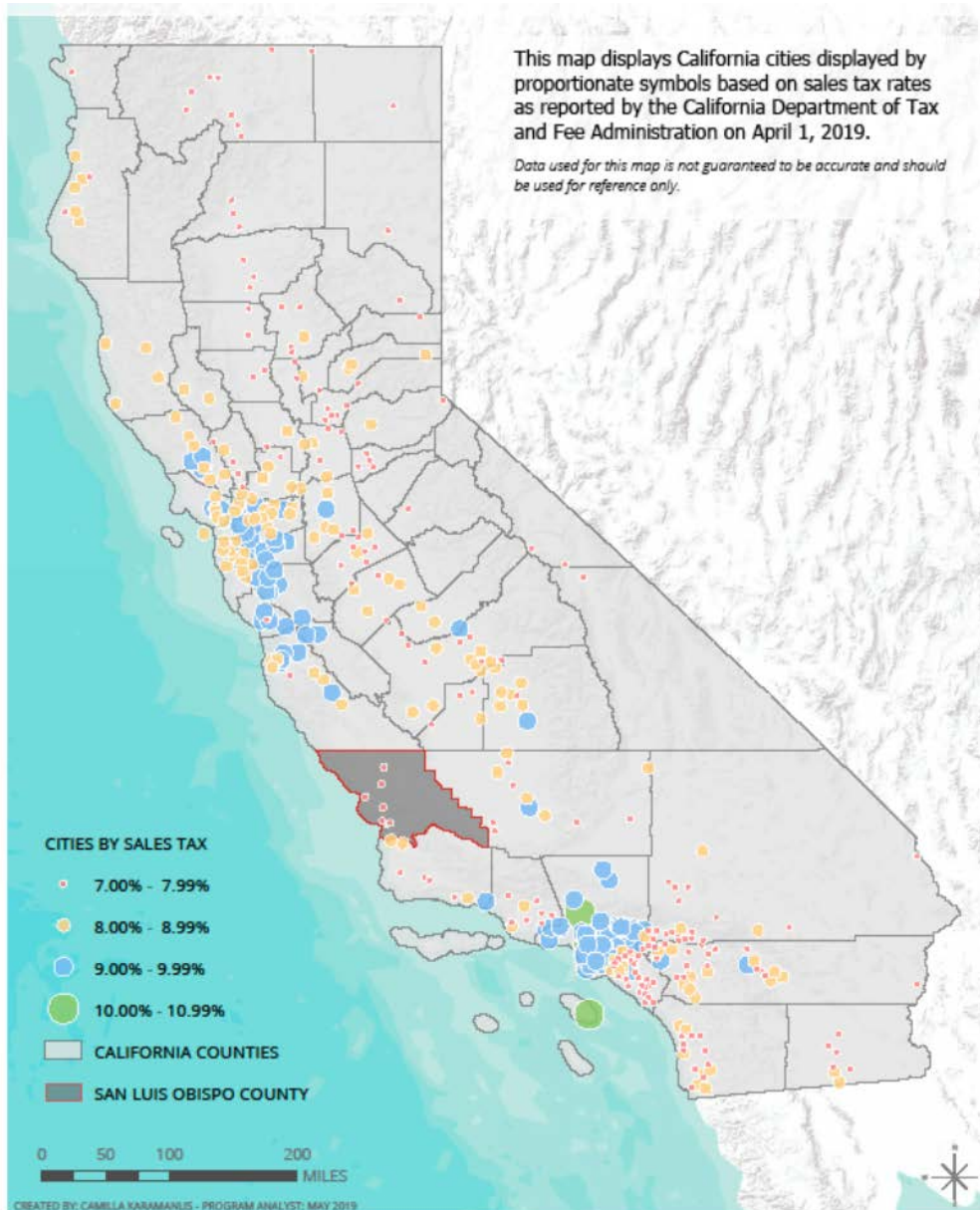
## FY 2019-20 Anticipated General Fund Revenues



## Sales Tax Revenues



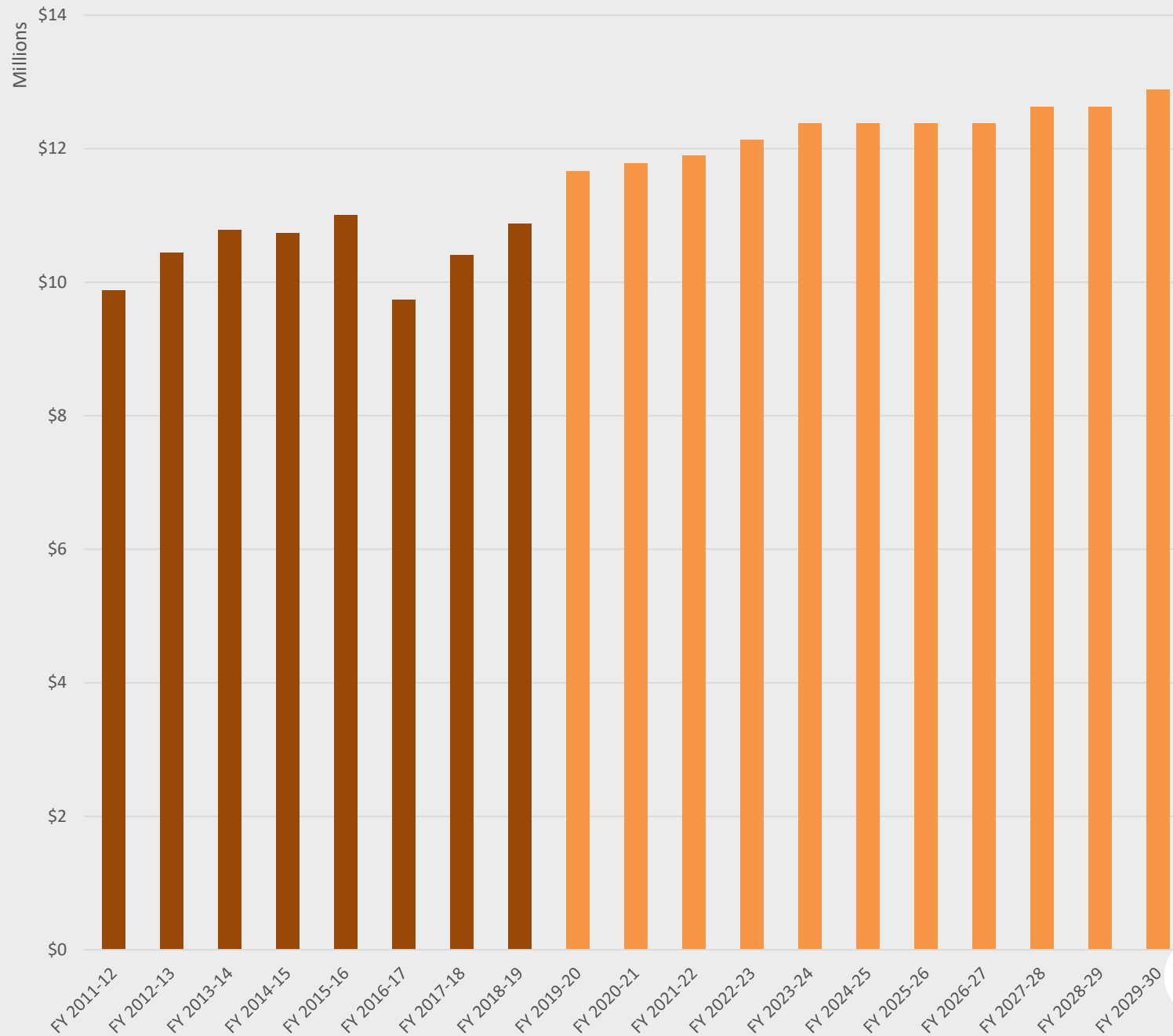
- Significant increases over the past 4 years; mainly car sales
- Sales tax revenue is slowing; level for the net 3 years
- Slight downturn possible in FY 21-22 through FY 23-24.
- Supplemental Tax sunsets in FY 25-26



- Current rate in City: 7.75%
- City receives only 1.5%
- ½ Cent Supplemental Generates: \$5.0 M per year
- An additional One-Cent Sales Tax could generate an additional \$10.0 million per year.
- No City in County is greater than 8%; Santa Maria: 8.75%
- Others are considering for November 2020
- Majority of Cities in State: 8.0% to 9%
- State changes to increase the tax base?

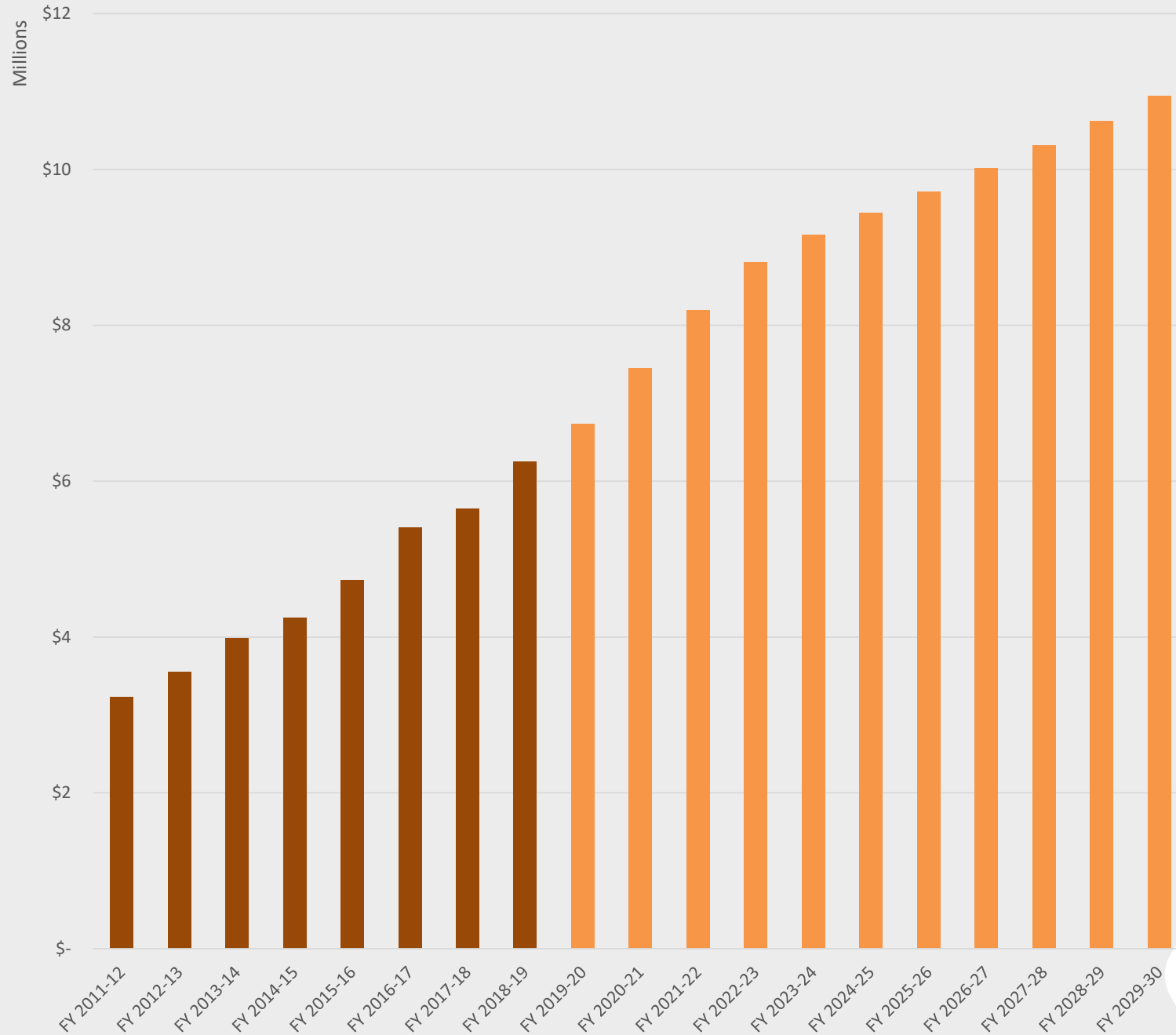


## Property Tax Revenues



- Prop 13 limits City's ability to increase
- 2020 ballot measure to split tax roll
- City could ballot, asking all parcels to enter into CFD
- City could ballot for General Obligation Bond - ~\$50 million

## Transient Occupancy Tax Revenues



- 10% avg. annual growth since FY 2011-12
- No decrease ever
- Hotels, STRs, B&Bs, RV parks
- FY 2019-20 anticipates 8% increase
- Lowest of major tax sources
- Current TOT Rate: 10%
- Increasing by 2% could generate: \$1.3 million/year

# General Fund Revenue Recap



Sales Tax: ½ to 1 cent measure: \$5 to \$10 million per year



Property Tax: GO Bond could get \$40-\$50 million



Transient Tax: 2% increase: \$1.3 million per year



Solar Farm: \$25 million, if bond future exp savings



State Grants: ????

Time for:

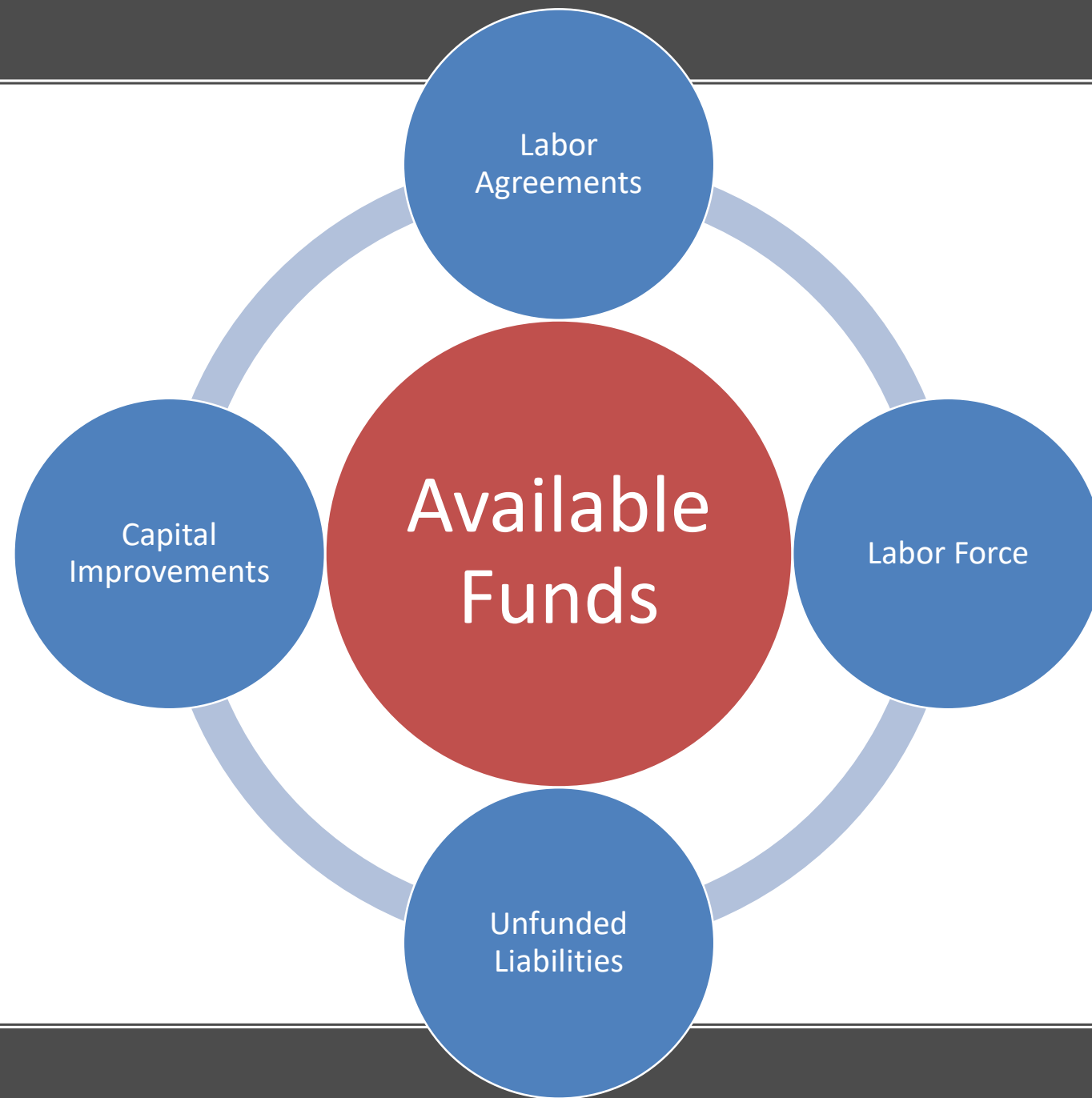
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Public Input

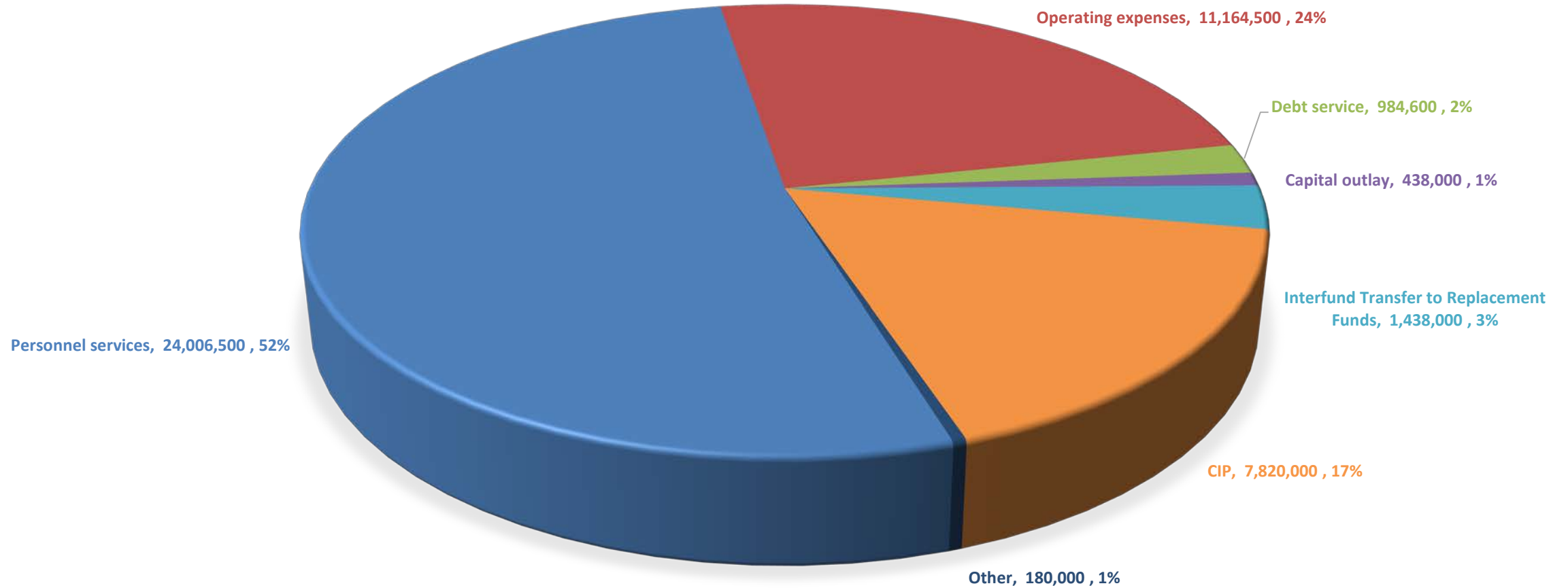
Council Discussion and Direction

# Expenditures

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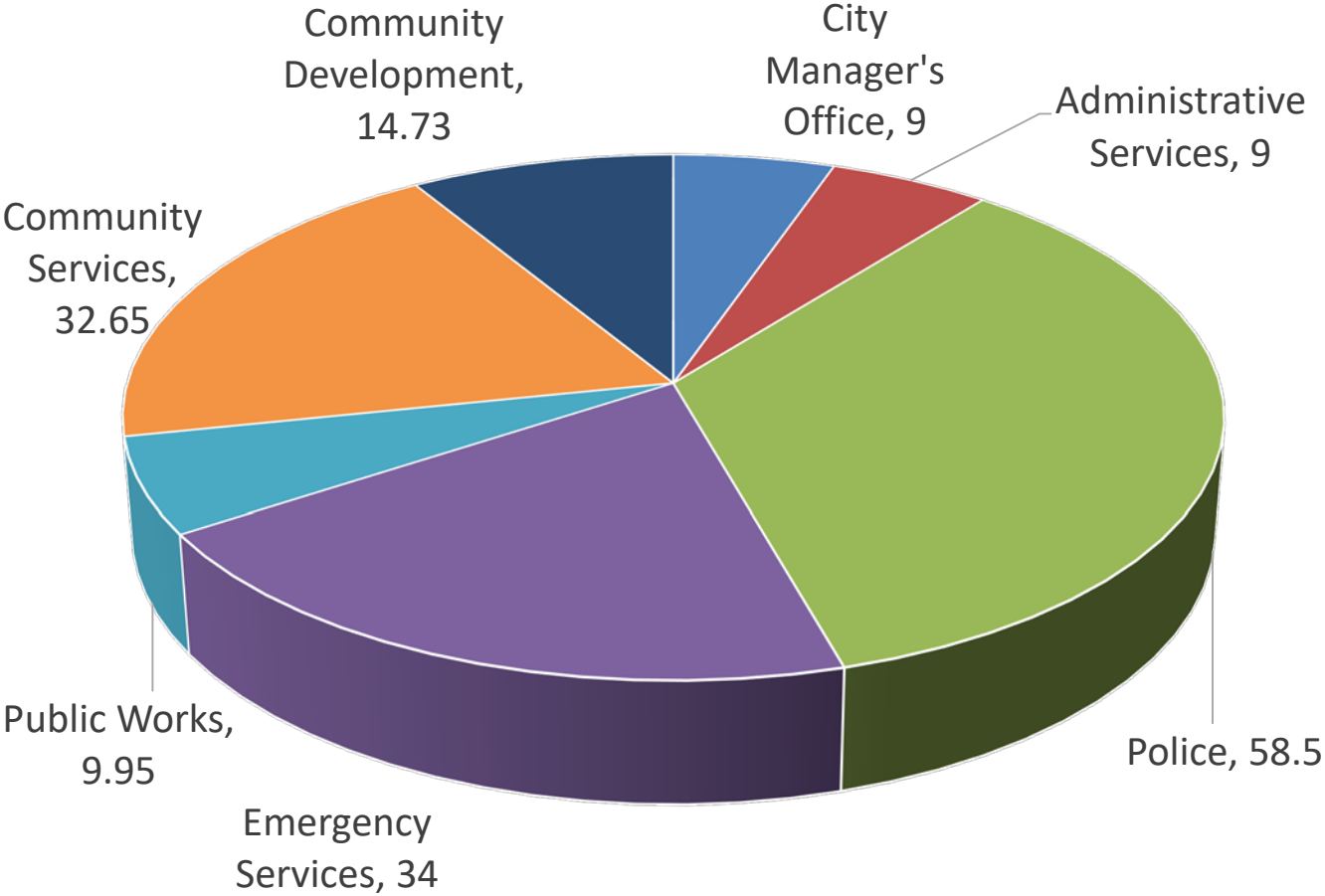


## GENERAL FUND ANTICIPATED EXPENDITURE ALLOCATION W/ SST



DEPARTMENT/DIVISION	CURRENT FTE
City Manager's Office	4.0
Information Technology	5.0
Administrative Services	9.0
Police Department	58.5
Emergency Services	34.0
PW-Engineering/Administration	1.2
Fleet Maintenance	3.3
Street Maintenance	5.45
Library	10.8
Recreation	7.4
Park, Facility, Tree Maintenance	14.45
Planning	5.83
CDD-Engineering	2.6
Building	6.3
Total	167.83

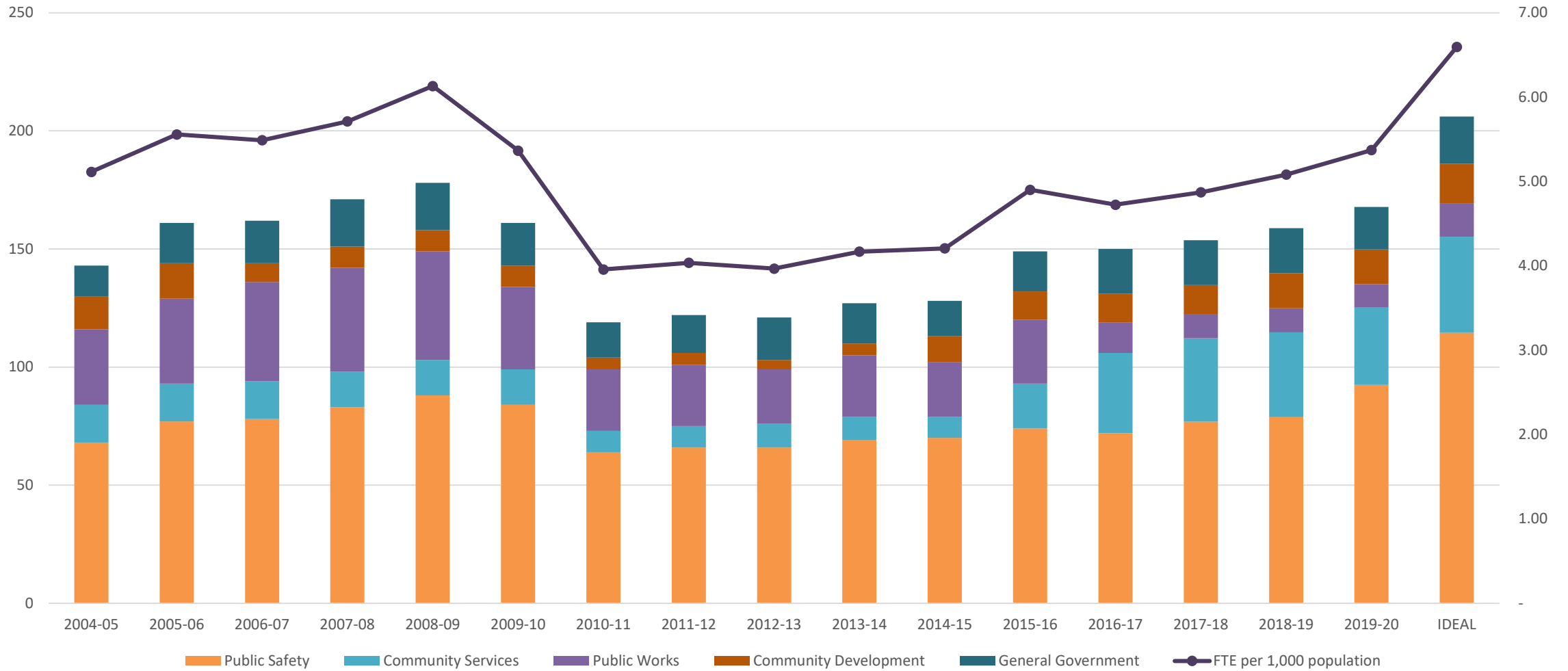
General Fund Personnel by Department





# EMPLOYEES BY FUNCTION

## FY 2004-05 through 2019-20



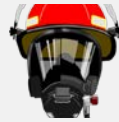
# General Fund Expense Recap



Retirement: costs stabilizing @ \$4.6 M/year



Personnel: 6.13 per 1,000 in 08-09; 5.37 today



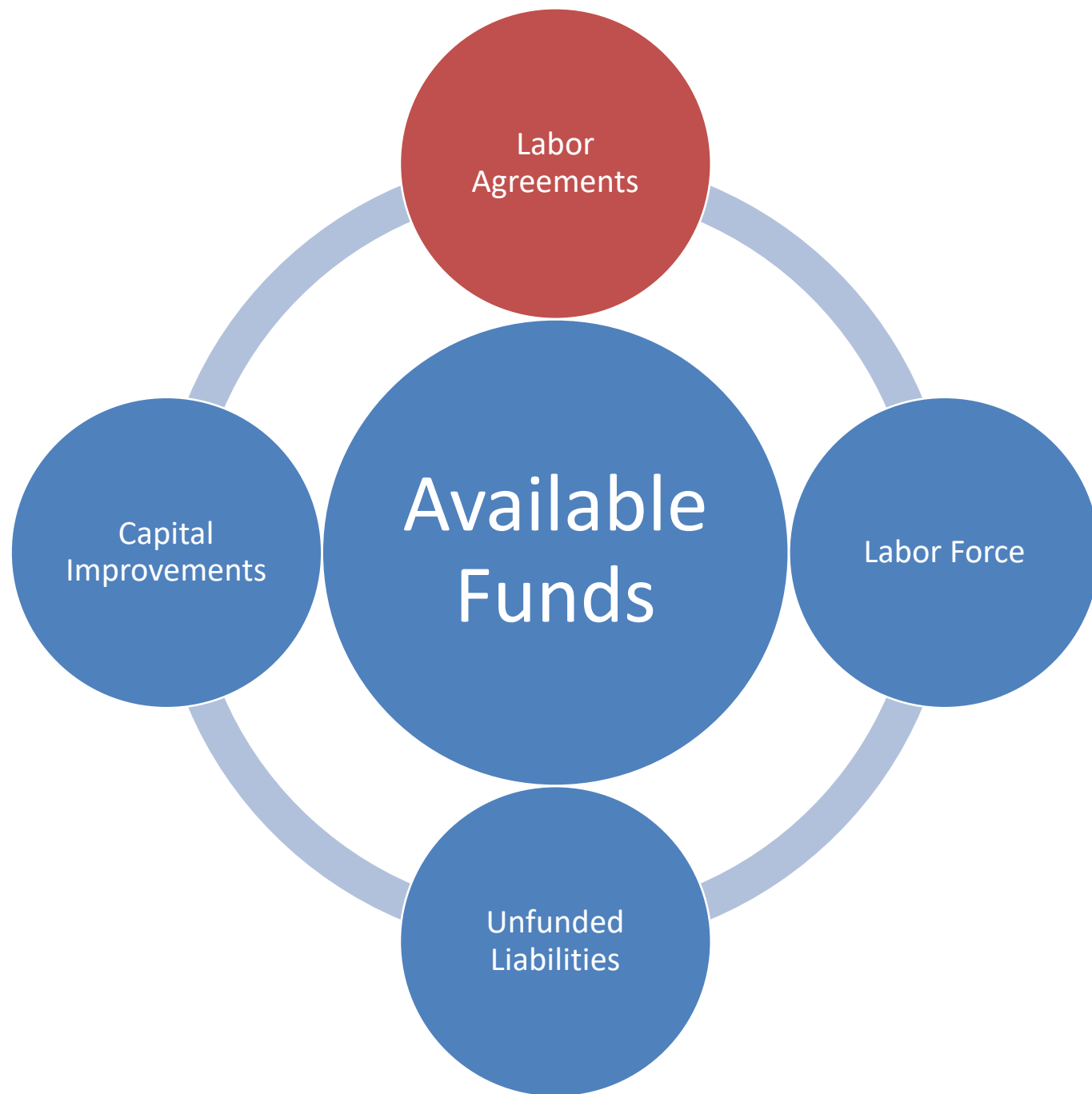
Personnel: 60% of staffing is for Police, Fire, Streets



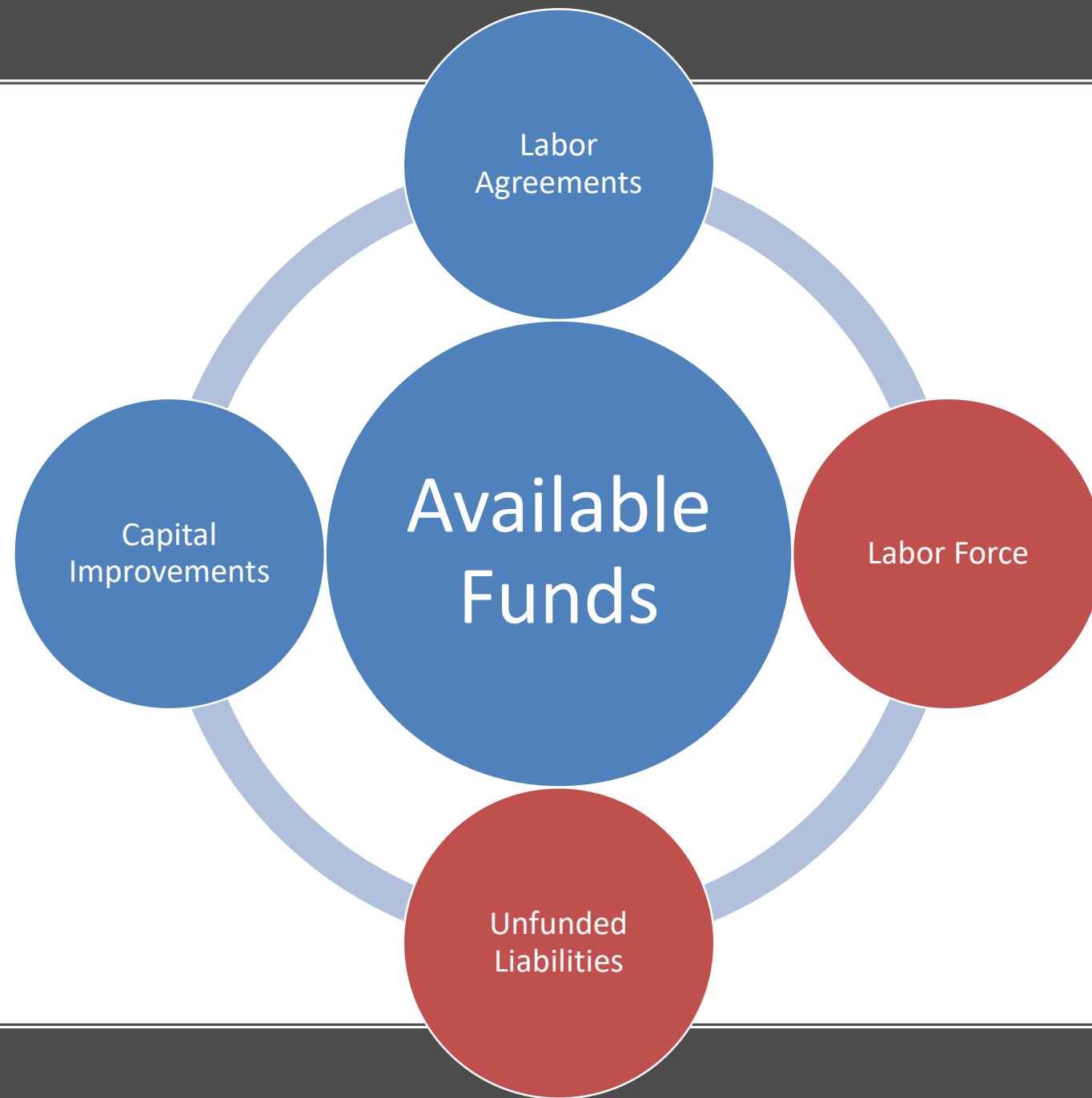
Operating Costs: 10% reduction = \$1.1 million



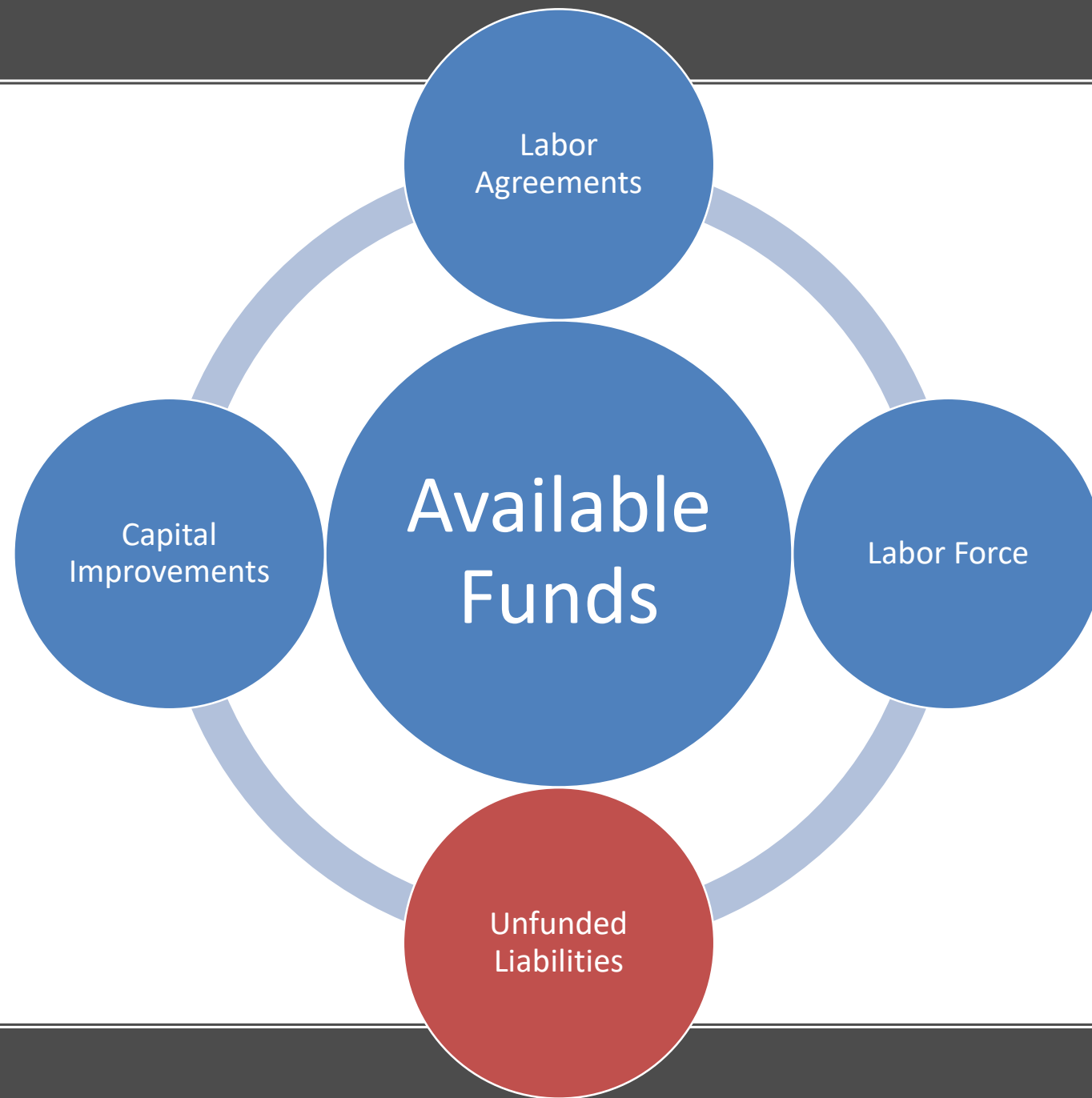
Capital Costs: \$5 million continued contribution to Streets and Roads



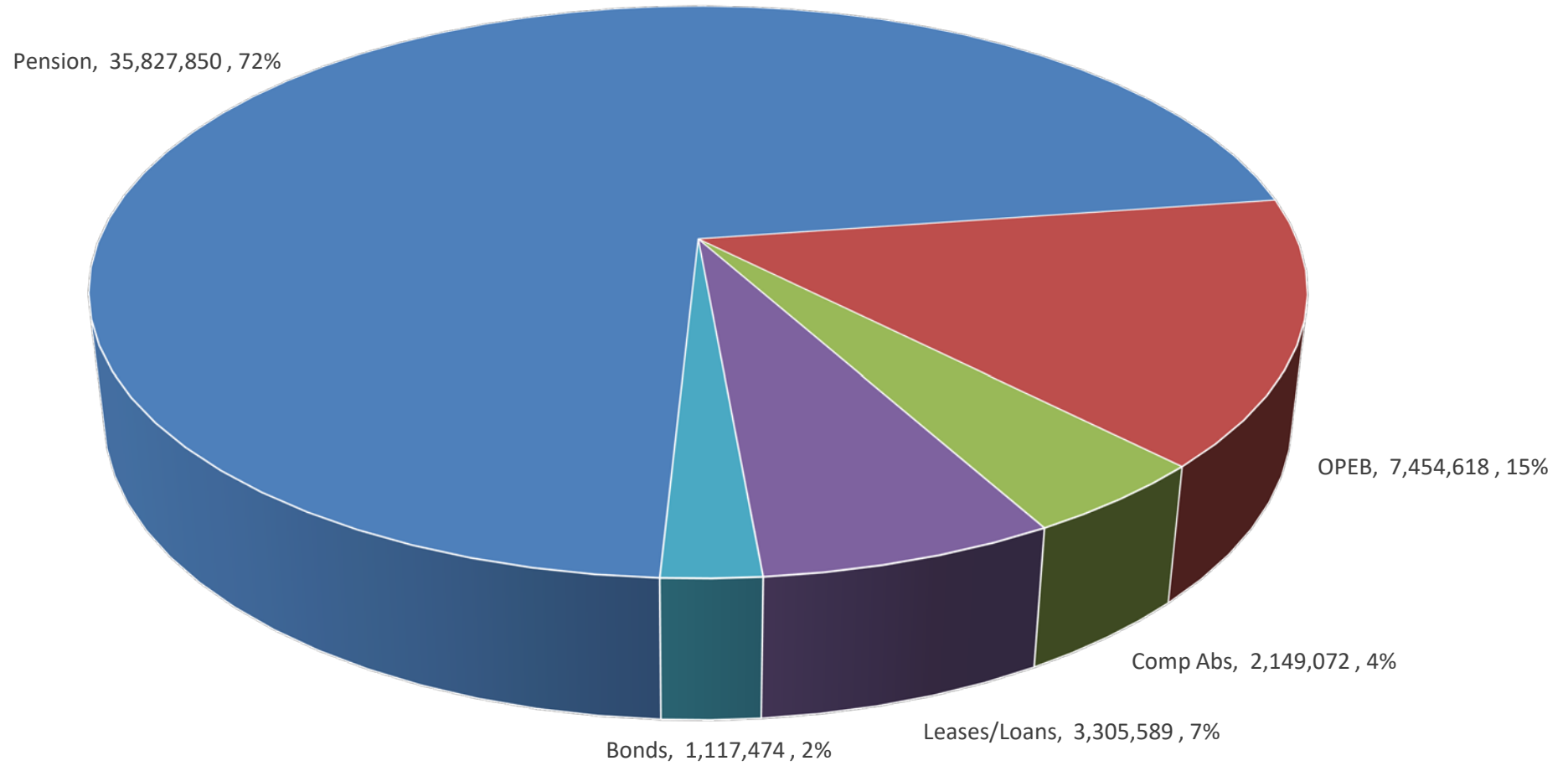
- All contracts with each labor group expired on December 31, 2019
- Tentative Agreement with SEIU – City Council approval 2/4/20
- Potential cost for all groups: \$1.0 million/year
- Anticipated contracts will be for 3-years



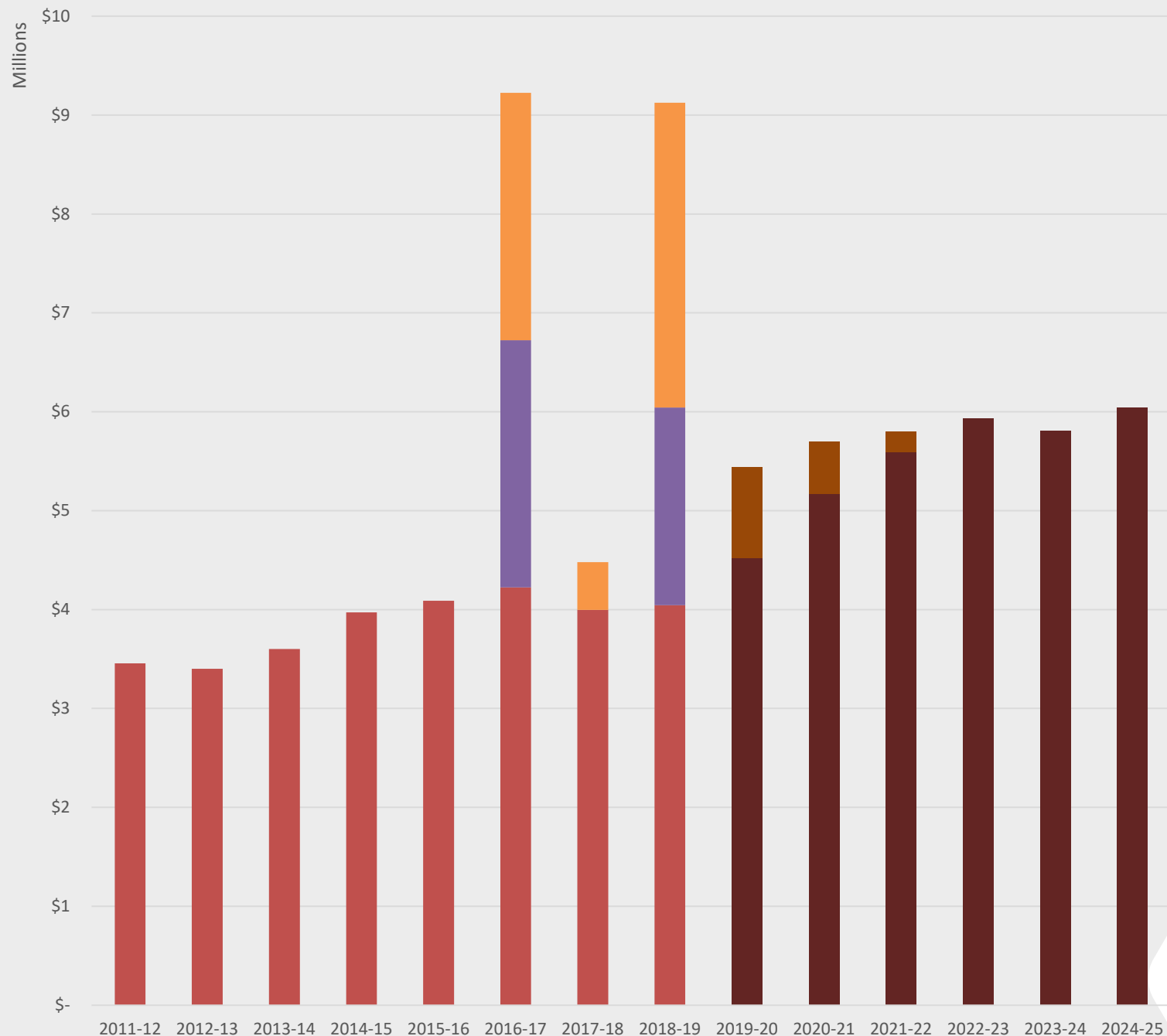
DEPARTMENT/DIVISION	CURRENT FTE	CURRENT DEFICIT	IMMEDIATE POSITIONS NEEDED
Police Department	58.5	18.0	12 Sworn/6 Non-Sworn
Emergency Services	34.0	4.0	Assistant to the Fire Marshal/ Crew for Fire Station #3 (convert squad to FS3)
Park, Facility, Tree Maintenance	14.45	3.0	Events Supervisor/ 2 Maintenance Specialists
Library	10.8	4.0	2 Librarians/2 Library Assistants
Administrative Services	9.0	1.0	Purchasing/Contract Analysts
Recreation	7.4	1.0	*Assuming continued outsource of programs*
Building	6.3	-	
Planning	5.83	1.6	Convert PT Admin Asst to FT/ Associate Planner
Street Maintenance	5.45	2.0	Maintenance Specialists
Information Technology	5.0	1.0	Chief Information Security Officer
City Manager's Office	4.0	1.0	Management Analyst/Assistant to the CM
Fleet Maintenance	3.3	2.7	Vehicle Mechanics
CDD-Engineering	2.6	0.4	Convert PT Admin Asst to FT
PW-Engineering/Administration	1.2	-	
Total	167.83	39.7	Total Needed Positions: 207.53



## Unfunded Liabilities



## PENSION/SECTION 115 TRUST PAYMENT HISTORY AND FORECAST



- Pension 75% funded status
- Section 115 Trust Balance: \$6.5 Million
- \$10.6 million discretionary payments made from FY 16-7 to FY 18-9
- Additional \$900,000 budgeted in FY 19-20
- Changing period amortization: \$8.3 M total savings, but would absorb all remaining surplus
- Continue with current plan
- Need to update 115 Policy to indicate when it is appropriate to withdraw funds



# Unfunded Liabilities Recap



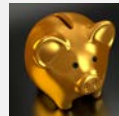
Bonds/Loans: Towards the end of their amortization. Little savings by paying off early



Compensated Absences: Can be absorb through pay-go; Continue to limit accruals through negotiations



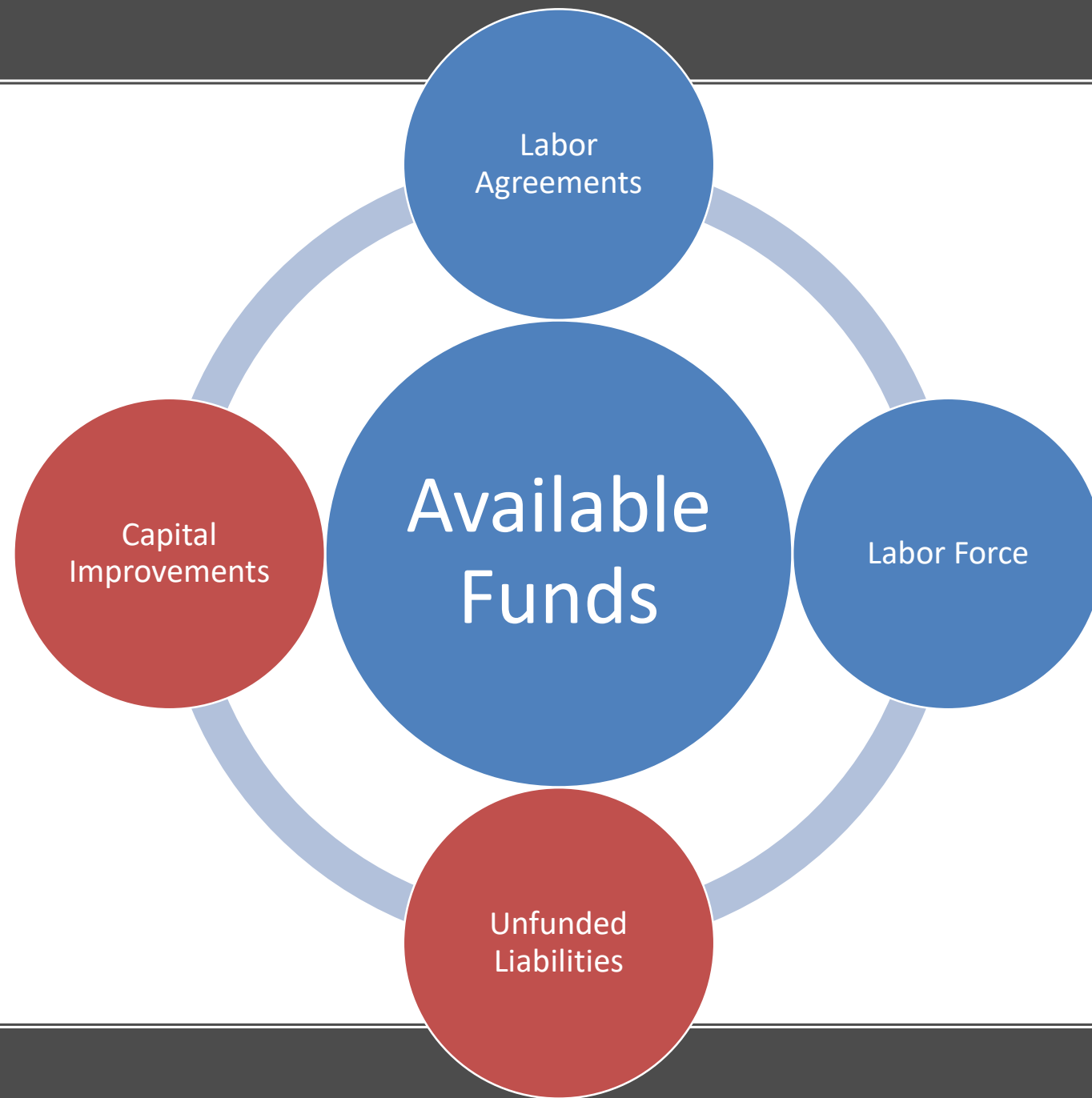
OPEB: Implement policy 1<sup>st</sup>. This will ensure we are not over-contributing



Pension: 75% funded status. Stay the course.



Facilities and Infrastructure needs



Building Location	Original Cost	Year Built	Unfunded Liability	Annual Contribution
Public Safety Center	\$13.0 M	2006	\$3.6 M	\$300,000
City Hall/Library	\$6.5 M	1996	\$3.1 M	\$130,000
Centennial Park	\$4.4 M	1990	\$2.6 M	\$88,000
Senior Center	\$1.3 M	2003	\$0.5 M	\$27,000
Veteran's Center	\$1.1 M	2003	\$0.4 M	\$23,000
Total			\$10.2 M	\$525,000

# DEFERRED FACILITY REPLACEMENT

Note: This doesn't include all City facilities such as Barney Schwartz Park, Carnegie Library, Fire Station #2, Municipal Pool, Restrooms at all park facilities, etc.

Building Location	Original Cost	Year Built	Unfunded Liability	Annual Contribution
13 <sup>TH</sup> St Bridge (River)	\$20.0 M	2010	\$4.0 M	\$400,000
Niblick Bridge	\$16.5 M	2009	\$3.9 M	\$330,000
13 <sup>TH</sup> St Bridge (Hwy)	\$12.0 M	2014	\$1.4 M	\$240,000
Total			\$10.2 M	\$525,000

## DEFERRED INFRASTRUCTURE REPLACEMENT

- Note: This doesn't include all City infrastructure including streets and roads, traffic signals, manholes, curbs/gutters, sidewalks, storm drains, streetlights, alley ways, etc.

Asset Type	Original Cost		FY 18-19 Depreciation Expense	Current Funding
Building & Improvements	\$ 60,270,511		\$ 1,402,308	\$0
Equipment	13,557,271		923,075	\$1.2 M
Infrastructure	195,810,041		4,572,855	\$5.0 M*
Total	\$269,639,823		\$ 6,898,238	

## DEPRECIATION EXPENSE

Note: \$5.0 is allocated towards streets and roads each year and doesn't include other infrastructure assets such as traffic signals, manholes, curbs/gutters, sidewalks, storm drains, streetlights, alley ways, etc.

# Unfunded Deferred Maintenance Recap



ADA Transition Plan: \$16 million in deficiencies. Initial recommendation: \$655,000/year



Deferred Building Replacement/Maintenance: \$0.5 to \$1.5 million set aside/expended per year



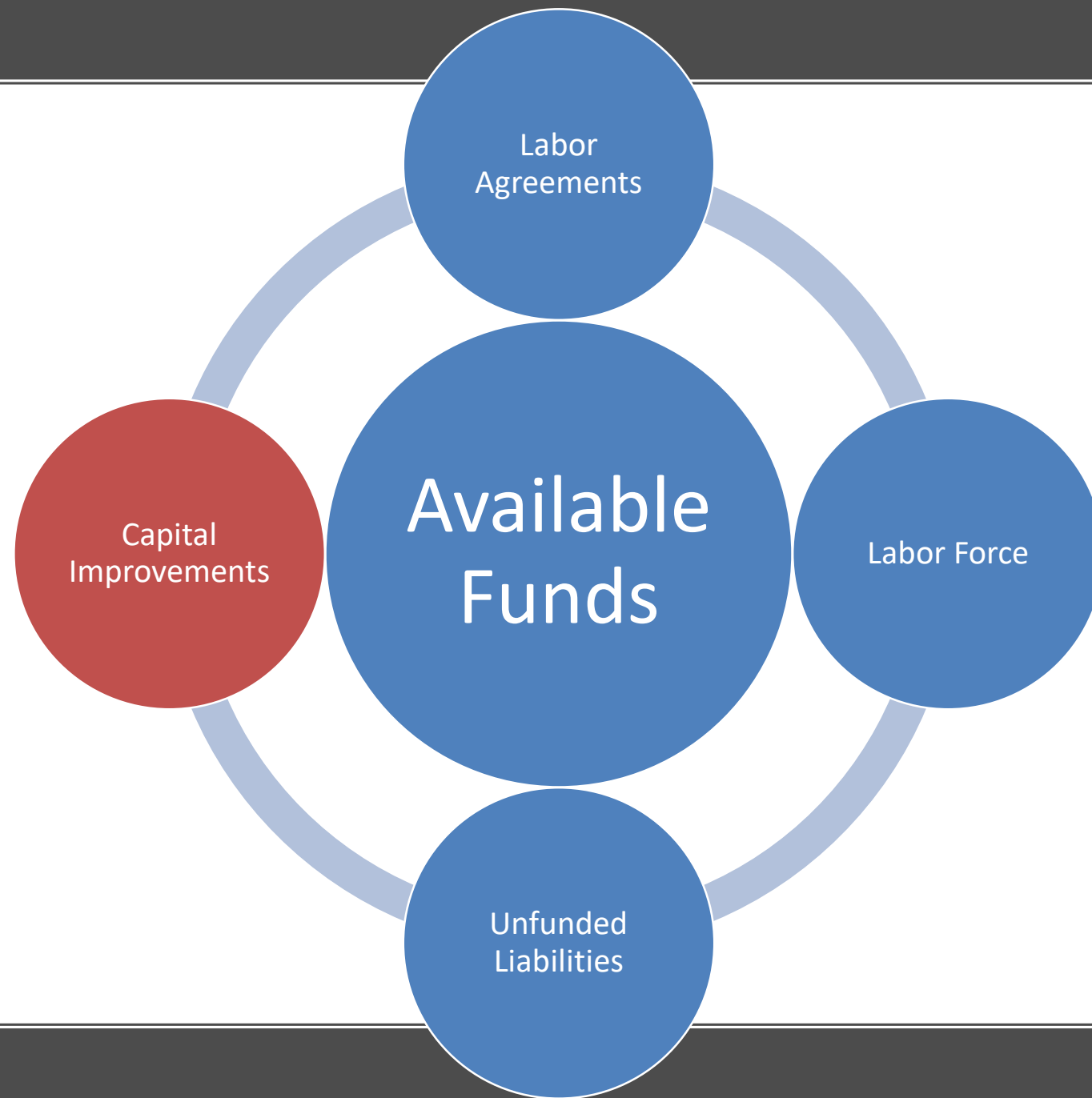
Deferred Infrastructure Replacement/Maintenance: \$0.5 to \$4.5 million set aside/expended per year



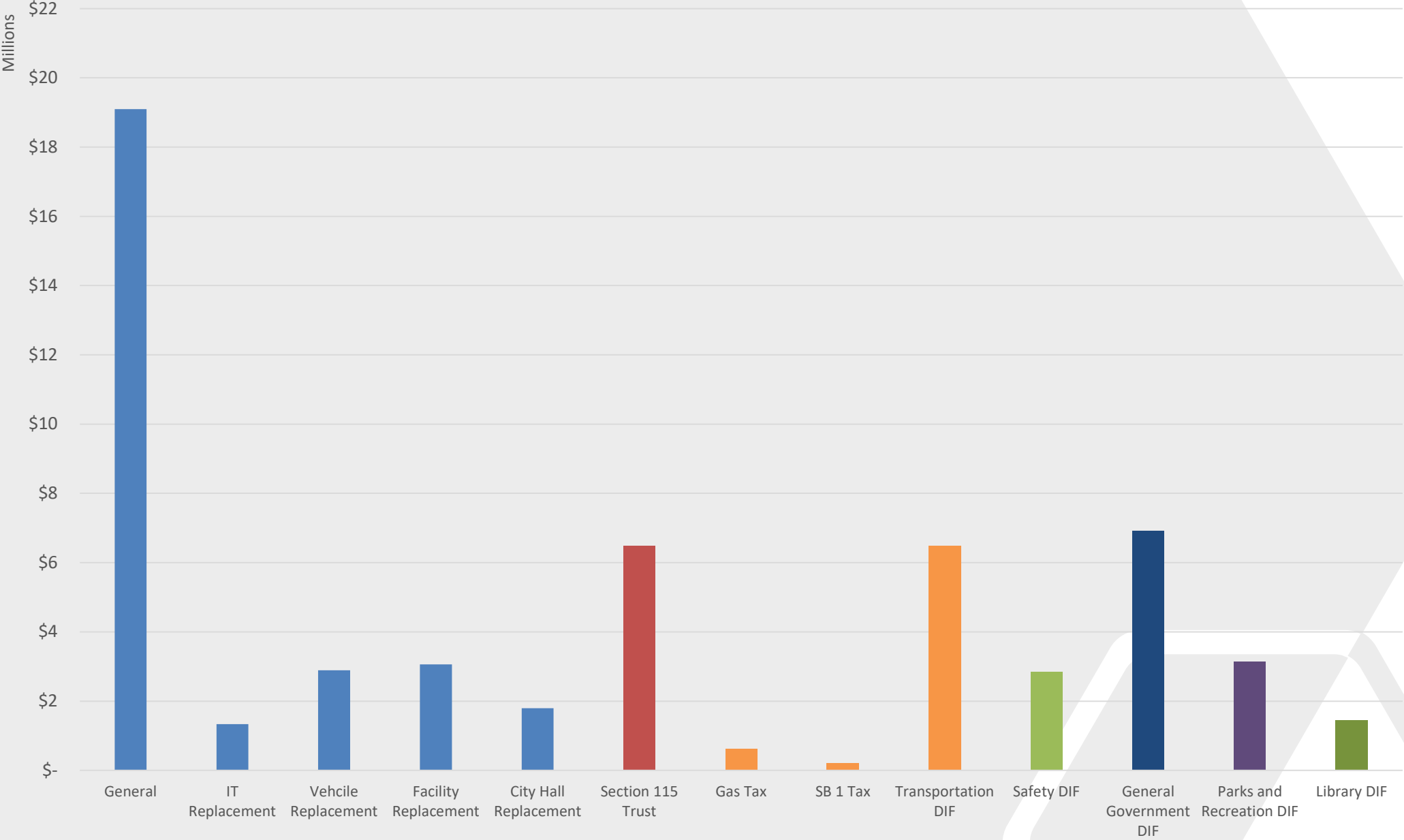
Facilities and Infrastructure Master Plan: Goal for the next 2-year Budget Cycle



Vehicle and Equipment Replacement: Stay the course with approximately \$1.2 million set aside/year

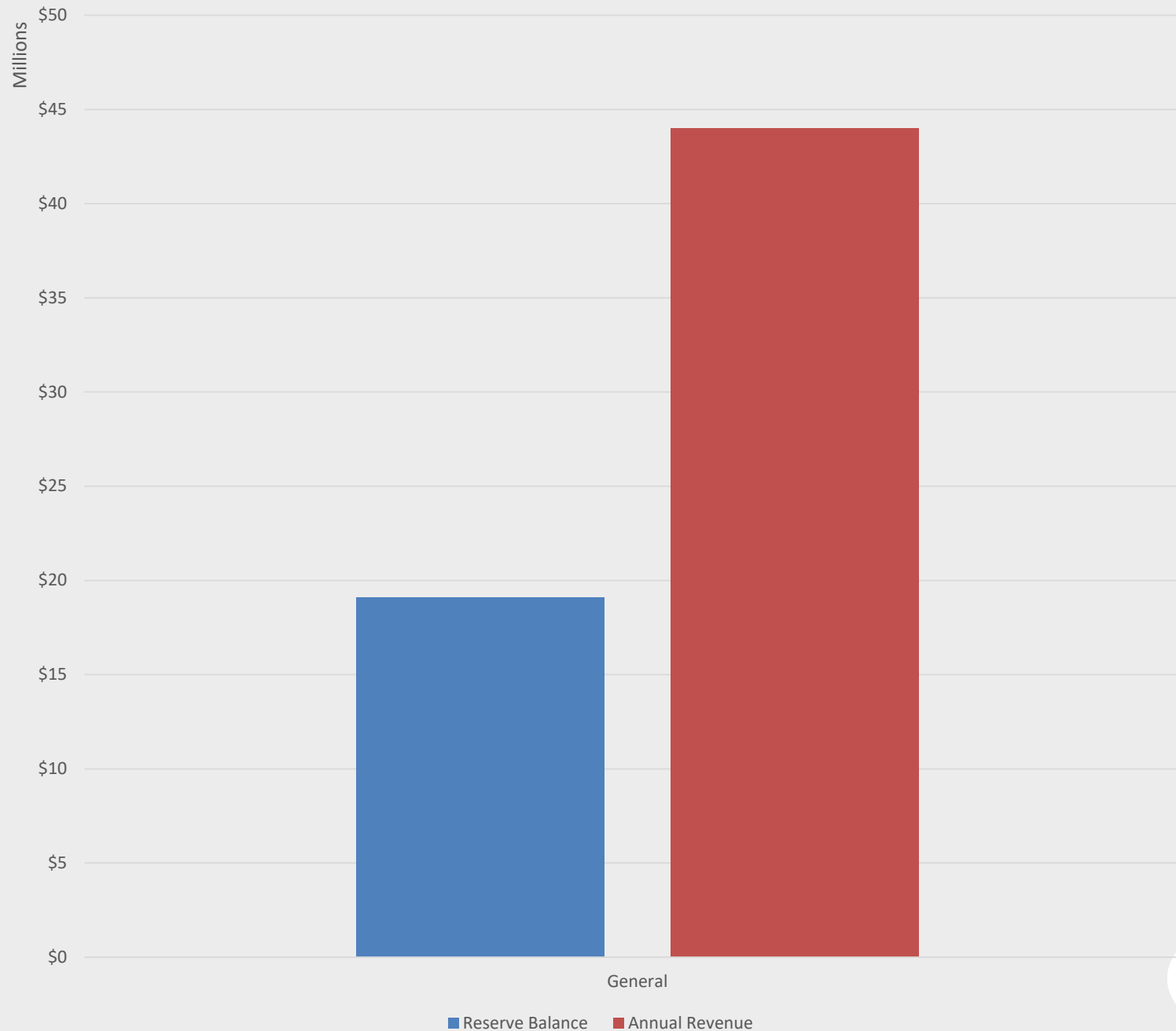


# Reserve Balances





## General Fund Reserves & Annual Revenue



- Currently @ approximately 42% of reserves, \$19 million
- Differentiate between operating and capital reserves
- For example 20% operating reserve plus \$5 million capital = \$14.2 M minimum balance
- Result: \$4.9 M over minimum

# CAPITAL IMPROVEMENT PROGRAM

Project	Estimated Cost	General Fund Reserves	Street/ Road Reserves	Development Impact Fee	Grants	Debt Issuance
Eastside Municipal Services Center	Unknown	X		X		X
Homeless Center	\$2.6 M	X			X	X
Sherwood Master Plan	\$15 M	X		X	X	X
Library/City Hall Expan.	Unknown	X		X		X
Streets & Roads	\$5.0-\$10M/yr	X	X	X	X	
9-1-1 Communication	\$2.7 M	X		X	X	
ADA Transition Plan	\$16 M	X	X	X	X	
Boys School Purchase	\$3 M	X				X
Vine Street Bridge	\$7.3 M	X		X	X	X

# CAPITAL IMPROVEMENT PROGRAM

Project	Estimated Cost	General Fund Reserves	Street/ Road Reserves	Development Impact Fee	Grants	Debt Issuance
Downtown Parking Lots	\$0.6 M	X				
Airport Rd Extension	\$14.0 M	X				
Union/Golden Hill Rd-Abt	\$4.0 M	X		X	X	
Huer Huero Bridge/Rd Abt	\$10.8 M	X		X	X	
Robbins Field Renovation	Unknown	X				X
Centennial Park Reno	Unknown	X				X
Central Irrigation Control	Unknown	X				
Creston Rd Corridor	\$10.5 M	X	X		X	
Union Rd/Hwy 46 Overpass	Unknown	X		X	XXX	X

# Capital Improvement Program Recap



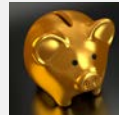
Capital Improvements: \$94.0 to \$150+ million worth of projects



Sources of Funds: General Fund, Gas Tax, SB 1, Development Impact Fees (Transportation, Public Safety, General, Library, Parks & Rec), Grants, Debt



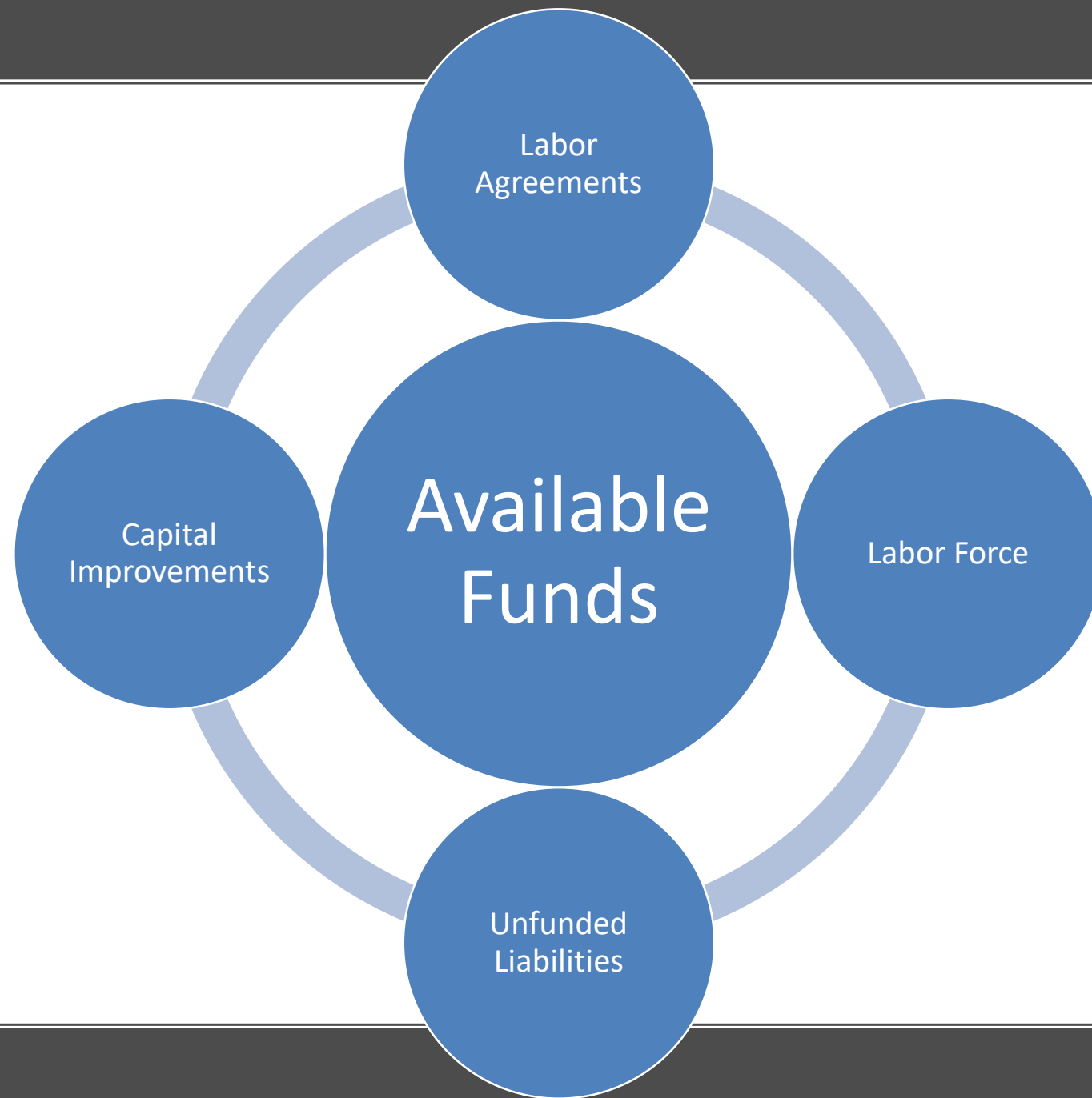
What projects should be prioritized?



What projects should utilize General Fund reserves?



Current General Fund Reserve: 20% of operating expenses



Time for:

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Public Input

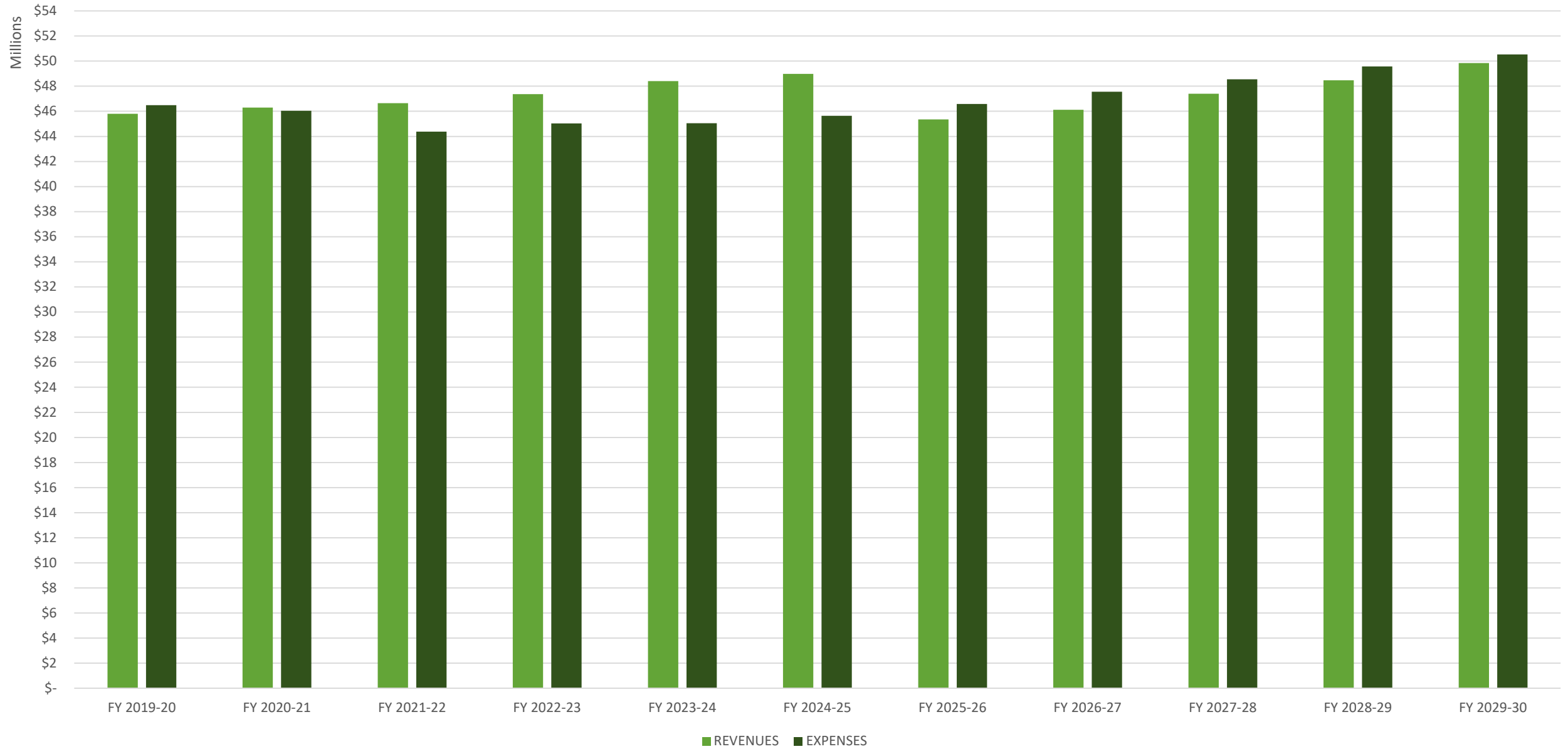
Council Discussion and Direction

# But what about development?

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# 10-Year General Fund Forecast





**City of Paso Robles  
Community Development Department**

<input checked="" type="checkbox"/> Submittal Date
Planning Entitlements
1st Plan Check
<input type="checkbox"/> 10/4/2019
<input type="checkbox"/> 7/31/2019
<input type="checkbox"/> 4/23/2019
2nd Plan Check
<input type="checkbox"/> 7/18/2019
<input type="checkbox"/> 4/23/2019
9 Incomplete -
<input type="checkbox"/> 10/2/2019
<input type="checkbox"/> 9/12/2019
<input type="checkbox"/> 9/4/2019
<input type="checkbox"/> 9/3/2019
<input type="checkbox"/> 7/30/2019
<input type="checkbox"/> 7/16/2019
<input type="checkbox"/> 11/27/2018
<input type="checkbox"/> 11/20/2018
<input type="checkbox"/> 11/15/2018
CEQA - EIR: 4
<input type="checkbox"/> 12/21/2018
<input type="checkbox"/> 7/24/2017
<input type="checkbox"/> 3/19/2015
<input type="checkbox"/> 11/5/2012
Conditions / Comments
<input type="checkbox"/> 7/12/2019
<input type="checkbox"/> 1/22/2019
Hearing Scheduled
<input type="checkbox"/> 9/1/2017
zz Hold: 5 item
<input type="checkbox"/> 8/21/2018
<input type="checkbox"/> 6/21/2018
<input type="checkbox"/> 3/7/2017
<input type="checkbox"/> 11/9/2016
<input type="checkbox"/> 2/6/2015
Planning Entitlements
Conditions / Comments
<input type="checkbox"/> 3/21/2019
x mapping: 4 item
<input type="checkbox"/> 6/21/2018

**City of Paso Robles  
Community Development Department**

<input checked="" type="checkbox"/> Submittal Date
<input type="checkbox"/> 5/30/2018
<input type="checkbox"/> 5/10/2017
<input type="checkbox"/> 12/3/2015
x pending: 12 item(s)
<input type="checkbox"/> 8/13/2018
<input type="checkbox"/> 3/29/2018
<input type="checkbox"/> 3/12/2018
<input type="checkbox"/> 2/26/2018
<input type="checkbox"/> 2/21/2018
<input type="checkbox"/> 11/13/2017
<input type="checkbox"/> 12/1/2016
<input type="checkbox"/> 11/16/2016
<input type="checkbox"/> 6/3/2016
<input type="checkbox"/> 1/5/2016
<input type="checkbox"/> 9/1/2015
<input type="checkbox"/> 3/11/2003
x plan check: 14 item
<input type="checkbox"/> 1/23/2019
<input type="checkbox"/> 1/14/2019
<input type="checkbox"/> 11/15/2018
<input type="checkbox"/> 10/23/2018
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<input type="checkbox"/> 6/15/2015
<input type="checkbox"/> 8/26/2014
<input type="checkbox"/> 1/1/2013
y construction: 20 item
<input type="checkbox"/> 8/29/2018
<input type="checkbox"/> 6/19/2018
<input type="checkbox"/> 5/7/2018
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<input type="checkbox"/> 1/30/2018
<input type="checkbox"/> 1/11/2018
<input type="checkbox"/> 11/30/2017

**City of Paso Robles  
Community Development Department**

<input checked="" type="checkbox"/> Submittal Date	Project Description	Dwellings	Com SqFt	Hotel Rooms	Permit Number	Address	Street	Applicant	Permit Status
<input type="checkbox"/> 6/26/2017	Pine St. Hotel - Amendment (155 room hotel, restaurant, retail)		105,000	151	PD 17-006 (PD 14-001...	944	Pine St.	VanSteenwyck / Lorenz	y construction
<input type="checkbox"/> 5/11/2017	Tidwell contractor yard - office/maintenance bldg		12,000		PD 17-007 / OTR		Dallons Rd	Leo Tidwell III	y construction
<input type="checkbox"/> 3/16/2017	Paso Robles Public Market - Mixed Use (Hometown site)	6	16,500		RZN 17-001 / PD 17-0...	1803	Spring Street	McShane Mumane	y construction
<input type="checkbox"/> 3/13/2017	Spurr Co. Contract Yard / Parcel Map (New Office / Maintenance Bldg / Contractor yard)		12,900		PD 17-001 / PR xxx		Ardmore Rd	Nick Gilman	y construction
<input type="checkbox"/> 1/31/2017	Southgate Center (Paris Precision) building and site modifications to accomodate the new tennant p...				PD 98-004 Amend	1650	Ramada Drive	Nancy Hubbard	y construction
<input type="checkbox"/> 12/16/2016	GPA & RZ Parking Lot Expansion Mullahey Dodge		2,800		GPA 16-001, PD 13-0...		Tractor & Golden Hill Rd	Larry Werner	y construction
<input type="checkbox"/> 9/23/2016	Tentative Tract Map 3098 (9-lot residential map)	9			TR 3098 / PD 16-009		Union Road & Prospect	Andrew Berry	y construction
<input type="checkbox"/> 5/6/2016	Cava Robles RV Resort		12,000	332 RV spaces	SP 16-002		Golden Hill Road	Christy Gabler	y construction
<input type="checkbox"/> 3/31/2016	Sonic Burger Drive-Thru / carhop		2000		SP 16-012		Golden Hills Plaza	Sonic Burger	y construction
<input type="checkbox"/> 2/9/2016	North Vine Apartments (8 units)	8			SP 14-009		North Vine	Sunderland	y construction
<input type="checkbox"/> 4/27/2015	Oaks Assisted Living (101 beds - 89,000 sf)	101 beds	89,000		PD 15-002 & CUP 15-...		S. River / Serenade Dr	Larry Werner	y construction
<input type="checkbox"/> 9/25/2012	Arjun (Blue Oaks) Apartments (142 mfr units)	142			PD 12-005		Experimental Station	MBK Homes	y construction
<input type="checkbox"/> 1/24/2004	Sensorio Gardens - Entrada			280** (Phase 2)	PD 01-025		46 East	Ken Hunter	y construction
z construction final: 22 item(s), 22 unread									
<input type="checkbox"/> 2/9/2018	Justin Vineyards Wine Storage Warehouse (Bldg 3)		109,000		PD 18-001 / OTR	2265	Wisteria Ln	C.M. Florence	z construction final
<input type="checkbox"/> 1/30/2018	Boxing & Fitness Gym 4,958 sf		4,958		SP 18-003	3523	Combine St	Nick Gilman	z construction final
<input type="checkbox"/> 1/23/2018	CA Coast Brewery - Tozzi Existing bldg conversion				SP 18-004	1346	Railroad Street	Larry Gabriel	z construction final
<input type="checkbox"/> 1/16/2018	7,200 sf Industrial Bldg (Rental) Viborg		7,200		SP 18-001	1621	N River Rd.	Nick Gilman	z construction final
<input type="checkbox"/> 9/26/2017	Kennedy Club Solar		13,000 sf / 207...		CUP 17-014	500	S. River Road	Charlie Schluter	z construction final
<input type="checkbox"/> 9/19/2017	New Spec Industrial Bldg 3,948 sf - WESTCO BUILDERS		3,948		SP 17-013		Combine Street	Nick Gilman	z construction final
<input type="checkbox"/> 9/19/2017	New Spec Industrial Bldg 4,981 sf - BEJAR		4,981		SP 17-014	3527	Combine Street	Nick Gilman	z construction final
<input type="checkbox"/> 9/1/2017	18,500 sf Warehouse for Wine Storage		18,500		PD 17-010 / OTR	3230	Riverside Ave	Newlin Hastings	z construction final
<input type="checkbox"/> 2/17/2017	Lone Oak Hotel Conversion (37 rooms)			37	SP 17-005	715	24TH Street	Clinton Iwanicha	z construction final
<input type="checkbox"/> 2/6/2017	Buttonwillow Product Warehouse 4960 sf		5,000		PD 02-012 Amend	2203	Wisteria Lane	Nick Gilman	z construction final
<input type="checkbox"/> 11/23/2016	Paso Robles Inn Expansion (23 rooms, 17,946 sf)		18,000	23	PD 16-006	600	12th Street	Margaret Johnson	z construction final
<input type="checkbox"/> 11/16/2016	Firestone Coldblock 4 (10,000 sf with 12 70-ft tall tanks) / Wastewater Treatment		10,000		PD 12-006 (amendment)		Ramada Dr.	Firestone Walker	z construction final
<input type="checkbox"/> 10/13/2016	Firestone Warehouse DP amendment (59,000 sf beer storage warehouse / truck dock)		59,000		PD 12-006		Ramada Dr	Kyle Harris	z construction final
<input type="checkbox"/> 10/7/2016	Oak Park Phase 3 apartments (75 apartment units with fee deferral)	75			PD 10-001	3000	Park St.	Housing Authority - David Cooke...	z construction final
<input type="checkbox"/> 10/7/2016	Centennial City Solar Project		8300 sf / 126 kW		CUP 16-004		Centennial Park	Pete Rodriguez	z construction final
<input type="checkbox"/> 10/7/2016	Sherwood City Solar Project		18,700 sf / 280 ...		CUP 16-005		Sherwood Park	Pete Rodriguez	z construction final
<input type="checkbox"/> 9/20/2016	Pappy McGregor Expansion (banquet room on Railroad Ave.)		1500		SP 16-022	1122	Pine St.	Donovan Schmit	z construction final
<input type="checkbox"/> 9/6/2016	6th / Spring st new retail building + relocation		4600		SP 16-020		SW Spring Street / 6th ...	Larry Gabriel	z construction final
<input type="checkbox"/> 5/5/2016	Webb Apartments - 10 Unit Apartment Bldg and request to remove 2 Oak Trees	10			PD 16-001		36th / Oak SE corner	Warren Hamrick	z construction final
<input type="checkbox"/> 3/24/2016	Alder Creek Apartments (16 units)	16			GPA 15-003		Niblick Rd & Nicklaus St.	Larry Werner	z construction final
<input type="checkbox"/> 4/28/2015	San Antino Winery		53,524		PD 14-005	2017	Wusteria Ln.		z construction final
<input type="checkbox"/> 1/14/2014	Oxford Suite Hotel (127 rooms / 5 story)		69,209	127	PD 13-003		4th / Pine St.	Matt Androx	z construction final

**The "Pipeline" Report**

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**Status of Planning Entitlements and  
Building Permits on 11/8/2019 4:58 PM**

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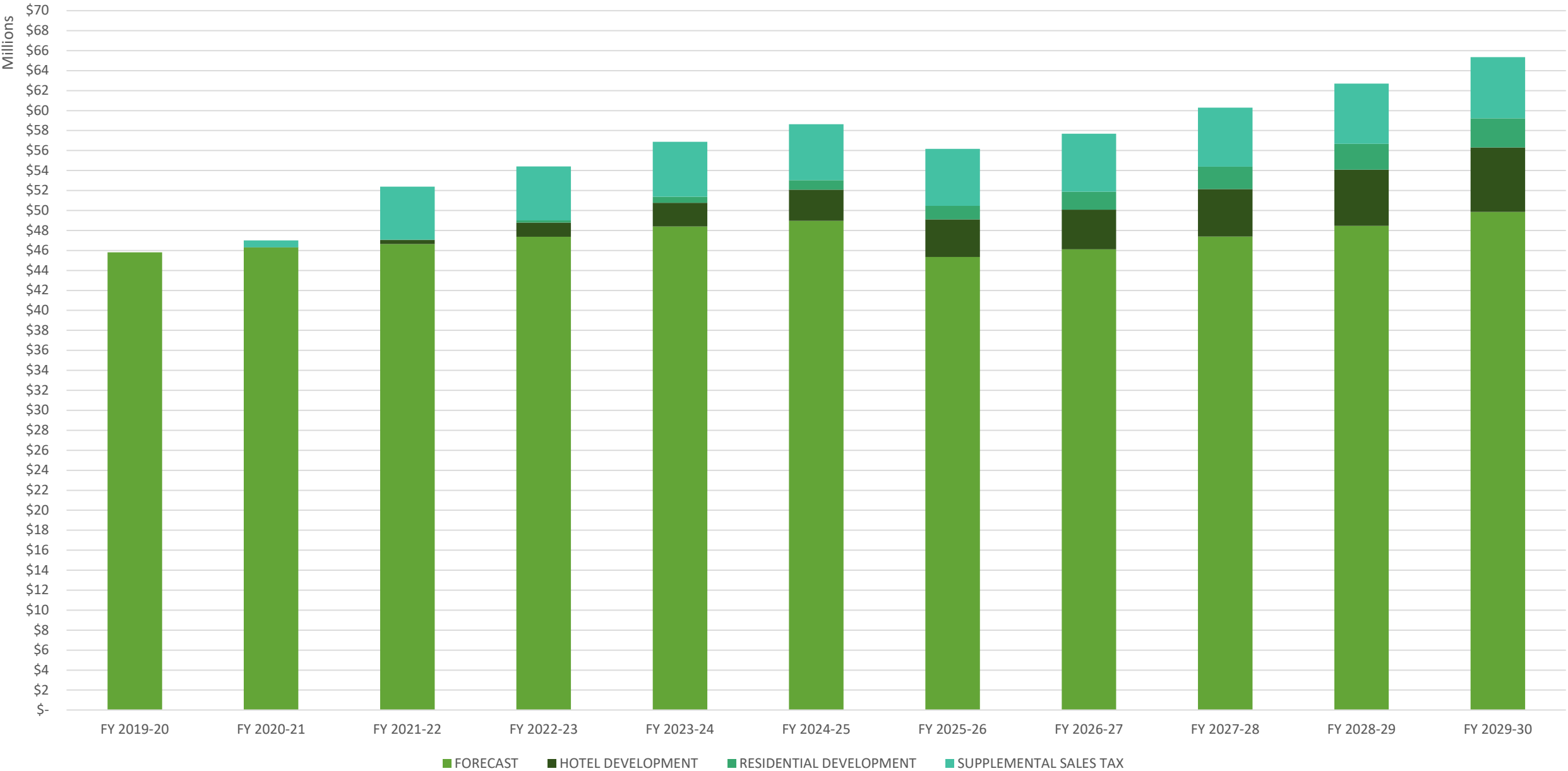
# HOTEL DEVELOPMENT

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# RESIDENTIAL DEVELOPMENT

3			Description	Code	Units	Annual Calls	Population Increase	Estimated Completion FY	Est. Property Taxes	Est. CFD Taxes	Est. Other Revenue			
4		Spring St Village	SFR	1	74	9	201	2021-22	51,800	-	-			
5		4th Street Development	SFR	1	20	2	54	2022-23	14,000	-	-			
6		2548 Spring St	SFR	1	9	1	24	2020-21	6,300	-	-			
7	25													
8	38	3		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
9	B	4	Spring St Village	-	-	518	51,800	51,800	51,800	51,800	51,800	51,800	51,800	51,800
10	B	5	4th Street Development	-	-	-	140	14,000	14,000	14,000	14,000	14,000	14,000	14,000
11	C	6	2548 Spring St	-	63	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
12	H	7	2548 Spring St	-	-	49	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900
13	15	8	38th St Townhomes	-	-	-	-	-	-	98	9,800	9,800	9,800	9,800
14	O	9	Bellissimo	-	-	-	-	6	600	600	600	600	600	600
15	30	10	Bellissimo	-	-	-	-	-	6	600	600	600	600	600
16	N	11	Creston Rd Apt	-	-	-	-	-	-	-	-	-	-	-
17	N	12	Habitat	-	-	-	27	2,700	2,700	2,700	2,700	2,700	2,700	2,700
18	N	13	1518 Spring St	-	10	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
19	N	14	Oak Park Phase 4	-	224	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400
20	P	15	30th St Triplex	-	-	-	-	-	-	-	-	-	-	-
21	W	16	North Vine	-	6	600	600	600	600	600	600	600	600	600
22	O	17	North Vine	-	-	6	600	600	600	600	600	600	600	600
23	O	18	North Vine	-	-	-	6	600	600	600	600	600	600	600
24	O	19	North Vine	-	-	-	-	6	600	600	600	600	600	600
25	O	20	Paso Robles Market	-	8	800	800	800	800	800	800	800	800	800
26	O	21	Webb Apartments	-	7	700	700	700	700	700	700	700	700	700
27	O	22	Oaks Assisted Living	-	58	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836
28	O	23	Olsen-S Chandler	-	-	1,282	128,225	128,225	128,225	128,225	128,225	128,225	128,225	128,225
		24	Olsen-S Chandler	-	-	-	1,282	128,225	128,225	128,225	128,225	128,225	128,225	128,225
		25	Olsen-S Chandler	-	-	-	-	1,603	160,281	160,281	160,281	160,281	160,281	160,281
		26	Olsen-S Chandler	-	-	-	-	-	1,603	160,281	160,281	160,281	160,281	160,281
		27	Olsen-S Chandler	-	-	-	-	-	1,603	160,281	160,281	160,281	160,281	160,281

# GENERAL FUND FORECAST REVENUES w/ DEVELOPMENT

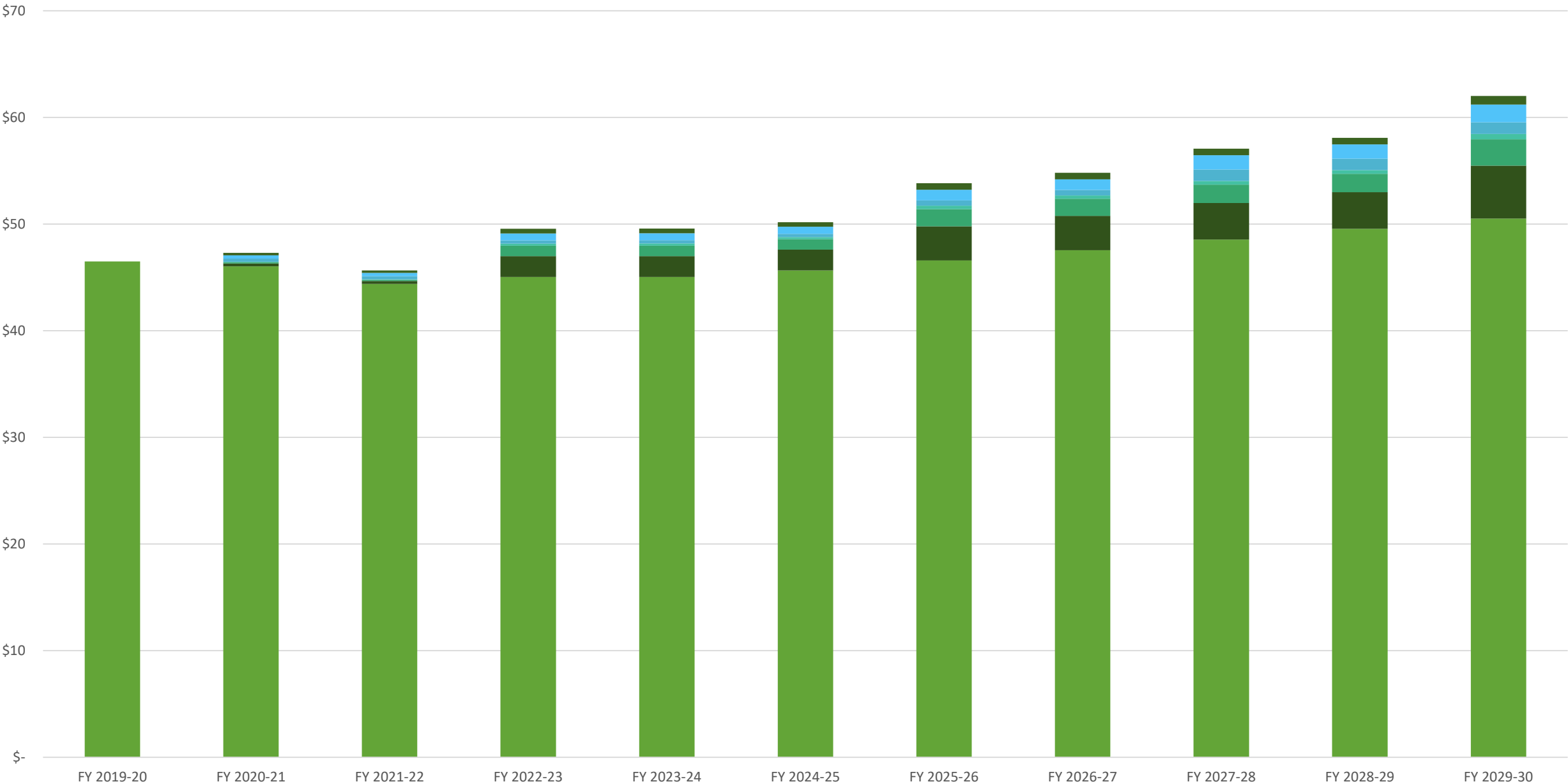


POPULATION	32K	34K	36K	38K	40K	42K	44K	Total Staffing at 44K
Fire Station 1	18 FF's	12 FF's	12 FF's	12 FF's	12 FF's	12 FF's *2 FFs	14 FF's *3 FFs (implement squad or evaluate need for an additional fire station)	18 FF's
Fire Station 2	9 FF's	9 FF's	9 FF's	9 FF's	9 FF's *3 FFs	12 FF's	11 FF's (move 1-FF to FS1 for squad)	11 FF's
Fire Station 3		9 FF's Staff FS 3 *3 Captains (replace squad with Engine at FS3 and move 6 personnel from FS1 to FS3)	9 FF's *3 FFs	12 FF's	12 FF's	12 FF's	12 FF's	12 FF's
Chief	1	1	1	1	1	1	1	1
Deputy Chief					*1	1	1	1
Battalion Chief	3	3	3	3	3	3	3	3
Admin. Coordinator	*1	2	2	2	2	2	2	2
Fire Marshal	1	1	1	1	1	1	1	1
Fire Inspector	1	1	1 *1	2	2	2	2	2
Training Officer		*1	1	1	1	1	1	1
Mgmt. Analyst				*1	1	1	1	1
Total FF's (includes ops BC's)	30 FF's	30 FF's	33 FF's	33 FF's	36 FF's	38 FF's	41 FF's	41 FF's
Total FFs Needed @ .9FF/1000	29 FF's	31 FF's	32 FF's	34 FF's	36 FF's	38 FF's	40 FF's	-
Additional Funding Needed	1- Coordinator \$88,893  ADD'TL: \$88,893 CUM: \$88,893	3- Captains \$642,753 1- Training Officer \$214,251  ADD'TL: \$857,004 CUM: \$945,897	3- FFs \$384,291 1- Fire Inspector \$140,000  ADD'TL: \$524,291 CUM: \$1,470,188	1- Mgmt. Analyst \$160,000  ADD'TL: \$160,000 CUM: \$1,630,188	3- FFs \$400,000 1- Deputy Fire Chief \$275,000  ADD'TL: \$675,000 CUM: \$2,305,188	2- FFs \$266,000  ADD'TL: \$266,000 CUM: \$2,571,188	3- FFs \$400,000  ADD'TL: \$400,000 CUM: \$2,971,188	

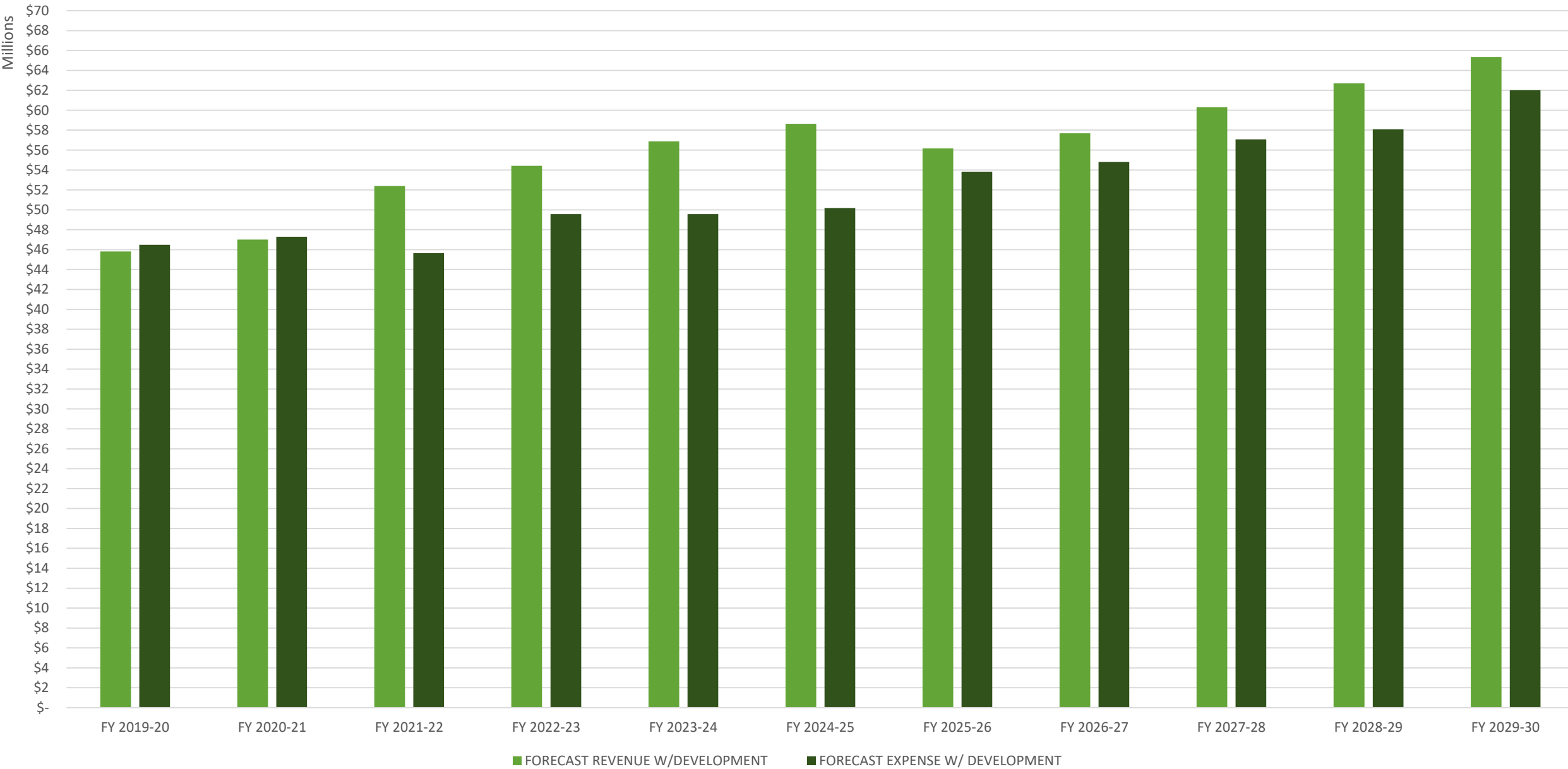
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GENERAL FUND DEPARTMENT EXPANSION w/ DEVELOPMENT

Millions

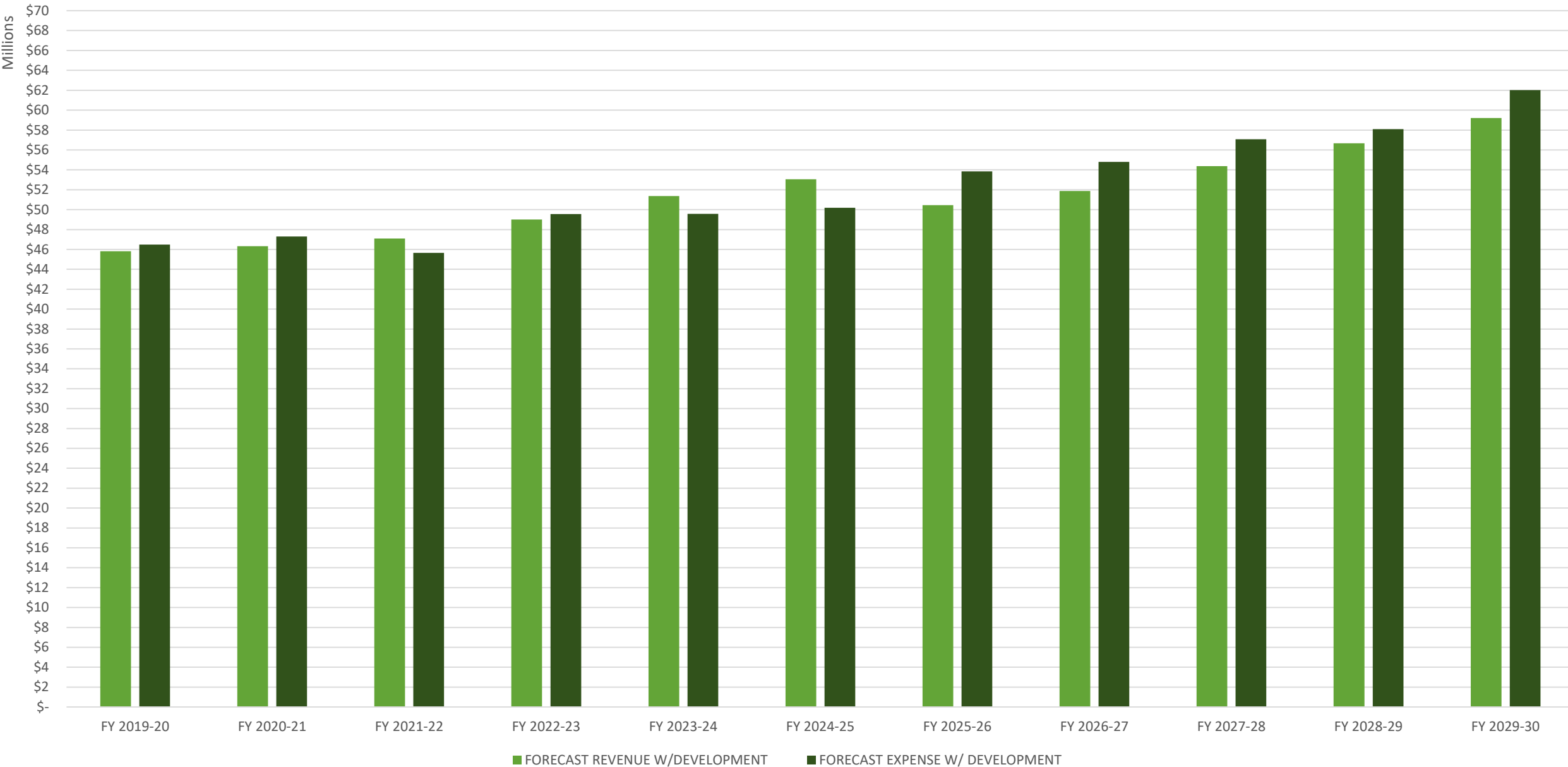


GENERAL FUND FORECAST w/ DEVELOPMENT w/ SST





GENERAL FUND FORECAST w/ DEVELOPMENT w/o SST



## 10-Year Fiscal Forecast w/ Growth Recap

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Many moving parts. Assumptions on revenue generated, when they are developed

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Cannot make long-term commitments based on development that could or could not happen

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Model is work in progress. Examine and evaluate department needs next

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Model is intended to be dynamic and provide different scenarios based on different assumptions

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Need to incorporate inflation in expenditures. Need to incorporate growth not solely on population

# Summary

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## KEY TAKEAWAYS



# KEY TAKEAWAYS AND COUNCIL DIRECTION

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# What's Next

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JANUARY 25, 2020

# Budget Calendar

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Feb-Mar	Council/Community Workshops
Apr	Workshop Results; Update Fiscal Policy
May	General Fund
Jun	CIP and Enterprise Funds
June 16	Budget Adoption