

City of
South Lake Tahoe
California



16 ANNUAL BUDGET

FY 2015-2016 | ADOPTED 09/15/2015

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City of South Lake Tahoe, California

ANNUAL BUDGET

Fiscal Year October 1, 2015 to September 30, 2016

City Council

Hal Cole, Mayor

Wendy David, Mayor Pro-Tem

JoAnn Conner, Councilmember

Tom Davis, Councilmember

Austin Sass, Councilmember

City Manager

Nancy Kerry

Prepared by the Financial Services Division



- ◆ Printing by Redwood Printing, South Lake Tahoe, California
- ◆ Cover designed by Anna Tikhomirova, Financial Services Division with photos contributed by City departments
- ◆ Printed on 50% post-consumer paper

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City of South Lake Tahoe

"making a positive difference now"

October 1, 2015

Honorable Mayor and Members of the City Council:

I am pleased to present the Fiscal Year 2015-2016 (FY 2016) Municipal Budget for the City of South Lake Tahoe. The 2016 Municipal Budget is the City's 50th Budget, in its 50th year as an incorporated City.

Fifty years ago, the community of South Lake Tahoe was a small, rural town that had transformed into a popular tourist destination. The burgeoning weekend population took a heavy toll on the infrastructure, but was vital to the town's economic survivability. Community members wanted more control over their future and more influence over decisions impacting their quality of life. A grassroots campaign to incorporate went door to door, neighborhood by neighborhood and on November 30, 1965 the City of South Lake Tahoe was born.

The City has been through a lot of changes in 50 years, but what remains is a community dedicated to each other, a small town with a big heart. The community is known for coming together during times of crisis, such as the Angora Fire in 2007. The community is full of resilient, hard-working individuals who must be strong and flexible to ride out the changing economic and weather conditions.

Throughout the years, the source of the City's finances have remained consistent (taxes from tourism and properties), although those sources are quite volatile. South Lake Tahoe tourism is dependent upon both the national and global economies as evidenced by the dramatic and immediate drop in revenues during the Great Recession. Tourism is derived from disposal income of travelers, which was minimal during the recession of 2008-2009. In the last five years, the South Lake Tahoe community has once again proven its strength during crisis. We've come together to leverage resources, develop strategies to succeed during the tough times and identify methods to create a more stable future.

It was during these recessionary years that local private and public entities established an effective leadership working group spanning all industry sectors and both sides of the Stateline (California and Nevada) to work collaboratively in developing a shared vision for the future of the South Shore.

As the FY 2016 Municipal Budget presented herein will show, the City's finances are on solid ground. We've come through the Great Recession stronger than we were before. Last year, resulting from the adoption of new employment agreements with all bargaining units, our unfunded liabilities were reduced by over 70%, and as shown in the budget our annual medical costs have dropped significantly. We're on the right track, a healthy and balanced budget, a good team of professional employees serving the community and a vision for community investment.

Fiscal Year 2015-2016 Budget

The City’s projected revenue for all funds is \$71.9M. All funds are listed below and include the City’s General Fund (general operating fund), Special Revenue, Enterprise, Internal Service, City’s Debt Service, Capital Improvement and Trust and Agency. All revenues and expenses are accounted for in these seven fund types as shown in the table below. Each fund type is comprised of several individual funds for a total of 61 funds. Within each of the fund types, there are individual cash balances, assets and liabilities, debt (if applicable), revenue and expenses, and reserves.

The General Fund is the largest fund and includes the resources necessary to provide most of the City’s core services and day-to-day activities. Transfer of resources between the General Fund and the other six fund types occurs frequently. These transactions are shown in the General Fund as “**Transfers In or Out.**” This transfer to and from other funds occurs to ensure that the legal and operational requirements of all of the funds are met on a daily basis. It should be noted that “transfers in or out” between other funds were also utilized during the previous years to offset budget deficits. Transfers in to the General Fund can mistakenly be interpreted as an increase in revenue and impact revenue trends; where that is applicable, it will be noted.

City of South Lake Tahoe Fund Types

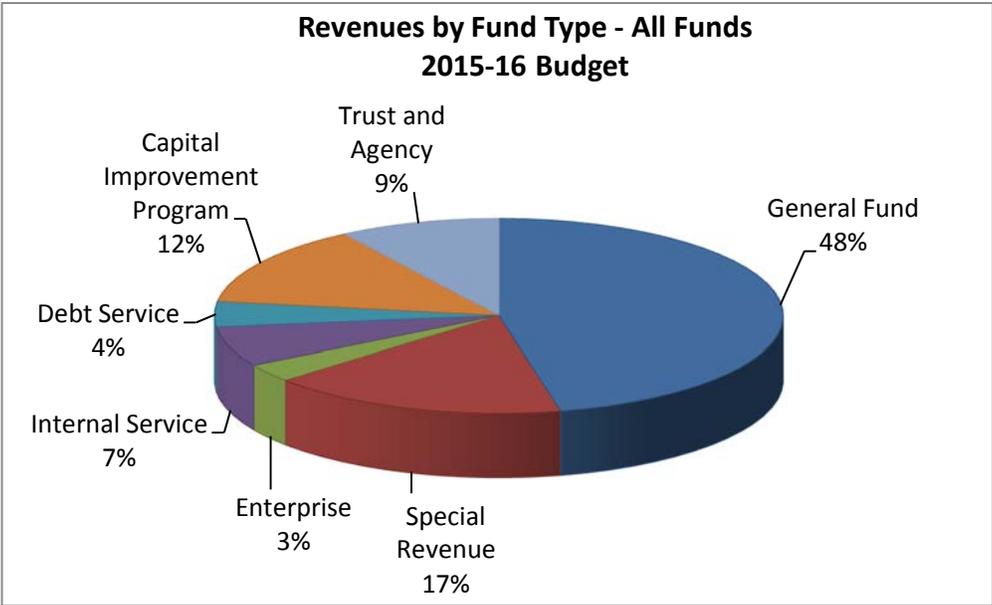
Fund Type	Examples	Number of Funds
General Fund	General Fund	1
Special Revenue Funds	Snow Removal, Vehicle Replacement, Solid Waste JPA, TOT revenue fund, gas tax, storm water management program, Tourism Improvement District fire safety sales tax, nuisance abatement and vacation home rental program	39
Enterprise Funds	Airport, Parking Garage, Transit, Code Enforcement and Parking Management	4
Internal Service Funds	Health, Workers Comp	3
Debt Service	City Debt Service	1
Capital Improvement	City CIP (Construction in Progress)	7
Trust & Agency	Community Facilities District, RD Successor Agency	6
		<u>61</u>

Projected Revenues and Expenses for FY 2015-2016 totals \$71.9M in revenue and \$75.2M in expenses. As noted in the table, the General Fund is balanced. Special Revenue and Trust and Agency Funds (primarily former Redevelopment Agency debt obligations) will utilize existing fund balances maintained within those funds, which occurs routinely as a manner of operations. The Capital Improvement Program will expend funds received in the prior year before CIP project expenses occur.

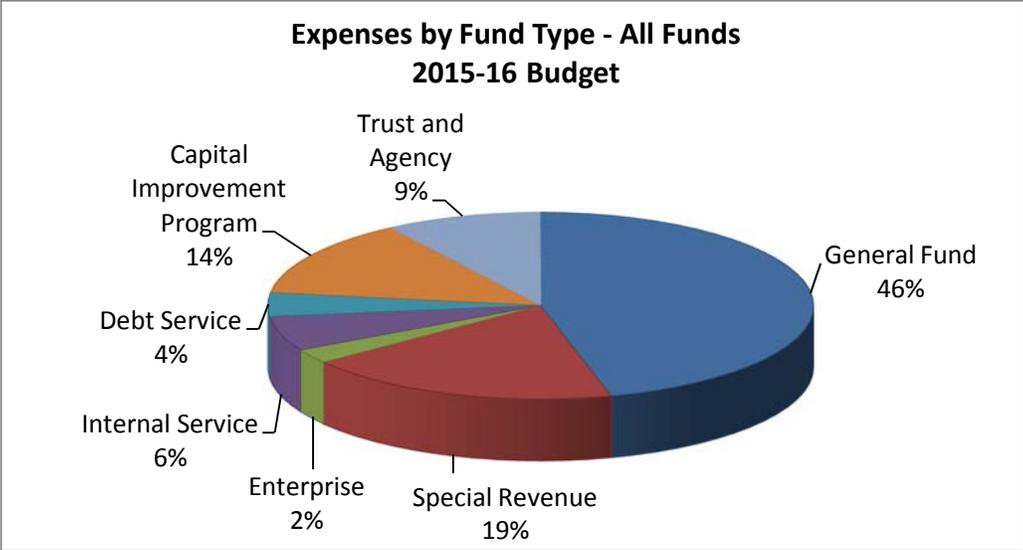
Revenue / Expense, by Fund Type

Fund Type (\$ mil)	Revenue	Expense	Fund Bal. (Use)/Incr.
General Fund	\$ 34.3	\$ 34.3	\$ 0.0
Special Revenue	12.4	14.2	(1.8)
Enterprise	2.2	1.8	0.4
Internal Service	4.9	4.5	0.4
Debt Service	3.1	3.1	0.0
Capital Improvement Program	8.3	10.4	(2.1)
Trust & Agency	6.7	6.9	(0.2)
Total	\$ 71.9	\$ 75.2	\$ (3.3)

TOTAL REVENUES (as shown in the chart below), the General Fund is the largest percentage of revenues for the City this year (48%), followed by the Special Revenue funds (17%) (which include snow removal, safety sales tax and vehicle license fees) and the Capital Improvement Program (12%). Trust and Agency (9%) revenues include primarily funds to pay debt service of the former Redevelopment Agency. Together these funds account for 86% of the City’s total revenues.



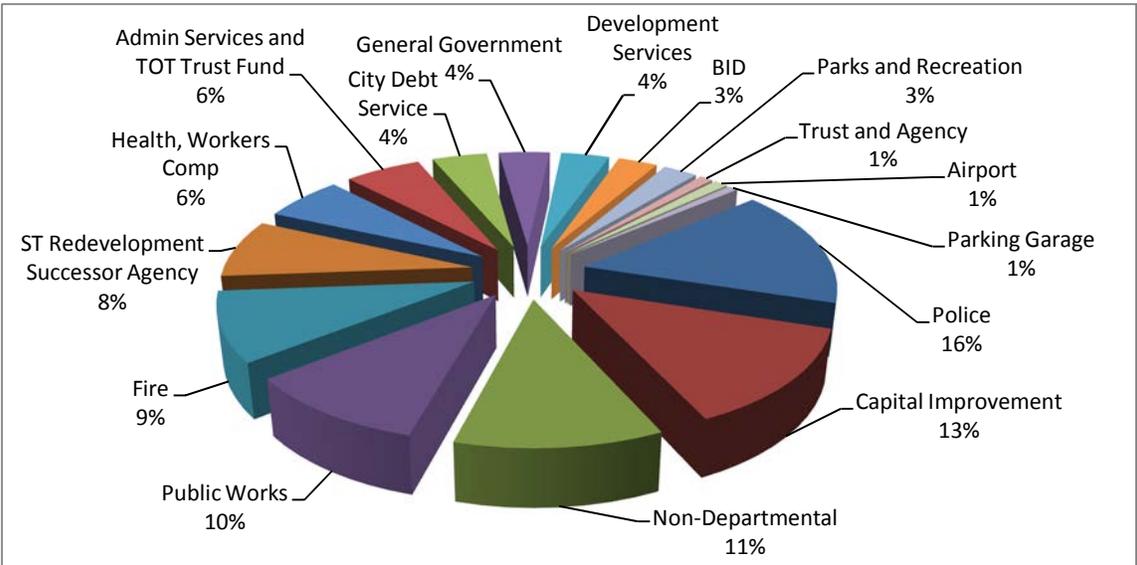
TOTAL EXPENSES (as shown in the chart below) closely mirror total revenues (previous page). The City's General Fund is the largest expense fund at (46%), followed by Special Revenue at (19%), the Capital Improvement Program at (14%), Trust and Agency (9%) and Internal Services (6%).



Total Expenses, All Funds, by Categories

Further break out of expenses by categories including departments, programs and services for all funds is illustrated in the chart below. The largest share of expenses is in the Police Department (16%). Combined with the Public Works Department (10%) and the Fire Department (9%), these core services account for 35% of City wide expenditures.

Other significant categories include the Capital Improvements Program (13%) and Non-Departmental (11%). The remaining 41% of City expenditures are spread across the remaining 11 categories.

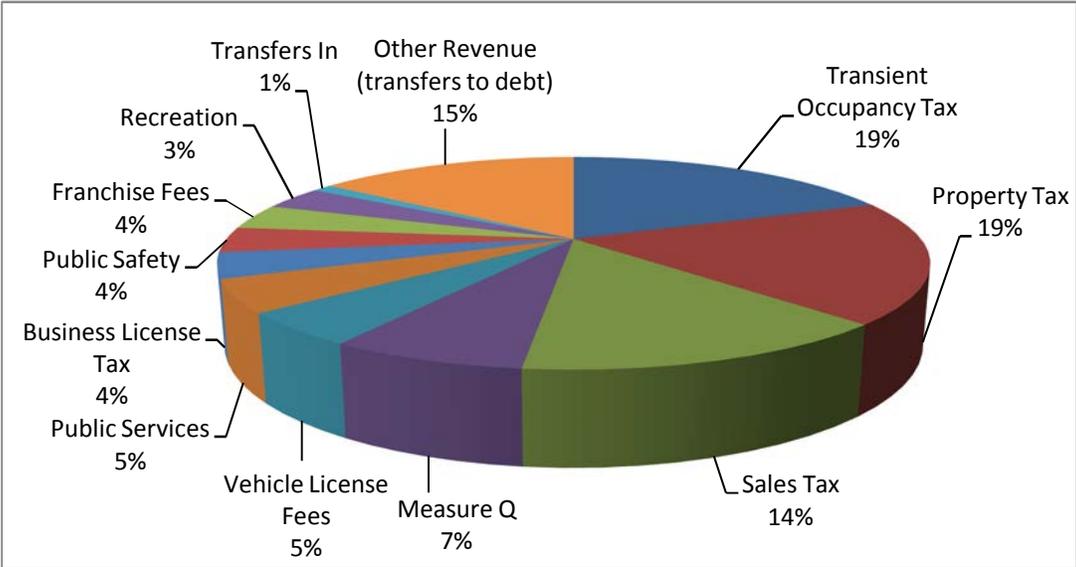


General Fund

General Fund revenues for FY 2015-2016 are \$34.3M, which is approximately \$1.6M above FY 2015 amended budget. The FY 2016 budget philosophy was continued from FY 2015's successful strategy to eliminate one-time expenses from the budget where feasible, and include anticipated revenues using in-depth economic forecasts and analysis. FY 2015-2016 expenses were conservatively budgeted. Employee Agreements with labor groups were finalized in October of 2014 and all negotiated budgetary impacts have been included in this budget.

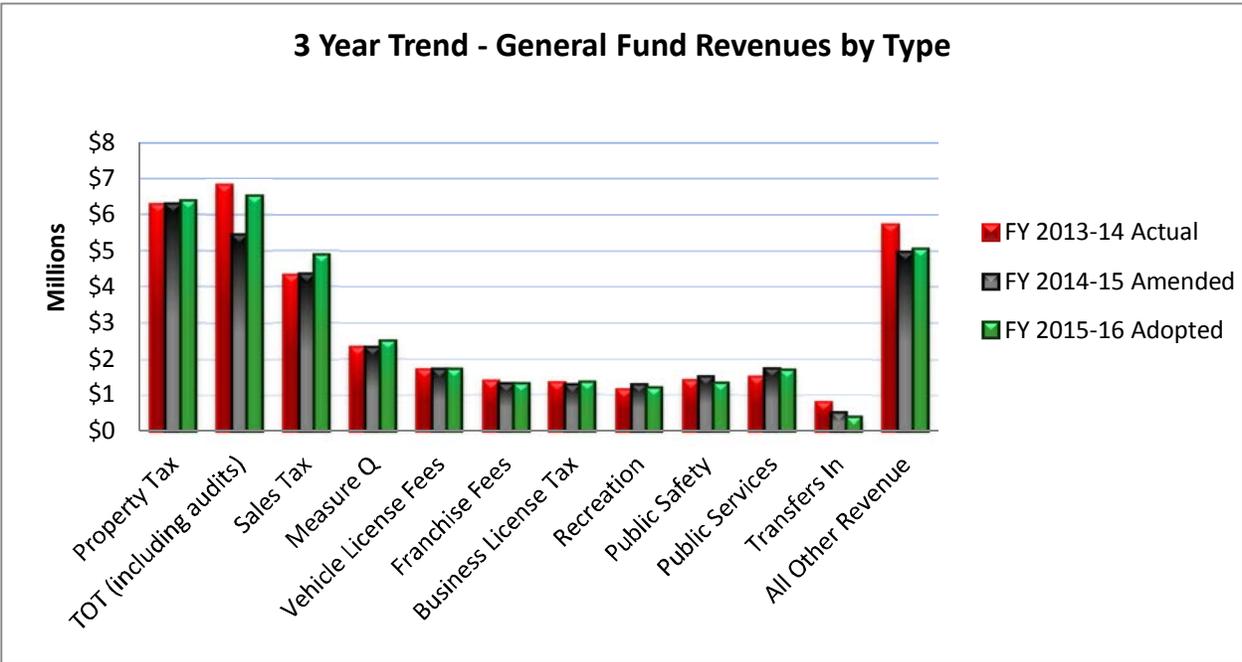
General Fund Revenues

As shown in the chart below, the primary sources of revenue comprising 59% of all General Fund revenues are Property Tax (19%), Transient Occupancy Tax (TOT) (19%), and Sales Tax (General Sales Tax (14%) and Measure Q (7%)). "Other revenue" (15%) primarily reflects revenues collected in the tourist core area, which is primarily utilized to cover debt service. The FY 2016 General Fund revenues conservatively reflect the trending increases in TOT, Sales Tax and Property Tax.



General Fund Revenue Trends

General Fund revenue trends portray a local economy reflecting the return of tourists to the community. As shown on the Three-Year General Fund Revenues chart below, Transient Occupancy Tax has increased, which has been boosted by auditing of hotels and Vacation Home Rental properties. Property taxes and sales taxes (including Measure Q) are above last year. The continuing decline in “transfers in” over the past three years reflects the declining need to transfer in revenue reserves from other funds to balance the budget. As noted previously, “all other revenue” is primarily former Redevelopment Agency revenue.



Top Three General Fund Revenue Sources

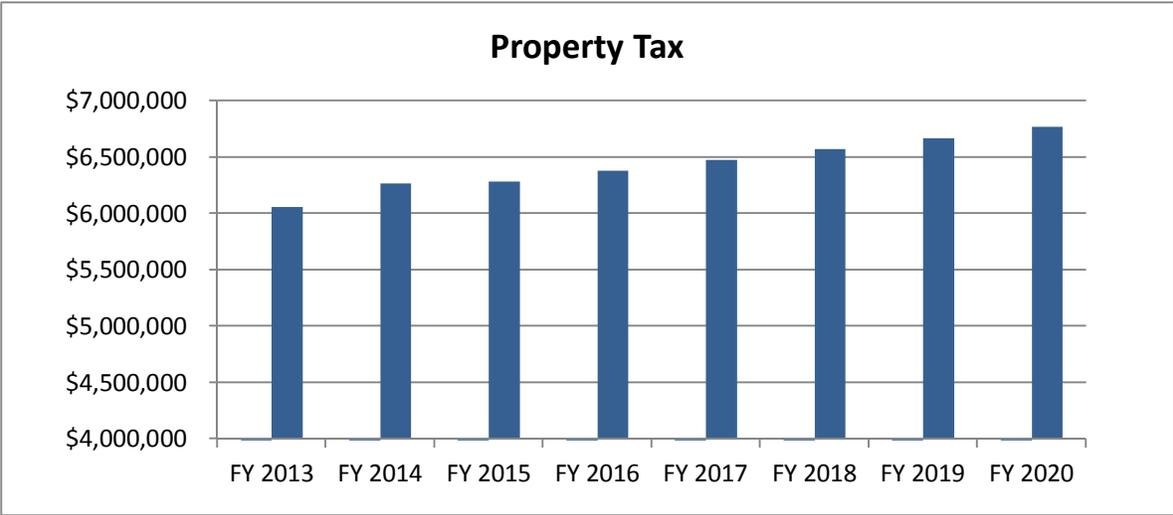
Property Tax, Transient Occupancy Tax (TOT) and Sales Tax (including Measure Q) revenues represent 59% of total General Fund revenue for the City.

Property Tax Revenue

Property tax revenue represents 19% of General Fund revenues. The City receives approximately 20% of the 1% levy on assessed taxable value of all real property within the City limits. Property tax revenue continued to decline long after the Great Recession was officially “over” and the country was in recovery. Starting in 2013 property tax receipts began to recover with a 3.6% increase and a 3.5% increase in 2013 and 2014 respectively. Projected receipts (not shown below) for 2015 show a 4.5% increase over 2014. The City is projecting modest, but steady increases through 2020. However, historical trends indicate an economic slowdown should be expected between 2017 and 2020.

A review of the historical data is indicative of the rise and fall of housing prices in South Lake Tahoe. Given that property tax revenues are a significant percentage of General Fund revenues, **it is critical** the City keep an eye on historical trends and if property values increase significantly again, as they did in 2005-2006, the City should not expect increases to continue indefinitely, but rather budget those revenues for one-time expenses or set aside those revenues for future expenses in times when home prices decline.

Property Tax							
Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast
FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
\$6,055,494	\$6,267,156	\$6,282,850	\$6,377,093	\$6,472,749	\$6,569,840	\$6,668,388	\$6,768,414
3.6%	3.5%	0.3%	1.5%	1.5%	1.5%	1.5%	1.5%

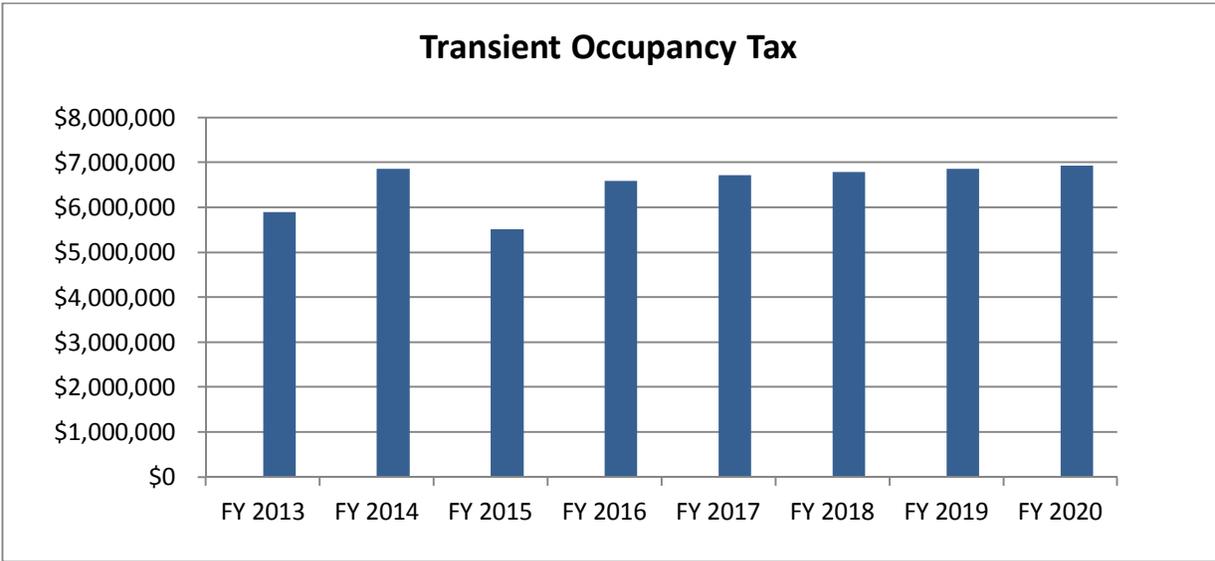


Transient Occupancy Tax

Transient Occupancy Tax (TOT) represents 19% of the projected total General Fund revenue for FY 2016. The TOT is levied at 10% per dollar of daily room prices in hotels, motels and vacation homes used by visitors staying in South Lake Tahoe for less than 30 days. For lodging located within the South Tahoe Redevelopment Agency’s (now the Successor Agency) Project Area #1, the TOT rate is 12%. The 12% TOT funds are held in Trust until such time as they might be needed to support the repayment of redevelopment debt for construction of the Heavenly Village project.

Recent history shows that TOT peaked in 2006 at \$5.8M and dropped to a low in 2011 at \$4.7M. Since that time TOT has shown steady improvement to a projected 2015 revenue of \$7M (not shown below). Recent year over year analysis shows a healthy balance between winter and summer revenues indicating a shift from reliance on winter snow levels to a more balanced visitor flow over the two main seasons of winter and summer. While TOT has shown a very strong recovery since 2011, conservative budgeting is projecting a slight decrease in 2016 (over 2015 projected) followed by 2% - 1% annual increase through 2020.

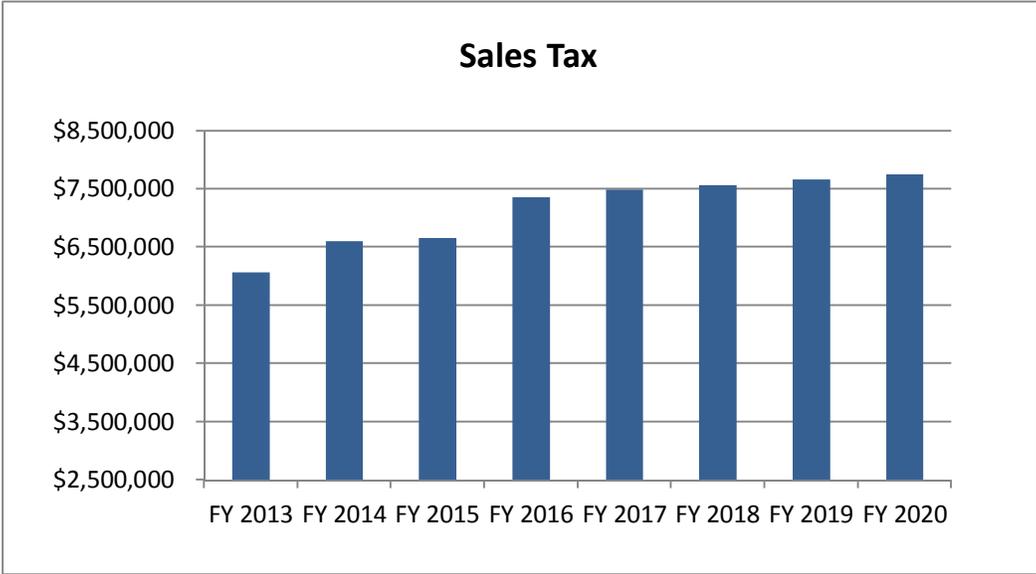
Transient Occupancy Tax							
Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast
FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
\$5,895,328	\$6,869,321	\$5,515,850	\$6,592,435	\$6,724,284	\$6,791,527	\$6,859,442	\$6,928,036
24%	17%	-20%	20%	2.0%	1%	1%	1%



Sales Tax Revenue

Sales tax is the City’s third single largest revenue source and represents 14% of the total projected General Fund revenue for FY 2016, which is a 12% change over FY 2015. Measure Q provides another 7% in sales tax revenues. Sales tax revenues have been less volatile than TOT and property taxes. In FY 2013 and FY 2014, sales tax revenue showed a 7% and 9% increase respectively. Projected revenues for 2015 are \$6.9M or 4.9% over 2014. Based on analysis by outside consultants, the City is projecting a 6.2% increase in 2016 (over 2015 projected actuals) followed by 1.5% annual increase through 2020.

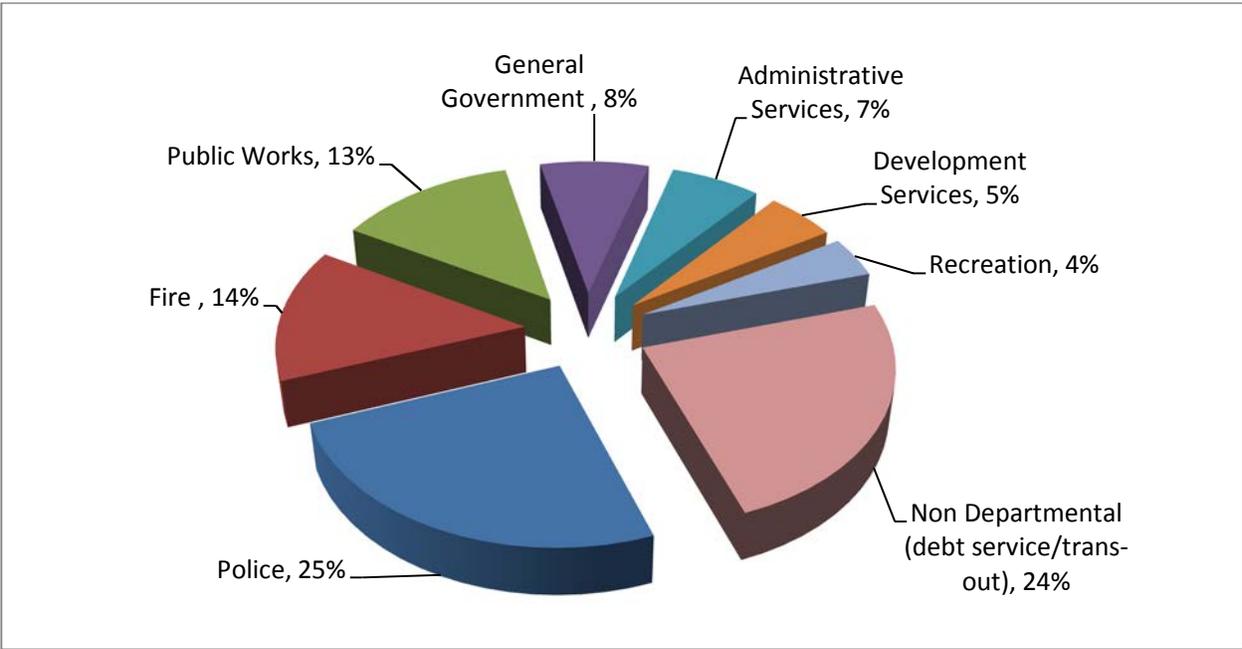
Sales Tax (including Measure Q)							
Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast
FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
\$6,063,716	\$6,609,022	\$6,656,630	\$7,363,823	\$7,484,922	\$7,572,100	\$7,660,462	\$7,750,022
7%	9%	1%	11%	1.5%	1.5%	1.5%	1.5%



General Fund Expenses

General Fund expenditures are programmed at \$34.3M. Over the past few years, expenditures are budgeted for the City’s core services. Evaluating expenses by department demonstrates the City’s commitment to public safety (fire and police) and public works, the primary services on which the City was founded. Those services comprise 52% of the City’s General Fund expenditures. Police services comprise the largest share of General Fund expenditures (25%), followed by Fire (14%). The Public Works Department increased by 5% percentage points over the previous year to 13%. This is due to the consolidation of all City maintenance functions into the Public Works Department. Non Departmental (24%) expenses primarily include debt service. The remaining 24% of the budget is comprised of General Government, Administrative Services, Development Services and Recreation.

General Fund Expenses, by Department



Personnel – The Primary Cost of Public Services

The primary product of municipal government is to provide services for the community (police, fire, parks & recreation, capital improvements, public works and development services) and the services that support those functions (human resources, legal, finance and communications). Therefore, as it will always be, the largest expense of the City is personnel; salaries, pension, health care and other benefit costs. In the FY 2016 General Fund budget, these expenses represent **63%** of total General Fund expenses.

As noted in the table below, when evaluating General Fund salaries and benefits by Department, Police, Fire, and Public Works (core services) continue to comprise the majority of expenditures at **72%** of salaries and benefits.

<u>Salaries and Benefits by Department</u>		
Police	\$ 7,916,296	36%
Fire	4,369,457	20%
Public Works	3,490,797	16%
General Government	1,866,484	9%
Administrative Services	1,742,157	8%
Development Services	1,657,666	8%
Recreation	892,452	4%
Vacancy Factor	(200,000)	-1%
Total	21,735,310	100%

The chart below shows a comparison of salaries and benefits by collective bargaining group. Between FY 2015 and FY 2016 projected overtime (mainly in Public Safety) has increased due to staffing shortages, injuries, minimum staffing requirements and service demands.

<u>Salaries and Benefits, by Collective Bargaining Group</u>					
<u>Salaries & Benefits</u>		<u>FY 2015</u>	<u>FY 2016</u>	<u>%Difference</u> <u>2015-2016</u>	<u>% of total</u> <u>2016 S&B</u>
Safety Police	\$	5,881,063	\$ 5,939,898	1.0%	27%
Safety Fire		3,812,905	4,001,414	4.9%	18%
Misc.		9,184,222	10,690,177	16.4%	49%
Total Salaries & Benefits	\$	18,878,190	\$ 20,631,488	9.3%	95%
Temp Employees		856,264	544,140	-36.5%	3%
Overtime		603,873	759,682	25.8%	3%
Vacancy Factor		(300,000)	(200,000)	-33.3%	-1%
TOTAL	\$	20,038,327	\$ 21,735,310	8.5%	100%

CalPERS Pension Cost

Member agencies of California Public Employees’ Retirement System (CalPERS), of which the City is a member, were once again assessed with unexpected rate hikes in the employer’s contribution rates. CalPERS rates comprise two portions – the employee rate and the employer rate. The CalPERS employee rates were intended to mirror Social Security payroll contributions (7%) paid by private sector employees. Prior to the Great Recession and the enactment of Governor Brown’s 2013 Public Employee Pension Reform Act (PEPRA), many public sector employees did not contribute to either the employee or the employer rate. The City of South Lake Tahoe employees didn’t need PEPRA to make the change; by 2012 all employee groups were paying their full employee share (7% to 9% of salary). PEPRA requires public sector employees contribute 50% of the “normal” cost of CalPERS rates by 2018. For most of the City’s public safety employees that required an additional three percent (3%) contribution. During the 2014 negotiations, this adjustment was agreed to and was implemented in late 2015.

Similar to the City’s issue involving the rising costs of health care, changes to the benefit plan design would provide greater reductions in the unfunded pension liabilities than these constant adjustments to benefits and increase in rates by both employees and employers. The state legislature needs to grant CalPERS member agencies the authority to negotiate contracts. It’s nonsensical that a CalPERS member agency can negotiate with employees to improve the benefit that they can earn, but cannot negotiate with employees to reduce the benefit.

In late 2014 the City issued bonds to pay off the Public Safety side funds in the amount of \$11.5M. The impact of this action will save the City an estimated \$2.8M over the remaining 12 years of the Bonds (roughly \$233,000 annually).

In 2015 CalPERS changed the way that they assessed Cities pension rates. Instead of simply continuing to raise the percentage rate assessed on payroll, they reduced the percentage rates, and at the same time implemented an additional flat amount due each year. The chart below shows the budgeted pension cost for FY 2016. The debt service on the pension bonds in not included in the General Fund number below.

FY 2016 Employer Pension Costs By Bargaining Unit	
Safety Police	1,208,409
Safety Fire	1,008,140
General & PW	860,015
Other Misc	1,250,524
TOTAL	4,327,088

City's Self-Insured Health Care Benefit Plan

As described in the introduction of this budget message, the rising cost of health care is understood as a serious problem throughout the United States. In 2010 the federal government adopted the Patient Protection and Affordable Care Act (“ACA”) with the majority of provisions phased in by January 2014. Because the City is self-insured, we must adopt a Healthcare Plan that meets the Affordable Care Act requirement. Further adding to the City’s unfunded health care liability is the number of lives for which the City is providing medical coverage. Although the City only employs about 175 permanent employees, the City is covering the medical expenses for approximately four times that many people. The City covers the medical expenses for approximately 800 lives, about half of which are retirees and their dependents.

As has been explained in many public meetings, workshops and for many years in the City’s budget messages and presentations, the City’s Healthcare benefit plan is full of design flaws contributing significantly to the high cost of salary and benefits. The City has implemented many cost-containment strategies over the years. Employees (and retirees because they receive the same plan as employees) have been subjected to frequent changes in the benefit plan. Over the years, the Healthcare Plan included increased deductibles, reduced and eliminated coverages, and eliminated participants. The Healthcare plan benefit has remained undefined, unreliable and therefore unsustainable.

However, as also explained in the introduction of this message, the City has been negotiating with employees, both represented and unrepresented, for the last several years to develop a plan to reduce costs while providing a plan that can be relied upon and sustainable for the future.

A Healthcare Plan, with Options

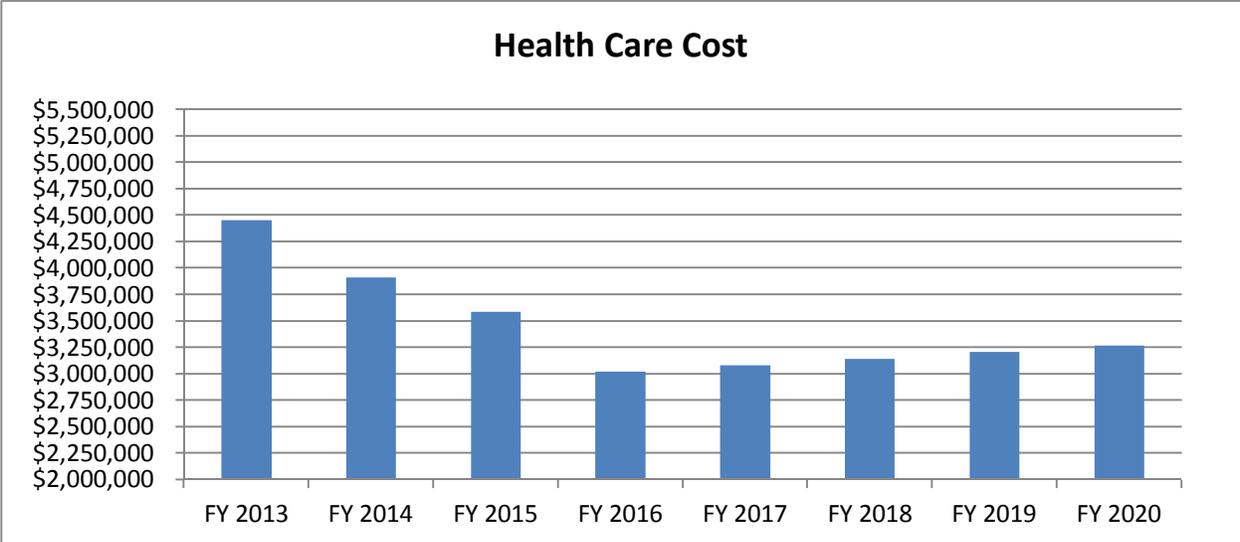
The City has had one medical/health benefit plan for all employees for many years. Medical coverage and health benefits are not suitable to a one-plan-fits-all approach.

In 2014 the City negotiated in good faith with represented and unrepresented employees of which all have entered into agreements with the City. The agreements included a new Healthcare Plan, which includes a basic plan and for the first time – ever – employees will have the option to purchase additional health benefits to choose the plan best suited for them and their family (retirees receive the same plan as employees (“Plan A”) and will also be offered the option to purchase optional plans).

The Healthcare Plan is the “Plan A” of the Keenan (the City’s Broker) schedule. Plan A is the City’s designated Healthcare Plan and it meets the regulations of the Affordable Care Act. Plan participants have the option to purchase an improved benefit plan with reduced out of pocket expenses and deductibles. Because “Plan A” meets the new federal regulations, the City’s Healthcare Plan will finally be a plan that employees and retirees can rely on. Plan A provides 100% of many important ‘well-care’ visits and \$50 co-pay for office visits.

The following shows actual health care costs for 2013 & 2014, budgeted for 2015 & 2016 and projected for 2017 – 2020.

Health Care Cost								
	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
EE	\$2,615,220	\$2,478,330	\$2,568,996	\$1,995,610	\$2,035,522	\$2,076,232	\$2,117,757	\$2,160,112
Ret	\$1,837,440	\$1,434,945	\$1,021,589	\$1,025,000	\$1,045,500	\$1,066,410	\$1,087,738	\$1,109,493
Total	\$4,452,660	\$3,913,275	\$3,590,585	\$3,020,610	\$3,081,022	\$3,142,642	\$3,205,495	\$3,269,605



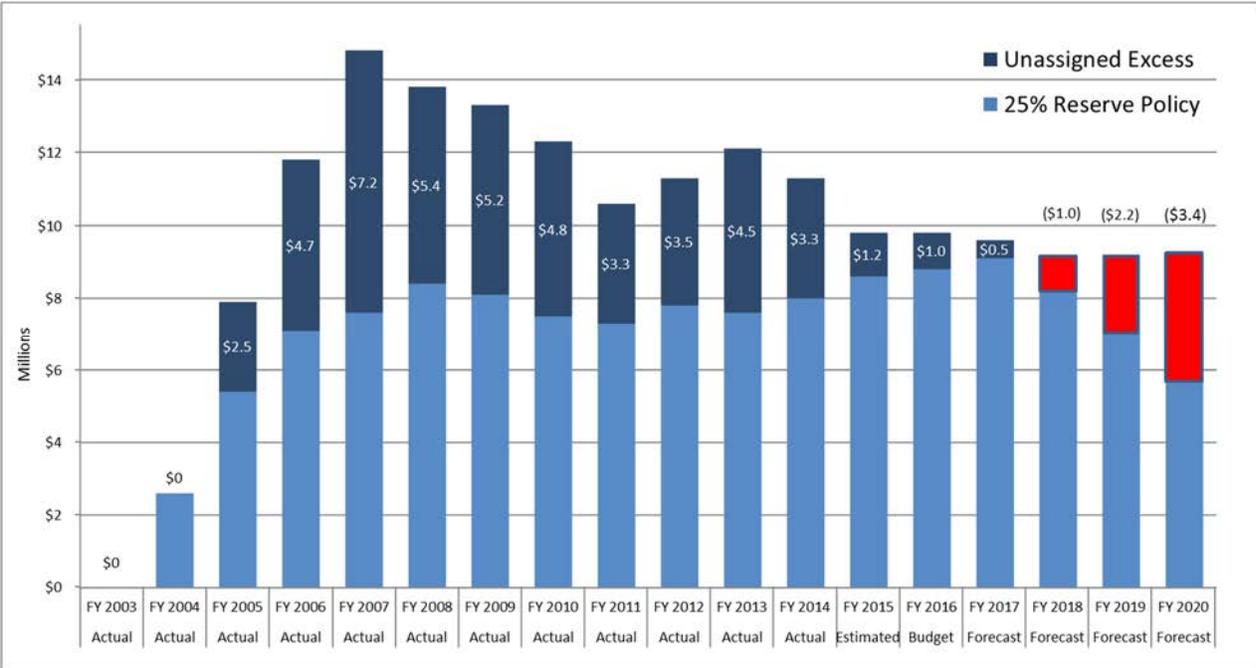
General Fund Reserves

25 % General Fund Reserve Policy

As shown on the chart below, in 2003, the City’s General Fund Reserves were **zero**. Consider that at the same time, pension costs were also **zero**. As pension costs rose, the City adopted and implemented a General Fund Revenue Reserve policy (2005) requiring 25% of General Fund revenue to be set aside in reserves. As a result, by 2007, reserves had grown to \$14M providing a much-needed safety net to draw from as the recession began and as it worsened. Between 2008 and 2012, to balance the budget, the City utilized excess reserve funds to help offset the impacts of the recession. However, the City’s reserves did not go below its adopted 25% reserve policy, which has been maintained even as excess reserves were utilized to fill the budget gaps. Looking back, had the City not adopted the 25% reserve policy and maintained it throughout the recession, the City would likely not have been able to maintain basic services.

At the conclusion of FY 2015, the General Fund Reserve Fund Balance is projected to be \$10M; \$1.4M over the City Council’s 25% reserve requirement of \$8.6M. While the 2015-2016 budget is expected to be balanced, in FY’s 2016-2020 the combination of the 25% reserve requirement growing (expenses increasing each year) and future projected deficits (projected expenses exceeding projected revenues), the General Fund Reserve Balance is projected to decrease by \$4.6M. This would be below the current 25% reserve requirement by \$4M. This of course is a very conservative budgeting model taking into account several significant possible negative economic possibilities. The City is committed to maintaining a 25% reserve requirement and will take the necessary steps to reduce expenses if these economic realities develop.

General Fund Reserves 2003-2020



Summary

The FY 2016 budget demonstrates a continued commitment to the City Council’s strategic priorities to Improve the Built Environment and Fiscal Sustainability. With 50 years of history and experience behind us, the City’s future legacy is bright indeed.

Fiscal Year 2016 budget is Respectfully Submitted,



Nancy Kerry, City Manager

About South Lake Tahoe

Municipal Profile



The City of South Lake Tahoe is a general law city in El Dorado County, California. It was incorporated on November 30, 1965. The City is governed by a Council/Manager form of government made up of five council members elected to four-year, overlapping terms. The fiscal year of the City is from each October 1 to September 30 of the following year.

South Lake Tahoe provides a wide range of services including: police and fire protection, street maintenance, airport, management, public transportation, parks and recreation, planning, building and safety, public improvements, and general administration. City recreational facilities include the South Tahoe Ice Arena, Recreation and Swimming Pool Complex, Campground by the Lake, Regan Beach, El Dorado Beach, Bijou Golf Course, Senior Citizens Center and Bonanza Park.



The city's population, as of January 1, 2015 was 21,738 according to the California State Department of Finance. Budgeted City full-time equivalent (FTE) employees will number 195.30 for the 2015-2016 Fiscal Year, of which 61.05 FTEs are assigned to the Police Department and 38 FTEs to the Fire Department. Fire protection and Emergency Medical services are provided by the City, which has 3 stations within its borders.

The City works closely with various other local and regional governmental agencies, including El Dorado County, California, Douglas County, Nevada, the California Tahoe Conservancy, the Lahontan Regional Water Quality Control Board, the California Department of Forestry, the California Department of Transportation and the Tahoe Regional Planning Agency.



Location and Climate



The city of South Lake Tahoe is located 190 miles northeast of San Francisco, CA and 60 miles southwest of Reno, NV, in the Sierra Nevada Mountains - one of the most unique settings in the world, at the edge of an alpine lake of great natural beauty and environmental value. The city encompasses an area of approximately nine square miles with an average elevation of 6,200 feet above sea level. The entire Tahoe Basin, including the city of

South Lake Tahoe, receives most of its moisture in the form of snow which generally falls from early November through April. Amounts of snowfall vary greatly from year to year but average approximately 20 feet of accumulated snowfall each year. One foot of snowfall is roughly the equivalent to one inch of rainfall. Temperatures in the city are generally moderate with winter time highs averaging approximately 40 degrees and lows in the 20's. Summer time highs average in the upper 70's and lows in the 50's. The sun shines in South Lake Tahoe 75% of the year, or 274 days.

Education and Recreation Opportunities

Educational services provided through Lake Tahoe Unified School District are comprised of four elementary schools, one middle school and a high school. Lake Tahoe Community College is located within the city and offers Associate of Arts degrees in several disciplines.



Cultural and recreational facilities include 32 churches, a library, parks and several playgrounds. Additional recreation facilities include: golf courses, swimming pools, a year round enclosed ice arena, riding stables, a bowling alley, and a senior citizen center. One of the largest and most popular ski areas in the western United States, Heavenly Mountain Resort, is located adjacent



to the city. In addition, the attraction of the scenic wonders, the adjacent Nevada gaming casinos, boating and hiking have made the area a popular year-round destination resort.

Transportation

The city of South Lake Tahoe is served by U.S Highway 50 which connects with Sacramento to the west and Carson City and Reno, Nevada to the east. The South Lake Tahoe Airport serves the city with general aviation services. The City of South Lake Tahoe is partners with the local transit services provider, Tahoe Transportation District (TTD) that has broad and exclusive jurisdiction to coordinate and operate a regional transit system within the Lake Tahoe Basin through funding and services agreements with local agencies.



Lake Tahoe History

Lake Tahoe is a unique and beautiful national treasure that also boasts a rich and colorful historical past. The Washoe Indians had been gathering at its shores for centuries when American explorers Kit Carson and John Fremont came upon it in 1844. The Lake Tahoe Basin was a summer gathering place for three tribes of these peaceful Indians, who considered the Lake to be a spiritual site and conducted sacred ceremonies on the South Shore.

Even today, the ancient name for the Lake lives on in a modern form. The Washoes named the area "Daw-a-ga," or "edge of the Lake." The explorers, however, unaccustomed to the native tongue, interpreted the phrase as "Tahoe." The name had staying power even though the Lake was christened "Bonpland" after a French botanist, "Mountain Lake" for obvious reasons and "Bigler Lake" after California's third governor before finally receiving Lake Tahoe as its official name in 1945.

The peaceful silence surrounding Lake Tahoe was broken not long after the first pioneers' arrival. By the 1860s, silver was discovered in the Sierra Nevada. Fortune seekers scurried to the Lake Tahoe area during the California Gold Rush, hoping to strike it rich. The massive Comstock Lode was discovered in 1859 in nearby Virginia City, Nevada. Would-be miners rushed to Lake Tahoe over northerly Beckworth Pass and Donner Pass, site of the famous wagon train tragedy, and Carson Pass to the south to circumnavigate the Tahoe Basin.



Soon, the influx of pioneers to the region was so great that "Bonanza Road," later to become Highway 50, was forged across the mountains. As traffic increased, way stations, stables and toll houses to collect fares for traveling Bonanza Road began to spring up.

Silver wasn't the only valuable commodity early settlers found in the area. Tahoe's timber-rich forests became a necessary resource for the increasing number of people needing fuel and to support the labyrinth of mines being constructed beneath Virginia City. But the easy availability of timber soon led to the devastation of Tahoe's forests, which were heavily logged between 1860 and 1890. The decline of the Comstock Lode probably rescued Tahoe's diminishing forests.



By the turn of the century, word of Lake Tahoe's natural beauty had reached the elite families of San Francisco. The wealthy, seeking a new scenic getaway, flocked to Lake Tahoe to stay at the area's plush new hotels. During this heyday of steamship transportation, the boats delivered mail and supplies to the hotels just as often as they hosted visitors' lavish parties.

By the 1950s, roads began to be plowed year-round, enabling access to permanent residences. When the 1960 Winter Olympics came to Squaw Valley, Lake Tahoe was put firmly on the map as the skiing center of the western United States.

Although the development of the Lake Tahoe area has come far, modern planners today use the ancient wisdom of the Washoe Indians when building in the area. Realizing the need to preserve the Lake's beauty in the face of progress, California and Nevada formed the Tahoe Regional Planning Agency in 1968 to oversee environmentally responsible development in the Basin. The agency's balanced approach has enabled them to limit the construction while devising a redevelopment plan that will improve the economy, tourist access and the environment well into the next century.

Today, Lake Tahoe still retains its pioneer charm while displaying an ancient respect for nature. While hotels, casinos and ski resorts draw millions of guests each year, the area's main attraction continues to be the restful silence of the wilderness and the awe-inspiring beauty of the Lake. As the Washoe Indians realized centuries ago, the "edge of the lake" is a unique and special place.

Lake Tahoe Facts and Statistics

Lake Facts and Statistics

Maximum Elevation:	6,229 feet
Length:	22 miles
Width:	12 miles
Maximum Depth:	1,645 feet
Average Depth:	989 feet
Shoreline:	72 miles
Volume:	39 trillion gallons or 122 million acre feet of water
Surface Water Temp:	Maximum: 68 degrees F, Minimum: 41 degrees F
Temperatures at 200 feet:	Maximum: 47 degrees F, Minimum: 41 degrees F
Clarity:	99.9% pure, with visibility to 75 feet below the surface

☛ Lake Tahoe is the third deepest lake in North America and the tenth deepest in the world. (Lake Baikal, in Russia, is the deepest at over 4,600 feet).

☛ Lake Tahoe is 2/3 in California and 1/3 in the State of Nevada.

☛ Mt. Tallac at 9,735 feet is the highest peak rising from the shoreline. The highest point in the Tahoe Basin is Freel Peak at 10,881 feet.

☛ Lake Tahoe is, geologically, a “young lake” having been formed 10,000 to 11,000 years ago.

☛ Sixty-three streams flow into Lake Tahoe, but only one, the Truckee River, runs past Reno and into Pyramid Lake.

☛ Lake Tahoe loses much of its water to evaporation. If the water that evaporates from the Lake every 24 hours could be recovered, it would supply the daily requirements of a city the size of Los Angeles.

☛ Lake Tahoe never freezes due to the constant mass movement of water from the bottom to the surface. In February 1989, Emerald Bay froze over for the first time since 1952.

Lake Tahoe Area Facts and Statistics

Population: South Lake Tahoe, including the Stateline area, has a permanent, year-round population of 34,000.

Gaming: There are five 24-hour casinos in the South Lake Tahoe area.

Skiing: Skiers can hit the slopes on one of the 182 ski trails in the midst of more than 8,800 total ski resort acres. The longest ski run in the area is 5.5 miles long. Lake Tahoe's greatest vertical drop is 3,600 feet. Both runs are at Heavenly.

Fishing: The biggest fish ever caught in Lake Tahoe, a Mackinaw lake trout, weighed 37 pounds and 6 ounces.

Famous Residents: Famous neighbors include and have included Charles Bronson, Cher, Natalie Cole, Sammy Davis Jr., Liza Minelli, Wayne Newton and the Captain and Tennille.

Movies Filmed at Lake Tahoe: Indian Love Call, starring Jeanette McDonald, was the first movie to be filmed at Lake Tahoe in the 1920's. Subsequent films have included The Godfather, starring Al Pacino and Marlon Brando and The Bodyguard, filmed at Fallen Leaf Lake, starring Kevin Costner and Whitney Houston.

Population & Housing Data for South Lake Tahoe

	<u>2000 U.S. Census</u>	<u>2010 U.S. Census and 2009-2013 American Community Survey 5-Year Estimates</u>
Total Population	23,609	21,448
Male	12,203	11,286
Female	11,406	10,162
1990 – 2000 and 2000 – 2010 change in population	+9.4%	-9.3%
Median household income	\$34,707	\$41,004
Number of Households	9,410	8,628
Family households (families)	5,389	4,794
Nonfamily households	4,021	3,834
Average household	2.50	2.45
Average family size	3.15	3.17
Total Housing Units	14,005	15,878
Total occupied housing units	9,410	8,628
Owner-occupied housing units	4,056	3,994
Renter-occupied housing units	5,354	4,634
Age		
Under 18 years	25.2%	19.8%
18 to 54 years	58.8%	54.7%
55 to 64 years	7.5%	14.7%
65 years and over	8.5%	10.8%
Median age (years)	33.4	38.4
Ethnicity:		
White	75.7%	73.5%
Asian	6.0%	5.5%
Two or more races	3.9%	3.7%
Native American	1.0%	1.1%
Black or African American	0.8%	0.9%
Pacific Islander	0.2%	0.2%
Other race	12.5%	15.1%
Total	100%	100%
School Enrollment		
Population 3 years and over enrolled in school	6,738	5,312
Nursery, preschool	291	422
K-12	4,699	2,981
College	1,748	1,836
Educational Attainment		
Population 25 years and over	15,011	14,624
Percent high school graduate or higher	80.8%	83.5%
Percent bachelor's degree or higher	18.6%	22.3%
Employed civilian population 16 years and over	11,953	10,568
Industry		
Arts, entertainment, recreation, accommodation and food services	43.6%	43.2%
Educational, health and social services	11.4%	11.3%
Retail trade	9.3%	11.0%
Finance, insurance, real estate, and rental and leasing	6.2%	3.6%
Professional, scientific, management, admin, and waste management services	6.2%	7.7%
Construction	5.6%	6.3%
Public administration	4.2%	2.9%
Other	13.5%	14.0%

Source: U.S. Census Bureau, 2010 Census, State and County QuickFacts, American Community Survey.

Additional statistical and supplemental data for the city can be found in the Appendix section of this document.



The Budget Process and Document

The budget is a plan of financial operation embodying an estimate of proposed expenditures and the proposed means of financing them for a particular time period. The budget, as adopted annually by the City Council, constitutes the legal authority for expenditures. The City's budget is adopted at the fund level and expenditures may not legally exceed appropriations at that level of detail. Appropriations authority for all funds lapses at year-end. The annual budget is developed based on City Council top strategic priorities discussed on page 33.

BUDGET DEVELOPMENT PROCESS

The City of South Lake Tahoe Municipal Code requires the City Manager to submit a proposed balanced budget annually for the City Council's adoption. The City Council adopted the Budget on September 15, 2015 for the fiscal year that began on October 1, 2015. The following Budget Calendar outlines the important milestones in the development of the 2015-16 Budget.

Budget Calendar – Fiscal Year 2015-16		
February 21, 2015	City Council Priority Workshop	Identify 2015 Council goals and set additional goals; give guidance on budget priorities, including capital projects
April 21, 2015	City Council Meeting	Mid-Year Budget review and adoption of amendments to 2014-15 Budget
May 12, 2015	2015-16 Budget Instructions and Forms sent to City Departments	Departments begin developing 2015-16 Budget requests
June 12, 2015	Final Position Budgeting completed subject to revision	Financial Services staff completes final salary budgets subject to revision due to availability of rates and changes in staffing requests
June 16, 2015	Budget Request Worksheets Due	Departments submit 2015-16 budget requests to Financial Services division
June 16, 2015	City Council Meeting	Five-Year Financial Forecast Update (rescheduled)
July 2, 2015	Preliminary Budget	Financial and Revenue Services staff complete revenue projections and compilation of budget requests into preliminary budget
July 20 to July 30, 2015	Preliminary Budget Review	Departments meet with City Manager and Financial Services staff to review budget requests for 2015-16 Budget
August 11, 2015	Completion of Proposed 2015-16 Budget	Financial Services staff makes any changes recommended during Preliminary Budget Review meetings
September 1, 2015	City Council Meeting	FY 2015-16 Budget and Five-Year Plan presentation
September 15, 2015	City Council Meeting	Adoption of 2015-16 Budget

UNDERSTANDING THE BUDGET DOCUMENT

Document Organization

The published budget document is designed to present summary information about the City's financial plans for the year in a user-friendly format. The document includes five main sections:

Introduction Section – includes City Manager's Budget Message, City Profile, explanation of the Budget Process and Document including the description of funds and the relationship between funds and functional units/departments, listing of City Officials, Organization Chart, Mission, Core Values and Strategic Priorities of the City Council, Business Plan Initiatives highlighting the major workplan items for the departments for the upcoming fiscal year with Action Plan items, Performance Measures and Timetables, and Budget Award.

Budget Summaries Section – includes tables and graphs detailing City-wide budgets by fund type and by department. Revenues for General Fund and Special Revenue Funds are presented by major type and expenses are presented by category. The section also includes the schedule of Transfers between funds, description of Major Revenue Sources and Trends, and schedule of Allocated Positions with the description of Staffing Level Changes.

Departmental Information Section – includes an overview of City departments and functions.

Capital Improvement Program Section – includes an overview of the capital projects planned or in-progress, and their financing source for FY 2015-16.

Appendix Section – includes Financial Policies, summary of Debt Management and information on current debt obligations, demographic information, Resolutions for the Adoption of the Budget and Appropriation Limit, and Glossary of Terms.

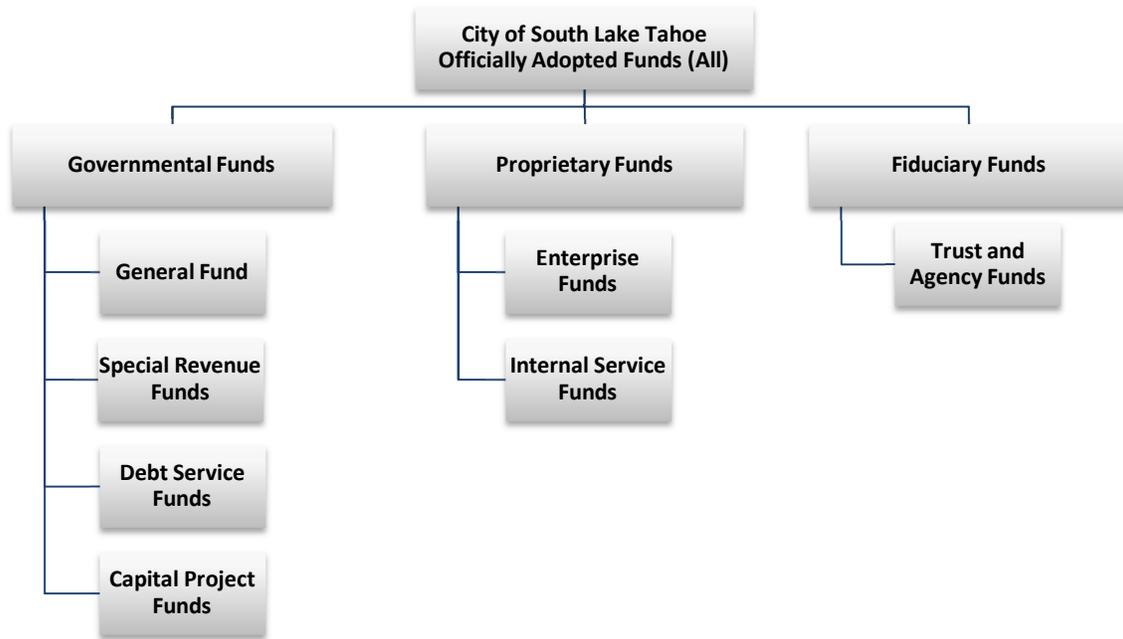
Fund Structure

The budget document includes city-wide information as well as information specific to each fund and each department or function. The operation of each fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Financial activities are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Funds used in government are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

- Governmental funds are used to account for tax-supported activities. The City maintains four different types of governmental funds: the general fund, special revenue funds, debt service funds, and capital projects funds.
- Proprietary funds focus on the determination of operating income, cost recovery, financial position and cash flows. The City maintains two different types of proprietary funds: enterprise and internal service funds.
- Fiduciary funds are used in situations where the government is acting in a fiduciary capacity as a trustee or agent.

Below is an illustration of the City's fund structure.



GOVERNMENTAL FUNDS

General Fund

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The major revenue sources for this Fund are sales taxes, property taxes, transient occupancy tax, unrestricted revenues from the State, fines and forfeitures and interest income. Expenditures are incurred for public safety, most administrative functions, and public works.

Special Revenue Funds

Used to record and account for the proceeds of specific revenue sources that are legally restricted to expenditures for a particular purpose. These funds include:

Gas Tax Fund: used to account for the Highway User’s Tax revenues received from the State of California under Sections 2105, 2106, and 2107 of the Streets and Highways Code. Activities in this fund are restricted to street and road construction and rehabilitation.

City Housing and Economic Development Fund: prior to dissolution, established by the Redevelopment Agency of the City to account for tax allocation set aside, and the use of CDBG, and HOME funds for the purpose of increasing or improving the City’s supply of low or moderate income housing. Post redevelopment dissolution, the Housing Authority was reestablished and renamed the City of South Lake Tahoe Housing Authority. Resolution 2012-10 transferred all housing rights, powers, duties, assets and obligations as allowed by law from the former Redevelopment Agency to the newly established City of South Lake Tahoe Housing Authority.

Police Grants: used to account for revenues and expenditures related to the police department including traffic safety, boat safety, and DUI grants.

General Plan Amendment: used to account for fees collected and expenses incurred for the update of the general plan.

Snow Removal Fund: used to account for the Highway User's Tax revenues received from the State of California under section 2107.5 of the Streets and Highways Code. Activities in this fund are restricted to snow removal operations along the City streets, City parking lots, and bike trails.

Fire and Police Safety Sales Tax: used to account for the Proposition 172 Safety Sales Tax revenues and expenditures.

Vehicle Replacement: used to account for revenues and expenditures related to the replacement of city vehicles, safety vehicles and snow removal equipment.

Tourism Improvement District: used to account for the collection and passing through of the nightly room assessment for the purpose of tourism promotion.

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources and payment of general long-term debt obligations of the City and related entities. Funds included in this category are:

City Debt Service: used to account for the debt service of the City of South Lake Tahoe.

Capital Projects Funds

Account for financial resources used for the acquisition and improvement of major capital facilities, erosion control projects, airport projects, housing and street projects. These funds include:

Streets Projects Fund: to account for road projects within the city limits.

Erosion Control Projects Fund: to account for erosion control projects within the city limits.

Buildings and Grounds Projects Fund: to account for governmental buildings and grounds projects.

Airport Projects Fund: to account for airport projects at the South Lake Tahoe Airport, which are primarily funded by Federal Aviation Administration (FAA) grant funds.

Housing Projects Fund: to account for construction and rehabilitation projects within the City limits to increase or improve the City's supply of low or moderate income housing.

PROPRIETARY FUNDS

Enterprise Funds

Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private business enterprises. Costs are financed or recovered primarily through user fees. These funds include:

Transit Fund: established for the activities associated with the operations and maintenance of the City's public transit activities and has particular emphasis on serving the elderly and handicapped.

Airport Fund: established for the operation, development and maintenance of the South Lake Tahoe Airport.

Parking Garage Fund: established for all activities necessary to provide administration, operations, capital improvements, maintenance, and related debt service of parking garage.

Parking Management Program Funds: established for all activities associated with the creation of a paid parking program within the City limits.

Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department for other departments within the City on a cost reimbursement basis.

Health, Vision and Dental Self Insurance: established for the revenues and expenses necessary to provide health, dental and vision insurance for city employees and retirees.

Workers Compensation Self Insurance: established for the revenues and expenses necessary to provide workers compensation insurance for city employees.

Motor Pool: established for the revenues and expenses to maintain the vehicles owned by the City of South Lake Tahoe. The accounting for Motor Pool activities was transferred into General Fund effective budget year 2012-13.

FIDUCIARY FUNDS

Trust and Agency Funds

Trust and Agency funds are used to account for assets held by the City as an agent for individuals, private organizations, and other governments.

Redevelopment Obligation Retirement Trust Fund: established February 1, 2012 for the revenue and expenses necessary to unwind the South Tahoe Redevelopment Agency.

Department Information

The Departmental Information section includes one or more of the following types of information for each department and function:

Mission and Strategic Priorities: established by City Council.

Core Services: introduces the department and the primary services provided by the department at the level that aligns citizens' expectations with what the City can afford.

Revenues and Expenditures by Fund Type and Category: summarizes revenues and expenditures for the department and/or function for several fiscal years (Actuals for FY 2011-12, 2012-13, 2013-14, Amended Budget for FY 2014-15, and Adopted Budget for FY 2015-16). Revenues and expenditures are shown by fund type and category.

Department / Fund Relationship

The table below displays the relationship between the City’s functional units, departments, and major fund categories. The numbers represent the number of funds of each type that each department or function utilize for budgeting in 2015-16. More detailed information regarding funds within each category and individual accounts for each department and function can be obtained from the Budget Details by Department tables located in the Budget Summaries section of this document.

Functional Unit/Fund Matrix	General Fund	Special Revenue	Enterprise	Internal Service	Debt Service	CIP	Trust and Agency
General Government	1	1					
City Manager's Office	1	1					
Administrative Services	1		2	3			
Non-Departmental	2	1			1		
South Tahoe Redevelopment Successor Agency							1
Business Improvement Districts		2					
Trust and Agency							5
Police	1	11	4				
Fire	1	3					
Public Works	1	10				3	
Development Services	1	9	1				
Recreation	1	2					

BASIS OF ACCOUNTING AND BUDGETING

The basis of accounting refers to the timing of revenue and expenditure recognition for financial reporting. In preparing the budget the same methodology is applied. All of the City's funds are subject to appropriation. In other words, the City officially adopts budget for all of its funds.

The budgets of governmental funds (General Fund, Special Revenue Funds, Debt Service Fund and Capital Projects Funds) and agency funds are prepared on a modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Accrued revenues include property taxes, sales taxes, and other taxes received within forty-five days after the fiscal year ends, and earnings on investments. Revenue from grants, entitlements, and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied. Forfeitures, licenses, permits and miscellaneous revenue are not susceptible to accrual because they are not measurable until received in cash. Expenditures are recorded when the related liability is incurred, except for principal and interest payments on general long-term debt that are recognized when due.

Budgets for proprietary funds (Enterprise Funds and Internal Service Funds) are prepared on a full accrual basis where revenues are recognized when earned, and expenses are recognized when they are incurred, regardless of when the related cash flows take place.

CHANGES TO ADOPTED BUDGET

The City Council may make supplemental and emergency budget appropriations during the fiscal year. However, prior certification that revenues in excess of those budgeted are available is required. Appropriations may be reduced at any time during the fiscal year, if necessary. Only the City Council, by Resolution, may transfer monies between funds and from unappropriated balances or fund balances to any fund account.



Elected Officials

Hal Cole, Mayor

Wendy David, Mayor Pro Tem

JoAnn Conner, Councilmember

Tom Davis, Councilmember

Austin Sass, Councilmember

Susan Alessi, City Clerk

David Olivo, Treasurer

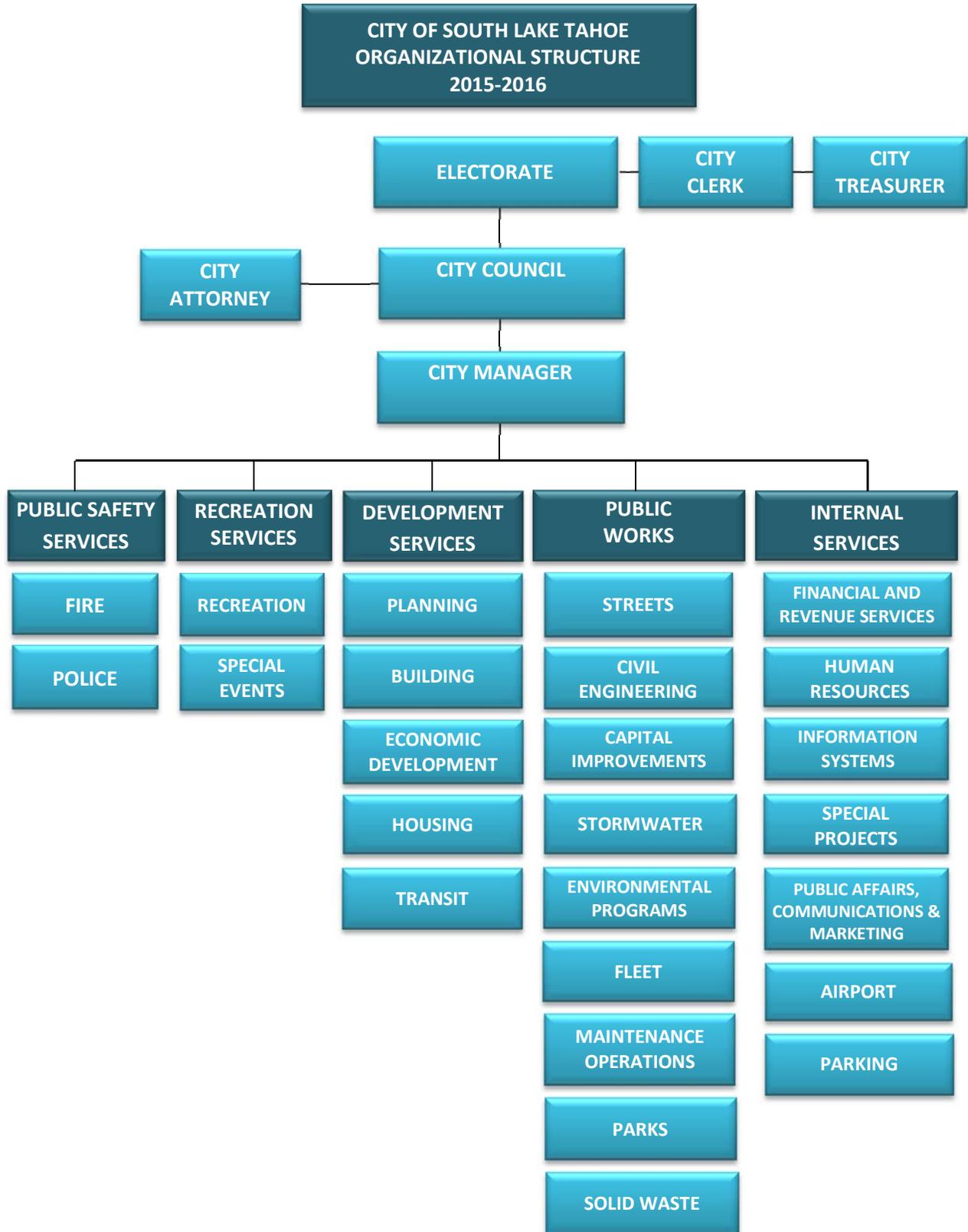
City Manager

Nancy Kerry

City Attorney

Tom Watson

City Organization





Mission and Core Values

We are dedicated to providing essential, outstanding and cost-effective services that enhance the vitality and quality of life of our residents, businesses and guests.

We treat each other and those we service with courtesy, consideration and value.

We welcome and find new and better ways of conducting business and providing services.

We take ownership of our decisions and responsibilities for our conduct and performance.

We are honest, trustworthy and committed to doing the right thing.

We strive to deliver services that produce the highest level of value, results and satisfaction for our customers.

We will create an organizational culture built on outcomes and “keeping score” of our results.

Respect

Innovation

Accountability

Integrity

Customer-Focused

Results-Driven

Strategic Priorities

In March 2015, the City Council re-affirmed the current Strategic Priorities will remain the same for Fiscal Year 2015-2016:

- ❖ **Economic Development:** *To stimulate economic recovery and vitality*

- ❖ **Fiscal Sustainability:** *To ensure the City is a wise steward of the public's resources and maintains long-term financial viability*

- ❖ **Improve the Built Environment:** *To improve the City's "First Impression" and ensure investment in community and tourist infrastructure*

- ❖ **Partnership Development:** *To build cooperative and reciprocal partnerships with local, regional, and federal public, non-profit and private entities to enhance the vitality and quality of life of City residents, businesses and guests.*

- ❖ **Public Trust and Accountability:** *To enhance civic engagement and maximize information outreach by listening to, understanding and fostering mutual respect with the community.*

- ❖ **Quality Core Services.**

Business Plan Initiatives to Support Strategic Plan Priorities

PRIORITIES	ECONOMIC DEVELOPMENT
	Initiative 1: Implement Economic Development Strategy
	Initiative 2: Evaluate New Special Event Locations
	Initiative 3: Expand Recreational Investment Opportunities
	Initiative 4: Citywide Area Plan
	Initiative 5: Bijou Park Master Plan
	FISCAL SUSTAINABILITY
	Initiative 6: Reorganize Fire Department
	Initiative 7: Implement Asset Management Program
	Initiative 8: Adopt Revenue Generation Strategy
	IMPROVE THE BUILT ENVIRONMENT
	Initiative 9: Implement Tahoe Valley Area Plan
	Initiative 10: Implement Community Investment Program
	Initiative 11: Implement Recreation Master Plan
	Initiative 12: Establish Visual Appeal Index
	Initiative 13: City Hall/Visitor Center Remodel
	Initiative 14: Revitalize Hotel Districts
	PARTNERSHIP DEVELOPMENT
	Initiative 15: Promote South Shore Legacy Principles
	Initiative 16: Implement TRPA Memorandum of Understanding
	Initiative 17: Broaden Community Outreach
	PUBLIC TRUST AND ACCOUNTABILITY
	Initiative 18: Improve Development Review & Permitting Services
	Initiative 19: Develop Best Practices Policies and Procedure for Public Works Department
	Initiative 20: Municipal Code Revisions
	Initiative 21: Generate Fire/Life Safety through Public Education
	Initiative 22: Establish Anti-Property Crime Program
	QUALITY CORE SERVICES
	Initiative 23: Improve Residents Quality of Life
Initiative 24: Strengthen Organizational Culture	
Initiative 25: Engage Tiger Team for Active Code Enforcement	
Initiative 26: Update Policies & Increase Efficiencies in Human Resource Department	
Initiative 27: Implement Customer Service Recognition Program	
Initiative 28: Improve Customer Experience at Recreation Center	
Initiative 29: Reorganize Finance Department	

Initiatives by Strategic Priority – Action Plan



ECONOMIC DEVELOPMENT

INITIATIVE 1: ADOPT ECONOMIC DEVELOPMENT STRATEGY		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Economic Development innovation is at the core of strong cities Retain a strong small business sector, increase local sales tax revenue Attract \$1 Billion in Capital Investments to the South Shore within 10 years (40% goal attainment by end of 2016) Attract and retain businesses to the South Shore Support local businesses in the community 	
Action Plan	<ul style="list-style-type: none"> Adopt Legacy Action plan calling for attraction of capital investment Identify signature economic development projects and assist developers in project development Complete and produce Developer Play Book Issue Request for Proposals for Economic Analysis of the Airport, Socio-economic analysis of Vacation Home Rentals and a Cost-Benefit study of new event center Implement the Airport Master Plan and Recreation Master Plan 	
Timetable	<ul style="list-style-type: none"> Action items to be completed by December, 2016 	

INITIATIVE 2: EVALUATE NEW SPECIAL EVENT LOCATIONS		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Increase TOT by 5% attributed to special events supported or hosted by the City 	
Action Plan	<ul style="list-style-type: none"> Identify long-term SnowGlobe location and bring forward five-year agreement for discussion by the City Council and/or Community Play Consortium Board Construct new fields at Lake Tahoe Community College location adjacent to current Community Play Fields and promote summer and winter event location Issue RFP for event space cost/benefit analysis at airport 	
Timetable	<ul style="list-style-type: none"> Early 2016: Issue Public Works Bid for field construction; award by April 2016 and begin construction early summer 2016 RFP for cost/benefit of airport event center issued early 2016; completed summer 2016 	

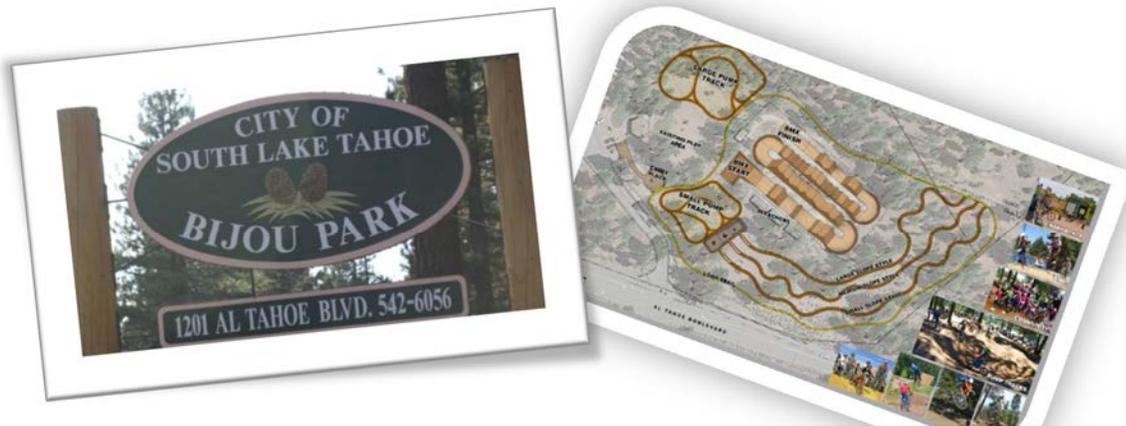
INITIATIVE 3: EXPAND RECREATIONAL INVESTMENT OPPORTUNITIES		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Create an opportunity for Economic Development through expansion of the recreation facilities in the area known as the “56 acre Project” 	
Action Plan	<ul style="list-style-type: none"> Complete transfer of the county-owned, but city-maintained improved land on the 56 acre project from the county to the city Enter into Agreements with building tenants for new investment in project site area Complete Recreation Complex redesign with ROI investment strategy Develop investment strategy for improved areas of the project site Relocate Street Maintenance Division from Rufus All to D Street to create additional space for recreational investments in the project site Renovate existing building on D street as well as construct new facilities to encompass the creation of a new Municipal Corporation Yard Potentially present tax initiative question to the voters in 2016 for investment in capital prioritized by voters for recreation, infrastructure and roads 	
Timetable	<ul style="list-style-type: none"> 2016 for all key action plan initiatives as identified above 	



Economic Development

INITIATIVE 4: CITYWIDE AREA PLAN		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Align the City's long-range vision with TRPA's Regional Plan Update and provide economic opportunities and incentives for development Improve code enforcement recognized by community, evidenced by 10% resident rating of the City's progress to improve the built environment and 85% satisfactory rating of residents' quality of life 	
Action Plan	<ul style="list-style-type: none"> Develop scope of work Conduct community outreach with property owners, business owners, and residents Work with/Educate Planning Commission and hold public workshops 	
Timetable	<ul style="list-style-type: none"> RFP to consultants for assistance by October 2015 Community workshops/outreach by December 2015 Complete/Adopt by December 2016 	

BIJOU PARK MASTER PLAN



INITIATIVE 5: BIJOU PARK MASTER PLAN		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Adoption of Bijou Park Master Plan 	
Action Plan	<ul style="list-style-type: none"> Conduct community outreach through workshops, surveys, and meetings Present concepts, ideas, and alternatives for uses Evaluate recommendations to present to City Council with Engineer's estimates City Council consider and recommend alternatives Prepare action plan for finalization of plan, fundraising and community engagement 	
Timetable	<ul style="list-style-type: none"> Spring 2016: hire consultant or assign staff to begin project planning Identify costs and revenue sources for the project Fall 2016: Initiate planning process 2017: Implement recommendations; schedule for Community Investment Program or City Council to authorize projects 	



FISCAL SUSTAINABILITY

INITIATIVE 6: REORGANIZE FIRE DEPARTMENT		LEAD: FIRE
Performance Measure	<ul style="list-style-type: none"> Create a more fiscally sustainable department through staffing, promotion and reorganization of personnel to fill vacancies 	
Action Plan	<ul style="list-style-type: none"> Successfully negotiate a comprehensive Career Development Guide to utilize during recruitment and promotions Conduct a comprehensive academy process to ensure the newly promoted or hired personnel are adequately trained to perform their job Implement a task book process consistent with career development guide 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	

INITIATIVE 7: IMPLEMENT ASSET MANAGEMENT PROGRAM		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Enhance Fiscal Sustainability through revenue generating programs supported by improved and well maintained City infrastructure and assets 	
Action Plan	<ul style="list-style-type: none"> Purchase Asset Management Software and Services to help with the collection of extensive data needed to implement the program Evaluate Citywide Pavement and Facilities Condition Index Establish Investment Plan 	
Timetable	<ul style="list-style-type: none"> 2015: purchase and install new software 2016: evaluate return on investment and demonstrate program effectiveness 	

INITIATIVE 8: ADOPT REVENUE GENERATION STRATEGY		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Create a policy for new revenue generation with directed projects, goals and performance measures for investment with demonstrated ROI and multi-utilization of revenues 	
Action Plan	<ul style="list-style-type: none"> High priority projects that were identified by the City Council presented to the community through statistically valid survey for ranking and prioritization Adoption of conceptual plans and engineer’s assessment of those projects and program 	
Timetable	<ul style="list-style-type: none"> Spring 2016: City Council determination of identified revenues sources and course of action for public action 	





IMPROVE THE BUILT ENVIRONMENT

INITIATIVE 9: IMPLEMENT TAHOE VALLEY AREA PLAN		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> The newly adopted Plan provides a blueprint for incentivizing development, creating a greenbelt that incorporates area-wide stormwater and BMP's, SEZ restoration, recreation, transportation and business attraction elements through a walkable and bikeable environment 	
Action Plan	<ul style="list-style-type: none"> Design greenbelt Work with Public Works/Engineering to ensure people-oriented areas are planned before infrastructure/stormwater system designed Continue work with private property owners/businesses for areawide stormwater system/BMPs Consider policies to assist in building mixed use areas that stimulate the economy 	
Timetable	<ul style="list-style-type: none"> Spring 2016: Identify Greenbelt Plan and Tahoe Valley redevelopment policies for adoption by council 2016: Identify potential sources of funding and leverageable assets to attract capital for the construction of greenbelt 	



INITIATIVE 10: IMPLEMENT COMMUNITY INVESTMENT PROGRAM		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Improve the Built Environment to increase recreation and wellness opportunities and provide significant environmental benefits as described in the adopted Community Investment Program 	
Action Plan	<ul style="list-style-type: none"> Complete the El Dorado to Ski Run Bike path to close one of the last gaps in cross town connectivity for pedestrians and bicyclists Complete the Bijou Bicycle Terrain Park Select Design for rehabilitation of Regan Beach Complete Sierra Tract ECP to reduce harmful discharge into Lake Tahoe and UTR 	
Timetable	<ul style="list-style-type: none"> 2015: Finalize agreements with property owners 2016: Construct bike paths 2016: Select alternative and identify sources of funding for construction /remodel of Regan Beach 	



Improve the Build Environment

INITIATIVE 11: IMPLEMENT RECREATION MASTER PLAN		LEAD: RECREATION
Performance Measure	<ul style="list-style-type: none"> Improve Recreation Facilities and strengthen Public/Private Partnerships with One South Shore identity to focus on recreation as primary economic driver Form new Joint Powers Authority for public/private partnership to share in the management and construction of new community play fields 	
Action Plan	<ul style="list-style-type: none"> Establish a recreation consortium represented by members of public and private recreation providers Engage public in Recreation Center Remodel and select design and develop plans for Regan Beach renovation 	
Timetable	<ul style="list-style-type: none"> 2015: Form new JPA (Community Play Consortium) 2016: Select final design and identify sources of funding for constructing new community play fields 2016: Construct new community play fields 	



INITIATIVE 12: ESTABLISH VISUAL APPEAL INDEX		LEAD: CODE ENFORCEMENT
Performance Measure	<ul style="list-style-type: none"> Create an attractive visual appeal along the commercial corridor by encouraging businesses on Highway 50/Lake Tahoe Blvd to improve their storefronts and comply with local ordinances 	
Action Plan	<ul style="list-style-type: none"> Proactively enforce illegal signs/banners along Hwy 50 Incentivize businesses to upgrade properties by creating public/private liaison to help them through permitting processes as needed 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	



Improve the Build Environment

INITIATIVE 13: CITY HALL/VISITOR CENTER REMODEL		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Improve, remodel and revitalize the local and visitor experience at City Hall at the airport by establishing a new visitor’s center and remodeling the lobby 	
Action Plan	<ul style="list-style-type: none"> Complete sale of coverage from airport land to Barton Hospital – establish capital improvement account as revenue source for project Select final design for remodel with the inclusion of visitors center In collaboration with Lake Tahoe Visitor’s Center, design satellite location for airport Bring forward to City Council project and construction approval, which will include new HVAC system Construct remodel and host grant opening 	
Timetable	<ul style="list-style-type: none"> 2015: select architect, review and finalize plans Jan/Feb 2016: select final design, release project for bidding January 2016: complete sale and transfer of coverage to Barton Hospital April 2016: Award project and initiate construction 	



INITIATIVE 14: REVITALIZE HOTEL DISTRICTS		LEAD: CITY MANAGER AND DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Revitalization and Redevelopment of older motels and hotels in the Stateline and highway 50 areas 	
Action Plan	<ul style="list-style-type: none"> Produce and adopt Legacy Action Plan identifying Revitalization of Hotel Districts as priority of City Produce Developer “Play Book” to attract capital investments Adopt policy to provide Commercial Floor Area (CFA) to developers willing to invest in hotel/motel district areas Work with local real estate professionals to encourage and attract investment 	
Timetable	<p>2016</p> <ul style="list-style-type: none"> Developer Play Book finalized and Legacy Action Plan adopted Develop strategy with local real estate professionals In collaboration with TRPA, establish CFA/TAU conversion strategies 	





PARTNERSHIP DEVELOPMENT

INITIATIVE 15: PROMOTE SOUTH SHORE LEGACY PRINCIPLES		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Adoption of Legacy Principles throughout the South Shore by private and public agency partners 	
Action Plan	<ul style="list-style-type: none"> The South Shore CEO Roundtable will continue its year-long effort to finalize Legacy Principles and Action Plans Local CEOs will encourage adoption and promote cohesive strategy for south shore 	
Timetable	<ul style="list-style-type: none"> Campaign launched by summer 2016 	

Legacy Action Plan

- Collaborating Leadership
- Environmental Integrity
- Education, Culture & Recreation
- Bold & Innovative

The South Lake Tahoe Legacy Action Plan consists of principles, plans, priorities, and major projects that will guide the City's collective action for environmental stewardship, improve economic diversity & contribute to a sustainable and vibrant community for this & future generations. Explore interactive maps, discover projects & progress at www.slt.unshelved.net

INITIATIVE 16: IMPLEMENT TRPA MOU		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> The recently approved delegated permit authority with TRPA will decrease permit processing times, incentivizing larger commercial and residential development projects in adopted Area Plans 	
Action Plan	<ul style="list-style-type: none"> Train City staff in TRPA requirements Develop community outreach materials explaining new processes Monitor and report on compliance with TRPA Code and implementation of Tourist Core and Tahoe Valley Area Plans Develop baseline customer service ratings 	
Timetable	<ul style="list-style-type: none"> 2015 / 2016: conduct surveys, train staff and evaluate performance 	

INITIATIVE 17: BROADEN COMMUNITY OUTREACH		LEAD: PIO
Performance Measure	<ul style="list-style-type: none"> Improve Partnerships with residents through increased community outreach and broadening of information provided to the public 	
Action Plan	<ul style="list-style-type: none"> Increase video library to include city projects and programs Partner with local TV stations and include their content on City TV Channel Increase followers on Social Media outreach Create bi-monthly or monthly video PSAs Work with various departments to schedule community outreach meetings 	
Timetable	<ul style="list-style-type: none"> Create new video content on a monthly basis throughout 2015 Promote public outreach and 50th Anniversary involvement at Business Expo Promote Fall Citizens Academy Sept 2015 Promote City news, events, programs on a monthly basis 	





PUBLIC TRUST & ACCOUNTABILITY



INITIATIVE 18: IMPROVE DEVELOPMENT REVIEW & PERMITTING SERVICES		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Reduce permit processing time by 15% of current averages and improve customer satisfaction ratings regarding efficiencies and overall effectiveness Automate Development Services Department to expedite building and permitting process review time 	
Action Plan	<ul style="list-style-type: none"> Develop a triage system for incoming permit applications Purchase, implement and utilize ipads for inspectors and field work Offer online permit applications/submittals for simple building and planning permits and online inspection requests Provide 24-hour counter service with Open Counter, an online service Remodel lobby of Permit Center to improve service, expedite processing and create a more customer-service-oriented environment Provide staff training to ensure goals are clear and expectations for service are encouraged and promoted 	
Timetable	<p>2016</p> <ul style="list-style-type: none"> Spring: finalize redesign of lobby; select and order equipment Prior to building season, construct remodel and install equipment Building season: hold open house(s) for community members 	



Public Trust and Accountability

INITIATIVE 19: DEVELOP BEST PRACTICES & POLICIES FOR PW DEPT		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Build public trust and confidence in the City’s Public Works Department and staff through the effective implementation of best practices 	
Action Plan	<ul style="list-style-type: none"> Review and update the Departments Policies and Procedures to include best practices consistent with the American Public Works Association 	
Timetable	<ul style="list-style-type: none"> Complete review and analysis of current practices and draft Policies and Procedures by January 2016 	

INITIATIVE 20: MUNICIPAL CODE REVISIONS		LEAD: CITY ATTORNEY
Performance Measure	<ul style="list-style-type: none"> Condense current Municipal Code from 36 chapters to 9 chapters for ease of use 	
Action Plan	<ul style="list-style-type: none"> Each department code being rewritten over the next 24 months with final revisions to be complete by December 2016 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	

INITIATIVE 21: GENERATE FIRE/LIFE SAFETY THROUGH PUBLIC EDUCATION		LEAD: FIRE DEPARTMENT
Performance Measure	<ul style="list-style-type: none"> Provide the citizens of South Lake Tahoe the opportunity to learn about fire safety, wildland hazards and community preparedness in an effort to Build Public Trust and increase Partnership Development 	
Action Plan	<ul style="list-style-type: none"> Deliver the South Tahoe Action Team (STAT) program to 100 citizens Conduct an annual open house of all Fire Stations and Wildfire Safety Expo 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	

INITIATIVE 22: ESTABLISH ANIT-PROPERTY CRIME PROGRAM		LEAD: POLICE DEPARTMENT
Performance Measure	<ul style="list-style-type: none"> Implement programs to mitigate the effects of Property Crime 	
Action Plan	<ul style="list-style-type: none"> Install GPS Tracking devices on high-theft items Continue with the implementation of the Anti-theft Dot Program Increase prevention efforts through a variety of monthly press releases 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	



QUALITY CORE SERVICES

INITIATIVE 23: IMPROVE RESIDENTS QUALITY OF LIFE		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Create 500 new jobs and invest \$30M of capital in recreation and infrastructure/asset management and replacement by 2018 	
Action Plan	<ul style="list-style-type: none"> Implement Economic Initiatives and adopt One South Shore identity among stakeholders in 2015 Attract \$1B in capital investment in the South Shore by 2025 Ensure public is informed of City and community progress through public outreach media sources and civic engagement 	

INITIATIVE 24: STRENGTHEN ORGANIZATIONAL CULTURE		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Reduce turnover percentage citywide and increase employee’s awareness and line of sight between tasks and strategic priorities measured through employee surveys or other measures 	
Action Plan	<ul style="list-style-type: none"> Publish monthly employee newsletters, including city information and recognition CM provide direction to departments establishing performance measures between CC Adopted priorities and initiatives and employees tasks and work plans; performance reviews to include connectivity between City Council priorities and work performance Encourage organization-wide team play Continue bi-monthly All Hands Meetings and year-end acknowledgement of achievements 	

INITIATIVE 25: ENGAGE TIGER TEAM FOR ACTIVE CODE ENFORCEMENT		LEAD: CITY ATTORNEY
Performance Measure	<ul style="list-style-type: none"> Utilize TIGER TEAM for active code compliance issues in an effort to continuously improve the visual quality of the built environment 	
Action Plan	<ul style="list-style-type: none"> Continue monthly meetings to coordinate code enforcement across department lines Engage the assistance of a receiver to help achieve compliance with hotels and abandoned properties 	

INITIATIVE 26: UPDATE POLICIES & INCREASE EFFICIENCIES IN HUMAN RESOURCE DEPARTMENT		LEAD: ASD/HR
Performance Measure	<ul style="list-style-type: none"> Reduce onboarding time of new hires by two hours and utilize available time to improve efficiencies in Human Resources Division Reduce the number of grievances and personnel related legal actions by updating personnel policies to current standards Reduce Workers Compensation claims by 10% in the first full year of updated safety program 	
Action Plan	<ul style="list-style-type: none"> Completion of onboarding videos to alleviate the need for one on one. Review current new hire forms for streamlining and utilize the NeoGov module that allows for City forms to be filled out online Update vetted personnel policies and establish a Red Flag program whereby all disciplinary issues will be discussed with HR prior to action taken. Continue to provide training for all Manager/Supervisory personnel. Develop a city-wide safety manual that will contain a safety training program tailored for each departments specific needs 	



Quality Core Services

INITIATIVE 27: IMPLEMENT EXCEPTIONAL CUSTOMER SERVICE RECOGNITION PROGRAM		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Improved employee recognition and improved customer service ratings by community members 	
Action Plan	<ul style="list-style-type: none"> Establish annual customer service recognition program for employees Promote program and recognition to city staff Recognition of outstanding service – going above and beyond normal routines Encourage community members to recognize excellence Promote excellence in the workplace 	
Timeline	<ul style="list-style-type: none"> 2016’s program launched November 2015: Service Innovation and Creativity On-going recognition staff-to-staff 	

INITIATIVE 28: IMPROVE CUSTOMER EXPERIENCE AT RECREATION CENTER		LEAD: RECREATION
Performance Measure	<ul style="list-style-type: none"> Provide Quality Core Services by improving the efficiency and security of processing daily transactions and improving customer service ratings as well as establishing repeat customers Decrease processing time for single transactions Establish patron connection to department identity 	
Action Plan	<ul style="list-style-type: none"> Install a printer at front desk & upgrade POS system to expedite processing Upgrade WIFI reliability to make a public accessible registration station usable and increasing ability to process multiple transactions simultaneously Re-Brand division from Community Services to Recreation Services Attend continuous training relating to customer service 	
Timetable	<ul style="list-style-type: none"> 2016: Establish and install new equipment ; provide staff training and evaluate customer opinions 	

INITIATIVE 29: REORGANIZE ADMINISTRATIVE SERVICES / FINANCE DEPARTMENT		LEAD: ASSISTANT CITY MANAGER/ FINANCE
Performance Measure	<ul style="list-style-type: none"> Improve internal and external customer service and provide/improve succession planning opportunities for staff through reorganization of the Administrative Services Department 	
Action Plan	<ul style="list-style-type: none"> Evaluate staff assignments, tasks and performance requirements In coordination with all staff, consider new processes, staff assignments, positions and create new organization to improve efficiencies, leverage skills and provide opportunities for professional development Hire new personnel for new positions created Implement new organization; conduct on-going evaluations for improvement 	
Timetable	<ul style="list-style-type: none"> All action items will be completed in 2016 	

Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of South Lake Tahoe, California for its annual budget for the fiscal year beginning October 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

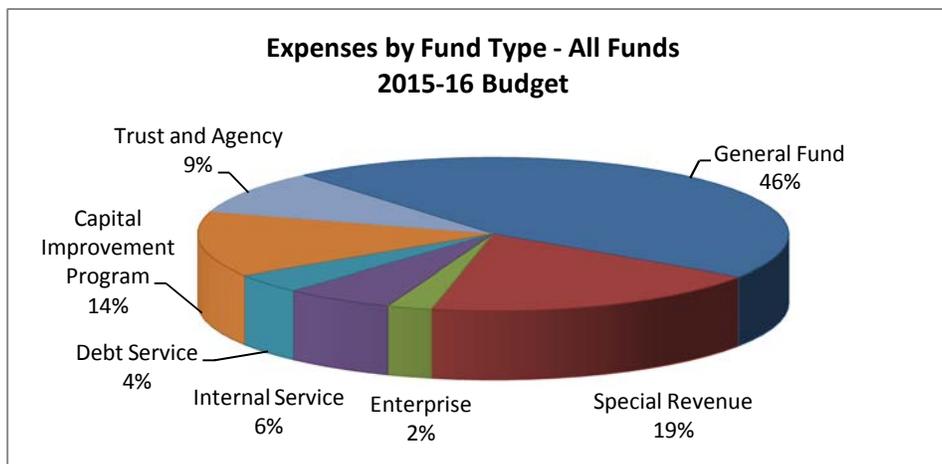
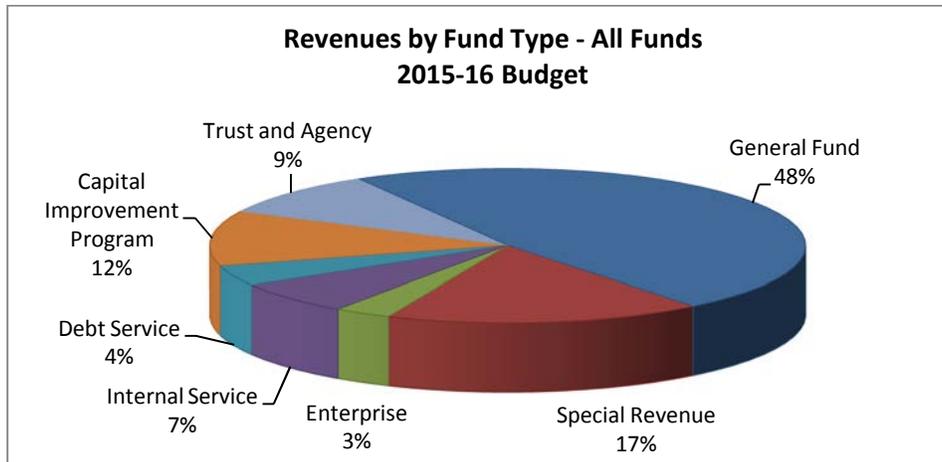
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Budget Summary by Fund – Revenues and Expenditures

Fund Type	REVENUES					EXPENSES					Increase to/ (Use of) Fund Balance
	2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget 2015-16 vs. 2014-15		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget 2015-16 vs. 2014-15		
				\$	%				\$	%	
General Fund	34,656,216	32,670,145	34,258,877	1,588,732	5%	33,745,925	33,947,788	34,258,877	311,089	1%	-
Special Revenue	11,736,425	12,568,306	12,370,741	(197,565)	-2%	10,457,375	15,585,925	14,197,622	(1,388,303)	-9%	(1,826,881)
Enterprise Funds	2,923,941	2,677,730	2,224,730	(453,000)	-17%	3,824,493	2,357,267	1,846,608	(510,659)	-22%	378,122
Internal Service	5,543,420	5,149,425	4,888,593	(260,832)	-5%	5,272,148	5,148,725	4,493,593	(655,132)	-13%	395,000
Debt Service	4,055,168	14,678,887	3,084,056	(11,594,831)	-79%	4,813,424	14,835,700	3,089,875	(11,745,825)	-79%	(5,819)
Capital Improvement Program ^[1]	17,267,903	15,666,032	8,317,640	(7,348,392)	-47%	11,144,535	18,403,588	10,358,038	(8,045,550)	-44%	(2,040,398)
Trust and Agency	2,053,871	38,420,244	6,745,264	(31,674,980)	-82%	15,471,480	37,423,031	6,933,864	(30,489,167)	-81%	(188,600)
Total Budget	78,236,944	121,830,769	71,889,901	(49,940,868)	-41%	84,729,380	127,702,024	75,178,477	(52,523,547)	-41%	(3,288,576)

^[1] FY 2015-16 CIP Revenues and Expenses include estimated carry-forward of prior year CIP projects.



Budget Details by Department – Revenues and Expenditures

Department/Division		REVENUES					EXPENSES					Increase to/ (Use of) Fund Balance
		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget 2015-16 vs. 2014-15 \$ % Variance Variance		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget 2015-16 vs. 2014-15 \$ % Variance Variance		
Account												
GENERAL GOVERNMENT												
City Council	10001110	-	-	-	-	0%	168,055	202,103	184,057	(18,046)	-9%	(184,057)
City Clerk	10001130	2,873	2,000	1,300	(700)	-35%	369,161	390,237	379,711	(10,526)	-3%	(378,411)
City Attorney	10001210	2,743	-	-	-	0%	652,293	677,686	750,849	73,163	11%	(750,849)
Treasury	10001516	-	-	-	-	0%	28,075	28,444	23,308	(5,136)	-18%	(23,308)
Total General Fund		5,616	2,000	1,300	(700)	-35%	1,217,584	1,298,470	1,337,925	39,455	3%	(1,336,625)
Special Revenue												
CalRecycle Abatement Grant	24301210	-	100,000	100,000	-	0%	-	100,000	100,000	-	0%	-
TOTAL GENERAL GOVERNMENT		5,616	102,000	101,300	(700)	-1%	1,217,584	1,398,470	1,437,925	39,455	3%	(1,336,625)
CITY MANAGER'S OFFICE												
General Fund												
City Manager	10001310	-	-	-	-	0%	394,258	447,905	465,681	17,776	4%	(465,681)
Communication & Marketing	10001330	-	2,500	15,000	12,500	500%	163,961	214,278	212,614	(1,664)	-1%	(197,614)
Information Systems	10001840	20,442	19,734	20,514	780	4%	646,300	637,262	733,739	96,477	15%	(713,225)
Total General Fund		20,442	22,234	35,514	13,280	60%	1,204,519	1,299,445	1,412,034	112,589	9%	(1,376,520)
Special Revenue												
Arts - Public Art	21704504	-	30,000	-	(30,000)	-100%	-	30,000	-	(30,000)	-100%	-
TOTAL CITY MANAGER'S		20,442	52,234	35,514	(16,720)	-32%	1,204,519	1,329,445	1,412,034	82,589	6%	(1,376,520)
ADMINISTRATIVE SERVICES												
General Fund												
Risk Management	10001220	-	-	-	-	0%	239,706	289,985	284,875	(5,110)	-2%	(284,875)
Human Resources	10001320	-	-	-	-	0%	376,199	392,574	381,109	(11,465)	-3%	(381,109)
Financial Services	10001511	27,596,561	26,353,733	28,305,254	1,951,521	7%	790,091	1,004,244	1,115,369	111,125	11%	27,189,885
Revenue Services	10001730	1,437,221	1,383,891	1,504,500	120,609	9%	374,580	382,060	489,646	107,586	28%	1,014,854
Total General Fund		29,033,782	27,737,624	29,809,754	2,072,130	7%	1,780,576	2,068,863	2,270,999	202,136	10%	27,538,755
Airport Enterprise												
Airport Administration	50105110	352,340	268,486	106,290	(162,196)	-60%	1,249,518	355,940	259,529	(96,411)	-27%	(153,239)
Airport Terminal Building	50105120	318,830	310,840	311,640	800	0%	175,663	146,060	160,592	14,532	10%	151,048
Airfield Area	50105130	386,731	369,300	374,800	5,500	1%	328,949	261,218	233,713	(27,505)	-11%	141,087
Airport Other Areas	50105140	-	10,000	10,000	-	0%	9,234	10,000	10,000	-	0%	-
Airport Crash and Rescue	50105150	-	-	-	-	0%	23,651	8,000	-	(8,000)	-100%	-
Airport General Shop	50105160	-	-	-	-	0%	122,850	137,994	91,597	(46,397)	-34%	(91,597)
Airport Environmental Operations	50105180	-	-	-	-	0%	51,669	54,415	47,299	(7,116)	-13%	(47,299)
Total Airport		1,057,901	958,626	802,730	(155,896)	-16%	1,961,534	973,627	802,730	(170,897)	-18%	-
Parking Enterprise												
Parking Garage Operations	52005320	978,390	775,000	890,000	115,000	15%	150,577	260,391	312,239	51,848	20%	577,761
Parking Authority Debt Service	52005340	330,755	332,000	332,000	-	0%	851,688	561,575	565,275	3,700	1%	(233,275)
Total Parking Enterprise		1,309,145	1,107,000	1,222,000	115,000	10%	1,002,265	821,966	877,514	55,548	7%	344,486
Internal Service Fund												
Health Self-Insurance	60101220	4,152,354	3,868,249	3,446,434	(421,815)	-11%	3,327,004	3,868,249	3,446,434	(421,815)	-11%	-
Worker's Comp Insurance	60201220	991,075	880,476	1,042,159	161,683	18%	99,026	880,476	1,042,159	161,683	18%	-
Health Insurance Savings	60501220	399,964	400,700	400,000	(700)	0%	1,846,091	400,000	5,000	(395,000)	-99%	395,000
Total Internal Service		5,543,393	5,149,425	4,888,593	(260,832)	-5%	5,272,121	5,148,725	4,493,593	(655,132)	-13%	395,000
TOTAL ADMINISTRATIVE SERVICES		36,944,221	34,952,675	36,723,077	1,770,402	5%	10,016,496	9,013,181	8,444,836	(568,345)	-6%	28,278,241
NON-DEPARTMENTAL												
General Fund												
Non-Departmental	10001951	12,212	9,400	9,400	-	0%	2,912,801	728,150	655,600	(72,550)	-10%	(646,200)
Emergency Preparedness	10001952	-	-	-	-	0%	4,903	17,170	-	(17,170)	-100%	-
Community Marketing	10001953	5,437	-	-	-	0%	16,317	14,000	9,000	(5,000)	-36%	(9,000)
General Fund Transfers In/Out	10001956	1,160,374	155,823	148,000	(7,823)	-5%	7,374,455	8,548,579	7,263,666	(1,284,913)	-15%	(7,115,666)
Rents & Leases	10001958	-	-	-	-	0%	277,140	277,140	277,140	-	0%	(277,140)
Sustainable South Lake Tahoe	10001967	68,940	-	-	-	0%	55,153	-	-	-	0%	-
PERS Savings	10101951	123	1,000	250	(750)	-75%	-	-	-	-	0%	250
Total General Fund		1,247,086	166,223	157,650	(8,573)	-5%	10,640,769	9,585,039	8,205,406	(1,379,633)	-14%	(8,047,756)
Special Revenue												
TOT Revenue Fund	26309110	1,299,653	1,300,000	1,900,000	600,000	46%	831,397	2,632,867	2,010,000	(622,867)	-24%	(110,000)
Debt Service												
City Debt Service	40101910	1,945,168	14,594,099	2,987,500	(11,606,599)	-80%	2,711,169	14,750,912	2,896,763	(11,854,149)	-80%	90,737
City Debt Service - Other Debt	40108220	2,110,000	84,788	96,556	11,768	14%	2,102,255	84,788	193,112	108,324	128%	(96,556)
Total Debt Service		4,055,168	14,678,887	3,084,056	(11,594,831)	-79%	4,813,424	14,835,700	3,089,875	(11,745,825)	-79%	(5,819)
TOTAL NON-DEPARTMENTAL		6,601,907	16,145,110	5,141,706	(11,003,404)	-68%	16,285,590	27,053,606	13,305,281	(13,748,325)	-51%	(8,163,575)

Budget Details by Department – Revenues and Expenditures (continued)

Department/Division	Account	REVENUES					EXPENSES					Increase to/ (Use of) Fund Balance
		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		
					\$	%				\$	%	
SOUTH TAHOE REDEVELOPMENT SUCCESSOR AGENCY (STRSA)												
Trust Fund												
RD Obligation Retirement Fund	72509220	1,031,470	37,324,842	5,812,000	(31,512,842)	-84%	14,535,581	36,275,415	5,808,373	(30,467,042)	-84%	3,627
TOTAL STR SUCCESSOR AGENCY		1,031,470	37,324,842	5,812,000	(31,512,842)	-84%	14,535,581	36,275,415	5,808,373	(30,467,042)	-84%	3,627
BUSINESS IMPROVEMENT DISTRICTS												
Ski Run BID	28001511	13,911	17,600	18,100	500	3%	13,958	17,600	18,100	500	3%	-
Tourism Improvement District 2005	28501513	2,142,971	2,100,000	2,200,000	100,000	5%	2,143,238	2,100,000	2,200,000	100,000	5%	-
TOTAL BUSINESS IMPROVEMENT DISTRICTS		2,156,882	2,117,600	2,218,100	100,500	5%	2,157,196	2,117,600	2,218,100	100,500	5%	-
TRUST AND AGENCY												
Athletic Facilities	70404120	4,135	-	-	-	0%	-	9,000	-	(9,000)	-100%	-
Great Ideas for Tahoe	70604290	-	-	-	-	0%	-	150	-	(150)	-100%	-
Park Avenue CFD Fund	70701962	960,922	921,500	851,500	(70,000)	-8%	935,899	930,226	932,385	2,159	0%	(80,885)
Parent/School Partnership	70801963	-	-	-	-	0%	-	1,800	1,800	-	0%	(1,800)
STR Trust Fund	70901964	-	-	-	-	0%	-	1,750	1,750	-	0%	(1,750)
Bijou ECP CFD	71101966	-	112,402	6,264	(106,138)	-94%	-	112,402	85,000	(27,402)	-24%	(78,736)
Harrison Avenue CFD	71201973	57,344	61,500	75,500	14,000	23%	-	92,288	104,556	12,268	13%	(29,056)
TOTAL TRUST AND AGENCY		1,022,401	1,095,402	933,264	(162,138)	-15%	935,899	1,147,616	1,125,491	(22,125)	-2%	(192,227)
POLICE												
General Fund												
Police Administration	10002110	349,359	411,065	324,635	(86,430)	-21%	501,241	724,127	1,202,668	478,541	66%	(878,033)
Police Operations	10002120	48,515	155,000	-	(155,000)	-100%	4,925,446	4,855,935	4,431,976	(423,959)	-9%	(4,431,976)
Police Enforcement	10002140	-	-	130,000	130,000	100%	-	-	182,037	182,037	100%	(52,037)
Police Certified Training	10002150	37,008	40,000	40,000	-	0%	48,695	50,000	50,000	-	0%	(10,000)
Joint Dispatch Center	10002160	624,960	788,000	788,000	-	0%	1,035,878	1,082,724	1,121,981	39,257	4%	(333,981)
Police Support	10002180	176,884	-	-	-	0%	1,703,449	1,572,295	1,569,605	(2,690)	0%	(1,569,605)
Total General Fund		1,236,726	1,394,065	1,282,635	(111,430)	-8%	8,214,709	8,285,081	8,558,267	273,186	3%	(7,275,632)
Special Revenue												
Police Vehicle Replacement	21102110	597,229	329,595	450,070	120,475	37%	498,856	429,853	472,692	42,839	10%	(22,622)
VHR Program Enforcement	21805330	209,814	219,435	966,700	747,265	341%	196,300	262,979	958,186	695,207	264%	8,514
Avoid Police Grant	22702110	-	-	-	-	0%	14,843	-	-	-	0%	-
Safe Haven Grant	22802110	60,614	338,848	338,848	-	0%	60,614	338,848	284,026	(54,822)	-16%	54,822
DUI/Traffic Safety Grant	22902110	41,828	47,100	40,019	(7,081)	-15%	19,603	47,100	40,019	(7,081)	-15%	-
Local Law Enforc Block Grant (LLEBG)	23002110	11,000	23,166	-	(23,166)	-100%	10,074	12,076	-	(12,076)	-100%	-
AB3229 COPs Grant	23102110	117,798	100,000	100,000	-	0%	36,560	109,251	368,000	258,749	237%	(268,000)
Police Prop 172 Safety Sales Tax	23202110	308,345	280,500	295,300	14,800	5%	240,696	272,912	272,912	-	0%	22,388
Asset Forfeitures - Justice Fund	23302110	23	12,005	-	(12,005)	-100%	1,969	4,058	-	(4,058)	-100%	-
CLEPT/CLEEP Tech Grants	23402110	-	-	-	-	0%	580	-	-	-	0%	-
Boat Patrol Grant	23702110	33,827	180,641	96,616	(84,025)	-47%	65,822	140,099	96,616	(43,483)	-31%	-
Domestic Violence Grant	23802110	255,313	225,379	90,882	(134,497)	-60%	257,679	225,379	118,519	(106,860)	-47%	(27,637)
Clean Community	24103801	153,589	150,959	150,959	-	0%	151,822	160,459	160,459	-	0%	(9,500)
Vehicle Abatement	24203802	70,993	83,000	83,000	-	0%	88,662	66,789	40,132	(26,657)	-40%	42,868
Nuisance Abatement	24303803	163,445	114,100	114,100	-	0%	128,188	144,157	200,555	56,398	39%	(86,455)
Total Special Revenue		2,023,818	2,104,728	2,726,494	621,766	30%	1,772,268	2,213,960	3,012,116	798,156	36%	(285,622)
Enterprise Fund												
Community Code Enforcement	50505330	21,222	51,000	-	(51,000)	-100%	50,638	29,703	30,100	397	1%	(30,100)
Parking - Bellamy Court	51005440	88,344	85,000	80,000	(5,000)	-6%	140,587	45,772	29,864	(15,908)	-35%	50,136
Parking Management Program	51505330	194,350	327,000	-	(327,000)	-100%	222,416	329,873	22,900	(306,973)	-93%	(22,900)
El Dorado Boat Ramp Parking	51505440	105,680	35,000	-	(35,000)	-100%	28,589	30,912	-	(30,912)	-100%	-
Lakeview Commins Parking	51505450	27,117	-	-	-	0%	41,353	47,810	-	(47,810)	-100%	-
Total Enterprise Fund		436,713	498,000	80,000	(418,000)	-84%	483,583	484,070	82,864	(401,206)	-83%	(2,864)
TOTAL POLICE		3,697,257	3,996,793	4,089,129	92,336	2%	10,470,560	10,983,111	11,653,247	670,136	6%	(7,564,118)
FIRE												
General Fund												
Fire Administration	10002210	12,662	6,660	1,000	(5,660)	-85%	439,347	551,433	1,092,238	540,805	98%	(1,091,238)
Fire Suppression	10002220	339,264	58,857	23,485	(35,372)	-60%	4,206,444	3,596,907	3,585,486	(11,421)	0%	(3,562,001)
Fire Prevention	10002230	8,782	20,329	-	(20,329)	-100%	7,717	54,799	22,670	(32,129)	-59%	(22,670)
Fire Training/Safety	10002250	17,618	23,000	15,000	(8,000)	-35%	46,883	53,808	59,008	5,200	10%	(44,008)
Total General Fund		378,326	108,846	39,485	(69,361)	-64%	4,700,391	4,256,947	4,759,402	502,455	12%	(4,719,917)
Special Revenue												
Fire Vehicle Replacement	21302210	1,306,245	771,526	206,000	(565,526)	-73%	1,220,704	779,824	189,298	(590,526)	-76%	16,702
Fire Prop 172 Safety Sales Tax	22202210	308,363	281,000	295,300	14,300	5%	279,077	391,000	280,980	(110,020)	-28%	14,320
EMS - JPA	23602260	1,011,086	1,006,758	1,006,758	-	0%	993,828	925,769	910,127	(15,642)	-2%	96,631

Budget Details by Department – Revenues and Expenditures (continued)

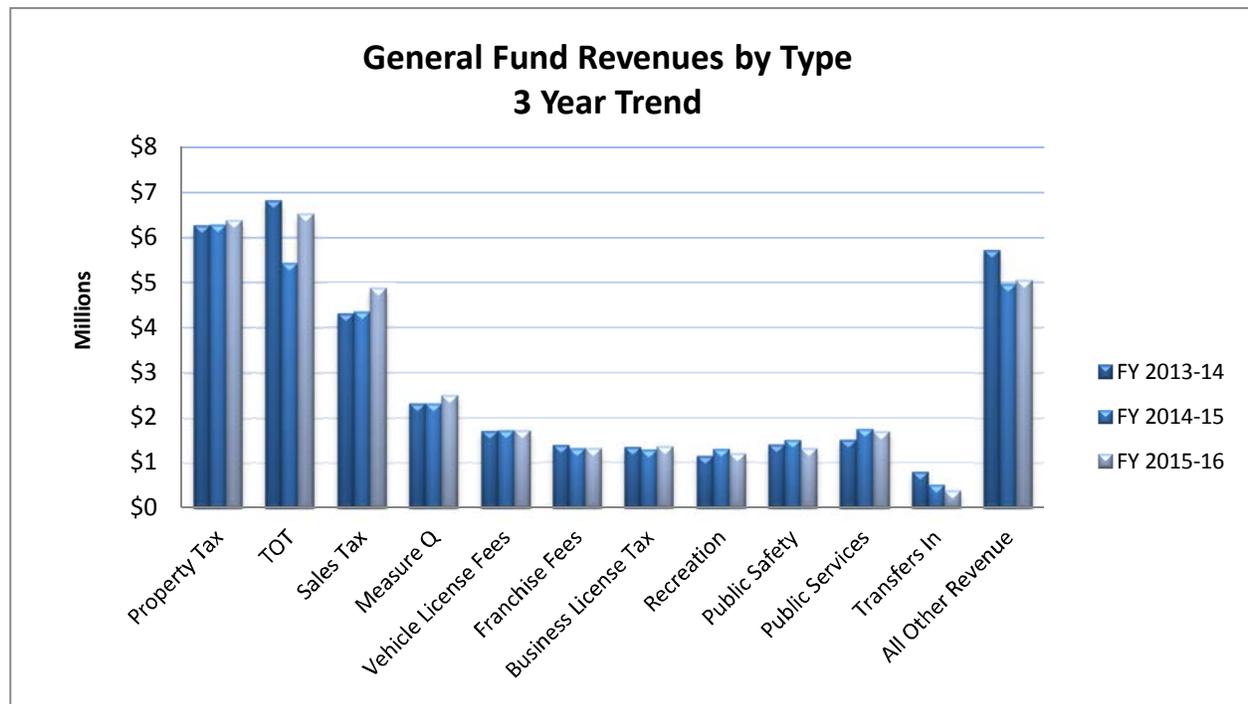
Department/Division	Account	REVENUES					EXPENSES					Increase to/ (Use of) Fund Balance
		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		
					2015-16 vs. 2014-15 \$	%				2015-16 vs. 2014-15 \$	%	
EMS - JPA - General Fund	23602262	-	538,667	672,727	134,060	25%	-	665,292	769,358	104,066	16%	(96,631)
Total Special Revenue		2,625,694	2,597,951	2,180,785	(417,166)	-16.1%	2,493,609	2,761,885	2,149,763	(612,122)	-22%	31,022
TOTAL FIRE		3,004,020	2,706,797	2,220,270	(486,527)	-18.0%	7,194,000	7,018,832	6,909,165	(109,667)	-2%	(4,688,895)
PUBLIC WORKS												
General Fund												
Public Works Administration	10003010	-	55,670	-	(55,670)	-100%	334,645	507,428	415,184	(92,244)	-18%	(415,184)
Engineering	10003210	144,995	182,100	102,600	(79,500)	-44%	630,764	686,278	812,521	126,243	18%	(709,921)
Facilities Maintenance	10003310	-	-	-	-	0%	453,462	555,492	1,598,495	1,043,003	188%	(1,598,495)
Motor Pool	10003410	239,597	633,634	233,634	(400,000)	-63%	1,165,494	1,277,728	1,361,378	83,650	7%	(1,127,744)
Park Maintenance	10004170	134,014	114,300	114,300	-	0%	953,779	1,014,549	312,918	(701,631)	-69%	(198,618)
Total General Fund		518,606	985,704	450,534	(535,170)	-54%	3,538,144	4,041,475	4,500,496	459,021	11%	(4,049,962)
Special Revenue												
Gas Tax	20103510	751,132	600,000	600,000	-	0%	777,523	926,903	773,177	(153,726)	-17%	(173,177)
Snow Removal	20703610	1,251,790	1,188,400	780,000	(408,400)	-34%	1,139,149	1,558,295	1,358,400	(199,895)	-13%	(578,400)
Snow Removal Equipment	20803610	253,847	222,000	253,500	31,500	14%	209,554	589,786	589,786	-	0%	(336,286)
Vehicle Replacement	21003010	146,997	656,200	200	(656,000)	-100%	61,908	728,597	12,397	(716,200)	-98%	(12,197)
Rental Properties	21901974	124,406	140,000	14,400	(125,600)	-90%	106,052	140,000	56,000	(84,000)	-60%	(41,600)
Storm Water Management Program	24503215	253,231	407,367	336,500	(70,867)	-17%	203,109	482,040	365,492	(116,548)	-24%	(28,992)
Street Sweeping	24503805	16,894	16,500	16,500	-	0%	31,869	53,405	53,872	467	1%	(37,372)
Street (Snow) Sweeping	24503806	52,484	50,120	50,120	-	0%	68,603	62,019	66,993	4,974	8%	(16,873)
Measure S Ski Run Bike Trail Maint.	28104120	10,000	10,000	10,000	-	0%	4,474	19,400	20,498	1,098	6%	(10,498)
Measure S Playfield Bike Trail Maint.	28404125	2,145	2,000	2,000	-	0%	-	4,113	4,098	(15)	0%	(2,098)
Measure S15th Street Bike Trail Maint.	28404126	2,000	2,000	2,000	-	0%	5,194	8,224	7,098	(1,126)	-14%	(5,098)
Measure S Playfield Maint.	28404127	50,000	50,000	50,000	-	0%	24,147	52,990	52,882	(108)	0%	(2,882)
Measure S Lyons Ave. Bike Trail	28404128	2,750	2,750	2,750	-	0%	-	1,000	2,000	1,000	100%	750
Total Streets Special Revenue		2,917,676	3,347,337	2,117,970	(1,229,367)	-37%	2,631,582	4,626,772	3,362,693	(1,264,079)	-27%	(1,244,723)
Solid Waste												
AB 939	24003800	63,969	66,050	66,050	-	0%	43,916	81,760	85,208	3,448	4%	(19,158)
Solid Waste JPA	24403804	1,032	-	2,000	2,000	100%	58,464	216,700	216,700	-	0%	(214,700)
Total Solid Waste		65,001	66,050	68,050	2,000	3%	102,380	298,460	301,908	3,448	1%	(233,858)
Internal Service Fund												
Motor Pool	60303410	27	-	-	-	0%	27	-	-	-	0%	-
TOTAL PUBLIC WORKS		3,436,309	4,333,041	2,568,504	(1,764,537)	-40.7%	6,169,753	8,668,247	7,863,189	(805,058)	-9%	(5,294,685)
DEVELOPMENT SERVICES												
General Fund												
Building and Safety	10003110	879,449	809,050	988,050	179,000	22%	512,143	767,345	929,017	161,672	21%	59,033
Buildings Board of Appeals	10003111	-	-	-	-	0%	90	71	-	(71)	-100%	-
Multi Family Dwelling Inspection	10003112	106,962	80,000	149,000	69,000	86%	107,012	115,679	122,659	6,980	6%	26,341
Planning	10003710	89,163	70,000	150,000	80,000	114%	523,870	686,157	725,205	39,048	6%	(575,205)
Planning Commission	10003711	-	-	-	-	0%	6	95	-	(95)	-100%	-
Total General Fund		1,075,574	959,050	1,287,050	328,000	34%	1,143,121	1,569,347	1,776,881	207,534	13%	(489,831)
Special Revenue												
General Plan	27003710	2,780	10,000	7,186	(2,814)	-28%	869	11,911	5,660	(6,251)	-52%	1,526
Community Plan	27003712	-	-	-	-	0%	32,344	13,068	11,484	(1,584)	-12%	(11,484)
Building Permit Fee - RDA	27103110	145,915	200,800	100,800	(100,000)	-50%	31,375	248,199	283,314	35,115	14%	(182,514)
Substandard Housing Relocation	27103113	12,162	6,000	6,000	-	0%	4,430	21,982	25,320	3,338	15%	(19,320)
Total Special Revenue		160,857	216,800	113,986	(102,814)	-47%	69,018	295,160	325,778	30,618	10%	(211,792)
Housing Programs												
Home Program Income	25106014	65,042	60,000	60,000	-	0%	71,395	-	6,000	6,000	100%	54,000
Housing Administration	25306010	120,707	-	47,500	47,500	100%	135,124	35,745	27,758	(7,987)	-22%	19,742
CDBG Program Income Loans	25506020	-	25,000	25,000	-	0%	-	-	-	-	0%	25,000
Cal Home Loan Repayments	25806018	4,070	6,300	3,200	(3,100)	-49%	-	-	-	-	0%	3,200
First Time Homebuyers Rev Loan	25906022	106,579	75,700	78,250	2,550	3%	-	-	151,000	151,000	100%	(72,750)
Total Housing Programs		296,398	167,000	213,950	46,950	28%	206,519	35,745	184,758	149,013	417%	29,192
Economic Development												
CDBG Economic Development	25606021	(16,007)	300,000	531,657	231,657	77%	10,169	289,831	231,500	(58,331)	-20%	300,157
Economic Development Program Income	25706021	15,712	10,200	10,200	-	0%	-	-	110,657	110,657	100%	(100,457)
Total Economic Development		(95)	310,200	541,857	231,657	75%	10,169	289,831	342,157	52,326	18%	199,700
Transit - Enterprise Fund												
Transit Operations	55005220	120,182	114,104	120,000	5,896	5%	377,111	77,604	83,500	5,896	8%	36,500
TOTAL DEVELOPMENT SERVICES		1,717,717	1,833,204	2,344,893	511,689	28%	1,908,318	2,566,147	3,014,982	448,835	17%	(670,089)

Budget Details by Department – Revenues and Expenditures (continued)

Department/Division	Account	REVENUES					EXPENSES					Increase to/ (Use of) Fund Balance
		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget	Budget		
					2015-16 vs. 2014-15 \$	2015-16 vs. 2014-15 %				2015-16 vs. 2014-15 \$	2015-16 vs. 2014-15 %	
RECREATION												
General Fund												
Community Services Administration	10004105	-	-	-	-	0%	177,237	253,232	261,949	8,717	3%	(261,949)
Golf Course	10004110	228,747	314,000	264,000	(50,000)	-16%	202,770	202,988	151,497	(51,491)	-25%	112,503
Campground	10004130	526,311	467,114	527,309	60,195	13%	204,901	274,689	271,086	(3,603)	-1%	256,223
Recreation Programs	10004220	345,057	458,385	373,746	(84,639)	-18%	655,054	719,981	675,601	(44,380)	-6%	(301,855)
Special Events	10004225	25,000	50,000	25,000	(25,000)	-50%	24,382	51,540	51,240	(300)	-1%	(26,240)
Senior Center	10004230	14,943	4,900	4,900	-	0%	41,768	40,691	26,094	(14,597)	-36%	(21,194)
Total General Fund		1,140,058	1,294,399	1,194,955	(99,444)	-8%	1,306,112	1,543,121	1,437,467	(105,654)	-7%	(242,512)
Special Revenue												
Transit Center/Explore Tahoe	21605250	82,244	76,600	106,349	29,749	39%	95,388	99,604	106,349	6,745	7%	-
Ice Arena (Operator)	22104260	108,497	134,040	83,200	(50,840)	-38%	87,849	84,041	84,000	(41)	0%	(800)
Total Special Revenue		190,741	210,640	189,549	(21,091)	-10%	183,237	183,645	190,349	6,704	4%	(800)
TOTAL RECREATION		1,330,799	1,505,039	1,384,504	(120,535)	-8%	1,489,349	1,726,766	1,627,816	(98,950)	-6%	(243,312)

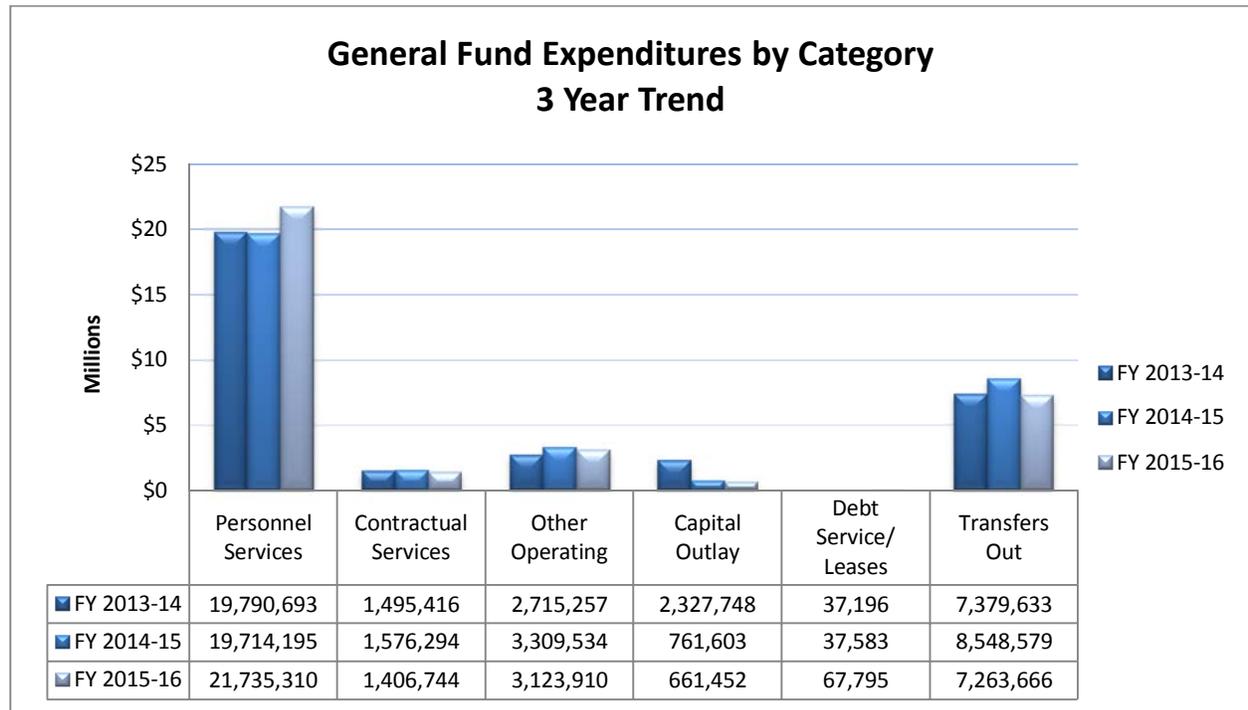
General Fund Revenues by Type

GENERAL FUND REVENUES BY TYPE	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Property Tax	5,845,191	6,055,494	6,267,156	6,282,850	6,377,093	2%	94,243
TOT	4,736,202	5,828,686	6,814,461	5,440,850	6,517,435	20%	1,076,585
Sales Tax	3,628,555	3,925,754	4,302,447	4,340,630	4,866,823	12%	526,193
Measure Q	2,053,230	2,137,961	2,306,575	2,316,000	2,497,000	8%	181,000
Vehicle License Fees	1,744,748	1,685,526	1,702,543	1,708,500	1,708,500	0%	-
Franchise Fees	1,340,024	1,284,858	1,369,723	1,299,441	1,309,441	1%	10,000
Business License Tax	1,113,793	1,289,880	1,329,533	1,271,000	1,341,000	6%	70,000
Recreation	1,028,158	1,100,133	1,140,061	1,294,399	1,194,955	-8%	(99,444)
Public Safety	1,542,207	1,463,008	1,397,399	1,502,911	1,322,120	-12%	(180,791)
Public Services	796,848	1,511,929	1,505,569	1,739,084	1,687,584	-3%	(51,500)
Transfers In	1,831,798	704,957	799,797	509,793	382,159	-25%	(127,634)
All Other Revenue	4,322,321	5,303,924	5,720,847	4,963,687	5,054,767	2%	91,080
Revenues Total	29,983,075	32,292,110	34,656,110	32,669,145	34,258,877	5%	1,589,732



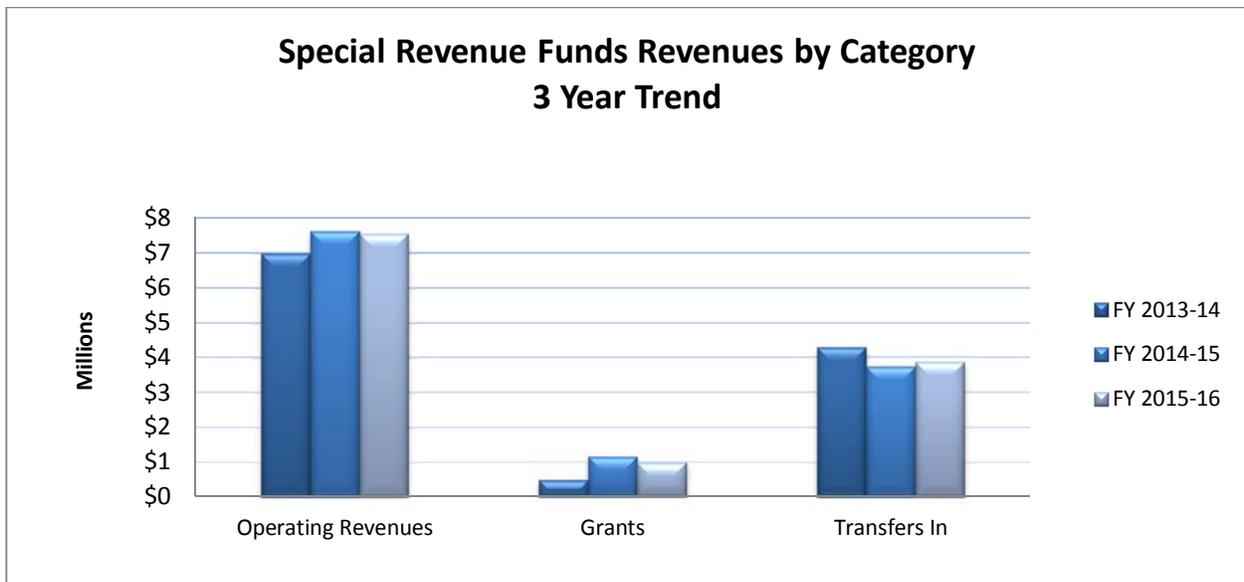
General Fund Expenditures by Category

GENERAL FUND EXPENDITURES BY CATEGORY	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Personnel Services	18,778,863	18,791,935	19,790,693	19,714,195	21,735,310	10%	2,021,115
Contractual Services	1,576,331	1,674,239	1,495,416	1,576,294	1,406,744	-11%	(169,550)
Other Operating	3,106,315	2,976,441	2,715,257	3,309,534	3,123,910	-6%	(185,624)
Capital Outlay	365,931	297,442	2,327,748	761,603	661,452	-13%	(100,151)
Debt Service/ Leases	43,406	38,583	37,196	37,583	67,795	80%	30,212
Transfers Out	5,470,441	7,331,159	7,379,633	8,548,579	7,263,666	-15%	(1,284,913)
Revenues Total	29,341,287	31,109,799	33,745,943	33,947,788	34,258,877	1%	311,089



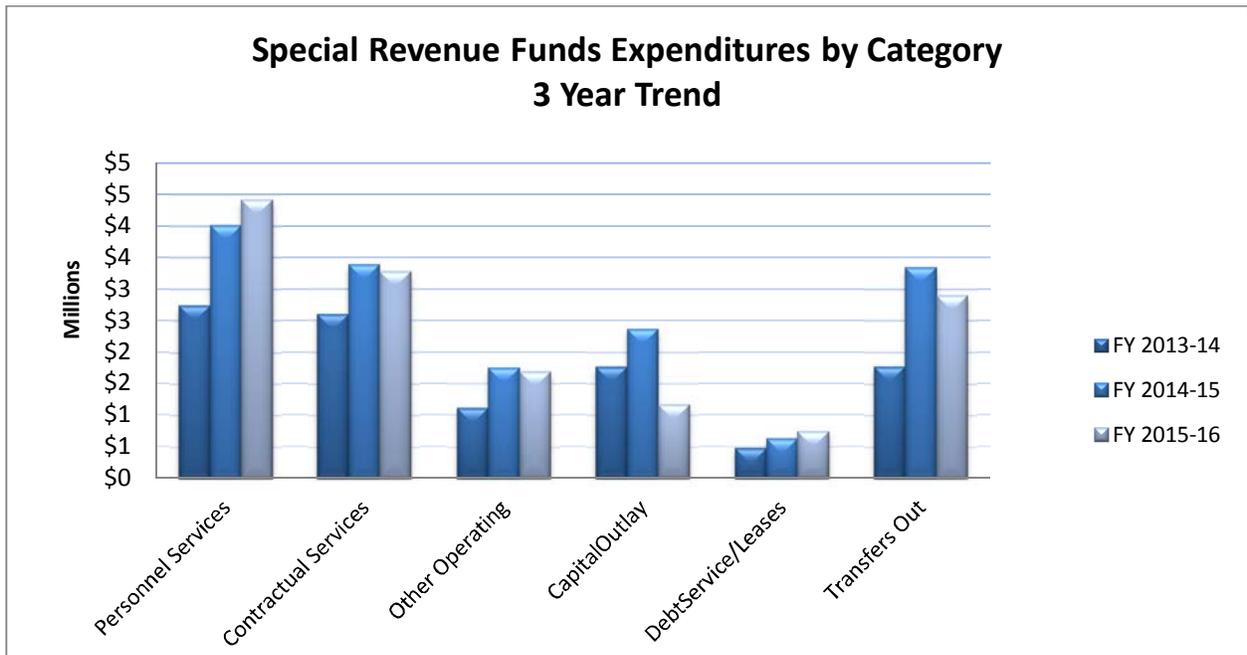
Special Revenue Funds Revenues by Category

SPECIAL REVENUE FUNDS REVENUES BY CATEGORY	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Operating Revenues	6,770,401	6,662,437	6,981,550	7,605,053	7,532,300	-1%	(72,753)
Grants	836,073	520,233	476,458	1,140,452	975,708	-14%	(164,744)
Transfers In	1,765,126	2,286,364	4,278,438	3,726,185	3,862,733	4%	136,548
Revenues Total	9,371,600	9,469,034	11,736,446	12,471,690	12,370,741	-1%	(100,949)



Special Revenue Funds Expenses by Category

SPECIAL REVENUE FUNDS EXPENDITURES BY CATEGORY	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Personnel Services	3,081,129	2,602,991	2,735,857	4,013,963	4,417,299	10%	403,336
Contractual Services	2,443,210	2,585,439	2,601,388	3,386,321	3,280,292	-3%	(106,029)
Other Operating	1,562,976	1,389,570	1,112,697	1,752,570	1,688,839	-4%	(63,731)
Capital Outlay	423,187	273,847	1,764,192	2,370,086	1,172,466	-51%	(1,197,620)
Debt Service/Leases	830,595	444,782	478,037	621,187	739,410	19%	118,223
Transfers Out	4,049,072	592,163	1,765,163	3,345,182	2,899,316	-13%	(445,866)
Revenues Total	12,390,169	7,888,792	10,457,334	15,489,309	14,197,622	-8%	(1,291,687)





Projected Changes in Fund Balances

Title	Estimated Fund Balance 9/30/2015	Operating and CIP Revenues	Operating and CIP Expenses	Estimated Fund Balance 9/30/2016	Percent Change in Fund Balance	Dollar Change in Fund Balance
Total General Funds	\$ 11,263,417	\$ 34,258,877	\$ 34,258,877	\$ 11,263,417	0.00%	\$ -
Total Special Revenue Funds	8,378,503	12,370,741	14,197,622	6,551,622	-21.80%	(1,826,881)
Total Enterprise Funds	2,114,646	2,224,730	1,846,608	2,492,768	17.88%	378,122
Total Internal Service Funds	4,892,478	4,888,593	4,493,593	5,287,478	8.07%	395,000
Total Debt Service	1,524,641	3,084,056	3,089,875	1,518,822	-0.38%	(5,819)
Total CIP*	4,178,776	7,712,119	11,474,710	416,185	-90.04%	(3,762,591)
Total Trust & Agency Funds	959,245	6,745,264	6,933,864	770,645	-19.66%	(188,600)
Total All Funds*	<u>\$ 33,311,707</u>	<u>\$ 71,284,380</u>	<u>\$ 76,295,149</u>	<u>\$ 28,300,938</u>	<u>-105.93%</u>	<u>\$ (5,010,769)</u>

Explanation of changes in fund balance greater than 10%:

Special Revenue Funds - The total net decrease to all special revenue funds is \$1,826,881, or 21.80% and is primarily due to the following funds using their existing accumulated fund balances as part of normal operations: Gas Tax, Snow Removal, Snow Removal Equipment, Storm Water Management, COPS grant, Solid Waste, TOT Revenue Fund, and Building Permit Fees.

Enterprise Funds - Revenues exceed expenses primarily due to lower debt service payments resulted from refinancing of bonded debt in the Parking Enterprise fund in recent year.

CIP Funds - Grant and Non-grant funded projects began in prior years are being completed and will use their accumulated fund balance for payments.

Trust & Agency Funds - expenses exceed revenues due to timing of debt service payment requiring the transfer to fiscal agent prior to October 1 debt service payment in Park Avenue CFD fund, as well as due to use of existing accumulated fund balance in Bijou ECP CFD fund.

* 2015-16 CIP Revenues and Expenses on this schedule reflect actual approved revenues and expenses as of 10/01/2015.

Transfers In/Out Schedule

	Fund Number	General Fund	Snow Removal Fund	Vehicle Replacement (Police)	Vehicle Replacement (Fire)	Transit Center/Explore Tahoe	Ice Arena Capital Costs	EMS - General Fund JPA	Snow/Street Sweeping
		100*	207	211	213	216	221	236	245
Transfers Out									
General Fund 100*									
Airport Operations									
City Ice Arena Capital Costs							25,000		
Snow Removal Operations			100,000						
Retiree Health Insurance									
Street/Snow Sweeping Operations/SWMP									300,000
Transit Center/Explore Tahoe Operations						71,249			
Ski Run BID									
EMS - JPA General Fund Operations								532,727	
City Debt Service - 2006 Series A Debt Svc									
Successor Agency Debt Service									
City Long-Term Capital Expenditure Fund									
Vacation Home Rental Program 218									
G.F. Administrative Cost Reimbursement		150,000							
Rental Properties 219									
Transfer to Capital Project Account									
Fire Safety Sales Tax 222									
Fire Vehicle Replacement					206,000				
Police Safety Sales Tax 232									
Police Vehicle Replacement				180,000					
Police Special Revenue-Boat Patrol Grant 237									
G.F. Grant Monitoring Reimbursement		1,200							
Clean Community 241									
G.F. Grant Monitoring Reimbursement		959							
HOME Program Income 251									
Program Monitoring Reimbursement									
CDBG Economic Development 256									
Program Monitoring Reimbursement									
E.D. Program Income 257									
Program Monitoring Reimbursement									
Program Income									
First Time Homebuyers Revenue Loans 259									
Program Monitoring Reimbursement									
Program Income									
TOT Revenue Fund 263									
Transfer to Successor Agency for Debt shortfall									
Tourism Improvement District 285									
G.F. Administrative Cost Reimbursement		22,000							
City CIP 301									
CIP Grant Monitoring Reimbursement		20,000							
CIP P.W. Engineering staff time reimbursement		50,000							
Airport 501									
Transfer Project Funds Back to City CIP									
Code Enforcement 505									
Transfer-out remaining funds, close fund		30,100							
Parking Management Program 515									
Transfer-out remaining funds, close fund		22,900							
Health Self Insurance 601									
Retiree Health Insurance (GASB 45)									
Health Insurance Administrative Costs		15,000							
Workers Compensation 602									
Workers Compensation Administrative Costs		30,000							
Community Facility District 707									
Accounting staff time reimbursement		40,000							
Parking Garage Debt									
Harrison Avenue CFD 712									
Transfer yearly district payments to Debt Service									
Totals		382,159	100,000	180,000	206,000	71,249	25,000	532,727	300,000

<i>Housing Administration</i>	<i>CDBG Economic Development</i>	<i>TOT Trust Fund</i>	<i>Ski Run Business Improvement District</i>	<i>City Cfp</i>	<i>City Long Term Capital</i>	<i>City Debt Service</i>	Transfers-In					TOTALS
<u>253</u>	<u>256</u>	<u>263</u>	<u>280</u>	<u>301</u>	<u>310</u>	<u>401</u>	<u>501</u>	<u>520</u>	<u>601</u>	<u>605</u>	<u>725</u>	
								105,590				105,590
												25,000
												100,000
									1,025,000			1,025,000
												300,000
			8,600									71,249
												8,600
												532,727
		2,010,000				2,985,500						2,985,500
					100,000							2,010,000
												100,000
												150,000
				50,000								50,000
												206,000
												180,000
												1,200
												959
6,000												6,000
11,500												11,500
10,000												10,000
	100,657											100,657
20,000	131,000											20,000
												131,000
											2,010,000	2,010,000
												22,000
												20,000
												50,000
				141,217								141,217
												30,100
												22,900
										400,000		400,000
												15,000
												30,000
												40,000
								330,000				330,000
							96,556					96,556
47,500	231,657	2,010,000	8,600	191,217	100,000	3,082,056	105,590	330,000	1,025,000	400,000	2,010,000	11,338,755



Major Revenue Sources and Trends

This section describes the major revenues that comprise more than 75% of all appropriated funds citywide as adopted in the 2015-16 Budget. Revenue projections are reasonable estimations and can be subject to possible revision during the fiscal year due to significant events that may occur subsequent to budget adoption.

The section also introduces the economic conditions in the city and provides an overview of the general fund five-year financial forecast.

ECONOMIC CONDITIONS

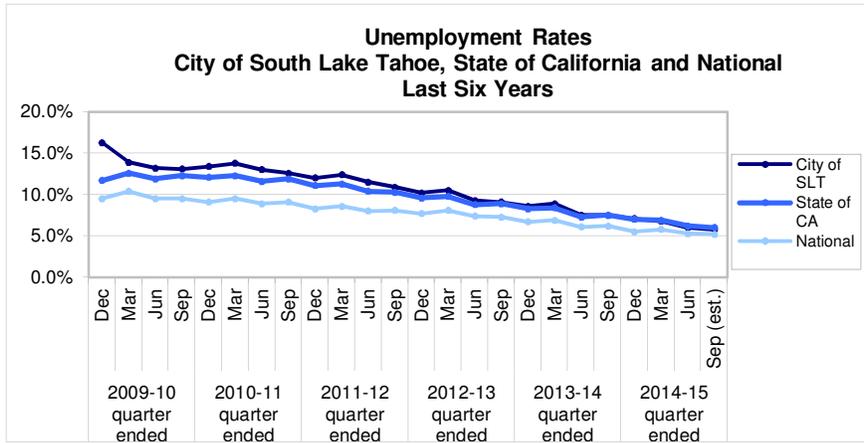
The national economy is finally stabilizing and transitioning from the Great Recession to a period of more stable growth. Like many other cities in the state of California and across the country, the City of South Lake Tahoe is seeing and feeling a rise in economic conditions. The City's major revenues, such as sales tax and Transient Occupancy Tax (TOT) show full recovery and are projected to exceed pre-recession highs. The local business community reports it being "best years ever". At the same time, other revenue sources, such as property tax, continue lagging.

The South Lake Tahoe economy is heavily dependent on tourism with TOT being the top source of revenue for the City's General Fund. With tourism being the key economic driver for the city, the City Council has placed more emphasis on recreation revitalization by fixing old and building new bike trails that will connect different parts of town. In September 2015 the City celebrated the grand opening of a state of the art Bijou Bike Park. More emphasis is also being placed on attracting special events to increase visitations and travel spending. Sport and recreation events such as Amgen Tour of California and entertainment events, such as Snow Globe, fuel local businesses bringing much needed recovery into the city's economy. One of the obstacles in recent years has been persistent dry weather condition that reduced water supplies, somewhat hurting outdoor recreation including winter skiing.

In an effort to grow the local economy, several years ago the City set a goal to attract \$1 billion in private and public capital investments. To-date that goal is 40% achieved meeting the community's needs and funding projects that protect the natural environment. Harrison Avenue Streetscape Improvement Project, Bijou Area Erosion Control Project, Champions Plaza, Regan Beach park redesign, Recreation Center remodel, Caltrans roadway improvements and public/private partnership projects such as the Chateau and Zalanta Resort at the Village at Stateline (planned completion Fall, 2016) continue to make a substantial difference in the city. Several other developments are underway including a comprehensive renovation of Factory Stores at the Y location for which a groundbreaking is expected in Spring of 2016 and completion by Fall of the same year. This mixed-use commercial and entertainment town center will create a hub for community gathering and special events. In the middle of town, the Southwest Corner parcel is in escrow and slated for renovation. Across the state line, over \$80 million was invested in remodeling projects of two casino resorts reopened in 2015, and \$100 million lodge and garage are being built at Edgewood Tahoe golf resort. The Airport Master plan was completed in 2015 and TRPA approved the City's Tahoe Valley Area Plan created to guide community revitalization and environmental restoration in a district centered around the "Y" intersection of Highways 89 and 50. These and other significant ongoing projects including investments in education throughout the South Shore has locals declaring a "South Tahoe Renaissance".

Unemployment Rate

According to the California Employment Development Department, the unemployment rate in the city of South Lake Tahoe returned to its pre-recession level and was preliminary 5.3% in September 2015. This is slightly lower than the California rate of 5.5% but higher than the national rate of 4.9%. Increasing



opportunities for businesses and capital investments will continue adding jobs in the community providing for further economic revival in the city’s economy.

GENERAL FUND FIVE YEAR FORECAST

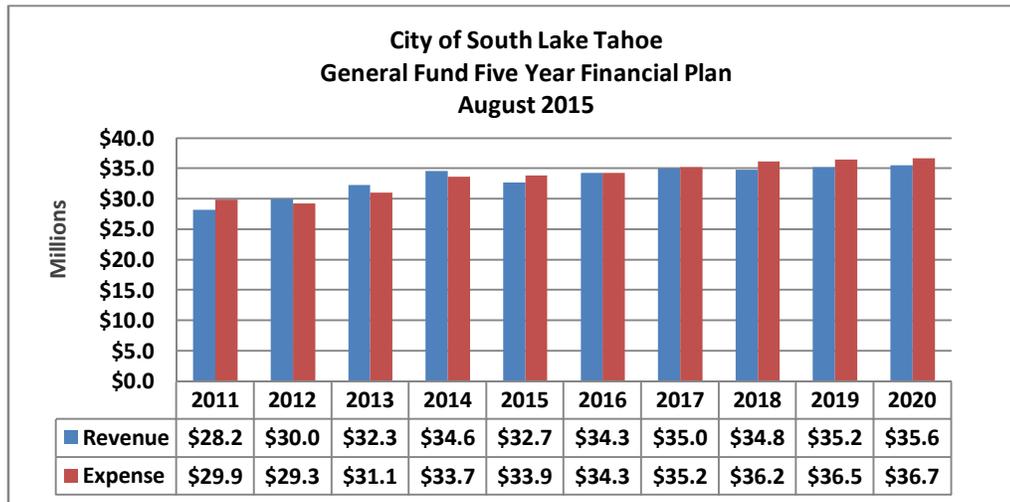
A five-year General Fund forecast is prepared and reviewed by City Council each year in order to get a clearer picture of the City’s future fiscal conditions and in preparation for the next fiscal year budget.

The current year forecast demonstrates the impact of taking financial risks to improve the built environment and fiscal sustainability. The City has made significant progress on its efforts to stabilize the City’s bottom line with a focused approach to investments in capital projects while continuing to focus on quality core services and daily operations. Over the last 3 years City Council took various actions and through that the City was able to reduce health care costs resulting in a 73% reduction of unfunded liabilities. As a result of the difficult decisions transforming the City’s medical plan benefit program, in 10 years, retiree health benefits should no longer be an expense line item in the City’s General Fund. This will eventually have a positive impact on the City’s bond rating and result in more opportunities for community investment.

Despite the projected global and national economic growth, the fund balance of the City’s General Fund is expected to return to a deficit position in 2018. The main reason for this is expected continued rising pension and health care costs with salaries and benefits representing 63% of total General Fund expenses and revenue growing at a slower rate than the cost of providing services. If revenue does not continue trending upward, the City will be required to address these deficits with many possible mitigating factors including bond refinancing that would create annual savings. The City needs to be proactive and look out for and anticipate warning signs and early-warning indicators while planning conservatively.

General Fund revenues are projected to stay relatively flat and will be adjusted on a year to year basis. Although the economy is at a higher sustained growth rate than it has enjoyed in many years, it still does not represent a robust recovery from the economic downturn during the 2008-2013 period. The risk of another economic decline remains due to the cyclical character of the economy and the uncertainties that a global market can bring.

The following chart illustrates the City’s overall General Fund revenues and expenditures, with actual amounts for the fiscal years 2011 through 2014, and budgeted amounts for 2015 and 2016 as projected in August, 2015. The chart also contains projected revenues and expenditures through fiscal year 2020.



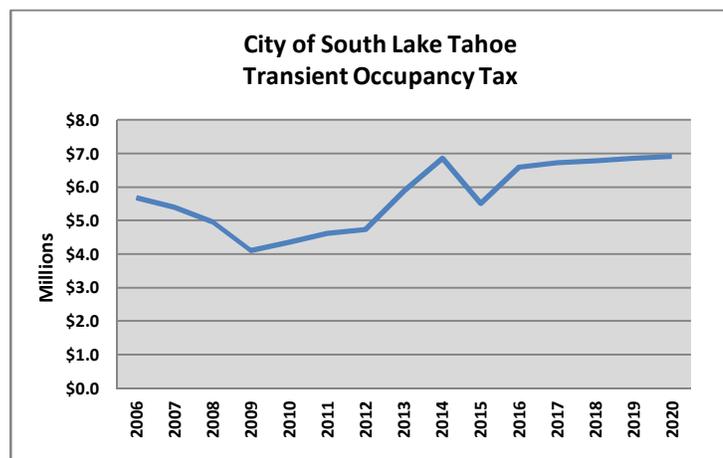
GENERAL FUND REVENUES

Transient Occupancy Tax

The City collects a transient occupancy tax (TOT) from visitors staying for 30 days or less in a lodging facility, including vacation home rentals (VHRs). The City collects TOT revenues from 119 hotels/motels, 36 property management companies and 1,716 vacation homes rented by individual property owners or agents.

TOT revenues tend to be volatile because they are subject to economic conditions and weather. A lack of snow, for example, can significantly reduce the number of visitors to the City during the winter season.

With the return of economic growth and tourism being a primary economic driver for the city, TOT became the top source of revenue for the General Fund in 2015-16. TOT revenue has recovered surpassing its peak of \$5.7M in 2005-06 reaching its new high of \$6.9M in 2013-14. In 2014-15 this revenue was conservatively budgeted pending 2013-14 final results. The same approach was taken in 2015-16 budget taking into consideration the TOT average growth rate of 4.8% over the last four years.



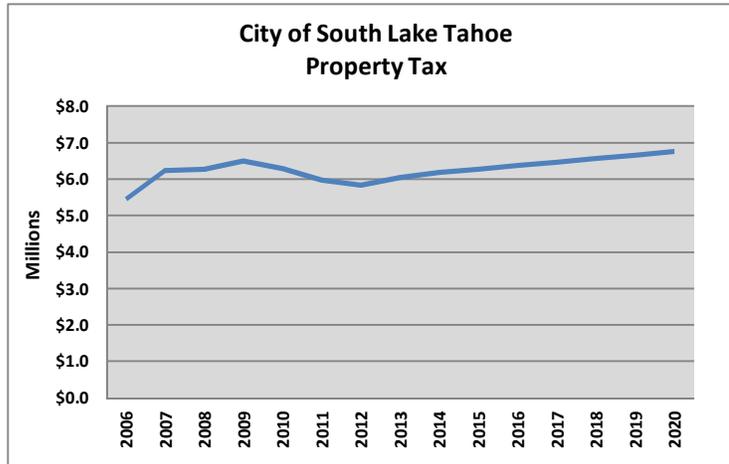
TOT revenue is budgeted at \$6.6 million in 2015-16, representing 19% of the total General Fund revenues. In future years this revenue is projected to grow 2.0% in FY 2016-17 with 1% afterwards.

Property Tax

Counties collect property taxes and allocate them among cities, counties, school districts and special districts in accordance with state law. Under the current allocation, the City of South Lake Tahoe receives 22% of every property tax dollar paid by property owners in the city.

Property Tax is a value-based tax imposed on real property and tangible personal property. California Constitution Article XIII A, commonly referred to as Proposition 13, limits the property tax to a maximum of 1% of assessed value, not including voter-approved rates to fund debt. The assessed value of property is capped at the 1975-76 base year plus 2% per year, for inflation. Upon change of ownership, property is reassessed to its current full market value, which may be higher or lower.

Property tax is the second largest component of General Fund revenues representing approximately \$6.4 million, or 19% of the budgeted revenues for 2015-16. This is 1.9% lower compared to actual revenue at its peak in 2008-2009. Property tax revenue has been negatively impacted by the decline in property values and the number of foreclosed properties. The South Lake Tahoe real estate market is slowly recovering. Continued lack of inventory keeps prices moving up especially in the high-end sector

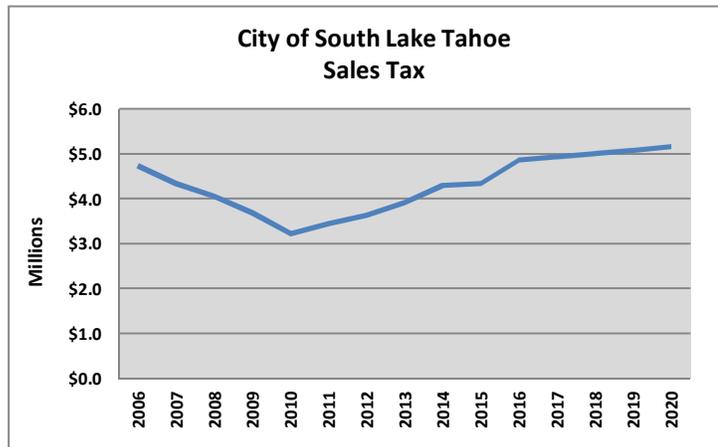


that continued its post-recession surge in the first half of 2015. After three years of decline between 2010 and 2012, the property tax revenue is growing on the average of 2.5% per year. In 2015-16 property tax revenue is anticipated to be 1.5% above the prior year estimate and is projected to grow at the same rate in the 4 years beyond.

Sales and Use Tax

The California State Board of Equalization (BOE) collects sales tax on retail purchases of tangible personal property. The BOD distributes sales taxes based on the *situs* or location where the sale occurs. The City receives 10% of every dollar of sales tax collected in South Lake Tahoe, 80% goes to the State, 7% goes to County-wide public safety and 3% is allocated to local transportation.

Sales taxes were affected by trends in property taxes as California cities began receiving property taxes in lieu of sales taxes in connection with the State’s 2004-05 Triple Flip swap of revenues (0.25% of the local Bradley Burns sales tax for backfill from property taxes) to fund Proposition 57 repayment of Economic Recovery Bonds (ERBs). The defeasance of ERBs in 2015 ended the



Triple Flip and will likely result in a one-time bump in sales tax revenue from the true-up reimbursement in 2015-16. The 0.25 percent rate will revert back to cities starting January 1, 2016, increasing the Bradley Burns rate from the current 0.75 percent rate back to the original 1 percent.

The City's FY 2016 planned Sales and Use tax revenue is based on a detailed and comprehensive study provided by professional consultants (HdL) as well as the previous year results. In FY 2015-16 Sales and Use Tax revenues will represent 14% of the City's General Fund budgeted revenues, or \$4.9 million. This is a 12.1% increase over the prior year's budget in which projections were made conservatively pending actual results. The revenue has been positively affected by additional new business activity in town in recent years and projected to exceed the 2006 high of \$4.7 million. This revenue is conservatively projected to grow at 1.5% in following four years.

Transient Occupancy Tax from Former Redevelopment Area

In 2011, the California State Legislature passed legislation to dissolve redevelopment agencies effective February 1, 2012 (ABX1-26 and AB1484). Successor agencies were created to wind down the affairs of the dissolved redevelopment agencies and to, among other things, make payments due for enforceable obligations, perform obligations required pursuant to any enforceable obligation, dispose of all assets of the former redevelopment agency, and to remit unencumbered balances of redevelopment agency funds to the county auditor-controller for distribution to taxing entities.

Prior to dissolution of redevelopment, the transient occupancy tax collected within the Redevelopment Agency's Project Area #1 was pledged as a secondary revenue source for repayment of certain redevelopment agency bond issuances and was also allocated to the redevelopment agency by the City to be used to pay redevelopment administrative costs, and the 2006 Series A Lease Revenue Bonds. The 2006 Series A Lease Revenue Bonds were determined to be a debt of the City and not an enforceable obligation after review by the City Attorney.

With the dissolution of the Redevelopment Agency both the debt and the revenue have become the City's responsibility. The Transient Occupancy Tax from the former Redevelopment Agency's Project Area #1 for 2015-2016 is budgeted at \$4.3 million representing 12% of the General Fund budgeted revenue. This amount reflects a modest increase of 2% compared to prior year due to a number of current hotel renovations occurring in the former project area. This revenue is used to pay for the City's 2006 Series A Lease Revenue Bonds.

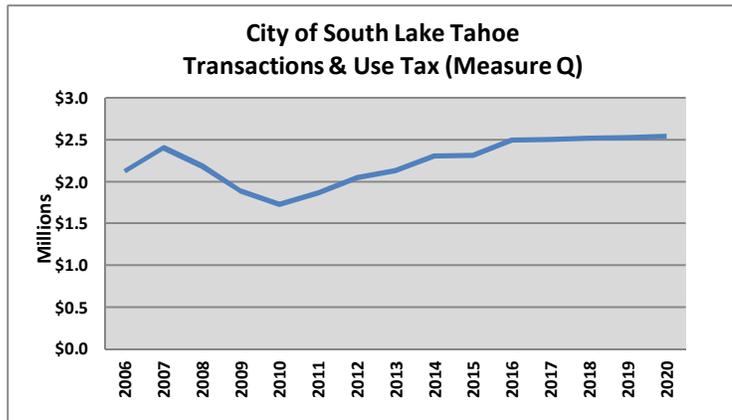
Transactions and Use Tax (Measure Q)

Additional Transactions and Use Taxes can be imposed locally in increments of 0.25 percent by cities and counties with a 2/3 city council approval and majority voter approval. Cities can impose both general use and special purpose transactions (requires 2/3 voter approval) and use taxes. However, the combined rate of the city and county transactions and use tax in a given jurisdiction may not exceed 2 percent. In November 2004, voters in the City of South Lake Tahoe approved ballot Measure Q, a one half percent transactions and use tax. Unlike sales tax, 100% of the Transactions and Use tax paid in South Lake Tahoe stays within the City.

While sales tax is collected at the point-of-sale and allocated to the jurisdiction where the sale occurred, transactions and use tax is allocated to the place of use. On walk-in retail sales transactions (stores, restaurants, gas stations) the distinction is not applicable because the State Board of Equalization cannot ascertain where these purchased items will be used. However, on purchases that must be

registered, such as cars and boats, or where the merchandise sales contract includes delivery, such as furniture, the tax is allocated back to the jurisdiction where the purchaser resides.

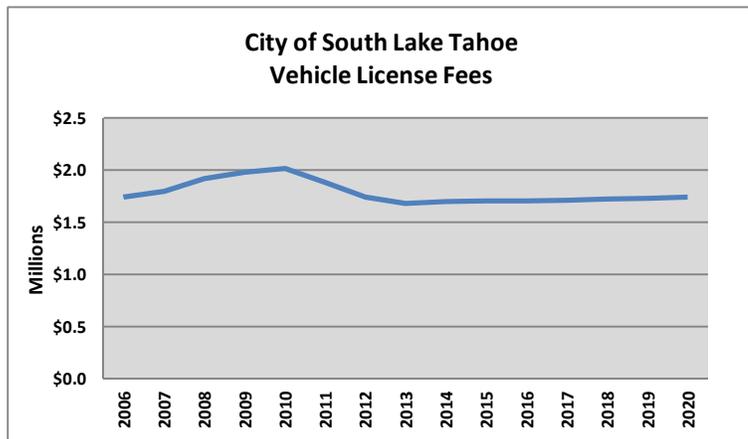
In 2015-16, Transactions and Use Tax revenue is budgeted at \$2.5 million, representing 7% of total General Fund revenues. This is an increase of 7.8% over the prior year’s budget and 8.3% over 2013-14 actuals. Similar to Sales & Use Tax, this is based on a detailed and comprehensive study provided by professional consultants (HdL) and preliminary results of 2014-2015 actuals. A conservative growth of 0.5% is projected for this revenue in the four years beyond this budget year.



Vehicle License Fees

Vehicle license fees (VLF) are paid on the ownership of a registered motor vehicle in place of taxing vehicles as personal property. This fee is paid annually upon vehicle registration in addition to other fees such as the registration fee, air quality fees and commercial vehicle weight fees that fund state programs. In 2004, the State of California permanently reduced the VLF from 2% to 0.65% and entered into an arrangement with cities and counties to backfill the amount of the fee eliminated with property taxes. Thus, the growth or decline in VLF is also tied to the growth or decline in property taxes.

The VLF represents 5% of total General Fund revenues and was budgeted at \$1.7 million in 2015-16, flat compared to 2014-15 budget. The revenue trend reflects a decrease of 15.3% since its peak in 2009-10. This reduction is due to the passage of SB89 in June 2011 which terminated the allocation of a portion of VLF to cities and counties and diverted these monies to fund state law enforcement grants. The revenue is projected to grow at a rate of less than 1% over the following four years.



User Fees

User fees and charges are made up of broad category of revenues imposed for specific services. The fees are intended to recover all or a portion of the City’s cost to provide services.

The following three categories of user fees revenue total \$4.2 million and together comprise 12.3% of all General Fund revenues for 2015-16. These fees are projected to stay relatively flat in the upcoming years.

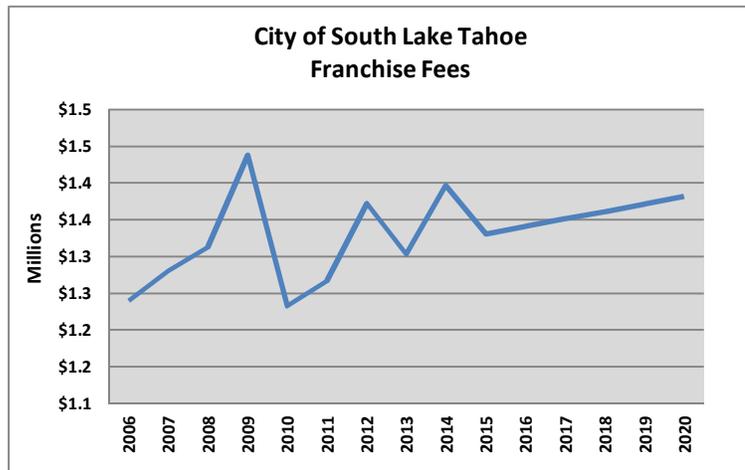
Public Services Fees were budgeted at \$1.7 million, a decrease of 3.0% over the prior year 2014-15 budget. These fees consist of building permit and plan check fees, engineering fees and motor pool internal charges. In addition to these categories, starting with 2015-16 budget, Public Services Fees now include city-wide maintenance including Parks maintenance. The reduction in Public Services Fees revenue was due a decrease in engineering reimbursements and motor pool internal charges offset by an increase in building permit and plans check fees prompted by an upturn in building activity in town.

Recreation fees were budgeted at approximately \$1.2 million in 2015-16 budget, a decrease of 7.7% from the prior year estimate. Portions of these revenues (golf course and campground) tend to be volatile and dependent on tourism and weather conditions. In addition, aging facilities and limited offering of recreational activities and programs caused this portion of user fees revenue to decline.

The last of three in the user fees group is Public Safety fees budgeted at \$1.3 million, a decrease of 12.0% over the prior year total budget. Almost 50% of this revenue is represented by 9-1-1 fees with other fees being court fines, false alarm and other police charges, police state reimbursements, and fire department miscellaneous fees and reimbursements. The reduction is due to one-time revenue received by the Police department in 2014-15 as well as the reduction in court fines revenue and state funding.

Franchise Fees

The City collects franchise fees for the use of streets and right-of-ways from a number of utility services provided by private parties including natural gas, cable services, and electricity. Solid waste collection services are provided by a contracted private party that also pays a franchise fee to the City. Franchise fee revenue is the remaining major General Fund revenue source and is budgeted at \$1.3 million representing 4% of total General Fund revenues in the 2015-16 budget. This amount is an increase of less than one percent over the prior year’s budget. The same growth rate is projected for the 4 years beyond.



CAPITAL IMPROVEMENT PROGRAM FUND REVENUES

The City’s Capital Improvement Program (CIP) revenues budgeted for 2015-16 total \$8.3 million, representing 12% of the total City’s revenue budget. This is a 47.9% decrease over the prior year due to some major projects being completed in 2015 including Harrison Avenue Streetscape Improvement project, Bijou stormwater project, and Airport General Aviation Ramp reconstruction Phase I and II. The City continues to work towards improving the build environment and infrastructure. The City receives State and Federal grant funding for capital improvements primarily from the California Tahoe Conservancy, U.S. Forest Service, Federal CMAQ Program and Caltrans. State and federal grant revenues comprise 93.3% of CIP revenues in the 2015-16. The remaining 6.7% come from various sources, including General fund and other state and federal allocations and pass-throughs.

SPECIAL REVENUE FUNDS REVENUES

The special revenue fund revenues described below represent approximately 13% of total City budgeted revenues.

Police Special Revenue

The police special revenue comprise various grant accounts, vehicle/nuisance abatement and other code enforcement programs, as well as police vehicle replacement fund and proposition 172 safety sales tax fund. Special revenue budgeted for police programs total \$2.7 million in 2015-16, an increase of 29.5% over the prior year's budget. The increase is due the expansion of the Vacation Home Rental (VHR) program that will now include (stricter regulations) mandated inspection, greater nuisance citation fines and increased enforcement of other VHR related rules.

Business Improvement District Revenue

There are two business improvement districts (BID) accounted for by the City of South Lake Tahoe. The larger of the BIDs, which accounts for 99% of the BID revenue budget, was created in November 2006. Its main purpose is to collect a per night fee for each room night occupied by a visitor and pass through the monies to the "Tourism Improvement District" (TID) which uses the funds to market the South Lake Tahoe area. The TID revenue increased 4.7% from prior year's budget based upon positive performance and trending occupancy during 2014-15.

Fire Department Special Revenue

The fire department's special revenue funds are comprised of the EMS -JPA division, EMS-General Fund division, the fire vehicle replacement program and the fire proposition 172 safety sales tax funds.

EMS divisions are responsible for mitigating medical emergencies for our community, visitors and surrounding areas. The divisions are managed by a joint powers agreement (JPA) which directly reimburses the City for a portion of expenses incurred. The remaining expenses are reimbursed by the City's General Fund.

The other two fire special revenue funds are used to provide funds for the City's fire prevention program and the fire vehicle replacement program.

The fire department's special revenue decreased 16.1% from the prior year's budget primarily due completed purchase of the new fire engine financed by municipal financing lease line of credit in 2014-15 offset by an increase in transfers-in from the General fund for EMS function.

Public Works Special Revenue

Special revenues received by the Public Works Department include State Gas Tax revenue for street repair and snow removal, transfers in from the General Fund for the same and for stormwater management, and special assessments for snow removal equipment. Public Works special revenues are budgeted to total \$2.1 million in 2015-16, a decrease of 36.7% due primarily to a reduction in snow removal reimbursements from the State and in transfers-in from the General Fund for this program that will utilize existing fund balance for operations in 2015-16 and due to initiated in 2014-15 vehicle purchases in the vehicle replacement fund for which fund are carried forward to 2015-16 through re-appropriation mechanism.

TRUST AND AGENCY FUNDS REVENUES

Redevelopment Obligation Retirement Fund Revenue

The Redevelopment (RD) Obligation Retirement Fund was created as a result of dissolution of the South Tahoe Redevelopment Agency and creation of the South Tahoe Redevelopment Successor Agency. The revenues budgeted in this fund consist of the property tax increment received from the county and the general fund transfers-in. These revenues are used to make enforceable obligation payments as approved semi-annually by the Successor Agency, Oversight Board, and Department of Finance. The property tax increment revenue shows a decrease of 14.6% from prior year according to the estimate received from the county office and is due to a 43% drop in assessed value in the former redevelopment area, mainly due to Proposition 8 of 1978 that allowed a temporary reduction in assessed value when real property suffers a decline in value along with a buy back and conversion of numerous timeshare properties into points that are not taxed. The RD Obligation Retirement Fund property tax increment revenue represents 5.3% of the total budget.

ENTERPRISE FUNDS REVENUES

The enterprise fund revenues described below represent approximately 3% of total revenues for the City.

Parking Garage Revenue

The Parking Garage has been in operation for twelve years, and the South Tahoe Joint Powers Parking Financing Authority has worked actively over that time to increase revenue and decrease operating expenses. The revenue from parking garage fees represents approximately 73% of the total parking garage revenue and is budgeted at \$890,000 in 2015-16. This is an increase of 14.8% compared to prior year and primarily due to improving economy and increase in tourist activity in that area of the city.

Airport Revenue

The Lake Tahoe Airport is an FAA certificated airport that is operated and maintained in accordance with all applicable State and Federal regulations. Its revenue, for the major part, is comprised of rent revenue from aviation and non-aviation uses of airport building and airfield area and structures. The General Fund subsidy for the airport total 13% in 2015-16. The revenue from non-General Fund sources is budgeted at \$697,140 reflecting a small increase of 0.9% from prior year mainly due to projected increase in revenue from hangars rent.



Staffing Level Changes

The following staffing and organizational changes are included in the 2015-16 Budget.

City Clerk Addition of a second Assistant City Clerk position (start mid-year) due to a future retirement.

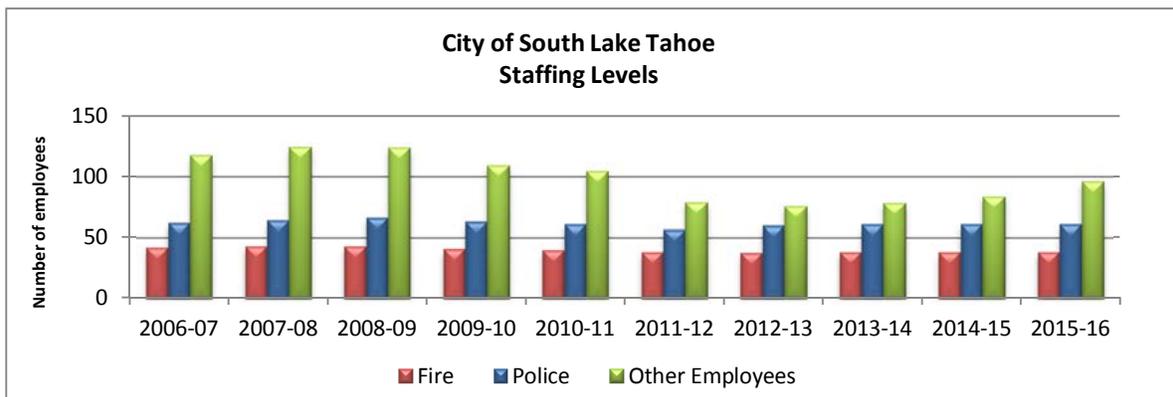
Administrative Services Reclassification of Administrative Services Director position to Assistant City Manager/Administrative Service Director. The department further reorganized due to a future retirement. The preliminary department structure is shown in the next table and includes elimination of both Financial Services Manager positions, two reclassifications, and the addition of two new Accounting Technician positions (start mid-year). Net cost is zero after the 2015-16 budget year.

Development Services Two new limited-term positions, Plan Checker and Administrative Clerk are being added due to an increase in expected planning needs. The expanded VHR program also added two new positions, Senior Building Inspector-VHR and Development Services Technician-VHR, both for a limited term.

Public Works City-wide maintenance operations (including Parks Maintenance) are now consolidated under this department. The department reorganization resulted in various new classifications being created and the transfer of current employees into such classifications as well as funding of new positions to create a broader full time workforce in the Maintenance Operations division. Various street, snow removal and regular maintenance positions across the city were consolidated into a single classification series. The following city-wide maintenance classifications are eliminated: Street Maintenance Worker, Heavy Equipment Operator, Airport Maintenance & Operation Worker, Police Maintenance Worker, Facilities Worker, Sign Technician, Lead Parks Maintenance Worker, Senior Parks Maintenance Worker, Parks Maintenance Worker. Employees within these classifications are now placed within the following Maintenance Classification Series: Maintenance Technician I, II, III, IV, V. Facilities Manager and Streets Manager are both reclassified to Maintenance Manager positions. Fleet Manager is reclassified to Operations Manager. Maintenance related Airport and Operations Manager and Parks Manager positions are eliminated. The reorganization of the City’s Maintenance divisions will be net cost neutral across all divisions/funds impacted by eliminating previous seasonal and temporary employees budgets and adding 8 additional full time positions to the maintenance classification.

Recreation Formerly Parks and Recreation, this department was restructured resulting in the transfer of the parks maintenance function under the Public Works department.

Police The department added one full time Enforcement Services Officer position in addition to 4 permanent part time positions due to expansion of the VHR program.



Allocated Permanent Positions: 3 Year FTE History

The table below shows citywide authorized and appropriated or frozen positions over the past three years by department. Positions are calculated based on “Full Time Equivalents” (FTE) and consider full-time and part-time positions. The table does not include temporary or seasonal employees that work during certain times of the year or do not have a regular work schedule.

Department/Positions	Authorized/ Appropriated Positions 13/14 Budget*	Authorized/ Appropriated Positions 14/15 Budget	Authorized/ Appropriated Positions 14/15 Mid-Year	Authorized/ Appropriated Positions 15/16 Budget	Authorized/ Frozen Positions 15/16 Budget
CITY COUNCIL					
Council Member (Elected)					
Department Total	5.00	5.00	5.00	5.00	0.00
CITY CLERK					
City Clerk (Elected)	1.00	1.00	1.00	1.00	
Assistant City Clerk	1.00	1.00	1.00	1.50	
Admin Clerk, Senior Administrative Clerk	1.00	1.00	0.00	0.00	
Department Total	3.00	3.00	2.00	2.50	0.00
CITY TREASURER					
City Treasurer (Elected)					
Department Total	1.00	1.00	1.00	1.00	0.00
CITY MANAGER					
City Manager	1.00	1.00	1.00	1.00	
Assistant to the City Manager	0.00	0.00	0.00	0.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00	
Management Analyst - City Manager's Office	1.00	1.00	1.00	1.00	
Total	3.00	3.00	3.00	3.00	1.00
Information Systems					
Information Systems Manager	1.00	1.00	1.00	1.00	
Network Systems Administrator	1.00	1.00	1.00	1.00	
Information Systems Technician	0.00	0.00	0.00	0.00	1.00
Total	2.00	2.00	2.00	2.00	1.00
Department Total	5.00	5.00	5.00	5.00	2.00
CITY ATTORNEY					
City Attorney	1.00	1.00	1.00	1.00	
Assistant City Attorney	1.00	1.00	1.00	1.00	
Legal Secretary	1.00	1.00	1.00	0.00	
Paralegal	0.00	0.00	0.00	1.00	
Department Total	3.00	3.00	3.00	3.00	0.00
ADMINISTRATIVE SERVICES DEPARTMENT					
Assistant City Manager / Administrative Services Director	0.00	0.00	0.00	1.00	
Administrative Services Director	1.00	1.00	1.00	0.00	
Total	1.00	1.00	1.00	1.00	0.00
Human Resources					
Human Resources Manager	1.00	1.00	1.00	1.00	
HR Specialist	1.00	1.00	1.00	1.00	
HR Clerk	0.00	0.50	0.50	0.50	
Total	2.00	2.50	2.50	2.50	0.00
Financial Services					
Deputy Director Financial Services	0.00	0.00	0.00	0.75	
Financial Services Manager	1.00	1.00	1.00	0.25	
Financial Services Supervisor	0.00	0.00	0.00	0.75	
Principal Accountant	1.00	1.00	1.00	0.25	
Accountant - Accounts Payable	0.50	0.50	0.50	1.00	

(continued)

Allocated Permanent Positions: 3 Year FTE History

Department/Positions	Authorized/ Appropriated Positions 13/14 Budget*	Authorized/ Appropriated Positions 14/15 Budget	Authorized/ Appropriated Positions 14/15 Mid-Year	Authorized/ Appropriated Positions 15/16 Budget	Authorized/ Frozen Positions 15/16 Budget
Financial Services (continued)					
Associate Management Analyst	1.00	1.00	1.00	1.00	
Payroll Coordinator	1.00	1.00	1.00	1.00	
Accounting Technician	0.00	0.00	0.00	0.50	
Total	4.50	4.50	4.50	5.50	0.00
Revenue Services					
Financial Services Manager	1.00	1.00	1.00	1.00	
Accountant	1.00	1.00	1.00	1.00	
Accountant - Accounts Receivable	0.50	0.50	0.50	0.00	
Administrative Services Assistant	0.00	0.00	1.00	1.00	
Accounting Technician	0.00	0.00	0.00	0.50	
HR Clerk	0.00	0.50	0.50	0.50	
Total	2.50	3.00	4.00	4.00	0.00
Airport					
Airport Director	1.00	1.00	1.00	1.00	
Airport Maintenance & Operations Supervisor	1.00	1.00	1.00	0.00	
Airport Maintenance & Operations Technician	3.00	3.00	3.00	0.00	
Total	5.00	5.00	5.00	1.00	0.00
Department Total	15.00	16.00	17.00	14.00	0.00
DEVELOPMENT SERVICES DEPARTMENT					
Director of Development Services	1.00	1.00	1.00	1.00	
Deputy Development Services Director	0.00	0.75	0.75	0.75	
Administrative Assistant II	0.00	0.00	0.00	1.00	
Administrative Assistant	1.00	1.00	1.00	0.00	
Administrative Clerk I, II (limited term)	0.00	0.00	0.00	1.00	
Total	2.00	2.75	2.75	3.75	0.00
Planning					
Planning Manager/Environmental Planner	0.75	1.00	1.00	1.00	
Associate Planner, Assistant Planner	1.00	1.00	1.00	1.00	
Plan Checker (limited term)	0.00	0.00	0.00	1.00	
Permit Center Technician	1.00	1.00	1.00	1.00	
Permit Center Technician (limited term)	1.00	1.00	1.00	1.00	
Total	3.75	4.00	4.00	5.00	0.00
Building and Safety					
Building Official	1.00	1.00	1.00	1.00	
Permit Center Supervisor	0.83	1.00	1.00	1.00	
Pr Bldg & Sr Bldg Inspector, Bldg Inspector, Sr Hsng Insp.	3.00	3.00	3.00	3.00	
Sr. Building Inspector - VHR (limited term)	0.00	0.00	0.00	1.00	
Fire Safety Inspector	0.00	0.00	1.00	1.00	
Development Services Technician - VHR (limited term)	0.00	0.00	0.00	1.00	
Total	4.83	5.00	6.00	8.00	0.00
Department Total	10.58	11.75	12.75	16.75	0.00
PUBLIC WORKS DEPARTMENT					
Director of Public Works	1.00	1.00	1.00	1.00	
Office Manager	0.00	0.00	0.00	1.00	
Associate Mgmt Analyst, Assistant Mgmt Analyst	1.00	1.00	1.00	0.00	
Administrative Assistant I	0.00	0.00	0.00	1.00	
Total	2.00	2.00	2.00	3.00	0.00

(continued)

Allocated Permanent Positions: 3 Year FTE History

Department/Positions	Authorized/ Appropriated Positions 13/14 Budget*	Authorized/ Appropriated Positions 14/15 Budget	Authorized/ Appropriated Positions 14/15 Mid-Year	Authorized/ Appropriated Positions 15/16 Budget	Authorized/ Frozen Positions 15/16 Budget
Engineering					
City Engineer (Part-time) / Deputy Public Works Director	0.50	0.00	0.00	0.00	
Assistant Director of Public Works	1.00	1.00	1.00	1.00	
Construction Engineer	1.00	0.00	0.00	0.00	1.00
Stormwater Program Coordinator	1.00	1.00	1.00	1.00	
GIS Analyst	1.00	1.00	1.00	1.00	
Sr. Public Works Inspector	1.00	1.00	1.00	1.00	
Associate Civil Engineer, Assistant Engineer	1.00	2.00	2.00	2.00	
Engineering Technician	0.00	1.00	1.00	1.00	
Total	6.50	7.00	7.00	7.00	1.00
Maintenance Operations / Snow Removal					
Maintenance Manager	0.00	0.00	0.00	2.00	
Facilities Manager	1.00	1.00	1.00	0.00	
Street Manager	1.00	1.00	1.00	0.00	
Lead Maintenance Technician	0.00	0.00	0.00	3.00	
Maintenance Worker I, II, III, IV, V	0.00	0.00	0.00	22.00	
Facilities Worker	1.00	1.00	1.00	0.00	
Custodian	1.00	1.00	1.00	0.00	
Heavy Equipment Operator, Street Maintenance Worker	6.42	7.42	7.42	0.00	
Sign Technician	1.00	1.00	1.00	0.00	
Total	11.42	12.42	12.42	27.00	0.00
Fleet Maintenance					
Operations Manager	0.00	0.00	0.00	1.00	
Fleet Manager	1.00	1.00	1.00	0.00	
Fleet Supervisor	0.00	0.00	0.00	1.00	
Lead Equipment Mechanic	1.00	1.00	1.00	0.00	
Equipment Mechanic	4.00	4.00	4.00	4.00	
Fleet Control Specialist	0.00	0.00	0.00	1.00	
Inventory Control Specialist	1.00	1.00	1.00	0.00	
Total	7.00	7.00	7.00	7.00	0.00
Department Total	26.92	28.42	28.42	44.00	1.00
RECREATION DIVISION					
Recreation Manager	1.00	1.00	1.00	1.00	
Administrative Clerk I, II	0.00	0.00	0.00	1.00	
Recreation Receptionist, Sr. Recreation Receptionist	1.00	1.00	1.00	0.00	
Administrative Assistant I	0.00	0.00	0.00	1.00	
Parks and Recreation Secretary	1.00	1.00	1.00	0.00	
Parks Manager	1.00	1.00	1.00	0.00	
Parks Supervisor	2.00	2.00	2.00	1.00	
Recreation Supervisor	0.00	1.00	1.00	1.00	
Lead Parks Maintenance Worker	1.58	1.58	1.58	0.00	
Park Maintenance Worker, Sr. Park Maintenance Worker	1.00	1.00	1.00	0.00	
Department Total	8.58	9.58	9.58	5.00	0.00

(continued)

Allocated Permanent Positions: 3 Year FTE History

Department/Positions	Authorized/ Appropriated Positions 13/14 Budget*	Authorized/ Appropriated Positions 14/15 Budget	Authorized/ Appropriated Positions 14/15 Mid-Year	Authorized/ Appropriated Positions 15/16 Budget	Authorized/ Frozen Positions 15/16 Budget
<u>FIRE DEPARTMENT</u>					
Fire Chief	1.00	1.00	1.00	1.00	
Fire Shift Commander	3.00	3.00	3.00	3.00	
Fire Captain	6.00	6.00	6.00	6.00	
Fire Engineer	9.00	9.00	9.00	9.00	
Firefighter, Paramedic	12.00	12.00	12.00	12.00	
Firefighter, Paramedic (Ambulance JPA)	6.00	6.00	6.00	6.00	
Administrative Assistant II	0.00	0.00	0.00	1.00	
Administrative Assistant	1.00	1.00	1.00	0.00	
Department Total	38.00	38.00	38.00	38.00	0.00
<u>POLICE DEPARTMENT</u>					
Chief of Police	1.00	1.00	1.00	1.00	
Police Lieutenant	2.00	2.00	2.00	2.00	
Police Sergeant	5.00	5.00	6.00	6.00	
Police Officer	29.00	29.00	29.00	29.00	1.00
Public Safety Dispatch Supervisor	1.00	1.00	1.00	1.00	
Public Safety Dispatch Lead	3.00	0.00	0.00	0.00	
Police Records Supervisor	1.00	1.00	1.00	1.00	
Public Safety Dispatcher	6.50	9.50	9.50	9.50	
Senior Police Records Tech, Police Record Tech	2.00	2.00	2.00	2.00	
Administrative Assistant I	0.00	0.00	0.00	1.00	
Secretary	1.00	1.00	1.00	0.00	1.00
Police Operations Worker	1.00	1.00	1.00	0.00	
Senior Evidence/Prop Tech, Evidence/Prop Tech	1.00	1.00	1.00	1.00	
Sr Community Svcs Officer, Community Svcs Officer	1.00	1.00	1.00	1.00	
CSO Manager	1.00	0.00	0.00	0.00	
Parking Enforcement Supervisor	1.00	0.75	0.75	0.75	
Code Enforcement Supervisor	1.00	1.00	1.00	0.00	
Enforcement Services Officer (frmr. Park. Enforc. Officer)	2.10	2.80	2.80	3.80	
Code Compliance Investigator	0.00	0.00	0.00	1.00	
Administrative Assistant II	0.00	0.00	0.00	1.00	
Administrative Assistant	1.00	1.00	1.00	0.00	
Department Total	60.60	60.05	61.05	61.05	2.00
Total City Employees	176.68	180.80	182.80	195.30	5.00

* Reflects mid-year adjustments. Includes positions added or eliminated during the year.





**General
Government**



City Council

Mission

The City Council is dedicated to providing essential, outstanding and cost effective services that enhance the vitality and quality of life of South Lake Tahoe residents, businesses and guests.

Strategic Priorities

In January 2011, the City Council established the five Strategic Priorities which were designed to address serious economic conditions, meet community expectations, build on the community's strengths and interest in the city, restore the community's trust and move the city from recession to recovery. The five key strategic priorities are:

- Economic Development
- Fiscal Sustainability
- Improve the Built Environment
- Public Trust
- Partnership Development

The sixth Strategic Priority, Quality Core Services, was added on August 11, 2012 at the City Council budget and priority workshop. City Council Priority Workshop on February 21, 2015 reaffirmed these six strategic priorities that were used to develop FY 2015/16 budget.

City Council

100 01110

The City Council is the legislative, policy-making and law-making body elected to represent the interests of the citizens of South Lake Tahoe. In general, the City Council is responsible for determining and delivering services necessary to meet the needs of the community, overseeing of the City's operations and adoption of an annual budget.

Revenues and Expenditures by Fund Type and Category City Council

General Fund	Actual	Actual	Actual	Amended	Adopted	% Change	\$ Change
	FY 2011-12	FY 2012-13	FY 2013-14	Budget	Budget	from	from
				FY 2014-15	FY 2015-16	Prior Year	Prior Year
Revenues							
Operating Revenues	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
Revenues Total	-						
Expenditures							
Personnel Services	140,437	124,119	122,390	122,503	124,757	2%	2,254
Contractual Services	25,850	30,722	26,757	31,000	32,700	5%	1,700
Other Operating	15,728	15,991	14,415	27,600	26,600	-4%	(1,000)
Capital Outlay	1,987	16,507	4,493	21,000	-	-100%	(21,000)
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	184,003	187,339	168,055	202,103	184,057	-9%	(18,046)
Net Rev (Exp)	(184,003)	(187,339)	(168,055)	(202,103)	(184,057)		

City Clerk

Core Services

City Clerk

100 01130

The City Clerk serves as a direct link between the citizens and City government and ensures that the City’s legislative processes are open and public. Maintains custody of the official city records and the city seal and ensures access and dissemination of complete and accurate, current and preserved historical public information and records (agendas, minutes, resolutions, ordinances, agreements and deeds). Responsible for coordination of the City Council/STRSA/STJPPFA/STJPPFA meeting agenda process services; maintains the City’s Municipal Code; serves as the City’s Elections Official.

Revenues and Expenditures by Fund Type and Category City Clerk

	Actual	Actual	Actual	Amended	Adopted	% Change	\$ Change
General Fund	FY 2011-12	FY 2012-13	FY 2013-14	Budget	Budget	from	from
				FY 2014-15	FY 2015-16	Prior Year	Prior Year
Revenues							
Operating Revenues	1,639	2,715	2,874	2,000	1,300	-35%	(700)
Grants	-	-	-	-	-	0%	-
Transfers In	-	-	-	-	-	0%	-
Revenues Total	1,639	2,715	2,874	2,000	1,300	-35%	(700)
Expenditures							
Personnel Services	301,010	328,231	327,038	346,453	338,761	-2%	(7,692)
Contractual Services	15,968	15,990	12,368	13,000	13,000	0%	-
Other Operating	17,531	26,260	29,752	25,654	27,450	7%	1,796
Capital Outlay	1,248	4,625	4	5,130	500	-90%	(4,630)
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	335,756	375,107	369,162	390,237	379,711	-3%	(10,526)
Net Rev (Exp)	(334,117)	(372,393)	(366,288)	(388,237)	(378,411)		

City Treasurer

Core Services

Treasury

100 01516

The City Treasurer invests public funds in a prudent manner that provides maximum security while meeting daily cash flow demands and conforming to all statutes governing the investment of public funds. Within these parameters, funds are invested to optimize investment return.

Revenues and Expenditures by Fund Type and Category City Treasurer

	Actual	Actual	Actual	Amended	Adopted	% Change	\$ Change
General Fund	FY 2011-12	FY 2012-13	FY 2013-14	Budget	Budget	from	from
				FY 2014-15	FY 2015-16	Prior Year	Prior Year
Revenues							
Operating Revenues	-	-	-	-	-	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	-	-	-	-	-	0%	-
Revenues Total	-	-	-	-	-	0%	-
Expenditures							
Personnel Services	27,286	26,933	25,896	24,774	20,308	-18%	(4,466)
Contractual Services	-	-	-	-	-	0%	-
Other Operating	1,737	1,939	1,359	2,670	2,500	-6%	(170)
Capital Outlay	-	-	821	1,000	500	-50%	(500)
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	29,023	28,872	28,075	28,444	23,308	-18%	(5,136)
Net Rev (Exp)	(29,023)	(28,872)	(28,075)	(28,444)	(23,308)		

City Attorney

Core Services

City Attorney

100 01210

Major areas of responsibility:

Provide sound legal advice regarding all aspects of municipal affairs, including advice to the City Council, City Manager, City Clerk, Department Heads and Division Managers on a daily basis.

Review every contract the City enters into and every insurance certificate and bond to ensure they contain comprehensive risk transfer provisions.

Draft ordinances and resolutions for the City Council to address City business and issues.

Directly handle or manage City litigation as cost-effectively as possible, to eliminate or minimize defense costs and monies paid to settle claims.

Revenues and Expenditures by Fund Type and Category City Attorney

	Actual	Actual	Actual	Amended	Adopted	% Change	\$ Change
General Fund	FY 2011-12	FY 2012-13	FY 2013-14	Budget	Budget	from	from
				FY 2014-15	FY 2015-16	Prior Year	Prior Year
Revenues							
Operating Revenues	15,369	-	2,744	-	-	-	-
Grants	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
Revenues Total	15,369	-	2,744	-	-	-	-
Expenditures							
Personnel Services	418,836	425,854	418,763	466,636	538,724	15%	72,088
Contractual Services	241,326	330,526	194,738	126,000	111,000	-12%	(15,000)
Other Operating	224,582	206,304	37,967	83,800	99,125	18%	15,325
Capital Outlay	1,190	3,699	825	1,250	2,000	60%	750
Debt Service/Leases	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Expenditures Total	885,934	966,382	652,293	677,686	750,849	11%	73,163
Net Rev (Exp)	(870,565)	(966,382)	(649,550)	(677,686)	(750,849)		

Revenues and Expenditures by Fund Type and Category City Attorney (continued)

Special Revenue Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	-	-	-	-	-	-	-
Grants	-	-	-	100,000	100,000	0%	-
Transfers In	-	-	-	-	-	-	-
Revenues Total	-	-	-	100,000	100,000	-	-
Expenditures							
Personnel Services	-	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-	-
Other Operating	-	-	-	100,000	100,000	0%	-
Capital Outlay	-	-	-	-	-	-	-
Debt Service/Leases	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Expenditures Total	-	-	-	100,000	100,000	0%	-
Net Rev (Exp)	-	-	-	-	-		



**Internal
Services**



City Manager's Office

Core Services

City Manager

100 01310

As a Council/Manager form of government, the South Lake Tahoe City Manager operates as CEO of the organization, carrying out the policies established by the City Council from which the organization functions. The City Manager's role is to ensure the efficient, effective and equitable day-to-day operations of the City and administration of the government and provide professional advice and counsel to the City Council on issues of importance to the community and those affecting government operations. In 2011, the City Manager worked with the City Council to develop the City's strategic priorities and adopted the Strategic Plan. Subsequently a Business Plan was adopted by the City Council, which included the initiatives to implement the priorities.

The City Manager also prepares a budget for the Council's consideration and provides direct supervision over all Department Directors and City Manager's Office. Included in the South Lake Tahoe City Manager's Office are the following divisions:

Communications and Marketing / Public Information Officer (PIO)

100 01330

The office of PIO provides professional, administrative and technical assistance to the office of the City Manager; serves as the City's centralized coordinator of public and community information including television, radio, internet, social media and print media to convey news, information, events, meetings, and other services to City staff and the community.

Oversees and develops a comprehensive public education and information program through development and execution of specific programs, events, publications and procedures.

The City's communications strategy includes integrating social media, traditional media, and the City's new website to educate and inform the public on the City's programs, policies and provide an opportunity for civic engagement and participation. Implemented initiatives include:

- Monthly City newsletter to keep residents informed
- Weekly "The City in 60 Seconds" video segments to keep residents and visitors informed
- Daily electronic newsflashes to e-mail and mobile devices
- Emergency alerts and 12 months of emergency preparedness tips
- Participation in the El Dorado County PIO group to coordinate with local area agencies
- Participation in the FIRE PIT, which is the Lake Tahoe basin-wide public information team on all fire related information
- Member of CAPIO, the California Public Information Officer agency
- Improved awareness through local media publications, stories and advertising
- "City U" helping build high-performing employee teams
- "The City at Work Campaign" providing the community the opportunity to be aware and informed and to follow the progress of projects throughout the City
- "City Activities Service Team (CAST)" promoting team building while representing the City and city staff giving back to our community

The South Lake Tahoe Citizens Academy is a six-session program that was developed in Fall 2012. The sessions are offered bi-annually to citizens wishing to increase their knowledge about the workings of local government and to become more involved in the shaping and development of their community.

*Information Technology Division**100 01840*

The Information Technology (IT) division provides computer services for all city departments. Services include network administration, internet and email, help desk, software and hardware support, technology purchases and installation, specialized programming, database administration, and training.

The IT Division supports approximately 30 servers, 250 computers and laptops, 100 printers/faxes/plotters, 12 scanners, and a wide variety of network communication equipment (firewalls, routers, switches, communication lines, DSU/CSU's). These servers, computers and other equipment are located throughout the city in 18-facility locations. Support is also provided for a variety of audio/video and presentation equipment in the Council Chambers and other conference rooms. There are wireless access points in the Council Chambers, at the Explore Tahoe facility, and at the Campground.

Last year the IT Division responded to approximately 1,600 departmental support requests and delivered approximately 95 pieces of new or refurbished computer equipment.

*Arts – Public Art**217 04504*

The purpose of the Public Art program is to provide a financing mechanism for creation of art pieces and designs to be permanently displayed at the City's newly established Champions Plaza located on the corner of Highway 50 and Lakeview Avenue within the Lakeview Commons area in South Lake Tahoe. Champions Plaza has been designed to include an area for flag poles, a "Wall of Champions", a "Walk of Champions" and a stone pedestal area to replicate a "tiered winner's podium/stage".

Revenues and Expenditures by Fund Type and Category City Manager's Office

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	66,755	18,928	20,442	22,234	35,514	60%	13,280
Grants	-	-	-	-	-	0%	-
Transfers In	-	-	-	-	-	0%	-
Revenues Total	66,755	18,928	20,442	22,234	35,514	60%	13,280
Expenditures							
Personnel Services	758,371	713,900	759,119	777,416	843,934	9%	66,518
Contractual Services	158,143	134,230	135,231	179,329	185,000	3%	5,671
Other Operating	79,324	107,773	110,981	232,450	249,850	7%	17,400
Capital Outlay	157,847	72,026	199,188	110,250	133,250	21%	23,000
Debt Service/Leases	5,823	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	1,159,508	1,027,929	1,204,520	1,299,445	1,412,034	9%	112,589
Net Rev (Exp)	(1,092,753)	(1,009,001)	(1,184,078)	(1,277,211)	(1,376,520)		
Special Revenue Fund							
Revenues							
Operating Revenues	-	-	-	-	-	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	-	-	-	30,000	-	-100%	(30,000)
Revenues Total	-	-	-	30,000	-	-100%	(30,000)
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	-	-	-	-	-	0%	-
Other Operating	-	-	-	30,000	-	-100%	(30,000)
Capital Outlay	-	-	-	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	-	-	-	30,000	-	-100%	(30,000)
Net Rev (Exp)	-	-	-	-	-		



Administrative Services Department

Core Services

The Administrative Services Department was established in fiscal year 2012/13 merging the Finance and Human Resources divisions. The department has the responsibility to provide centralized professional support services to the City Council, City Manager and operating departments to assist them in making sound financial and organizational decisions that promote the fiscal sustainability of the City and its ability to provide services to the community as well as to provide support to employees at all levels on a variety of issues.

The Finance divisions are responsible for protecting the City's fiscal health and sustainability by maintaining compliance with financial policies and internal controls, accurate accounting of financial transactions, timely revenue collection and accounts receivable processing, timely payment of accounts payable, payroll and debt service, transparent and professional financial reporting, effective budget management, grant administration, cash and investment management, debt financing and administration, and ensuring efficient purchasing practices.

Human Resources and Risk Management

100 01320

100 01220

The function of Human Resources is to coordinate recruitments, labor relations/negotiations, employee personnel file record management, administer salaries, benefits, pensions promotions, transfers and training coordination, retirement planning, employee separation and other compensation related procedural requirements. The division is also responsible for ensuring legal compliance relative to diversity and discrimination issues, disability, leaves, fitness-for-duty, workplace wrong-doing investigations and compliance with all state and federal laws, regulations and employment policies applicable to the City. The Risk Management functions of the division administer and process health insurance programs and claims for employees and retirees. Risk management also works with the City's Third Party Administrator to quickly process claims and payments.

Health and Workers Compensation Insurance

601 01220 – Health Self-Insurance

602 01220 – Workers Compensation Insurance

605 01220 – Health Insurance Savings

The Health Self Insurance account and the Workers' Compensation Insurance account are the funding accounts for the City's Self Insurance for the Employee and Retiree Health Insurance and the City's Workers' Compensation Program. Both employees and retirees receive health insurance benefits.

Health Self Insurance and the Workers' Comp Insurance accounts are revenue based through payroll deductions for all departments. The Health Insurance account is also funded through contributions from Retirees as well as contributions from employees.

These accounts are used for payments of Health Insurance and Workers' Compensation claims as well as excess insurance payments, third party administration, and employee safety incentive programs.

The Health Insurance Savings account remains open for the function of transferring to the Retirement Trust Account for funding GASB45 liability.

Financial Services Division

100 01511

The Administrative Services Director is responsible for overall departmental leadership and administration of the department's Financial Services, Treasury, Revenue, Purchasing, Parking Garage and the Airport functions. The Director is also responsible for financial policies, financial reporting and compliance, financial analysis and interpretation, financial planning, the annual financial audit, internal controls, budget development and management, debt financing and debt administration. The Director serves as the City's Chief Financial Officer and provides financial support to the City Council, City Manager, City Treasurer, City Departments, Redevelopment Successor Agency, Financing Authorities and Special Districts.

The Financial Services Division staff is responsible for all governmental accounting, financial reporting and compliance functions, budget development and support, debt financing and management, Accounts Payable, Payroll, including PERS and tax reporting, Grant Administration, fixed asset accounting, salary and benefit analyses, coordination of yearly audit, preparation of the Comprehensive Annual Financial Report and Budget document, and accounting support to all City Departments and Special Districts.

In addition the division also provides financial reporting and accounting services to the South Tahoe Redevelopment Successor Agency, the South Lake Tahoe Joint Powers Financing Authority, the South Tahoe Joint Powers Parking Financing Authority, the South Lake Tahoe Basin Waste Management Authority, and the South Tahoe Redevelopment Successor Agency Oversight Board.

Purchasing Division

100 01620

The Purchasing division was eliminated during fiscal year 2012-13 as part of budgetary cost reduction. The purchasing functions have been decentralized with some remaining within the Finance Services Division, such as administration of citywide Cal Card purchasing card program, managing contracts and leases for equipment and services, and processing of purchase orders and invoices. Historical financial information for this division is included in the revenues and expenditures table below.

Revenue Services Division

100 01730

The primary goal of the Revenue Services Division is to manage the City's revenues. Major responsibilities of the division include monitoring and collection of Transient Occupancy Tax from approximately 119 hotels/motels, 1,716 vacation homes rented by individual property owners, and 36 property management companies, as well as Business Tax collection for over 3,200 businesses. Staff is also responsible for daily bank deposits, city-wide accounts receivable processing, revenue audits and delinquency collections, and economic development loan collections. The division also provides Cash/Treasury management including banking and investment transactions to ensure availability of city funds when needed. In addition, the division provides revenue collection and disbursement services, and financial reporting for several business improvement districts. The division annually updates the Master Fee Schedule in accordance with financial policies.

AIRPORT ENTERPRISE

Lake Tahoe Airport is an FAA certificated airport that is operated and maintained in accordance with all applicable State and Federal regulations governing public use airports serving both general aviation and commercial aviation operations. Additionally, the City of South Lake Tahoe has accepted numerous FAA grants thus obligating the City to operate the airport in accordance with various Federal grant assurances.

Although the airport is small for a commercial service airport, the staff is tasked with all of the responsibilities required of much larger airports. These include, but are not limited to:

- Operate the airport in a safe and efficient manner and in accordance with numerous Federal, State, County and local directives.
- Daily inspections of runways and taxiways; correcting noted deficiencies.
- Maintenance of the equivalent of 46 miles of roads (asphalt).
- Marking runways and taxiways.
- Maintenance of various high voltage electrical systems.
- Completing various construction projects.
- Snow removal.
- Operating heavy equipment.
- Alerting pilots regarding temporary hazards.
- Operate airport noise monitoring and reporting system.
- Wildlife Hazard Mitigation
- Participate in legislative and regulatory issues affecting the airport

Starting in the fiscal year 2015/16 all maintenance related activities listed above are being centralized and along with airport maintenance staff are transferred to the newly created Maintenance Operations division within the Public Works Department.

Airport Administration

501 05110

Manage all airport functions including monitor daily operations, leasehold compliance, real property management, coordination with Federal, State, County and local agencies and organizations on projects affecting the airport environment, personnel management, budget creation and management, capital improvement projects, etc.

Airport Terminal Building

501 05120

Provides rental space for aviation uses, rental car office space, restaurant and non-aviation uses including temporary City Hall offices. Aviation use spaces are an FAA requirement.

Aviation and non-aviation rental space generates approximately \$300,000 in annual income.

Airfield Area

501 05130

Operate and maintain airport runway, taxiways, aircraft parking ramp, and aircraft hangars.

Airport General Shop

501 05160

Operate and maintain airport shop to complete various maintenance and repairs of airport facilities and equipment.

Airport Environmental Operations

501 05180

Operate and maintain airport instrument landing system, airport noise monitoring and reporting system, storm water monitoring and other airport environmental tasks in accordance with current regulations.

*Other Airport Programs**501 05140 – Airport Other Areas**501 05150 – Airport Crash and Rescue**501 05170 – Airport Advisory Commission*

The Airport Other Areas program involves the annual State Grant of \$10,000 for airports that do not have 10,000 or more annual revenue enplanements. The revenue must be used for airport purposes approved by the State Division of Aeronautics.

Airport Crash and Rescue includes additional costs associated with Airport Rescue and Fire Fighting (ARFF) services provided by the Fire Department for the airport.

The Airport Advisory Commission was terminated in 2013 due to a redundancy between the Commission and the City Council.

PARKING ENTERPRISE*520 05340 – Parking Authority Debt Service*

The City's public parking garage provides over 400 parking spaces adjacent to the Heavenly Village and gondola. The garage has been improved to include automated payment capability and increased marketing. The Finance Department is responsible for the management of the Parking Authority Debt Service. The Parking Garage's daily operations are managed by the Police Department.

Revenues and Expenditures by Fund Type and Category Administrative Services Department

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	24,207,091	27,292,275	28,897,551	27,589,324	29,625,595	7%	2,036,271
Grants	-	-	-	-	-	0%	-
Transfers In	158,353	140,510	136,232	148,300	184,159	24%	35,859
Revenues Total	24,365,444	27,432,785	29,033,783	27,737,624	29,809,754	7%	2,072,130
Expenditures							
Personnel Services	1,447,916	1,279,851	1,299,139	1,508,366	1,742,157	15%	233,791
Contractual Services	84,359	135,080	170,184	182,200	159,600	-12%	(22,600)
Other Operating	297,245	377,088	302,921	361,712	351,857	-3%	(9,855)
Capital Outlay	10,612	26,488	8,333	16,585	17,385	5%	800
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	1,840,132	1,818,507	1,780,577	2,068,863	2,270,999	10%	202,136
Net Rev (Exp) General Fund	22,525,311	25,614,279	27,253,206	25,668,761	27,538,755		
Enterprise Fund - Airport							
Revenues							
Operating Revenues	682,914	697,854	705,930	690,840	697,140	1%	6,300
Grants	-	-	-	-	-	0%	-
Transfers In	496,757	559,872	351,972	267,786	105,590	-61%	(162,196)
Revenues Total	1,179,671	1,257,726	1,057,902	958,626	802,730	-16%	(155,896)
Expenditures							
Personnel Services	529,730	527,567	564,137	495,723	378,276	7%	(117,447)
Contractual Services	32,079	63,409	94,020	114,000	80,000	32%	(34,000)
Other Operating	271,311	312,146	364,251	345,550	318,600	-3%	(26,950)
Capital Outlay	719,337	970,293	932,680	7,000	14,500	741%	7,500
Debt Service/Leases*	21,866	14,326	6,448	11,354	11,354	-70%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	1,574,323	1,887,740	1,961,536	973,627	802,730	-18%	(170,897)
Net Rev (Exp) Enterprise Fund - Airport	(394,652)	(630,014)	(903,633)	(15,001)	-		
Enterprise Fund - Parking Garage							
Revenues							
Operating Revenues	2,145	1,751	755	2,000	2,000	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	330,000	271,177	330,000	330,000	330,000	0%	-
Revenues Total	332,145	272,928	330,755	332,000	332,000	0%	-
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	-	8,663	3,050	-	-	0%	-
Other Operating	-	-	-	-	-	0%	-
Capital Outlay	-	-	-	-	-	0%	-
Debt Service/Leases*	539,943	686,635	848,639	561,575	565,275	1%	3,700
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	539,943	695,298	851,689	561,575	565,275	1%	3,700
Net Rev (Exp) Enterprise Fund - P. Garage	(207,798)	(422,369)	(520,933)	(229,575)	(233,275)		

Revenues and Expenditures by Fund Type and Category Administrative Services Department (continued)

	Actual	Actual	Actual	Amended	Adopted	% Change	\$ Change
Internal Service Fund	FY 2011-12	FY 2012-13	FY 2013-14	Budget	Budget	from	from
				FY 2014-15	FY 2015-16	Prior Year	Prior Year
Revenues							
Operating Revenues	3,948,314	3,738,799	3,708,449	3,727,836	3,463,593	-7%	(264,243)
Grants	-	-	-	-	-	0%	-
Transfers In	2,279,250	2,237,440	1,834,945	1,421,589	1,425,000	0%	3,411
Revenues Total	6,227,564	5,976,239	5,543,395	5,149,425	4,888,593	-5%	(260,832)
Expenditures							
Personnel Services	8,663,853	8,643,189	4,665,980	4,433,222	3,763,728	-15%	(669,494)
Contractual Services	79,569	73,634	125,137	162,500	121,500	-25%	(41,000)
Other Operating	116,688	85,109	85,345	117,915	152,465	29%	34,550
Capital Outlay	-	-	-	-	5,900	100%	5,900
Debt Service/Leases	6,217	4,962	3,072	5,000	5,000	0%	-
Transfers Out	900,000	430,088	392,588	430,088	445,000	3%	14,912
Expenditures Total	9,766,327	9,236,983	5,272,122	5,148,725	4,493,593	-13%	(655,132)
Net Rev (Exp) Internal Services Fund	(3,538,763)	(3,260,744)	271,273	700	395,000		

*Principal Payments are not included in the P&L, they are a reduction of liability in the Balance Sheet

Non-Departmental

Core Services

- 100 01951 – Non-Departmental*
- 100 01952 – Emergency Preparedness*
- 100 01953 – Community Marketing*
- 100 01956 – General Fund Transfers In/Out*
- 100 01958 – Rents & Leases*
- 100 01967 – Sustainable South Lake Tahoe*
- 101 01951 – PERS Savings*
- 263 09110 – TOT Revenue Fund*
- 401 01910 – City Debt Service*
- 401 08220 – City Debt Service Other Debt*

The non-departmental budget provides a financial reporting and budgeting section to account for all General Fund monies transferred to other funds, as well as to monitor disbursement of monies for general purpose items not specific to any one department. These disbursements include: City Administrative office rent, retirement payouts, rentals and leases of equipment used by all departments, City's debt service payments, cost of Animal Services provided by El Dorado County, LAFCO fees, portion of PADMA cost for the maintenance of Park Avenue area, Emergency Preparedness planning, Community Marketing, disbursements to Contract Agencies, and other specific types of expenditures that have no ongoing activities or projects.

Revenues and Expenditures by Fund Type and Category Non-Departmental

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	300,042	175,000	17,773	10,400	9,650	-7%	(750)
Grants	194,605	23,732	68,940	-	-	0%	-
Transfers In	1,197,552	399,030	1,160,375	155,823	148,000	-5%	(7,823)
Revenues Total	1,692,198	597,762	1,247,088	166,223	157,650	-5%	(8,573)
Expenditures							
Personnel Services	-	-	221,811	(300,000)	(200,000)	-33%	100,000
Contractual Services	837,751	650,310	634,263	810,350	644,000	-21%	(166,350)
Other Operating	654,282	466,419	481,400	508,610	496,240	-2%	(12,370)
Capital Outlay	43,068	3,625	1,926,371	17,500	1,500	-91%	(16,000)
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	5,465,247	7,327,607	7,376,927	8,548,579	7,263,666	-15%	(1,284,913)
Expenditures Total	7,000,348	8,447,961	10,640,772	9,585,039	8,205,406	-14%	(1,379,633)
Net Rev (Exp) General Fund	(5,308,150)	(7,850,199)	(9,393,684)	(9,418,816)	(8,047,756)		
Special Revenue Fund							
Revenues							
Operating Revenues	-	(57)	(346)	-	-	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	-	1,226,155	1,300,000	1,300,000	1,900,000	46%	600,000
Revenues Total	-	1,226,098	1,299,654	1,300,000	1,900,000	46%	600,000
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	-	-	-	-	-	0%	-
Other Operating	-	-	-	-	-	0%	-
Capital Outlay	-	-	-	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	831,398	2,632,867	2,010,000	-24%	(622,867)
Expenditures Total	-	-	831,398	2,632,867	2,010,000	-24%	(622,867)
Net Rev (Exp) Special Rev. Fund	-	1,226,098	468,256	(1,332,867)	(110,000)		
Debt Service Fund							
Revenues							
Operating Revenues	2,368	4,036	11,080	2,000	2,000	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	8,787,553	1,978,690	4,044,089	14,676,887	3,082,056	-79%	(11,594,831)
Revenues Total	8,789,922	1,982,726	4,055,169	14,678,887	3,084,056	-79%	(11,594,831)
Expenditures							
Personnel Services	-	-	-	11,447,671	-	-100%	(11,447,671)
Contractual Services	7,738	3,203	2,267	8,000	8,000	0%	-
Other Operating	-	-	30	100	-	-100%	(100)
Capital Outlay	-	-	-	-	-	0%	-
Debt Service/Leases	476,676	2,093,289	2,356,170	3,161,747	3,081,875	-3%	(79,872)
Transfers Out	588,802	2,661,198	2,454,958	218,182	-	-100%	(218,182)
Expenditures Total	1,073,215	4,757,691	4,813,425	14,835,700	3,089,875	-79%	(11,745,825)
Net Rev (Exp) Debt Service Fund	7,716,706	(2,774,965)	(758,257)	(156,813)	(5,819)		

Business Improvement Districts

Core Services

Ski Run BID

280 01511

The Ski Run Business Improvement District is located on Ski Run Boulevard between Pioneer Trail and Lake Tahoe Blvd. Fees are collected with business tax payments for the purpose of supporting landscaping and snow removal expenses along the bike trail. Approximately 70 businesses/property owners are subject to fees in this program.

Tourism Improvement District

285 01513

Begun in November 2006, its main purpose is to collect a per night fee for each room night occupied by a visitor and pass through the monies to the Tourism Improvement District (TID) for their use toward marketing the South Lake Tahoe area. City retains a 1% administrative fee for collection, accounting/reporting, and pass-through of the monthly assessments to the TID Board by the Revenue Division of the Finance Department.

Revenues and Expenditures by Fund Type and Category Business Improvement Districts

Special Revenue	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	1,942,582	2,119,402	2,151,883	2,109,000	2,209,500	5%	100,500
Grants	-	-	-	-	-	0%	-
Transfers In	-	14,000	5,000	8,600	8,600	0%	-
Revenues Total	1,942,582	2,133,402	2,156,883	2,117,600	2,218,100	5%	100,500
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	1,915,483	2,090,617	2,121,806	2,079,000	2,178,000	5%	99,000
Other Operating	16,719	30,556	13,958	17,600	18,100	3%	500
Capital Outlay	-	-	-	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	19,333	21,117	21,432	21,000	22,000	5%	1,000
Expenditures Total	1,951,535	2,142,290	2,157,197	2,117,600	2,218,100	5%	100,500
Net Rev (Exp) Special Revenue Fund	(8,953)	(8,888)	(314)	-	-		

South Tahoe Redevelopment Successor Agency (STRSA)

Core Services

450 09220 - RDA Debt Service

725 09220 - RD Obligation Retirement Fund

In an effort to balance its budget, the State of California adopted ABx1 26 on June 28, 2011, which suspends all new redevelopment activities except for limited specified activities as of that date and dissolves redevelopment agencies effective October 1, 2011. The State simultaneously adopted ABx1 27 which allows redevelopment agencies to avoid dissolution by the City opting into an "alternative voluntary redevelopment program" requiring specified substantial annual contributions to local schools and special districts. However, in its December 29, 2011 decision the State Supreme Court upheld ABx1 26, but invalidated ABx1 27, and extended the date of dissolution to February 1, 2012.

The suspension provisions of ABx1 26 prohibit all redevelopment agencies from a wide range of activities, including incurring new indebtedness or obligations, entering into or modifying agreements or contracts, acquiring or disposing of real property, taking actions to adopt or amend redevelopment plans and other similar actions, except actions required by law or to carry out existing enforceable obligations, as defined in ABx1 26.

On September 27, 2011, the City of South Lake Tahoe adopted Resolution 2011-54 electing to serve as the South Tahoe Redevelopment Successor Agency. The Successor Agency is responsible for the wind down of the former Redevelopment Agency's debt, obligations and affairs.

Revenues and Expenditures by Fund Type and Category South Tahoe Redevelopment Successor Agency

	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Debt Service Fund							
Revenues							
Operating Revenues	3,744,238	-	-	-	-	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	145,400	-	-	-	-	0%	-
Revenues Total	3,889,638	-	-	-	-	0%	-
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	150,701	-	-	-	-	0%	-
Other Operating	-	-	-	-	-	0%	-
Capital Outlay	5,250,303	-	-	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	11,339,742	-	-	-	-	0%	-
Expenditures Total	16,740,746	-	-	-	-	0%	-
Net Rev (Exp) Debt Service Fund	(12,851,109)	-	-	-	-		
Trust & Agency Fund							
Revenues							
Operating Revenues	2,662,060	2,426,768	4,368,978	4,452,000	3,802,000	-15%	(650,000)
Grants	-	-	-	-	-	0%	-
Transfers In	(49,438,375)	201,477	(3,337,507)	32,872,842	2,010,000	-94%	(30,862,842)
Revenues Total	(46,776,316)	2,628,245	1,031,471	37,324,842	5,812,000	-84%	(31,512,842)
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	20,571	43,854	163,938	155,000	10,000	-94%	(145,000)
Other Operating	315,841	42,576	60,036	68,000	60,000	-12%	(8,000)
Capital Outlay	203,464	579,669	286,612	-	-	0%	-
Debt Service/Leases	2,090,779	4,144,131	4,067,243	35,617,415	5,738,373	-84%	(29,879,042)
Transfers Out	-	-	9,957,753	435,000	-	-100%	(435,000)
Expenditures Total	2,630,656	4,810,231	14,535,581	36,275,415	5,808,373	-84%	(30,467,042)
Net Rev (Exp) Trust & Agency Fund	(49,406,972)	(2,181,986)	(13,504,111)	1,049,427	3,627		

Trust and Agency

Core Services

704 04120 – Athletic Facilities
706 04290 – Great Ideas for Tahoe
707 01962 – Park Avenue CFD
708 01963 – Parent/School Partnership
709 01964 – STR Trust Fund
711 01965 – Bijou ECP CFD
712 01973 – Harrison Avenue CFD

There are many financial relationships that may exist between a city and the public or other organizations that require special accounting treatment by the city in a trust and agency fund. These relationships and conditions are usually governed by ordinances, statutes, regulations, trust indenture agreements or other contractual arrangements. The following excerpts from GAAFR are provided to explain the various types of trust and agency funds and their related accounting treatment:

Trust and Agency Funds are used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. GASB Codification, Section 1300 further classifies trust and agency funds as pension trust, nonexpendable trust, expendable trust, and agency funds.

Pension trust funds are used to account for pension plans other than public employee retirement system (PERS). City does not currently have any pension trust funds.

Nonexpendable trust funds are those whose principal must be preserved intact. Nonexpendable trust funds are most often used to account for the principal portion of endowments provided to a government by private donors with the stipulation that their principal be preserved intact. Nonexpendable trust funds and pension trust funds are accounted for in essentially the same manner as proprietary funds.

Expendable trust funds are those whose principal and income may be expended in the course of their designated operations. Expendable trust funds are most often used to account for income amounts transferred to them from nonexpendable trust funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds.

Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. A common example of agency funds is a tax collection fund that is used to account for property taxes billed and collected by one local government on behalf of another.

Revenues and Expenditures by Fund Type and Category Trust and Agency

Trust and Agency	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	906,700	914,209	1,022,403	1,039,201	933,264	-10%	(105,937)
Grants	-	-	-	-	-	0%	-
Transfers In	757	-	-	56,201	-	-100%	(56,201)
Revenues Total	907,457	914,209	1,022,403	1,095,402	933,264	-15%	(162,138)
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	19,094	21,402	19,974	76,840	48,000	-38%	(28,840)
Other Operating	-	-	-	65,202	66,800	2%	1,598
Capital Outlay	2,160	-	-	-	-	0%	-
Debt Service/Leases	412,633	406,303	539,779	544,886	542,385	0%	(2,501)
Transfers Out	361,285	303,824	376,146	460,688	468,306	2%	7,618
Expenditures Total	795,172	731,529	935,899	1,147,616	1,125,491	-2%	(22,125)
Net Rev (Exp) Trust&Agency Fund	112,285	182,680	86,504	(52,214)	(192,227)		





**Public Safety
Services**



Police Department

Core Services

The City of South Lake Tahoe Police Department is a full service general law enforcement organization. The Police Department serves a permanent population of approximately 22,000. The community is a tourist resort destination consistently inflating the functional population to 100,000 on weekends and holidays. The Police Department also manages the Joint Dispatch Center which is classified as a Public Safety Answering Point (PSAP) for the County and State of California. The Joint Dispatch Center provides public safety dispatching services to the Police Department, City Fire Department, Lake Valley Fire Protection District, Fallen Leaf Fire Department, along with Emergency Medical Services. The Department provides the following programs: Bike Patrol, Boat Patrol Program, Canine Unit, Code Enforcement, Crime Scene Investigations, Crisis Negotiations Team, Detectives, Explorer Post, LTCC Intern, Narcotics Task Force, Nuisance Abatement, Parking Enforcement, Reserve Officer Program, School Resource Officer, SWAT Team, Traffic Unit, Uniformed Patrol, Vehicle Abatement, and Volunteer Program.

Administration

100 02110

The Administrative Division is responsible for the overall leadership and managerial duties at the Police Department i.e. Recruitment, Consulting, Accounting, Payroll, Training, Travel, Budget, and Human Resource functions. The Administration Division is staffed with the Chief of Police and his Administrative Assistant.

Operations

100 02120

The Operations Division encompasses the uniformed details of the police department. During this fiscal year the division will consist of (24) officers assigned within the division to patrol functions and traffic enforcement (police motors), including (2) canine officers, and (1) sworn school resource officer assigned to South Tahoe High School. In addition to the line level staff, this division will have (4) Annuitants (Marine Unit/Reserve Police Officers combined), (5) Patrol Sergeants, (1) Administrative Sergeant, and (1) Patrol Lieutenant.

The main service provided in this division is uniformed patrol. In addition to patrol level functions, this division develops, manages, and executes special event planning, a canine program, field training program, officer-in-charge program, marine program, bike unit, hostage negotiations, SWAT, a reserve program and an explorer post.

Joint Dispatch

100 02160

The Joint Dispatch account handles all costs associated with the dispatch center located in the Police Department. We provide dispatch services to the City Police Department, the City Fire Department, Lake Valley Fire Department, Fallen Leaf Fire, and County EMS.

The Dispatch Center is currently allocated with (1) Full-time Dispatch Supervisor, (8) Full-time Public Safety Dispatchers, and (2) permanent part-time Public Safety Dispatchers.

*Support**100 02180*

The Police Support Division budget handles all the positions within the Police Department that are not covered in Administration, Operations, or the Joint Dispatch Center. The area of responsibility is primarily Detectives, Property and Evidence, Records, and Building Maintenance.

Detectives are staffed with (1) lieutenant, (3) investigative detectives, (2) narcotic detectives, (1) evidence technician. The Records Division is staffed with (1) civilian supervisor, (2) full time records technicians and (3) volunteers. The Maintenance Division is staffed with (1) full time position.

As of November 1st 2013 the California Department of Justice stopped all financial and personnel support of the South Lake El Dorado Narcotic Enforcement Team (SLEDNET) task force. CA DOJ's former support of the program included providing a Task Force Supervisor and other equipment and rent costs. Participating agencies (CHP, SLTPD, EDSO, ED Probation, and the EDC DA) are now jointly funding and staffing the unit without assistance from the State.

*AB3229 COPS Grant**231 02110*

COPS grant funds are used for paying officer overtime for projects associated with Community Policing Programs. Funds have also been used for training and supplies as they relate to community matters. The requirements for this fund are broad and allow for discretion on our part of the suitability of the expenditure as long as the expenditure of funds is not supplanting general fund monies.

*Proposition 172 Safety Sales Tax**232 02110*

Safety Sales Tax revenues are used to fund equipment purchases, technical support, i.e. police vehicles, computers, cell phones, mobile range and other one-time equipment purchases, and salary and wages. These revenues may also be used to purchase other large expenditure items such as the purchase/replacement of a police boat for the Department.

*OTHER POLICE PROGRAMS**Police Certified Training (POST)**100 02150*

The State of California through POST provides reimbursements for law enforcement training. The Police Department actively sends officers, supervisors and non-sworn personnel to POST training. The majority of training is reimbursed but some training is cost shared with the department.

*Police Vehicle Replacement**211 02110*

This program provides the budget resources to purchase vehicles by supporting either outright purchases or debt service and lease programs needed for acquisition. This program is funded through transfers in from the Safety Sales Tax account.

*Justice Assistance Grant (JAG)**230 02110*

The JAG Program, administered by the Bureau of Justice Assistance (BJA), is the leading source of federal justice funding to state and local jurisdictions. The JAG Program provides states, tribes, and local governments with

critical funding necessary to support a range of program areas including law enforcement, prosecution and court, prevention and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, technology improvement, and crime victim and witness initiatives. There is no allocation for the South Lake Tahoe Police Department from this program for 2015-2016 fiscal year.

Asset Forfeitures – Justice Fund

233 02110

Asset forfeiture funds are received as a result of forfeiture of criminal assets. These cases are handled by our narcotics task force – South Lake El Dorado Narcotic Enforcement Team (SLEDNET). These funds are used for contract services, along with special police investigations. These funds are one time monies with no guarantee that they will continue. They continue as long as assets are seized. Because of this the allocation of these funds need to be carefully thought out prior to expenditure.

Boat Patrol Grant

237 02110

The Boat Patrol provides law enforcement services to the open waters and harbor area of the City of South Lake Tahoe and mutual aid to surrounding jurisdictions that share a boundary of Lake Tahoe. Some of these services include:

- Law enforcement patrol
- Crime prevention
- General law enforcement investigations
- Rescue operations
- Vessel assist
- Vessel collision investigation

The grant provides for two FTE positions that operate in this capacity from May through September of each year. The Department has negotiated a clause with the grantor that we may staff the two FTE positions with two or more seasonal Reserve Officers. Additionally, this grant funds the entire operation of our two marine vessels.

Domestic Violence Grant

238 02110

This program funds a collaborative effort involving the SLTPD and Live Violence Free to use an integrated, community-oriented approach to address domestic violence. The detective provides investigative expertise of criminal cases and works with an Advocate assigned to a Domestic Violence Response Team.

This program funds \$62,000 toward the salary and incentives of one full time Police Detective (FTE). It also funds \$15,000 in overtime expenses generated by the PD Joint Dispatch Center, for dispatchers who are responsible for fielding phone calls from victims and to facilitate the response of emergency and advocacy services related to domestic violence. Additionally, this program funds \$5,000 in overtime expenses to train patrol officers regarding legal updates, tactics and advocacy issues associated with domestic violence responses. Funding for this grant expires on 12/31/2015. We intend to re-apply for this grant if it is made available again for calendar year 2016.

ENFORCEMENT SERVICES OFFICE (ESO) DIVISION

In June of 2014, the voters of the City of South Lake Tahoe passed Measure P. This essentially dissolved the City's paid parking program. Largely due to the passage of this measure the Community Services Parking Management and Code Enforcement functions of the police department were consolidated under the direct authority of the Chief of Police to form a generalized Enforcement Services Office. The title has changed from the CSO to ESO. The Enforcement Services Office is staffed with (1) Full time sworn Administrative Sergeant, (1) Part time civilian supervisor, (1) Full time secretary, (1) Full-time Community Services Officer, (1) Full time Enforcement Services

Officer (ESO), (1) Full time Code Compliance Investigator, (4) Part time Enforcement Officers handling Code Enforcement, Nuisance Abatement, Vacation Home Rental and Vehicle Abatement.

Police Enforcement

100 02140

This account was established for 2015-16 budget to consolidate four Parking Management Program and one Community Code Enforcement accounts established during the past 3 years. The City's paid parking program was dissolved, however the function of parking enforcement remains with regard to the enforcement of general parking violations. This budget will continue to receive revenue from fines generated by the enforcement of standard parking violations. In addition, this program will be funded by the revenue generated from enforcement of other violations.

505 05330 – Community Code Enforcement

515 05330 – Parking Management Program

515 05440 – El Dorado Boat Ramp Parking Program

515 05450 – Lakeview Commons Parking

These programs originally established as part of the Paid Parking Program were consolidated under the Police Enforcement account and will continue generating revenues from general parking and other violations.

Vehicle Abatement

242 03802

Identify vehicles as abandoned in accordance with the City Code. Notify owners of action to be taken. Coordinate with contract tow companies to remove vehicles. Notify DMV of vehicles to be destroyed. Maintain files on all identified vehicles for annual audit. Submit quarterly reports to El Dorado County Joint Powers Authority (JPA). This budget account partially funds, and is administered by, the Community Services Office.

Nuisance Abatement

243 03803

Process all complaints of nuisances as identified in the City Code; prepare correspondence notifying property owners of identified nuisance; prepare cases for hearing by the Zoning Administrator; post all properties with notices of nuisances identified; present cases at Zoning Hearings; coordinate the abatement of the nuisance; coordinate action and programs to remove graffiti. This budget account partially funds, and is administered by, the Community Services Office.

VHR Program Enforcement and Administration

218 05330

The Vacation Home Rental (VHR) program was created to improve the efficiency and enforcement of the City Vacation Home Ordinance. Vacation homes in South Lake Tahoe have increased significantly the past years which has resulted in neighborhood conflict between local residents and vacation renters. In fiscal year 2011/12 the Police Department began administering the program with emphasis on maintaining the quality of life of our residents living near vacation rentals. This program is funded by permit and renewal fees assessed to vacation homes. This budget account partially funds, and is administered by, the Enforcement Services Office.

*Parking – Bellamy Court**510 05440*

This account was established in June of 2011 to provide support for the paid parking program on Transit Way and Bellamy Court. Net revenue from this program is identified to reduce the debt associated with the parking garage, or transferred to the General Fund.

520 05320 – Parking Garage Operations

The City's public parking garage provides over 400 parking spaces adjacent to the Heavenly Village and gondola. The garage has been improved to include automated payment capability and increased marketing. The Finance Department is responsible for the management of the Parking Authority Debt Service. The Parking Garage's daily operations were transferred to the Police Department that is in charge of the Parking Management Program that was established in 2012.

*Clean Community**241 03801*

Clean Community Program removes litter from highly visible locations along public roadways and in neighborhoods, issues notices for trash violations and provides education and special events including the annual Community Cleanup Day, Coastal Cleanup Day as well as Earth Day.

Clean Tahoe contracts with the City and El Dorado County to conduct these services. Clean Tahoe Staff is comprised of a Program Manager, Program Assistant and two Field Assistants. These are not City or County employees. The budget in this account is administered by the Community Services Office.

Revenues and Expenditures by Fund Type and Category

Public Safety Services - Police Department

	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
General Fund							
Revenues							
Operating Revenues	1,066,544	858,483	1,008,064	1,254,205	1,236,205	-1%	(18,000)
Grants	368,140	404,823	106,501	139,860	46,430	0%	(93,430)
Transfers In	218,677	53,980	122,165	-	-	0%	-
Revenues Total	1,653,360	1,317,286	1,236,730	1,394,065	1,282,635	-8%	(111,430)
Expenditures							
Personnel Services	7,977,092	7,390,740	7,673,358	7,625,662	7,916,296	4%	290,634
Contractual Services	59,779	68,263	53,941	56,050	61,050	9%	5,000
Other Operating	670,213	564,594	391,212	439,314	408,754	-7%	(30,560)
Capital Outlay	40,039	81,498	93,494	164,055	126,825	-23%	(37,230)
Debt Service/Leases	-	-	-	-	45,342	100%	45,342
Transfers Out	5,194	3,551	2,706	-	-	0%	-
Expenditures Total	8,752,316	8,108,647	8,214,712	8,285,081	8,558,267	3%	273,186
Net Rev (Exp) General Fund	(7,098,956)	(6,791,362)	(6,977,982)	(6,891,016)	(7,275,632)		
Special Revenue Fund							
Revenues							
Operating Revenues	977,970	947,826	923,700	1,044,751	1,710,786	64%	666,035
Grants	389,716	407,431	492,465	740,452	575,708	-22%	(164,744)
Transfers In	127,092	101,039	607,660	319,525	440,000	38%	120,475
Revenues Total	1,494,778	1,456,296	2,023,824	2,104,728	2,726,494	30%	621,766
Expenditures							
Personnel Services	390,188	318,649	402,346	559,177	1,143,226	104%	584,049
Contractual Services	119,163	337,092	344,101	636,073	524,161	-18%	(111,912)
Other Operating	114,315	82,569	71,527	158,957	137,290	-14%	(21,667)
Capital Outlay	353,560	109,807	451,919	371,708	587,333	58%	215,625
Debt Service/Leases	14,952	14,636	124,240	149,065	227,329	53%	78,264
Transfers Out	484,387	306,196	378,081	338,980	392,777	16%	53,797
Expenditures Total	1,476,566	1,168,949	1,772,213	2,213,960	3,012,116	36%	798,156
Net Rev (Exp) Special Revenue Fund	18,212	287,347	251,611	(109,232)	(285,622)		
Enterprise Fund							
Revenues							
Operating Revenues	1,026,242	1,268,706	1,399,959	1,036,000	970,000	-6%	(66,000)
Grants	-	-	-	-	-	0%	-
Transfers In	30,700	22,036	15,146	237,000	-	-100%	(237,000)
Revenues Total	1,056,942	1,290,742	1,415,105	1,273,000	970,000	-24%	(303,000)
Expenditures							
Personnel Services	61,972	82,124	205,851	299,410	72,603	-76%	(226,807)
Contractual Services	196,297	207,599	62,407	22,000	20,000	-9%	(2,000)
Other Operating	86,227	339,915	107,258	170,230	81,000	-52%	(89,230)
Capital Outlay	22,670	115,422	20,890	71,200	134,000	88%	62,800
Debt Service/Leases	21,639	(16,626)	46,392	181,621	34,500	-81%	(147,121)
Transfers Out	-	132,346	200,000	-	53,000	100%	53,000
Expenditures Total	388,805	860,779	642,798	744,461	395,203	-47%	(349,358)
Net Rev (Exp) Enterprise Fund	668,137	429,963	772,307	528,539	574,897		

Fire Department

Core Services

The City of South Lake Tahoe Fire Department mission is to serve our community with compassion, professionalism and honor. We accomplish this through our guiding principles:

- We are committed to the protection of life, property and the environment at South Lake Tahoe.
- We believe the community, the pristine lake and the citizens and visitors are the reason for our existence.
- We will foster and sustain the trust of the community, and will consistently protect that confidence through our professionalism, competence, attitude, conduct and actions.
- We will serve our community with honesty, fairness and integrity.
- We will pursue safe, effective, timely, caring, standardized and economic solutions to our resident and visitors emergencies.
- We will provide professional, skilled and courteous customer service at all times.
- We will respectfully serve the needs of our community.

The Fire department provides fire suppression, emergency medical/paramedic ambulance response and some fire prevention services to the City of South Lake Tahoe. The Fire department responded to 3,258 calls for service in 2014. Annual fire loss was estimated at \$3,571,445. The City had 5 hotel/motel fires within this year which altered our training and focused our efforts to gain a fire inspector which will be assigned to the building division. Members also participated in mutual aid incidents including the King Fire in El Dorado County, the Happy Camp Fire, the Power Fire, the Basilone Fire and the Campbell Fire. This budget year the City will transition from a transport ambulance system to a first responder paramedic engine program. This should ensure reliable firefighting resources within the City and eliminate City personnel from transporting patients on Inter Facility transfers which take them out of the City limits for extended periods of time.

The Fire Department is divided into 5 budget divisions: Administration, Suppression, Special Operations (formerly fire prevention), Training, and Emergency Medical Services.

Administration

100 02210

Fire Administration is staffed with the Fire Chief and Administrative Assistant and is responsible for budget management, personnel management, and administrative oversight for the Fire Department. Fire Administration manages a budget of \$6,909,165 and a workforce of 38 employees. Fire Administration also represents the department and City in regional endeavors, such as cooperative response agreements with state and federal forest agencies, automatic aid agreements, mutual aid plans, Local and County preparedness groups, and other regional approaches to service. The Fire Chief serves as the City of South Lake Tahoe's emergency operations center manager, and coordinates annual Emergency Operation Center drills.

Suppression

100 02220

The suppression division is staffed with 33 positions, six of which are funded from EMS (236 02260). The six positions funded by El Dorado County will be eliminated through attrition as we convert from a transport ALS provider to an engine based ALS provider. This should occur early in 2016, and bring staffing to 27. The City would then have two 3 person paramedic engine companies, a 1 person squad and one Battalion Chief on duty each day. This division provides all emergency response resources, maintains operational readiness through facility and apparatus maintenance, individual and team training, pre-planning and by participating in mutual aid response in the Tahoe Basin as well as the State. The fire department has relatively young members within the department and within each rank, Emergency response, Fitness and Training are the priorities within the suppression division.

Fire Special Operations

100 02230

The Fire Special operations division has 5 basic components: Rescue, Hazardous Material Response, Arson Investigation, Public Education and Tactical Emergency Medical Services. The City of South Lake Tahoe has several rescue challenges which include water rescue, ice rescue, rope rescue, heavy and technical rescue scenarios. Our location dictates that we protect those on the lake, in the mountains and within our urban environment; our firefighters must have a variety of skills and equipment to meet those challenges. We also serve as the first responder to all hazardous material calls in conjunction with the police department. The fire department is responsible to determine a cause and origin for all fires. We take great pride in presenting and educating our citizens in areas which include CPR, wildland fire prevention and specific safety tips for living in Lake Tahoe. Our paramedics also work closely with the police department with Tactical EMS, where medics are trained and work with the SWAT team.

Emergency Medical Services (EMS) Division

236 02260 – EMS - JPA

236 02262 – EMS - JPA General Fund

This Division is transitioning from a transport based ambulance service to an engine based paramedic first responder. This budget center will support our engine based delivery system including training and equipment replacement. Paramedic engines respond to all our incidents, with approximately 70% being medical in nature.

Fire Training and Safety

100 02250

Training is the backbone of any fire department, and an extremely high priority within the South Lake Tahoe Fire Department. We have a very young department that has not had many years of practical experience, training is the best and safest to ensure competency from the probationary level to that of command and control. This program provides funding for ongoing safety training for firefighting, emergency response and safety within the Department, as well as, providing professional development to all personnel. This includes testing services for new and existing employees, travel costs in the form of meetings and seminars, and training materials for in-service, field and classroom settings. Firefighters are required to train 7 days per week and the classroom have become a vital component of our training regimen. This year's budget reflects two academies, one for Fire Captain and one for Fire Battalion Chief. We anticipate promotions in both positions in this physical year.

Fire Prop 172 Safety Sales Tax

222 02210

This program provides a funding source for Fire Department operations through the acquisition of equipment (Fire Vehicle Replacement Program - 213 02210). This is a critical funding source to replace the apparatus and equipment needs for an organization that has a full variety of risks including high rise building to wildland urban interface firefighting challenges. This year's Proposition 172 funds will be utilized to pay down our debt with the Engine, Ladder Truck and new Self Contained Breathing Apparatus, as well as to begin replacing Personal Protective Equipment.

Fire Vehicle Replacement Program

213 02210

This program provides the budget resource to purchase fire apparatus/vehicles by supporting either outright purchases or debt service programs needed for acquisition. We expect to receive delivery of a brand new Type 1 engine and then have a reserve fire engine that can be used to replace apparatus in the shop or when staffing needs dictate adding additional apparatus for special events. The department must also replace its aging self-contained breathing apparatus (SCBA) to remain in compliance with current laws and to ensure firefighter safety.

Revenues and Expenditures by Fund and Category

Public Safety Services – Fire Department

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	107,523	199,702	282,834	108,846	32,000	-71%	(76,846)
Grants	-	-	-	-	7,485	0%	7,485
Transfers In	-	-	95,493	-	-	0%	-
Revenues Total	107,523	199,702	378,327	108,846	39,485	-64%	(69,361)
Expenditures							
Personnel Services	4,319,906	4,299,621	4,418,046	3,860,641	4,369,457	13%	508,816
Contractual Services	29,144	86,074	77,784	25,200	24,800	-2%	(400)
Other Operating	377,277	200,023	199,976	294,978	273,660	-7%	(21,318)
Capital Outlay	22,743	5,041	4,587	76,128	91,485	20%	15,357
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	4,749,070	4,590,759	4,700,393	4,256,947	4,759,402	12%	502,455
Net Rev (Exp) General Fund	(4,641,547)	(4,391,057)	(4,322,065)	(4,148,101)	(4,719,917)		
Special Revenue Fund							
Revenues							
Operating Revenues	1,330,696	1,304,766	1,319,695	1,407,758	1,442,058	2%	34,300
Grants	-	-	-	-	-	0%	-
Transfers In	-	61,000	1,306,000	1,190,193	738,727	-38%	(451,466)
Revenues Total	1,330,696	1,365,766	2,625,695	2,597,951	2,180,785	-16%	(417,166)
Expenditures							
Personnel Services	897,285	838,342	826,597	1,481,305	1,546,297	4%	64,992
Contractual Services	-	85	180	10,400	34,400	231%	24,000
Other Operating	50,110	88,022	100,807	104,636	94,068	-10%	(10,568)
Capital Outlay	635	55,036	1,122,375	770,246	39,700	-95%	(730,546)
Debt Service/Leases	-	-	71,658	189,298	229,298	21%	40,000
Transfers Out	403,461	247,087	371,993	206,000	206,000	0%	-
Expenditures Total	1,351,491	1,228,572	2,493,611	2,761,885	2,149,763	-22%	(612,122)
Net Rev (Exp) Special Revenue Fund	(20,795)	137,195	132,084	(163,934)	31,022		





**Public Works
Department**

Core Services

The Public Works Department is comprised of four operating divisions, Engineering, Street Maintenance, Maintenance Operations and Fleet Services. These Operating Divisions deliver core services in support of the City's strategic initiatives, including: capital project implementation, storm water management, compliance with the City's municipal storm water discharge permit, roadway maintenance, snow removal and road rehabilitation, maintenance of facilities, preservation of City facilities and safe public spaces, and fleet services supporting City operations: police, fire, snow removal, and airport.

The Public Works Department is funded through multiple funding sources including the General Fund, Gas Taxes, State and Federal Grants, Assessment Districts, and Permit and Inspection fee revenues. Grant funding over the last several years has helped to offset costs and reduce the Department's general fund budget. It is anticipated the general fund contribution to the Department will continue to be offset by grants written and received specifically for the implementation of priority capital improvement projects.

Public Works Administration

100 03010

Administration is responsible for providing assistance to the citizens of the City of South Lake Tahoe. Administration is also accountable for fiscal oversight and clerical support for the Public Works Department, including: Maintenance Operations (Snow Removal, Streets, Parks & Grounds and Facilities), Fleet Services, Storm Water, and Engineering.

Maintenance Operations

100 03310

Maintenance Operations performs a variety of services to repair, replace, develop, and maintain the City's various facilities, including: City buildings, parks, streets, and other infrastructure. The newly created Maintenance Operations division provides maintenance services for the City's streets, facilities, infrastructure, parks & grounds, and airport. The Division maintains 35 separate properties for a total 418,000 square feet citywide, over 2,000,000 square feet of grounds, 258 lane miles of roadway, 115 linear miles of curb, 29 miles of storm water pipe, over 6,500 street signs and 13 miles of multi-use paths. The former Facilities division now incorporated into Maintenance Operations, answers an average of 2,000 maintenance and replacement requests per year and provides custodial services for six (6) City-owned public use facilities. Additionally, it has lowered costs and retained valued personnel. The former Streets division responds to approximately 700 service requests a year in addition to routine maintenance. The Maintenance Operations Division was established through a reorganization of Maintenance divisions in the Public Works Department. The purpose of the reorganization is to create efficiencies through the consolidation of separate maintenance divisions into a centralized services division that provides cross training opportunities to broaden skill sets, more effectively manages work flow and deploys work groups to best match the set of tasks or projects requiring attention. Administrative resources and equipment are also consolidated to help create additional savings.

Parks Maintenance

100 04170

The Parks Maintenance division is now part of the new Maintenance Operations division. The former Parks Maintenance division was responsible for providing maintenance services for parks, grounds, irrigation, landscaping, hardscape, certain buildings and facilities, bike paths, ball fields, and special events. These responsibilities are now included in the Maintenance Operations division.

*Fleet Services**100 03410*

Fleet Services division is responsible for managing the City's vehicles and equipment, providing safe and reliable transportation. Services include vehicle specification review, purchasing and contracts, scheduled and unscheduled maintenance and repairs, annual fire apparatus pump testing and opacity (diesel emissions) testing, 24/7 service support for snow removal operations, maintenance of required State and County records for fuel, hazmat, and vehicle emissions along with vehicle and equipment costs and utilization. Specific parts are maintained in the inventory to minimize downtime. The division operates two fuel sites. This operation includes ordering fuel, billing departments, minor field repairs, and performing regular inspections and testing. Fleet Services provides 24-hour a day emergency roadside service 365 days a year.

STREET MAINTENANCE AND STORMWATER PROGRAM COMPLIANCE

This functional area provides street maintenance for 130 centerline miles of road, maintains over 6,500 signs and post markers, inspects, cleans and maintains 1500+ drainage inlets, vaults, infiltration basins, and pipes essential to compliance with the City of South Lake Tahoe Stormwater Program. As with the Parks Maintenance division, the workforce for this division has been absorbed into the Maintenance Operations division in order to combine resources for efficient work deployment and task control.

Streets operations also provide for stop-gap asphalt repairs and maintenance for City streets. Staffing is split between 6-months Street Maintenance and 6-months Snow Removal.

In FY 2014/15 accomplishments include:

- Delivery of a new sign truck in September 2014
- Installation of 160' storm drain pipe
- 40 thousand pounds of cold patch applied
- 45 thousand pounds of crack sealer applied
- 334 tons of asphalt applied on Lake Tahoe Blvd., not including patching (total to date 44.69 thousand tons applied)
- 3.7 out of a possible 5 Road Ram (sweeping recovery) rating by third party agency, highest of 6 agencies in 2014
- Over three hundred citizen reports answered by action or resolution
- Completion of the new Bijou Bike park
- Harrison Avenue sign and striping upgrades
- AMGEN Event
- New Year festivities support
- Participated in the Day of the Young Child at LTCC
- Support for Snow-Globe Event
- Live at Lakeview Support

*Gas Tax**201 03510*

Gas Tax is the money received from the State of California per the Streets and Highways Code to construct and maintain streets and roads. The City uses the money for asphalt maintenance and all related expenditures (i.e., salaries).

*Snow Removal**207 03610*

Provide safe and efficient snow removal services for City streets and generate clear, traversable routes for emergency services, citizens, businesses, school routes, solid waste collection, tourists, and all other transport.

Fifty percent (50%) of specific snow removal expenses are subject to reimbursement through the State of California Gas Tax.

The City of South Lake Tahoe receives an average of 201 inches of snowfall per year and may have up to 100,000 visitors in town at any given time. These conditions can create a potentially challenging environment for snow management operations.

Snow Removal Equipment

208 03610

A Joint Powers Agreement (JPA) with El Dorado County permits them to collect \$20.00 per improved parcel with the County Service Area (CSA) #3, which are improved parcels within the City limits. The City collects approximately \$222,000 per year from the County. In FY 2006-07 three (3) snow graders and one (1) snow blower were purchased. Current revenue is encumbered by the debt service of the equipment purchased in 2006-07. Debt service is set to expire in December 2015, which will allow the City to plan for the replacement of certain equipment that has exceeded its useful life. The snow removal fleet is reaching the end of its useful life. An additional funding source for equipment replacement needs to be identified.

The Department was able to purchase a new sander/plow truck in fall of FY 2014-15 through built up balances of the non-debt service revenue. This vehicle will likely be in operation early spring 2016.

Vehicle Replacement

210 03010

This program is designed to purchase vehicles and equipment for citywide use. Each Department is responsible for their own funding and purchase of non-pool car vehicles. This program is funded from the General Fund.

Storm Water Maintenance – Street Sweep

245 03805

This is another component that the Gas Tax Fund pays for - Street Sweeping during the non-snow season, usually spring through autumn.

Storm Water Maintenance - Snow Street Sweep

245 03806

This account is designed to track the expenditures for street sweeping during the snow season (abrasives reclamation), usually November through April. Fifty-percent of these expenditures are reimbursed from the State of California Gas Tax Fund. The City of South Lake Tahoe is one of twelve communities that receive this reimbursement.

Two new hi-efficiency sweepers will be purchased in FY 15/16 in support of Storm Water Maintenance.

ENGINEERING AND STORMWATER MANAGEMENT PROGRAM

Engineering

100 03210

The Engineering Division provides engineering services for permit application review that include encroachment permits, grading and excavation permits, transportation permits, subdivision and lot line applications, right-of-way abandonment applications, building permits, planning permits, and BMP retrofits. The Division includes planning, design, bidding, and construction management and inspection for Environmental Improvement projects (EIP), and Capital Improvement Projects (CIP). The Division provides all aspects of project management, throughout project delivery, including preparing grant applications for project funding, managing consultants and

contractors, permitting, and reporting. The Department also coordinates with Caltrans, utility companies and other agencies with respect to construction projects located within the City.

The Division now offers City-wide GIS services to various departments for mapping and inventory needs.

Storm Water Management

245 03215

The storm water management program, mandated by federal and state laws and regulations, is focused on reducing pollutants in storm water discharges and urban runoff (protecting Lake Tahoe and local streams which are major focus for our tourist-based economy), and ensuring that storm water discharges within the City's jurisdictional boundaries do not cause or contribute to violations of water quality standards. Every year, storm water runoff generated from streets, private, and public properties within the City boundaries flows into City storm water infrastructure. The Lake Tahoe Total Maximum Daily Load (TMDL) identified fine sediment carried in the City's urban runoff as the significant source of the annual fine sediment load to Lake Tahoe, contributing to the loss of clarity and increased algal growth in Lake Tahoe. The storm water management program is required to develop strategies and funding plans to implement programs needed within municipal operations, construction, commercial, industrial and residential sectors to prevent and reduce the discharge of pollutants in storm water.

In fiscal year 2015-16 the Engineering Division, with the support of various City Departments, will continue to administer the City's Storm Water Management Plan (SWMP) to comply with the City's municipal storm water discharge permit, issued by the Regional Water Quality Control Board, Lahontan Region (Lahontan). In previous fiscal years, the storm water management program was focused on the use of professional services to develop the required Pollutant Load Reduction Plans and SWMP. In the upcoming fiscal year, the Storm Water Management budget reflects a shift in priorities to focus on the activities required to achieve the TMDL load reductions (construction and business inspections, increased road maintenance activities, and storm water treatment facility inspections and maintenance) identified in the respective plans. The Engineering Division presented amendments to the existing Stormwater Ordinance to the City Council in the previous year to include commercial and industrial business inspection fees and fines to address the increasing cost of compliance, and inspections will be completed in fiscal year 2015-16. The City will continue to implement water quality improvement projects to comply with the TMDL requirements, Tahoe Regional Planning Agency (TRPA) requirements, and to achieve maximum development allocations from TRPA. The City's partnership with the California Conservation Corps allows the City to cost effectively maintain stormwater basins, and provide vegetation management, trash clean-up and other visual improvements to ensure City owned stormwater basins are no longer providing visual cover for homeless and vagrant related activities.

SOLID WASTE

Core services include oversight, development and administration of the Franchise Agreement with South Tahoe Refuse. This includes processing any and all requests for rate increases, monitoring compliance with AB 939 requirements, and responding to customer complaints and/or inquiries. Also included is the development of the annual delinquent South Tahoe Refuse Fees Report pursuant to City Code Section 23-20.6. Residential refuse pickup is mandatory within the City limits. Approximately 9,480 residential accounts and 569 commercial accounts are served within the City of South Lake Tahoe.

AB 929

240 03800

South Tahoe Refuse (STR) provides reliable and efficient collection of solid waste for the citizens, visitors and businesses in the South Lake Tahoe Area. STR also promotes environmentally-friendly practices to reduce solid waste by diverting as much recyclable material as possible.

Solid Waste JPA

244 03804

The South Lake Tahoe Basin Waste Management Authority (JPA) is comprised of the City of South Lake Tahoe, the County of El Dorado, and Douglas County, Nevada. The JPA was established to oversee regional cooperation related to solid waste management. The current franchise agreement recipient, South Tahoe Refuse (STR), provides solid waste collection, recycling, and transfer station operations for the customers in the City of South Lake Tahoe, the eastern part of El Dorado County, and portions of Douglas County. Each of the member agencies of the JPA holds individual franchise agreements with STR.

MEASURE S FACILITIES

In 2015, the Public Works Department absorbed the parks division into its operations sector. In doing so, the department also absorbed all associated special revenue sources such as the Measure S and R funds described below.

Measure S Ski Run Bike Trail Maintenance

281 04120

This section of bike trail, which flanks Ski Run Boulevard on both sides from Pioneer Trail to Hwy 50 (2 miles), also features landscaping to beautify this corridor. Maintenance includes seal coating the bike trail, providing snow removal, maintaining the turf areas, and repairing and upgrading the irrigation system annually.

In 2014/15 approximately 2.9 miles of class one bike trail were re-surfaced under Measure R funding sources and State Bicycle Transportation Account funds. The Bicycle Advisory Committee led the re-surfacing project to include both bike trail bridges at the Upper Truckee River and Trout Creek. The bridges were re-decked with sustainable Cumaru hardwood. Additionally, several of the LTUSD baseball fields were renovated under the Fields Advisory Committee oversight board for Measure R funding.

Measure S Playfield Bike Trail Maintenance

284 04125

This bike trail is located near the Community Playfield and provides an important link to connect the Al Tahoe bike trail to the community college area and the playfield itself. Trail is fairly new and in good shape. To date, maintenance needs have been minimal. Staff proposes to perform crack fill and minor sealing during FY2015/16.

Measure S 15th Street Bike Trail Maintenance

284 04126

The 15th St. bike trail is an important link connecting city bike trails to the bike trail going to Camp Richardson and beyond. Trail is heavily used and was a key staging area during the Angora fire. Despite this, the trail is fairly new and in good condition requiring regular, but not extensive maintenance. The bike trail was slurry sealed as part of the maintenance program in FY 2014/15. Staff proposes re-stripping and signage work in FY 2015/16.

Measure S Playfield Maintenance

284 04127

Located off of Al Tahoe Blvd., adjacent to Lake Tahoe Community College, the Community Playfield is South Lake Tahoe's first synthetic turf field. This surface allows almost limitless play, even in wet conditions. Demand for this facility has been very high and has required an increase in maintenance hours to keep up the facility.

In 2014 an evaluation of the community playfield determined the playing surface has been playable beyond its warrantied lifespan for several years and is recommended the turf be replaced. A replacement fund has been maintained to anticipate this need. Additionally, in 2014 LTCC began intercollegiate soccer play. Over the

summer of 2014 the use of the field was largely dedicated to LTCC activities. According to the existing MOU with LTCC for the community play field the City maintains the schedule and collects rental fees as well as performs all maintenance and repairs.

The City will be in discussion with LTCC and LTUSD in the fall of FY14/15 and the spring of FY15/16 to develop a JPA to oversee and finance construction of new fields, and re-surface the existing community ball fields.

Measure S Lyons Avenue Bike Trail

284 04128

A short but important bike trail as it allows cyclists and pedestrians to get from Hwy 50 to facilities located near Lyons Ave and Rufus Allen Blvd. without having to share the road with vehicles. In winter, the trail is cleared and provides a safe route for Middle School and St. Teresa School kids to get to Recreation Complex, County Library, and adjacent neighborhoods. Staff proposes to perform crack filling, moderate sealing, and re-striping in FY15/16

OTHER PROGRAMS

Rental Properties

219 01974

In 2013, the City purchased two parcels of land nearby (or adjacent to) the current location of two other City-owned parcels near Shop and D Streets. It is envisioned that the City's Public Works Street Maintenance, currently located in the very heart of the recreation project known as the "56 Acre Project", would relocate to the recently purchased parcels in the industrial area. The relocation is planned for 2015-2016.

Revenues and Expenditures by Fund Type and Category Public Works Department

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	27,616	497,117	324,616	665,734	286,234	-57%	(379,500)
Grants	-	-	-	-	-	0%	-
Transfers In	225,468	106,315	59,977	205,670	50,000	-76%	(155,670)
Revenues Total	253,084	603,431	384,593	871,404	336,234	-61%	(535,170)
Expenditures							
Personnel Services	735,042	1,754,967	1,975,751	2,107,563	3,490,797	66%	1,383,234
Contractual Services	16,895	83,158	92,775	52,660	56,060	6%	3,400
Other Operating	117,765	389,736	462,103	608,608	543,484	-11%	(65,124)
Capital Outlay	24,610	40,648	53,738	258,095	97,237	-62%	(160,858)
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	894,311	2,268,509	2,584,367	3,026,926	4,187,578	38%	1,160,652
Net Rev (Exp) General Fund	(641,227)	(1,665,078)	(2,199,774)	(2,155,522)	(3,851,344)		
Special Revenue Fund							
Revenues							
Operating Revenues	2,211,286	1,820,489	2,091,683	2,585,520	1,786,020	-31%	(799,500)
Grants	-	-	-	-	-	0%	-
Transfers In	1,242,154	857,643	891,000	827,867	400,000	-52%	(427,867)
Revenues Total	3,453,440	2,678,131	2,982,683	3,413,387	2,186,020	-36%	(1,227,367)
Expenditures							
Personnel Services	1,597,083	1,284,776	1,355,236	1,843,656	1,535,265	-17%	(308,391)
Contractual Services	186,615	126,542	58,583	283,775	212,800	-25%	(70,975)
Other Operating	1,176,741	1,121,044	853,311	1,278,618	1,192,740	-7%	(85,878)
Capital Outlay	61,478	105,686	177,753	1,162,165	451,613	-61%	(710,552)
Debt Service/Leases	480,023	230,148	221,752	222,183	222,183	0%	-
Transfers Out	-	-	67,335	134,835	50,000	-63%	(84,835)
Expenditures Total	3,501,940	2,868,196	2,733,969	4,925,232	3,664,601	-26%	(1,260,631)
Net Rev (Exp) Special Revenue Fund	(48,500)	(190,065)	248,714	(1,511,845)	(1,478,581)		
Internal Service Fund							
Revenues							
Operating Revenues	785,392	(452)	-	-	-	0%	-
Grants	-	-	-	-	-	0%	-
Transfers In	204,733	9,000	-	-	-	0%	-
Revenues Total	990,125	8,548	-	-	-	0%	-
Expenditures							
Personnel Services	827,866	-	-	-	-	0%	-
Contractual Services	2,905	-	-	-	-	0%	-
Other Operating	56,372	-	-	-	-	0%	-
Capital Outlay	10,047	-	-	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	(111,362)	-	-	-	0%	-
Expenditures Total	897,190	(111,362)	-	-	-	0%	-
Net Rev (Exp) Internal Serv. Fund	92,935	119,911	-	-	-		



**Development Services
Department**

Core Services

The Development Services Department provides permit review, issuance and assistance with development permit applications. The 2015-2016 fiscal year is projected to see construction projects with a total valuation of approximately \$40 million. This significant investment in private properties represents economic activity that will result in increased sales, transient occupancy, and property taxes.

The *Development Review Team* established in 2011 is now a part of the department's core services and permitting services have been consolidated in the Permit Center.

The Permit Center provides public counter services, permit and plan check processing and consultation services for local and state code requirements related to the planning, design and construction of commercial and residential structures. The Division also provides consultation and processes applications for all projects or activities which require a permit through the Planning Division.

BUILDING AND PLANNING

Building & Safety

100 03110

The Building Division issues building permits and performs inspections for compliance with California Building Code, TRPA regulations and City of South Lake Tahoe Ordinances for all construction activities. It investigates all South Lake Tahoe building and substandard housing complaints. This Division enforces driveway encroachments, medical marijuana dispensary permits and complaints, and ADA issues.

Building Board of Appeals

100 03111

The Building Board of Appeals is a Council appointed Commission containing 5 members. These members are local professionals in the building construction field. The Board will hear and decide appeals of orders, decisions or determinations made by the Building Official relative to the application and interpretations of the Building Code.

Multi Family Dwelling Inspection

100 03112

The MFD program currently inspects 80 properties containing 1335 dwelling units on an annual basis. This involves a complete health and safety inspection of each and every unit yearly and the common grounds. Each property also receives a minimum of 1 follow up visit to verify corrections, with MOST properties requiring 2-3 follow up visits, and extra courtesy inspections that are performed at the request of the owner or tenant. In addition, this program is assigned housing complaints inspections and each year fields approximately 400 phone calls and actively investigates and resolves about 90 complaints.

Building Permit Fee – Long Term

271 03110

This division was created to ensure revenue is set aside for multiple years of inspection on major long-term projects. Permit fees are collected in one budget year, but are dispersed over multiple years for inspection services.

Substandard Housing Relocation

271 03113

Housing complaints are received by the Building Division and investigated by the Housing Inspector. If the inspection determines the dwelling uninhabitable there are revolving funds available to pay for the relocation of

the tenant. These funds are generated by fees from substandard inspections. When this action is taken the owner of the property is responsible for repayment to the City.

Planning

100 03710

The Planning Division provides planning services to the general public, project applicants, and other City Departments. The Division maintains the City General Plan, Zoning Ordinance, Airport Land Use Plan, City Design Standards, Sign Ordinance, Plan Area Statements, Community Plans and Area Plans. The Division also conducts project or permit application review to ensure that subdivision and development activities in the City are consistent with City, State, TRPA, and Federal laws or policies. The Division is heavily involved in the implementation and administration of the Memorandum of Understanding with TRPA, delegating TRPA permit review authority to the City. The Division also provides research and consultation services to the community for all planning related issues.

Planning Commission

100 03711

The Planning Commission is comprised of five members, who assist in the preparation and update of the City's General Plan, Community Plans, Area Plans, Zoning, Development Standards, Sign Ordinance, and other planning related items. The Planning Commission solicits public input and provides recommendations to the City Council on these land use policy documents. The Planning Commission also makes decisions on planning permit applications and related environmental documentation. City Planning Division staff provides the staff support for the Planning Commission.

General Plan

270 03710

State planning law requires every City to adopt and maintain a long-term "blueprint" for physical development throughout the City. The General Plan includes elements that address all aspects of development, including Land use, Circulation, Housing, Conservation, Open space, Noise, and Safety. The City adopted the General Plan Update in 2011 and updated the Housing Element in 2014.

Community Plan

270 03712

The City currently maintains the Bijou/Al Tahoe and the South Y Industrial Tract community plans. After the TRPA Regional Plan update in 2012, Area Plans have been developed and adopted for the Tourist Core and Tahoe Valley areas. The Department work plan includes the development of a citywide Area Plan that will encompass all of the area within the city limits not already within an area plan boundary.

REDEVELOPMENT, HOUSING AND ECONOMIC DEVELOPMENT

In an effort to balance its budget, the State of California adopted ABx1 26 on June 28, 2011, which suspended all new redevelopment activities except for limited specified activities as of that date and dissolved redevelopment agencies effective October 1, 2011. The State simultaneously adopted ABx1 27 which allowed redevelopment agencies to avoid dissolution by the City opting into an "alternative voluntary redevelopment program" requiring specified substantial annual contributions to local schools and special districts. However, in its December 29, 2011 decision the State Supreme Court upheld ABx1 26, but invalidated ABx1 27, and extended the date of dissolution to February 1, 2012.

The suspension provisions of ABx1 26 prohibited all redevelopment agencies from a wide range of activities, including incurring new indebtedness or obligations, entering into or modifying agreements or contracts,

acquiring or disposing of real property, taking actions to adopt or amend redevelopment plans and other similar actions, except actions required by law or to carry out existing enforceable obligations, as defined in ABx1 26.

On September 27, 2011, the City of South Lake Tahoe adopted Resolution 2011-54 electing to serve as the South Tahoe Redevelopment Successor Agency. The Successor Agency is responsible for the wind down of the former Redevelopment Agency's debt, obligations and affairs.

In past years, the **Housing Division** was responsible for the development of affordable housing within our jurisdictional boundaries. Funding for housing activities had come primarily from state and federal grants and 20 percent of the tax increment generated by the South Tahoe Redevelopment Agency (Project Area No. 1), for the purpose of increasing, improving and preserving the community's supply of affordable housing as required by California State Law. Past programs included First-Time Homebuyer, Moderate Homebuyer and Housing Rehabilitation Programs. Due to the lack of funding as a result of dissolution of the Redevelopment Agency the City no longer has staff in the Housing Division to carry out these programs. The programs are not currently actively providing direct assistance for affordable housing. However, the administration, reporting and monitoring obligations the City carries from past grants has been absorbed into the duties of the Development Services Department.

In past years, the **Economic Development Division** has been responsible for attracting, retaining, and expanding local businesses. The Division administered grant funds for business coaching services provided by TahoeChamber.org (no-cost financial advice, business planning, web-site creation, marketing solutions and other business-related services). The Division also administered the Business Loan Program providing low-income businesses a low-cost method to grow their business. The Division also leveraged or assisted other departments on matters of importance to the business community. In 2011 the Economic Development Division budget was reduced to include only Community Development Block Grant funds for business coaching and business loans. The City was again granted CDBG grant funds for business coaching technical assistance in 2013 and the Development Services Department oversees the contract with TahoeChamber.org and required grant reporting.

(Former) Redevelopment Agency

261 09110 – RDA Special Revenue

262 09120 – RDA Sr. Low Income Housing

Financial historical information for these divisions is included in the Revenues and Expenditures by Fund Type and Category table provided later in this section.

Housing Administration

253 06010

Although there is no longer a Housing Division, responsibilities for loan portfolio administration and annual monitoring requirements remain with the Development Services Department.

Rehabilitation and Loan Repayment Programs

251 06014 – Home Loan Repayments

251 06015 – RDA Loan Repayments

255 06020 – CDBG Program Income Loans

258 06018 – CalHOME Loan Repayments

259 06022 – First Time Homebuyers Revenue Loan

The Housing Development and Homebuyer Acquisition Programs provided loans to low-and moderate-income households (depending upon program, up to 120% of the Area Median Income) to acquire homes within the City limits, as well as an educational program developed for potential homebuyers exploring all areas involved in the process of purchasing a home.

The Rehabilitation and Loan Repayment Programs provided loans to low-income homeowners to make necessary repairs and/or improvements to their homes.

Due to the lack of funding as a result of the dissolution of the Redevelopment Agency and the expiration of grant funding, the City no longer has staff in the Housing Division to offer these programs. However, program income from past loans continues to be received. A portion of the program income can be used for existing loan portfolio administration.

Economic Development

256 06021 – CDBG Economic Development

257 06021 – Economic Development Program Income

The Economic Development Division was responsible for attracting, retaining, and expanding local businesses. The Division administered grant funds for business coaching services provided by TahoeChamber.org (no-cost financial advice, business planning, web-site creation, marketing solutions and other business-related services). The City was granted CDBG grant funds for business coaching technical assistance in 2013 and the Development Services Department oversees the contract with TahoeChamber.org and required grant reporting. Program income from past loans continues to be received. A portion of the program income can be used for existing loan portfolio administration.

TRANSIT

214 05270 – Transit Vehicle Replacement

550 05220 – Transit Operations

The City of South Lake Tahoe participates in providing a coordinated transit system within the City limits. The City is an active participant on the Tahoe Transportation District Board.

Revenues and Expenditures by Fund Type and Category Development Services Department

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	683,105	888,396	1,049,410	959,050	1,287,050	34%	328,000
Grants	-	-	-	-	-	0%	-
Transfers In	30,712	623	26,166	-	-	0%	-
Revenues Total	713,816	889,019	1,075,576	959,050	1,287,050	34%	328,000
Expenditures							
Personnel Services	858,414	903,068	1,055,863	1,490,116	1,657,666	11%	167,550
Contractual Services	19,724	64,350	54,439	35,030	51,680	48%	16,650
Other Operating	25,147	13,227	19,340	28,461	38,335	35%	9,874
Capital Outlay	6,013	7,759	13,482	15,740	29,200	86%	13,460
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	909,298	988,404	1,143,123	1,569,347	1,776,881	13%	207,534
Net Rev (Exp) General Fund	(195,481)	(99,385)	(67,547)	(610,297)	(489,831)		
Special Revenue Fund							
Revenues							
Operating Revenues	213,351	331,280	354,194	394,000	290,636	-26%	(103,364)
Grants	446,357	112,802	(16,007)	300,000	300,000	0%	-
Transfers In	362,698	26,527	118,778	-	279,157	100%	279,157
Revenues Total	1,022,406	470,609	456,965	694,000	869,793	25%	175,793
Expenditures							
Personnel Services	160,529	120,247	103,516	165,634	148,862	-10%	(16,772)
Contractual Services	220,373	27,456	73,520	372,823	326,681	-12%	(46,142)
Other Operating	137,697	1,728	1,599	3,612	5,173	43%	1,561
Capital Outlay	4,457	3,319	12,149	67,167	92,820	38%	25,653
Debt Service/Leases	335,089	134,531	-	-	-	0%	-
Transfers Out	2,991,891	17,763	94,924	11,500	279,157	2327%	267,657
Expenditures Total	3,850,036	305,044	285,708	620,736	852,693	37%	231,957
Net Rev (Exp) Special Revenue Fund	(2,827,629)	165,565	171,257	73,264	17,100		
Enterprise Fund - Transit							
Revenues							
Operating Revenues	58,755	113,660	120,183	114,104	120,000	5%	5,896
Grants	-	-	-	-	-	0%	-
Transfers In	-	-	-	-	-	0%	-
Revenues Total	58,755	113,660	120,183	114,104	120,000	5%	5,896
Expenditures							
Personnel Services	-	-	-	-	-	0%	-
Contractual Services	-	-	-	-	-	0%	-
Other Operating	6,097	224,381	85,416	77,604	83,500	8%	5,896
Capital Outlay	308,184	294,804	291,695	-	-	0%	-
Debt Service/Leases	-	-	-	-	-	0%	-
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	314,281	519,185	377,111	77,604	83,500	8%	5,896
Net Rev (Exp) Enterprise Fund	(255,526)	(405,525)	(256,928)	36,500	36,500		



**Recreation
Division**

Core Services

The City of South Lake Tahoe Recreation Division pledge to sustain the delivery of the broad-based parks, facilities, programs and services creating a sense of community, enabling a safe and secure environment, and enhancing South Lake Tahoe's quality of life, by:

- Being responsive to the recreational needs of the community;
- Continue a citizen-driven and professional approach to provide safe, well designed and maintained facilities and programs;
- Maximizing community resources.

The mission of the City of South Lake Tahoe Recreation Division is to provide for the health, inspiration and recreation opportunities for the residents and visitors of South Lake Tahoe.

In 2013 the department adopted the California Parks and Recreation Society (CPRS) marketing campaign called "Parks Make Life Better" aligning with a larger campaign to promote the positive values Parks and Recreation Programs and Facilities bring to healthy communities. In March 2013 the City signed the pledge with CPRS to join the campaign. The logo is identified throughout the recreation complex and all media materials.

In 2014 the department implemented an online reservation system creating efficient and effective means for patrons to purchase recreation products electronically as well as provide valuable user data to guide future decisions on programming. The Parks, Trails, and Recreation Master Plan was completed in the Fall setting the department up with a road map to improve recreation over the next 10 years.

2015 marked the implementation of the Parks, Trails and Recreation Master Plan. Several key recommendations identified as "Quick Wins" were completed including: the construction of Bijou Bike Park, Measure R joint use field improvements at existing ball fields and initiation of plans to construct additional fields, initiation of renovation plans for Regan Beach and the Recreation and Swim Complex, resurfacing of several miles of existing bike trails, collaboration with many agency partners to secure 9 million in Active Transportation Grant money to continue to improve and expand the Regional Transportation Bike Trail network including the South Tahoe Greenway. Purchase of property on Industrial Ave marked the initial step to move the Rufus Allen Maintenance yard to free up additional land for future recreation amenities as recommended in the plan.

Recreation Administration

100 04105

Recreation Services Administration provides administrative support to operations and programs associated with Bijou Golf Course, Bijou Park, Campground by the Lake, El Dorado Beach and Lakeview Commons, Reagan Beach, Facility Rentals, Senior Center, Recreation and Swim Complex, Aquatics Programs, STAR Camp Youth and Teen Programs, and Explore Tahoe Visitor Center.

Golf Course

100 04110

Owned and operated by the City of South Lake Tahoe, Bijou Golf Course provides a family friendly golfing experience for the beginning golfer as well as the more advanced player. The 9 hole golf course is an easy walk through the meadow with spectacular mountain views in a tranquil setting. In 2015 tee times were recommended to support a better experience for guests. All club house staff adopted the Customer Service Standards consistent with those implemented at the Recreation Complex. As of 2015, the Bijou Golf Club house operations are managed under Recreation Services Division.

Campground

100 04130

Campground by the Lake is located across the street from beautiful Lake Tahoe and 2 ½ miles from the excitement of the Nevada casinos. The campground has a total of 173 sites which include 50 sites with electricity, a Group Site and a cabin. The addition of tent cabins has been very successful.

The campground is very convenient to many activities and is located next to the Ice Arena and Recreation Complex. We offer many family oriented activities which range from a water slide to Smokey Bear. The popular spot in the campground for the kids is our camp store. We offer free Wi-Fi to everyone staying in the campground.

In 2015 the campground implemented an online reservation system. At year end, actual revenues were up by 90k likely as a result of the online reservation system. As of 2015 the campground operations are managed under the Recreation Services Division.

Recreation Programs

100 04220

Two core programs provided include Aquatics programs and youth and teen summer programs. All aquatic programs align with the American Red Cross standard for Water Safety Instruction. The City of South Lake Tahoe aquatics programs remain the only aquatics facility in the region to provide a national standardized program. A variety of Aquatics programs for all ages and abilities are provided all year long.

Youth and teen summer camp programs promote an emphasis on engaging youth in authentic outdoor recreation (hence the name). The mission of STAR Camp (South Tahoe Adventure Recreation) is to provide an active, safe, and healthy environment for youth to learn and play. STAR Camp leaders are skilled recreation providers to support quality and service. Camps are scheduled daily for ten weeks throughout the summer.

In 2014 an online reservation system was implemented. The system allows users to shop from home and pre-register for recreation programs. The data collected will help guide the department to better anticipate user patterns to better needs and desires moving forward. In the first few months of online registration revenues increased by approximately 30k.

In 2015, the department produced the first ever Regional Recreation and Transit Guide in partnership with Douglas County. The guide is designed to provide a "one stop shop" for recreation and transit services in South Lake Tahoe. The guide demonstrates agency willingness to coordinate and collaborate as outlined in the Parks, Trails, and Recreation Master Plan to provide a more user friendly experience.

Senior Center

100 04230

The City of South Lake Tahoe Senior Center is a multi-use facility that offers a variety of programs and activities, both scheduled and on a drop in basis, for senior citizens. The facility is also available for rent to outside groups and individuals. The senior center provides a nutrition program daily administered by El Dorado County.

In 2015, the City and County opened discussions regarding the future operation and maintenance responsibilities of the Senior Center.

Ice Arena (Operator)

221 04260

On July 14, 2011, the City Council approved an initial Management and Operations Agreement with Tahoe Sports Entertainment (TSE) to operate and maintain the Ice Arena. The revised agreement commenced on July 1, 2012 with a ten-year term to expire on June 30, 2022. TSE will have an option to extend the contract under conditions related to the investment of capital of at least \$500,000. The operation of the Ice Arena by TSE will save the City approximately \$150,000 in annual operational costs, with a potential of additional revenue in future years.

Revenues from the operator and the City's portion of expenses under contract will be accounted for under this account.

In 2014 Tahoe Sports and Entertainment and the Recreation Division incorporated broom ball, ice skating and Lacrosse into the STAR Camp program to enhance partnership development.

TSE has introduced high level ice hockey competition by bringing a semi-professional team to South Lake Tahoe. Tournaments and events continue to draw capacity crowds to the Ice Arena.

Transit Center / Explore Tahoe

216 05250

Explore Tahoe serves to welcome, educate and transport visitors and locals to recreational and cultural activities around the Lake Tahoe Basin. Interpretive programs, interactive exhibits and educational films provide visitors with a unique experience when visiting the center. Outreach programs bring environmental education to a variety of age groups within the community.

A diverse selection of books, maps, and pocket guides are available for purchase to enhance the recreation experience.

Transit information and access is provided and encouraged as the best way to reach points of interest. Internet access is provided to help visitors plan excursions.

OTHER PROGRAMS

Special Events

100 04225

The City is committed to hosting special events to attract visitors to enjoy all that Lake Tahoe has to offer. SnowGlobe Music Festival is a three day festival attracting over 10,000 people every year for the past 4 years and will continue under a multi-year contract with the event promoter.

In 2015, the City entered into a multi-year agreement to continue Live at Lakeview with On Course Events producing the events. Lakeview Commons continues to be a popular event venue for a variety of athletic and entertainment events.

Revenues and Expenditures by Fund Type and Category Recreation Division

General Fund	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Amended Budget FY 2014-15	Adopted Budget FY 2015-16	% Change from Prior Year	\$ Change from Prior Year
Revenues							
Operating Revenues	1,114,285	1,226,550	1,271,604	1,408,699	1,309,255	-7%	(99,444)
Grants	-	-	-	-	-	0%	-
Transfers In	1,036	4,500	2,472	-	-	0%	-
Revenues Total	1,115,322	1,231,050	1,274,076	1,408,699	1,309,255	-7%	(99,444)
Expenditures							
Personnel Services	1,794,552	1,544,650	1,493,518	1,684,065	892,453	-47%	(791,612)
Contractual Services	87,393	75,536	42,935	65,475	67,854	4%	2,379
Other Operating	625,484	607,087	663,832	695,677	606,055	-13%	(89,622)
Capital Outlay	56,574	35,527	22,413	74,870	161,570	116%	86,700
Debt Service/Leases	37,583	38,583	37,196	37,583	22,453	-40%	(15,130)
Transfers Out	-	-	-	-	-	0%	-
Expenditures Total	2,601,586	2,301,383	2,259,894	2,557,670	1,750,385	-32%	(807,285)
Net Rev (Exp) General Fund	(1,486,265)	(1,070,333)	(985,818)	(1,148,971)	(441,130)		
Special Revenue Fund							
Revenues							
Operating Revenues	94,517	138,731	140,742	160,640	93,300	-42%	(67,340)
Grants	-	-	-	-	-	0%	-
Transfers In	33,182	-	50,000	50,000	96,249	92%	46,249
Revenues Total	127,699	138,731	190,742	210,640	189,549	-10%	(21,091)
Expenditures							
Personnel Services	36,044	40,976	48,162	36,807	43,649	19%	6,842
Contractual Services	1,575	3,646	3,198	4,250	4,250	0%	-
Other Operating	67,394	65,652	71,495	79,947	80,850	1%	903
Capital Outlay	3,057	-	(5)	2,000	1,000	-50%	(1,000)
Debt Service/Leases	531	65,466	60,388	60,641	60,600	0%	(41)
Transfers Out	150,000	-	-	-	-	0%	-
Expenditures Total	258,601	175,740	183,238	183,645	190,349	4%	6,704
Net Rev (Exp) Special Rev. Fund	(130,902)	(37,009)	7,505	26,995	(800)		



Capital Improvement Program Overview

The Capital Improvement Program (CIP) section of the Annual Budget document is intended to provide the reader with a summary of the major capital projects for the 2015-16 Fiscal Year. The section is an advisory only document that may change from year to year pending shifts in City Priorities.

The capital improvement program projects herein are based upon the City's strategic goals of:

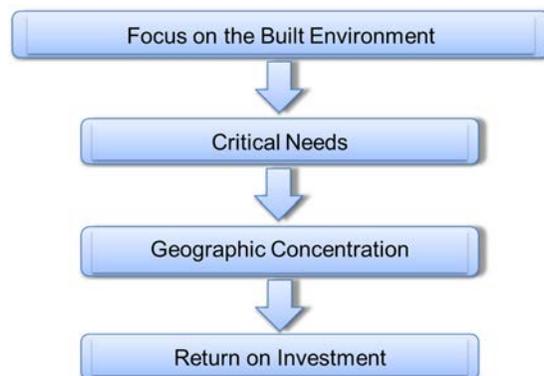
- Improving the Built Environment
- Economic Development
- Public Trust and Accountability
- Partnership Development
- Fiscal Sustainability

In addition, all current and potential projects are numerically scored and ranked based not only on the strategic goals but also programmatic goals and objectives as well as Return on Investment criteria such as:

- Critical Replacement
- Health and Safety
- Regulatory Compliance
- Visual Impact
- Operational Cost Savings
- Direct Revenue Generation
- Indirect Revenue Generation
- Cost Avoidance
- Geographic Location

The individual project sheets contained herein outline the project description, strategic priority attainment, overall ranking, estimated cost or savings anticipated, need and benefit as well as provide information pertaining to the roll forward budget for the 2015-16 Fiscal Year, and impacts on operating budget upon future years.

In February 2014, the City Council approved a Capital Investment Policy which is based on the following drivers:



In addition, the City Council decided to focus Capital Investments towards Recreation based needs. As such the following projects have now been identified for inclusion into the Five Year Capital Plan:

- **Regan Beach** – Rehabilitation of the existing park, beach front, facilities, and amenities. Conceptual designs and preferred alternative are expected to be completed by January 2016. Plans, Specifications, and Engineering (PS&E) are expected to be complete by September 2016, with bid and possible construction occurring early 2017 pending funding.
- **Bike Park** – Construction of a Bicycle Terrain Park at the existing Bijou Park was completed in September 2015; Public/Private Partnership for maintenance responsibilities to be approved in December 2015. In 2016, the park will receive additional signage, a learning track, slope stabilization, and other minor improvements.
- **Recreation Center Rehabilitation** – Rehabilitation/Reconstruction of the existing Recreation Center/Swim Complex. Conceptual design and feasibility studies began in October 2015 and preferred alternatives are expected to be completed by June 2016. Plans, Specifications, and Engineering (PS&E) are expected to be complete by March 2017, with bid and possible construction occurring 2017 pending funding.
- **JPA Ball fields** – Plans, Specifications and Engineering (PS&E) and construction of two new natural turf soccer fields and one new natural turf baseball fields located on City/LTCC property are expected to be completed by November 2016.

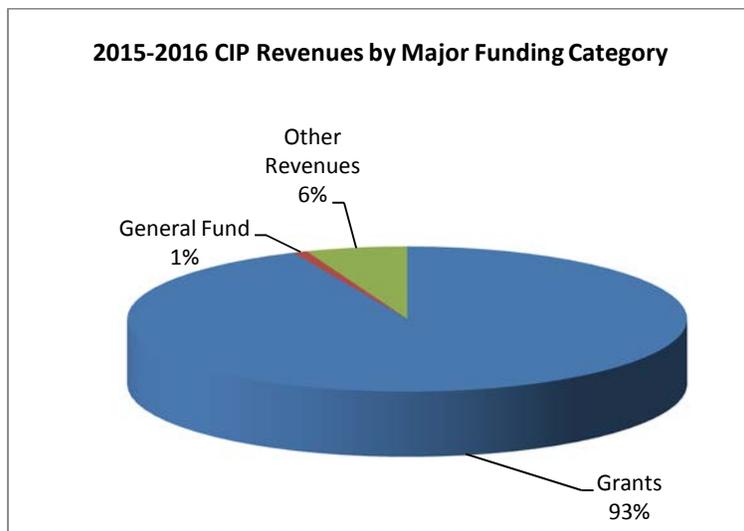
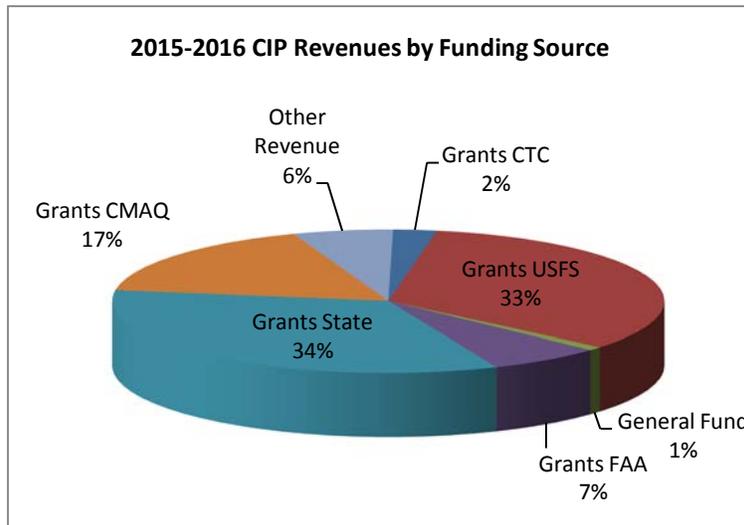
The Capital Plan also includes the following projects associated with Asset maintenance and replacement needs:

- **Police Department Server Upgrades** – Replace the Police Department Servers with Virtual Servers.
- **Streets Rehabilitation** - \$500,000 towards Streets Rehabilitation primarily for the rehabilitation of roads affected by the City’s Sierra Tract Erosion Control Project scheduled for 2015.
- **Miscellaneous Maintenance** – Funds for the replacement of heaters, boilers, fans, building system components and other routine facility needs. Prioritized by Condition Assessments.
- **Police Department Perimeter Security Fencing** – Install fence, gates, entry controls, lighting and other ancillary equipment for the Police Department. This project is expected to be constructed in early summer 2016.
- **1740 D Street Corporation Yard** – Rehabilitate existing building and grounds at 1740 D Street and relocate the Streets Corporation Yard from Rufus Allan to D-Street.

The table below recaps the Maintenance and Operation costs for each CIP Project Type for the next five years. The savings anticipated for current projects was minimal, thus it was netted against the maintenance and operations costs for the year.

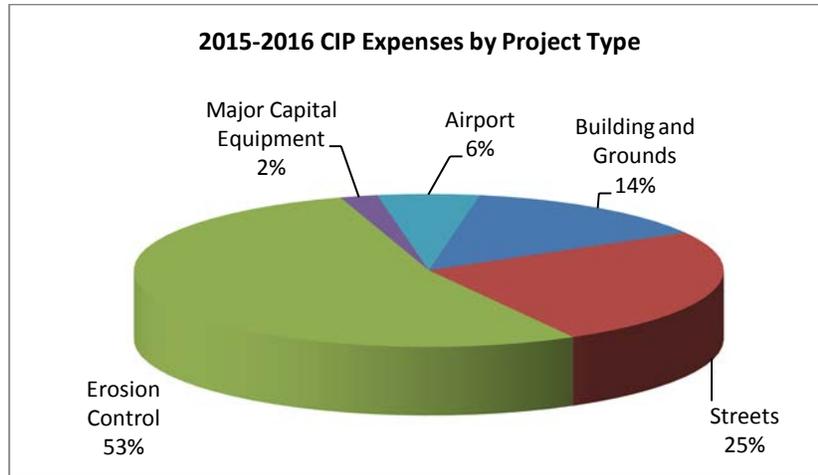
Project Type	FY 2014-2015 Roll Forward Budget	Five Year Maintenance and Operations (net of savings)					Total Five Year M&O	Funding Source
		FY 2015- 2016	FY 2016- 2017	FY 2017- 2018	FY 2018- 2019	FY 2019- 2020		
EROSION CONTROL PROJECTS	5,518,680	73,000	96,000	115,500	115,500	115,500	515,500	General Fund
STREETS/BIKE TRAIL PROJECTS	2,599,687	102,000	107,750	120,500	125,750	130,750	586,750	General Fund
BUILDINGS & GROUNDS PROJECTS	1,449,279	23,900	28,450	84,000	84,050	84,650	305,050	General Fund
MAJOR CAPITAL EQUIPMENT	212,423	72,000	77,000	77,000	85,000	85,000	396,000	General Fund
AIRPORT PROJECTS	577,969	2,000	8,500	17,000	12,000	17,000	56,500	Airport Funds

2015-2016 CIP Revenues



Category	General Fund	State Grants CTC	State Grants Other	Federal Grants USFS	Federal Grants CMAQ	TRPA MIT FUNDS	Federal FAA Grants	Other Revenue	Total
Erosion Control Project	-	212,671	2,811,164	2,758,856	-	231,942	-	3,194	6,017,827
Streets	-	-	-	10,308	1,416,508	50,000	-	152,217	1,629,033
Buildings and Grounds	68,270	-	-	-	-	-	-	50,000	118,270
Major Capital Equipment	-	-	-	-	-	-	-	-	-
Airport	-	-	-	-	-	-	552,510	-	552,510
Total CIP Projects	68,270	212,671	2,811,164	2,769,164	1,416,508	281,942	552,510	205,411	8,317,640

2015-2016 CIP Expenses by Project



BUILDING AND GROUNDS			Current Year		
	Project Name	Account	Budget	Expense	Funding Source
Existing	Police Fence / Reroof	301-60016	\$	300,000	General Fund
Existing	Remodel Rec/Rufus	301-60018		268,117	General Fund
Existing	Fire Station Air	301-60019		10,000	General Fund
Existing	Relocation of PW	301-60028		250,000	General Fund
Existing	1740 D Street	301-60030		20,000	General Fund
Existing	City Hall- 2015	301-60031		200,000	General Fund
Existing	Community Fields restroom/concessions	301-60050		15,015	S.T.A.R. Ballot Funds
New	City Facility Handicap Access	301-60059		99,840	General Fund
New	Retrofit Fire Station #2	301-60062		12,700	Prop 172
New	Regan Beach	301-60065		73,607	General Fund
New	Bijou Bike Park	301-60066		200,000	General Fund
Buildings and Grounds Total			\$	1,449,279	

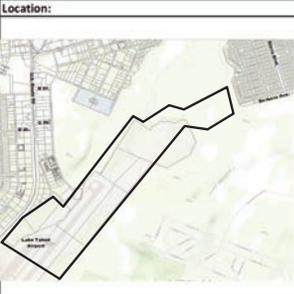
STREETS			Current Year		
	Project Name	Account	Budget	Expense	Funding Source
Existing	Sierra Boulevard Intersection	301-50002	\$	254,727	RSTP /TRPA
Existing	Harrison Ave. Streetscape	301-50003		87,383	COP Bonds, Grant Funds
Existing	Street Overlay Program PMP	301-50005		25,533	COP Bonds/ General Fund
Existing	Linear Park Bike Trails	301-50008		117,049	General Fund
Existing	Class 1 Bicycle Trail Rehabilitation	301-50013		74,037	Measure R/S, Grant Funds
Existing	Eldorado Beach/Ski Run Bike Trail	301-50016		2,040,548	Grant Funding
Existing	Sierra Boulevard Rehabilitation	301-50022		-	Caltrans
Existing	Hwy 50 3C380 Lighting	301-50025		410	General Fund
Streets Total			\$	2,599,687	

EROSION CONTROL			Current Year		
	Project Name	Account	Budget	Expense	Funding Source
Existing	Upper Truckee River Restoration	301-40017	\$	94,524	Grant Funding/TRPA
Existing	North Ditch Project	301-40021		39,780	General Fund
Existing	Tahoe Valley Storm Water Improvement	301-40030		298,476	Grant Funding
Existing	Bijou Area Erosion Control	301-40033		245,715	Grant Funding
Existing	Storm Water Management Plan	301-40037		12,642	General Fund
Existing	Sierra Tract Erosion Control Project, Phase 3&4	301-40044		4,638,482	Grant Funding
Existing	Keys Drainage Pipeline Replacement	301-40049		189,061	General Fund
Erosion Control Project Total			\$	5,518,680	

MAJOR CAPITAL EQUIPMENT			Current Year		
	Project Name	Account	Budget	Expense	Funding Source
New	Software/Hardware Bi-Tech	301-70008	\$	187,048	Lease Financing
New	Interactive Website CIP	301-70013		1,923	General Fund
Existing	Industrial Tract General Plan	301-70014		15,000	Mitigation Fees
New	Equipment/Maintenance General CIP	301-70020		8,453	General Fund
Capital Equipment Purchase Total			\$	212,423	

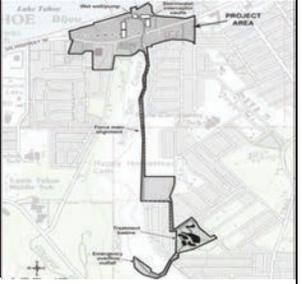
AIRPORT			Current Year		
	Project Name	Account	Budget	Expense	Funding Source
New	AIP#32 Reconstruct GA Ramp	501-80031	\$	141,217	Grant Funding/FAA Match
New	Airport Master Plan Study	501-80032		39,400	Grant Funding/FAA Match
New	Wildlife Hazard Assessment Plan	501-80033		64,485	Grant Funding/FAA Match
New	Seal Taxiway Joints	501-80034		332,867	Grant Funding/FAA Match
Airport Total			\$	577,969	

TOTAL CIP - ALL CATEGORIES			\$	10,358,038	
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CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Upper Truckee River Restoration		Department: Public Works				
Strategic Priority: Improve the Built Environment Partnership Development		Division: Engineering				
		Category: SD				
		Project No.: 301-40017				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
Location:						
						
Project Description: This project is in post construction water quality monitoring function & adaptive management improvements only. Construction was completed in 2012, with some minor adaptive management work in 2014. Adaptive Management and post project monitoring will continue through 2016.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
33312 TRPA AQ	(95,327)	(95,327)				
33212 CTC	(1,058)	(1,058)				
Roll Forward	(96,385)	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
Construction	94,524	94,524				
	94,524	94,524	0	0	0	0
Roll Forward	94,524	94,524	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
No O&M is anticipated with this project. No Operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: North Ditch Project		Department: Public Works				
Strategic Priority: Improve the Built Environment Partnership Development		Division: Engineering				
		Category: SD				
		Project No.: 301-40021				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
Location:						
						
Project Description: This project is designed to construct improvements to the banks of the North Ditch Channel that serves as the Stalene drainage outfall. The original channel was cut in the 1940's, since then deterioration to the banks has resulted in soils discharge as well as eroding structural embankments.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
	0	0	0	0	0	0
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
Engineering	10,000	10,000				
Construction	29,780	29,780				
	39,780	39,780	0	0	0	0
Roll Forward	39,780	39,780	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance		2,500	2,500	2,500	2,500	2,500
Maintenance costs would consist of annual clearing of brush, maintenance to the two weir controls, etc. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Tahoe Valley Area Plan and ECP		Department: Public Works				
Strategic Priority: Improve the Built Environment		Division: Engineering				
		Category: SD				
		Project No.: 301-40030				
		Priority Ranking: SD-02				
		New Project: X Existing Project:				
Location:						
						
Project Description: This project has been initiated by the Engineering Department with the intent of establishing planning and design through SNMPLA round 12 funding - EIP #182. Project includes not only a storm water component but a green belt component as well. Currently funded for storm water improvement planning only.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
33117 USFS	(298,476)	(298,476)				
33317 TRPA SEZ			(134,547)			
33311 TRPA AQ			(130,000)			
Roll Forward	(298,476)	(298,476)	(264,547)	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
Planning (PS&E)	244,000	244,000	264,547			
Overhead & Admin	54,476	54,476				
Transfer out to GF						
	298,476	298,476	264,547	0	0	0
Roll Forward	298,476	298,476	264,547	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)				7,000	7,000	7,000
Maintenance				12,000	12,000	12,000
Note: TRPA SEZ and AQ Interest Mitigation funds subject to TRPA Governing Board Approval in August 2015. O&M will include pavement, landscape, and utility maintenance, and utility cost. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Bijou WQ Project Phase 1		Department: Public Works				
Strategic Priority: Improve the Built Environment Partnership Development		Division: Engineering				
		Category: SD				
		Project No.: 301-40033				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
Location:						
						
Project Description: This project is a large scale regional storm water treatment project located within the Bijou watershed and commercial core. The project proposes to collect storm water run off and pump the discharge to the upper Bijou meadow for infiltration. The project includes force mains and pump systems. The project maintenance & operations will be funded by the SW district created.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
33117 USFS	(1,344,809)	(1,344,809)				
33312 TRPA WQ	(136,615)	(136,615)				
33313 STPUD	(3,194)	(3,194)				
Roll Forward	(1,484,618)	(1,484,618)	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual					
Monitoring	245,715	245,715				
	245,715	245,715	0	0	0	0
Roll Forward	245,715	245,715	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)		11,500	12,000	12,500	12,500	12,500
Maintenance		59,000	79,000	79,000	79,000	79,000
Maintenance & Operations cost should be funded directly through development of SW Improvement District. No anticipated savings with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Storm Water Management Plan	Department: Public Works					
	Division: Engineering					
	Category: SD					
Strategic Priority: Improve the Built Environment Partnership Development	Project No.: 301-40037					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
Location:		Various locations citywide.				
Project Description: This project funds the development of the SWM Program towards the required regulatory function of NPDES permit requirements. This CIP project represents the continued work required to establish programming that may likely be funded in the future through fees.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Professional Services	12,642	12,642	0	0	0	0
Roll Forward	12,642	12,642	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
No O&M is anticipated with this project. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Sierra Tract ECP, Phases 3 & 4	Department: Public Works					
	Division: Engineering					
	Category: SD					
Strategic Priority: Improve the Built Environment Partnership Development	Project No.: 301-40044					
	Priority Ranking: SD -01					
	New Project: Existing Project: X					
Location:						
Project Description: Continuation of the Sierra Tract EIP master project. Water quality project including infrastructure, curb and vegetation. Recently, PLRM modeling showed certain portions of the Sierra Tract Phase 4 watershed to be low priority. In order to utilize grant funding more efficiently, staff proposed the high priority areas of Phase 4 be integrated into the project boundary of Phase 3. EIP #177 & #693. City was awarded \$2.8M Prop 84 grant to be received in 2015 and 2016.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33117 USFS	(1,115,571)	(1,115,571)				
33212 CTC	(211,613)	(211,613)				
33313 STPUD						
33222 RSTP						
33217 SRWQCB	(2,811,164)	(2,811,164)				
36300 GF						
Roll Forward	(4,138,348)	(4,138,348)	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning (PS&E)	7,800	7,800				
Construction	4,544,649	4,544,649				
Monitoring	24,690	24,690				
Overhead/Admin	53,219	53,219				
Operating out to GF	8,124	8,124				
Roll Forward	4,638,482	4,638,482	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance			2,500	2,500	2,500	2,500
Maintenance obligations toward Storm Water Infrastructure will be minor. Annual cleaning of DI's, pipes, culverts, etc. Assume 25% annual increase in maintenance costs for life of asset (50 years for WQ infrastructure). No anticipated savings with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Drainage Pipe Replacement	Department: Public Works					
	Division: Engineering					
	Category: SD					
Strategic Priority: Improve the Built Environment	Project No.: 301-40049					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
Location:		Various locations citywide.				
Project Description: This project funds the replacement of failing culverts identified each year that compromise roadway structure. A bulk of this work would occur in the Tahoe Keys Subdivision. Staff will replace the culverts as needed or may create a project to complete in bulk.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	189,061	189,060	0	0	0	0
Roll Forward	189,061	189,060	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
Maintenance obligation would be minimal as new material would be HDPE pipe with a lifespan of 50 years. Maintenance cleaning is contained within the City's existing vectoring program. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Sierra Blvd. Intersection Improvements	Department: Public Works					
	Division: Engineering					
	Category: ST					
Strategic Priority: Improve the Built Environment Partnership Development	Project No.: 301-50002					
	Priority Ranking: ST-05					
	New Project: Existing Project: X					
Location:						
Project Description: This project is designed and ready for construction. The project consists of widening Sierra Blvd. at the US 50 intersection and installing two left turn lanes and one right turn lane, new signals, curb and gutter, new crosswalks, and ADA upgrades. This project will be constructed by CalTrans with their 3C380 project (Y to Trout Creek highway improvements). The City entered into a cost sharing agreement of 50% project total and CalTrans will bid and construct. City project funding is through RSTP and TRPA AQ funds.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33311 TRPA AQ	(50,000)	(50,000)		(50,000)		
Roll Forward	(50,000)	(50,000)	0	(50,000)	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning (PS&E)	20,000	20,000				
Acquisition (ROW)	182,477	182,477				
Con/CE/Contingency	52,250	52,250				
Roll Forward	254,727	254,727	0	50,000	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)				2,500	2,500	2,500
Maintenance				2,500	2,500	2,500
Maintenance obligation would be minimal at the intersection. Striping would be contained within the existing City striping program. Minor sidewalk maintenance may be needed. Electrical costs may decrease due to new efficient signals and lighting. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Harrison Avenue Streetscape	Department: Public Works					
Strategic Priority: Improve the Built Environment Partnership Development	Division: Engineering					
	Category: ST					
	Project No.: 301-50003					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
Location:						
Project Description: This project constructed streetscape improvements within the Harrison Avenue business district. The roads were configured one way, planting and hardscape work, lighting, electrical and drainage work. The main portion of the project is closed. Balance will be used for Champions Plaza art installation and project adaptive traffic management.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33117 USFS	Actual (10,308)	(10,308)				
Roll Forward	(10,308)	(10,308)	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	Actual 87,383	87,383				
	87,383	87,383	0	0	0	0
Roll Forward	87,383	87,383	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)	9,000	9,000	9,000	9,000	9,000	
Maintenance	1,000	1,250	1,500	1,750	1,750	
Operations conceptually include: electrical utilities for lighting, water utilities for irrigation. Maintenance consists of: landscape and walkway maintenance, sign maintenance, striping, and reflects an asset life timespan accruing roughly \$250 annually until rehabilitation or replacement. Does not include snow removal costs. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Street Pavement Rehabilitation - Annual	Department: Public Works					
Strategic Priority: Improve the Built Environment Public Trust & Accountability	Division: Engineering					
	Category: ST					
	Project No.: 301-50005					
	Priority Ranking: ST-01					
	New Project: Existing Project: X					
Location:						
Project Description: Public Works annual roadway rehabilitation project. Dedicated annual revenue/funding required. Funding amounts will be leveraged with other projects/grant funds to allow for best use of funds. Projects may be accomplished by in-house staff to allow for increased area for fund amount. A minimum of \$500k should be budgeted annually to allow for stop gap maintenance & rehab.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
36316 Op trans	Actual (152,217)	(152,217)	(500,000)	(500,000)	(500,000)	(500,000)
Roll Forward	(152,217)	(152,217)	(500,000)	(500,000)	(500,000)	(500,000)
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning (PS&E)	Actual 24,953	24,953	30,000	30,000	30,000	30,000
Construction	580	580	470,000	470,000	470,000	470,000
	25,533	25,533	500,000	500,000	500,000	500,000
Roll Forward	25,533	25,533	500,000	500,000	500,000	500,000
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)	80,000	85,000	90,000	95,000	100,000	
Maintenance						
Maintenance consists of: preventative maintenance is roughly 2% of project cost for the first seven years of renewed asset. Maintenance costs will increase annually until asset requires rehabilitation. No anticipated operational savings from this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Linear Park Bike Trails (Stateline Phase)	Department: Public Works					
Strategic Priority: Improve the Built Environment Partnership Development	Division: Engineering					
	Category: ST					
	Project No.: 301-50008					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
Location:						
Project Description: This fund was established to create a project to continue the Linear Park Class 1 Bike trail towards Park Avenue at Stateline. The funds were derived from the sale of property (shell station) that existed at the terminus of the existing bike trail. This project has been put on hold until the Loop Road project comes to fruition. The Loop Road Project may construct the improvements.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	0	0	0	0	0	0
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Engineering Design	Actual 117,049	117,049				
	117,049	117,049	0	0	0	0
Roll Forward	117,049	117,049	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance						
No O&M is anticipated with this project. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Bike Trail Overlay	Department: Public Works					
Strategic Priority: Improve the Built Environment Partnership Development	Division: Engineering					
	Category: ST					
	Project No.: 301-50013					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
Location:						
Project Description: This project is a cooperatively funded project between the State (BTA) and the Recreation JPA to reconstruct approximately 2.8 miles of Class 1 Bike trails within the City. In addition, the project calls for the re-decking of two pedestrian bridges with Cumaru decking material. The project is complete and closed. The remaining balance will be re-appropriated to other projects.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	0	0	0	0	0	0
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Engineering Design	Actual 8,591	8,591				
Construction	65,446	65,446				
	74,037	74,037	0	0	0	0
Roll Forward	74,037	74,037	0	0	0	0
* as of 6/30/2015						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance	12,000	12,000	12,000	12,000	12,000	
Maintenance costs are derived from Measure S&R \$5,000 per mile contribution to include general maintenance and possibly snow removal. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: El Dorado Beach to Ski Run Bike Path	Department: Public Works					
	Division: Engineering					
Strategic Priority: Improve the Built Environment Partnership Development	Category: TR					
	Project No.: 301-50016					
	Priority Ranking: TR-01					
	New Project: Existing Project: X					
	Location: 					
Project Description: This project is intended to construct a Class 1 bicycle path from the limits of El Dorado Beach (Alta Mira Property) to the limits of Ski Run Blvd, providing connectivity between Lakeview Commons and Linear Park. The project is currently in acquisition stage. Scheduled start will be 2016.						
FUND SOURCE(S)						
	Roll forward Actual (1,416,508)	FY 15/16 (1,416,508)	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33119 CMAQ						
33222 RSTP						
33311 TRPA AQ						
Roll Forward	(1,416,508)	(1,416,508)	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning (PS&E)	71,479	71,479				
Acquisition (ROW)	1,201,569	1,201,569				
Construction	767,500	767,500				
Op Transfer Out						
Roll Forward	2,040,548	2,040,548	0	0	0	0
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)		500	500	500	500	
Maintenance			2,500	2,500	2,500	
Operations (Utilities) should be limited to cost of irrigation. Maintenance should be covered under Measure R&S for class 1 bike trails. No anticipated operational savings from this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Sierra Blvd. Streetscape, RTP #106	Department: Public Works					
	Division: Engineering					
Strategic Priority: Improve the Built Environment Partnership Development	Category: ST					
	Project No.: 301-50022					
	Priority Ranking: ST					
	New Project: Existing Project: X					
	Location: 					
Project Description: Project initiated in part by Engineering in response to a Rule 20 utility project and adjacent Sierra Tract Phase 4 EIP project. Goal of the Sierra Boulevard project is to create a streetscape similar to Ski Run Boulevard utilizing the complete streets standards. Integration of undergrounding existing utilities, and storm water infrastructure are key components. Liberty Energy has completed undergrounding the existing utilities. The City has acquired settlement funds in the amount of \$215,000 from Caltrans for damage to the roadway. These funds will be allocated to the planning phase of the streetscape.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance						
Operations conceptually include: electrical utilities for lighting, water utilities for irrigation. Maintenance consists of: landscape and walkway maintenance, sign maintenance, striping, and reflects an asset life timespan accruing 25% annually until rehabilitation or replacement. Does not include cost for snow removal. No anticipated operational savings from this project.						

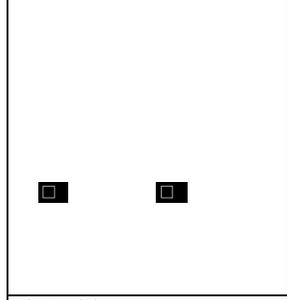
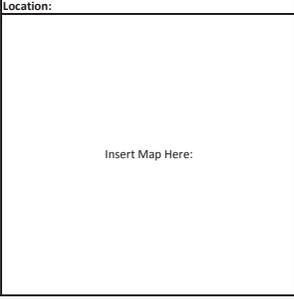
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Hwy 50 Lighting (3C380 Contribution)	Department: Public Works					
	Division: Engineering					
Strategic Priority: Improve the Built Environment Partnership Development	Category: ST					
	Project No.: 301-50025					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
	Location: 					
Project Description: This project is designed to fund the installation of pedestrian lighting along the limits of the State's 3C380 project (Hwy 50 - Y to Trout Creek). The cost estimate by the State to include lighting is nearly \$4M. Currently there are no funds to move this forward. The City is requesting the State install conduit and boxes for future installation by the City if the State cannot fund the lighting.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	410	410				
Roll Forward	410	410	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance						
Savings						

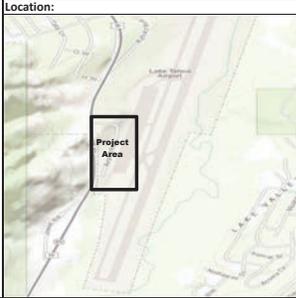
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Police Department Security Fence/roof	Department: Public Works					
	Division: Engineering					
Strategic Priority: Improve the Built Environment Partnership Development	Category: GF					
	Project No.: 301-60016					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
	Location: 					
Project Description: This project will provide for increased safety to the Police Department Facility and Staff. The project comprises of installing a new perimeter security fence, electric and manual gate system, and security card reader system/integration with existing system. Project also includes repair/replacement of existing roof.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	300,000	300,000				
Roll Forward	300,000	300,000	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)		500	500	500	500	
Maintenance		1,500	1,500	1,500	1,500	
Operations consists of Utilities and supplies for operation. Maintenance is the required standard maintenance of gates, card readers, detection operations and maintenance.						

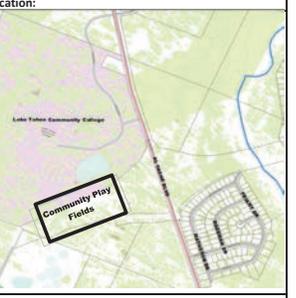
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Recreation Center Conceptual Alternatives	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Partnership Development Fiscal Sustainability	Project No.: 301-60018					
	Priority Ranking: 1					
	New Project: Existing Project: X					
		Location: 				
Project Description: This project will provide conceptual drawings for Recreation Center remodel demonstrating recreation programming, services and activities which could be located at the current public works yard when it is relocated to the industrial area. Expected alternatives to be completed mid-winter 2015 followed by construction funding requests.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
36300 G.F.	(68,270)	(68,270)	(600,000)	0	(7,500,000)	
Roll Forward	(68,270)	(68,270)	(600,000)	0	(7,500,000)	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning Construction	268,117	268,117	600,000	0	7,500,000	0
Roll Forward	268,117	268,117	600,000	0	7,500,000	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)			35,000	35,000	35,000	
Maintenance			5,000	5,000	5,000	
Maintenance and Operations consist of utilities for facilities and normal and preventative maintenance for facilities and grounds. New project should reveal considerable energy savings to be determined.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Fire Station 2 Air Conditioner	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Fiscal Sustainability	Project No.: 301-60019					
	Priority Ranking: 1					
	New Project: Existing Project: X					
		Location: 				
Project Description: This project will provide for new AC Unit at Fire Station 2.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	0	0	0	0	0	0
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	10,000	10,000	0	0	0	0
Roll Forward	10,000	10,000	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)		500	500	500	500	
Maintenance		1,500	1,500	1,500	1,500	
Operations consists of utilities and supplies for operation. Maintenance is the required standard maintenance of ground facilities.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Relocation of PW Corporation Yard	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Fiscal Sustainability	Project No.: 301-60028					
	Priority Ranking: 1					
	New Project: Existing Project: X					
		Location: 				
Project Description: This project will relocate the existing staff and administrative equipment to the new facility at 1740 D Street. The project budget also will be for the architectural design, bid, and construction within the new facility. Construction is scheduled to begin early 2016. Per CM. This budget is not fully funded. Once bids come in, remaining funds will be allocated.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
36360 Rental	(50,000)	(50,000)	(50,000)	0	0	0
Roll Forward	(50,000)	(50,000)	(50,000)	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	200,000	250,000	50,000	0	0	0
Roll Forward	200,000	250,000	50,000	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)	15,000	15,000	15,000	15,000	15,000	
Maintenance	0	0	1,000	1,000	1,500	
Operations consists of utilities and supplies for operation. Maintenance is the required standard maintenance of ground facilities. Actual savings can be calculated after the building is remodeled and in operations for 2 years.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: 1740 D Street	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Fiscal Sustainability	Project No.: 301-60030					
	Priority Ranking: 1					
	New Project: Existing Project: X					
		Location: Insert Map Here: 				
Project Description: This project was initially set up for pre-engineering/studies for relocation of PW Corporation Yard to the new facility at 1740 D Street. Will be merged with project "Relocation of PW Corporation Yard".						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	0	0	0	0	0	0
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Professional Services	20,000	20,000	0	0	0	0
Roll Forward	20,000	20,000	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance						

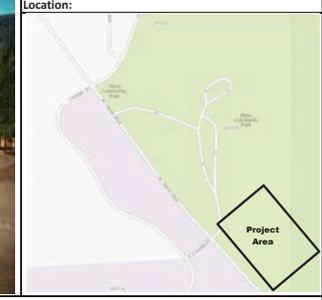
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: City Hall - Lobby Remodel	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Fiscal Sustainability	Project No.: 301-60031					
	Priority Ranking: Existing Project: X					
Location:						
						
Project Description: This project proposes to remodel the lobby area at the Airport/City Hall facility to provide an inviting area for the public to congregate. This budget provides for PS&E, bidding, and construction. The project may need to go back to Council for additional budget pending bid results.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	200,000	200,000				
	200,000	200,000	0	0	0	0
Roll Forward	200,000	200,000	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)			300	300	300	300
Maintenance			250	250	250	350
Regular facilities maintenance. Utilities will consist of additional gas and electricity consumption. Some savings can be expected from changing to new energy efficient products in existing facility.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Community Fields Restroom	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Partnership Development	Project No.: 301-60050					
	Priority Ranking: Existing Project: X					
Location:						
						
Project Description: This project is complete. The restroom/concession facility was completed in 2012. The funds shown are a STAR balance. Recommend this project be de-funded and STAR balance moved to either a bike trail maintenance account or used for another field maintenance issue.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	15,015	15,015				
	15,015	15,015	0	0	0	0
Roll Forward	15,015	15,015	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)		1,000	1,000	1,000	1,000	1,000
Maintenance		1,500	1,500	1,500	1,500	1,500
Operations consists of utilities and supplies for operation. Maintenance is the required standard maintenance of Janitorial, and preventative issues. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: City Facility Handicap Access Upgrades	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment	Project No.: 301-60059					
	Priority Ranking: GF - 07					
	New Project: Existing Project: X					
Location:						
		<i>Various locations citywide.</i>				
Project Description: This project is not intended to completely satisfy all of the City Facility ADA needs as the funds are limited. The \$100,000 fund amount is for construction of priority items to three locations (Airport, Rec Center, and Tata Lane Facilities). 2015 Update: Improvements at the Rec Center have been placed on hold pending outcome of new facility. Recommend future annual funds be budgeted to CIP for realization of the transition plan.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
36300 General Fund			(100,000)	(100,000)	(100,000)	(100,000)
Roll Forward	0	0	(100,000)	(100,000)	(100,000)	(100,000)
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Planning (PS&E)						
Acquisition (ROW)	99,840	99,840	100,000	100,000	100,000	100,000
Con/CE/Contingency	99,840	99,840	100,000	100,000	100,000	100,000
Roll Forward	99,840	99,840	100,000	100,000	100,000	100,000
* as of 6/30/2015 Red indicates funding required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)			350	350	350	350
Maintenance		350	350	350	350	350
Operations should not be impacted through project. Maintenance consists of routine maintenance. There are no anticipated operational savings from this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Retrofit Fire Station #2	Department: Public Works					
	Division: Engineering					
	Category: GF					
Strategic Priority: Improve the Built Environment Partnership Development	Project No.: 301-60062					
	Priority Ranking: Existing Project: X					
Location:						
						
Project Description: This project is complete. The original contract was completed in August 2014. The remaining balance is recommended to be used for replacement of Plymvent system.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	12,700	12,700				
	12,700	12,700	0	0	0	0
Roll Forward	12,700	12,700	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)		5,000	5,000	5,000	5,000	5,000
Maintenance						
Operations (Utilities) are included in Fire Operations Account. Maintenance includes: preventative and rehabilitation work to aging facility. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Regan Beach Rehabilitation Preliminary		Department: Public Works				
Strategic Priority: Improve the Built Environment Partnership Development		Division: Engineering				
		Category: GF				
		Project No.: 301-60065				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: 				
Project Description: This project proposes to generate preferred alternatives and preliminary studies towards the rehabilitation of the Regan Beach Areas and Assets. Project scope consists of developing alternatives, public meetings, environmental studies/surveys, and budgeting.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
36300 General Fund			(250,000)	(4,500,000)		
Roll Forward	0	0	(250,000)	(4,500,000)	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Engineering Design	73,607	73,607	290,000	4,500,000		
Construction						
Roll Forward	73,607	73,607	290,000	4,500,000	0	0
<small>* as of 6/30/2015 Red indicates funds required but not yet received</small>						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)				12,000	12,000	12,000
Maintenance				2,500	2,500	2,500
No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Bijou Bike Park		Department: Public Works				
Strategic Priority: Improve the Built Environment Partnership Development		Division: Engineering				
		Category: PA				
		Project No.: 301-60066				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: 				
Project Description: This project proposes to construct a new five acre parks facility designed for bicycle use. Project would include a BMX track, two pump tracks, three slopestyle course. Project is to be completed by end of September.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	124,000	124,000				
Const engineer supp	67,500	67,500				
Equip rental	8,500	8,500				
Roll Forward	200,000	200,000	0	0	0	0
<small>* as of 6/30/2015 Red indicates funds required but not yet received</small>						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)		300	300	350	400	400
Maintenance		750	750	750	750	750
Maintenance will consist of adaptive management work, signage, and irrigation maintenance.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Software/Hardware BI- Tech		Department: Public Works				
Strategic Priority: Improve the Built Environment Fiscal Sustainability		Division: IT				
		Category: IT				
		Project No.: 301-70008				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: <i>No map available.</i>				
Project Description: This project is designed to replace the existing antiquated financial software the City uses. Consists of two phases. Phase I is complete. Phase II completion is anticipated September 2016.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Machinery & Equip	153,155	153,155				
Software Purchases	33,893	33,893				
Roll Forward	187,048	187,048	0	0	0	0
<small>* as of 6/30/2015 Red indicates funds required but not yet received</small>						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance		72,000	77,000	77,000	85,000	85,000
Maintenance costs include software side and hardware side.						

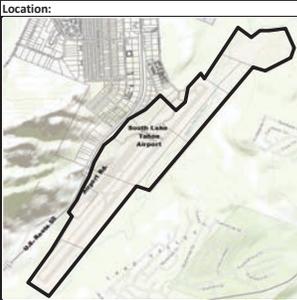
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Interactive Website		Department: Public Works				
Strategic Priority: Improve the Built Environment Fiscal Sustainability		Division: IT				
		Category: IT				
		Project No.: 301-70013				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: <i>No map available.</i>				
Project Description:						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Professional Services	1,923	1,923				
Roll Forward	1,923	1,923	0	0	0	0
<small>* as of 6/30/2015 Red indicates funds required but not yet received</small>						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						

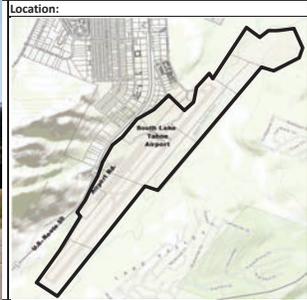
CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Industrial Tract General Plan	Department: Public Works					
	Division: Planning					
Strategic Priority: Improve the Built Environment	Category: SD					
	Project No.: 301-70014					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
		Location: 				
Project Description:						
This project fund is designed to allow for the replacement and rehabilitation of miscellaneous facility and equipment assets during the course of the fiscal year. Assets may include: furnaces, boilers, roof repairs, fences, etc. The fund is typically used to exhaustion each year and a request to re-up the funds are annual.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Engineering Design	15,000	15,000	0	0	0	0
	15,000	15,000	0	0	0	0
Roll Forward	15,000	15,000	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
No O&M is anticipated with this project. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Misc. Maintenance Fund	Department: Public Works					
	Division: Engineering					
Strategic Priority: Improve the Built Environment	Category: GF					
Fiscal Sustainability	Project No.: 301-70020					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
		Location: Various locations citywide.				
Project Description:						
This project fund is designed to allow for the replacement and rehabilitation of miscellaneous facility and equipment assets during the course of the fiscal year. Assets may include: furnaces, boilers, roof repairs, fences, etc. The fund is typically used to exhaustion each year and a request to re-up the funds are annual.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	8,453	8,453	0	0	0	0
	8,453	8,453	0	0	0	0
Roll Forward	8,453	8,453	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
No O&M is anticipated with this project. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Airport G.A. Ramp Reconstruction	Department: Public Works					
	Division: Airport					
Strategic Priority: Improve the Built Environment	Category: AP					
Fiscal Sustainability	Project No.: 501-80031					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
		Location: 				
Project Description:						
This project fund is designed provide for a phased reconstruction of the City's Airport General Aviation Ramp area. This project was in construction on 2014. This is one of many replacement phases schedule for the General Aviation Ramp.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Transfer out to CIP	141,217	141,217	0	0	0	0
	141,217	141,217	0	0	0	0
Roll Forward	141,217	141,217	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance		2,000	2,000	7,000	2,000	7,000
Maintenance funds include typical preventative maintenance and a seal coat/stripping of the area.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Master Plan Study (Airport)	Department: Public Works					
	Division: Airport					
Strategic Priority: Partnership Development	Category: AP					
Fiscal Sustainability	Project No.: 501-80032					
	Priority Ranking: Existing					
	New Project: Existing Project: X					
		Location: 				
Project Description:						
This project fund is designed to provide a complete Airport Master Plan. The City is expected to have the final plan during 2015.						
FUND SOURCE(S)						
	Roll Forward	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Roll Forward	0	0	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
meeting expense	10,000	10,000	0	0	0	0
Master Plan Study	29,400	29,400	0	0	0	0
	39,400	39,400	0	0	0	0
Roll Forward	39,400	39,400	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
		FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Operations (Utilities)						
Maintenance						
No O&M cost is anticipated with this project. No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Wild Life Hazard Assessment (Airport)		Department: Public Works				
Strategic Priority: Partnership Development		Division: Airport				
		Category: AP				
		Project No.: 501-80033				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: 				
Project Description: This project fund is designed to provide a assessment of wildlife risk to airport operations.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33112 FAA	(58,050)	(58,050)				
Roll Forward	(58,050)	(58,050)	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Overhead/Admin	64,485	64,485				
	64,485	64,485	0	0	0	0
Roll Forward	64,485	64,485	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance						
No operational savings anticipated with this project.						

CITY OF SOUTH LAKE TAHOE CAPITAL IMPROVEMENT WORKSHEET						
Project Name: Seal Taxiway Joints		Department: Public Works				
Strategic Priority: Improve the Built Environment		Division: Airport				
		Category: AP				
		Project No.: 501-80034				
		Priority Ranking: Existing				
		New Project: Existing Project: X				
		Location: 				
Project Description: This project fund is designed to repair cracks and fill joints within the existing taxi way areas at the airport. The project was constructed in June and July 2015 and nearing closeout stage. The project will remain open until all closeout documents are complete and all funds have been received from FAA.						
FUND SOURCE(S)						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
33112 FAA	(494,460)	(494,460)				
Roll Forward	(494,460)	(494,460)	0	0	0	0
EXPENDITURES						
	Roll Forward Actual	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Construction	332,867	332,867				
	332,867	332,867	0	0	0	0
Roll Forward	332,867	332,867	0	0	0	0
* as of 6/30/2015 Red indicates funds required but not yet received						
ESTIMATED OPERATIONS & MAINTENANCE OBLIGATION (O&M)						
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Operations (Utilities)						
Maintenance		6,500	10,000	10,000	10,000	
Maintenance includes the seal coating of the taxi way to prevent cracks and to protect 2015 work. No operational savings anticipated with this project.						

Financial Policies

The City's financial policies serve as a guide in evaluating financial implications of program and policy recommendations, budget appropriations, and as parameters for City Council actions to ensure a long-term, stable economic base for the City. A comprehensive set of financial policies was adopted by City Council in 2005. The policies are revised or readopted, each year and/or as necessary. The highlights of these policies are summarized below along with date of the adoption or the revision for each policy.

Financial Planning

(adopted July 2005)

The City engages in annual financial planning through the adoption of an Annual Budget. The Annual Budget links resources with operating programs and projects consistent with the City's Strategic Plan. In determining the effect of current year budget decisions on the City's future, a five-year financial forecast, projecting revenues and expenditures for all operating funds, is developed as part of the Annual Budget process for all operating funds and updated at the mid-year budget review.

Budget Preparation

(revised February 2013)

The City Council legally adopts an annual budget. The City's Budget Policy requires that the City maintain a structurally balanced budget with current revenues sufficient to support current expenditures. The City complies with the annual appropriations limit in accordance with Article XIII B of the Constitution of the State of California and Government Code section 7900.

Operating program appropriations not spent during the fiscal year do not automatically carry-over into the next fiscal year, and lapse at year-end. One-time revenues are appropriated for one-time expenditures only.

Equipment and buildings shall be maintained at reasonable levels to avoid service disruptions, achieve maximum useful life, and to ensure safety of employees and citizens.

Budget Management

(revised July 2015)

The City maintains a comprehensive set of internal controls to protect the City's assets and sustain the integrity of its financial systems. Managers at all levels are responsible for implementing the City's financial policies and sound controls, and for regularly monitoring and measuring their effectiveness.

Revenue estimates are monitored on a monthly basis to identify potential trends that would significantly impact revenue sources. Items presented to the City Council must include a statement of projected fiscal impact that includes all direct and indirect costs.

The City Council receives a periodic financial report that includes an analysis of budgeted versus actual revenues and expenditures on a year-to-date basis. A mid-year budget analysis is presented to the Council for review. Budget amendments necessary for continued operations through the end of the fiscal year may be presented to the City Council at mid-year, but are not

intended to provide additional avenues for departments to request funding for items not originally approved in the annual budget.

The City Council may make budget supplemental and emergency appropriations during the fiscal year. However, prior certification that revenues in excess of those budgeted are available is required. Appropriations may be reduced at any time during the fiscal year, if necessary. Only the City Council, by resolution, may transfer monies between funds and from unappropriated balances or fund balances to any fund account.

Reserves

(revised August 2010)

The Reserve Policy requires the City to maintain an Undesignated General Fund reserve at a minimum of 25% of General Fund operating expenses. Funds may be appropriated from the Undesignated Fund Balance upon demonstration to the City Council that the remaining balance is sufficient to offset potential downturns in revenue sources and to provide adequate cash for daily financial needs. Funds must be allocated each year in the budget process to replace any use of the Undesignated Fund Balance during the preceding fiscal year. To the extent that funds accumulate in excess of the required Undesignated General Fund Reserve, these one-time funds may be transferred to the Capital Projects Fund upon completion of the annual audit. For the discussion of current and historical levels of City's General Fund reserves see the corresponding section of the City Manager's Budget Message on page 21 of this document.

Capital Improvement Plan

(adopted July 2005)

The City Council adopts an annual Capital Improvement Plan (CIP). The CIP may include current year project budgets as well as for future projects for which funding has not yet been secured or legally authorized. Funding allocations for future years of the CIP are therefore subject to change.

Every CIP project has a project manager who is responsible for preparing the project proposal and ensuring required phases are completed on schedule. The project manager monitors project expenditures and ensures that all regulations and laws are observed.

Each approved CIP project will contain a statement of fiscal impact on the annual operating budget and the source of funding for this impact.

Preserving Capital Investments

(revised July 2015)

The City invests in capital assets such as property, plant equipment and facilities and infrastructure. The City also plans and budgets for ongoing maintenance, long-term renovation and/or replacement of capital assets as necessary. Capital assets are defined as having an initial cost of more than \$7,000 and an estimated life in excess of three years. Capital assets are depreciated using the straight-line method of depreciation.

Debt Management

(revised February 2013)

The City's Debt Management Policy provides operating guidelines for all major debt transactions of the City and South Tahoe Financing Authorities.

The City manages its debt to ensure high credit quality, access to credit markets and financial flexibility. Debt is issued only in those cases where public policy, equity and economic efficiency

favor debt over cash (pay-as-you-go) financing. Whenever possible, the debt shall be self-supporting. Debt is used primarily to finance long-term capital projects, paying for facilities or equipment over their useful lives and concurrent with the stream of benefits from these facilities.

The City maintains a central system for all debt-related records, adheres to all continuing disclosure requirements, and strives to maintain positive relationships with members of the investment community.

Strengthening Financial Position

(revised February 2013)

The City takes proactive steps to strengthen and preserve its General Fund revenues. It seeks to promote a diversified economic base through commercial and industrial development and redevelopment opportunities. The City encourages the expansion of businesses that will provide opportunities for residents to work and live in the community.

While grants from federal, state or private organizations are a means of enhancing available revenues, they rarely provide a long-term, stable economic base. Requests to the City Council for approval of a grant acceptance must include all associated financial impacts such as long-term maintenance responsibilities, required City matching funds, and additional staff resources. The City administers grants in compliance with laws, regulations and the requirements of the granting agency or donor.

The City provides certain services and enterprise fund activities to residents and businesses that are funded in whole or in part by fees intended to cover all or a portion of the cost of providing such services. To the extent such user fees do not cover the entire cost of providing such services; the General Fund subsidizes the additional expense. User fees are examined and adjusted periodically to ensure the stability of the General Fund.

The City maintains a uniform revenue collection program, the costs of which are passed on to delinquent customers as a penalty in the collection process. Property liens, special assessments, withholding entitlements and collection agency proceedings are employed when necessary to collect delinquent revenues due to the City.

Investments

(revised March 2015)

The City's cash management system monitors and forecasts expenditures and revenues, enabling the City to invest funds to the fullest extent possible. The City attempts to obtain the highest investment yield only after an investment meets the criteria established for safety and liquidity.

The City's Investment Policy allows for the investment of temporarily idle cash in compliance with California Government Code Section 53601. The City invests in allowable securities and under the limitations thereon as set forth in the Code.

It seeks to diversify its investment portfolio through a mix of various security types, issuers and maturities. The City seeks competitive bids prior to the purchase of securities from pre-authorized investment broker/dealers. Securities purchased are held in the City's name by third party safekeeping trust department.

Financial Reporting*(revised February 2013)*

Accurate and understandable financial reporting provides accountability over the City's financial affairs and ensures compliance with applicable statutory and regulatory requirements. The City adheres to Generally Accepted Accounting Principals (GAAP).

An annual audit of the City's financial records is performed by an independent certified public accounting firm. A Comprehensive Annual Financial Report is prepared, and the results of the financial audit are presented to the City Council in a public meeting.

The City Treasurer submits a Quarterly Investment Report to the City Council as required under the California Government Code. The Finance Director submits a periodic financial report to the City Council as required by City Code. Financial reports are available for public inspection, and are posted on the City's website.

Productivity*(revised August 2008)*

The City monitors and reviews its methods of service delivery to ensure that services are delivered in the most cost-effective manner possible. This review process encompasses a wide range of productivity considerations, including technology, contracting for services, customer service, training, and performance measurement.

Risk Management*(adopted July 2005)*

To mitigate significant property losses and exposure to liability to third party injuries, the City has adopted a policy of professional and prudent management of risk exposures. Risk management objectives include providing adequate insurance, maintaining a safety training and incentive program, third party indemnification and an Emergency Management Plan consistent with regional, state and federal requirements.

Meetings and Travel*(revised June 2009)*

The City's policy regarding meetings and travel expense reimbursements is in compliance with Assembly Bill 1234, enacted by the California State Legislature in January 2006. While AB1234 applies primarily to elected officials and advisory body members, the City has extended the provisions of this law for travel, meeting and meal costs to all employees.

Expenses allowable for reimbursement include those costs associated with meeting with representatives of other governmental agencies at all levels on adopted City policy positions; attendance at educational seminars and conferences; service on professional or governmental boards, committees, and task forces; attendance at events formally sponsored by the City.

City departments, commissions, boards or task forces are required to submit an annual training and travel plan with their proposed budgets. Each travel occurrence requires approval by the appropriate approving official. Governmental group rates for transportation and lodging are used when available. The IRS annual guidelines are used to set reimbursement rates for meals. Receipts must be submitted for all expenses.

Grant Funding and Compliance*(revised July 2015)*

This policy establishes a comprehensive process to ensure the City properly manages the grant application and acceptance process, and the new compliance requirements associated with State and Federal grants. The City has been awarded grants from the federal government under the American Recovery and Reinvestment Act and other programs. These grants have additional compliance requirements, both in the project management and financial areas, for review, reporting, documentation and auditing.

Unclaimed Checks*(revised July 2015)*

This policy is adopted per State law and per independent auditor recommendation. The purpose of this policy is to provide the proper mechanism to take possession of long standing unclaimed checks in accordance with government statutes and to ensure the propriety of the related accounting transactions.



Debt Management

Introduction

California cities are authorized by State law to use debt financing for specific purposes that promote the public welfare. Debt is typically issued to finance the construction of large public facilities such as infrastructure, buildings, parks and open space acquisitions, when paying for these types of projects out of current revenues is not feasible.

Debt Management Policy

Debt Management is a major component of the City's fiscal management function. Good debt management ensures that any debt issues by the City is affordable, is appropriate for the type of project, is at the lowest possible interest cost, and is in compliance with applicable laws and regulations. The City of South Lake Tahoe's Debt Management Policy provides operating guidelines for all the City's major debt transactions. The objectives of the City's policy are to:

- Guide the City Council and management in debt issuance decisions having significant fiscal impact.
- Maintain appropriate capital assets for present and future needs.
- Promote sound financial management by providing accurate and timely information on the City's financial condition.
- Protect and enhance the City's credit rating.
- Ensure the legal use of City bonding authority through an effective system of financial security and internal controls.
- Promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

Additional Policies Regarding Land-Secured and Conduit Financing

The purpose of the Additional Policies Regarding Land-Secured and Conduit Financing is to facilitate the acquisition and construction of public facilities on commercial, industrial and residential properties by promoting the health and welfare of developed areas; the orderly development of the City; and the development of needed commercial or industrial property. The policies consist of guidelines and requirements for such items as:

- Project costs and reimbursement policies
- Jurisdictional Impact study
- Agreements required
- Project feasibility information
- Appraisals/Value to lien ratios
- Credit Enhancements
- Refunding of prior issues
- Security supporting financings
- Special tax formulas
- Continuing disclosure and notification requirements

Credit Rating

In August 2014, Standard & Poor's Ratings Services affirmed its 'AA-' rating for the South Tahoe Joint Powers Financing Authority 2012 certificates of participation, as well as for 2006A outstanding lease revenue bonds. The rating reflects the assessment of several factors as strong, such as financial flexibility and liquidity, coupled with the city's adequate budgetary performance. It additionally acknowledges that management conditions are strong with "good" financial practices under S&P's Financial Management Assessment (FMA). The outlook is stable.

Standard & Poor's Ratings Services assigned its 'BBB-' long-term rating to South Tahoe Joint Powers Financing Authority 2014 revenue bonds, issued for the Successor Agency (SA) to the South Tahoe Redevelopment Agency (RDA) to refund SA's outstanding 1999A, 2003A, and 2004A tax allocation bonds. At the same time, Standard & Poor's affirmed its 'BBB-' long-term and underlying rating (SPUR) on the authority's outstanding revenue bonds. The outlook is stable.

Types of Debt Financing Instruments

A. General Obligation Bonds:

The California Constitution provides for the issuance of General Obligation Bonds by cities subject to a two-thirds approval of voters on the bond proposition. General Obligation Bonds are secured by the full faith and credit of the City. Ad valorem taxes are levied on all real property within the City for the payment of annual principal and interest on the bonds.

B. Lease Revenue Bonds and Certificates of Participation:

Lease Revenue Bonds and Certificates of Participation are lease obligations secured by an installment sales agreement or by a leaseback arrangement with a public entity. The City pledges general operating revenues to pay the lease payments. The lease payments are in turn used to pay principal and interest on the Certificates of Participation. Under State law, these obligations do not constitute indebtedness and are therefore not subject to voter approval. Lease payments may not be accelerated as they are payable only in the year in which used and if occupancy of the leased property is available. The City is obligated to annually budget for the rentals that are due and payable during each fiscal year that it has the use of the leased property.

C. Public Enterprise Revenue Bonds:

Public Enterprise Revenue Bonds are issued to finance facilities for a revenue producing enterprise such as a water or sewer system. California courts have determined that under the State Constitution, cities may issue revenue bonds without a two-thirds voter approval in a bond election because the revenues are not payable from taxes or the general fund of the City. Rather, principal and interest on the bonds is payable from revenues produced by the enterprise including such items as service charges, tolls, connection fees, admission fees, and rents.

D. Special Assessment Districts/Mello-Roos Community Facilities District Bonds:

The City may establish special assessment or Mello-Roos Community Facilities Districts under various sections of State law to issue bonds for the financing of infrastructure and public facilities improvements in connection with land development. The issuance of

these bonds is subject to a two-thirds approval of the landowners voting within the district. The properties are assessed for amounts proportionate to the benefit received from the improvements financed for the payment of annual principal and interest on the bonds. The City is not liable for the repayment of these bonds, but rather acts as an agent for the property owners/bondholders in collecting and forwarding the special assessments.

South Lake Tahoe Financing Authority

The City of South Lake Tahoe authorized the formation of a joint powers authority with the South Lake Tahoe Redevelopment Agency to be known as the South Tahoe Joint Power Financing Authority in January 1989 under Title 1 of the California State Government Code. The Authority is authorized, but not limited, to issue bonds for the purpose of financing facilities and improvements. The Authority provides financing to other funds and agencies of the City on a cost reimbursement basis.

Legal Debt Margin

The financial policies of the City of South Lake Tahoe allow the City by ordinance or resolution to issue debt within the following limits:

- **General Obligation Debt Limit:**
Not to exceed 3.75 percent of the assessed valuation of all property taxable by the City;
- **Other Debt Limit:**
Debt other than voted general obligation bonds shall not exceed 10 percent of the assessed valuation of all property taxable by the City;
- **Definition and Exemption:**
Debt issued for the purpose of financing or refinancing the acquisition, construction, or completion of public improvements that is not a general obligation of the City, and is secured by a lien upon or levy of a special tax on real property within an identified district.

As of September 30, 2014, the City of South Lake Tahoe's legal debt margin totaled \$138,916,000. The ratio of the City's outstanding General Obligation Bond debt to assessed valuation was 0.00 percent. The City's secured property assessed value totaled over \$3.7 billion.

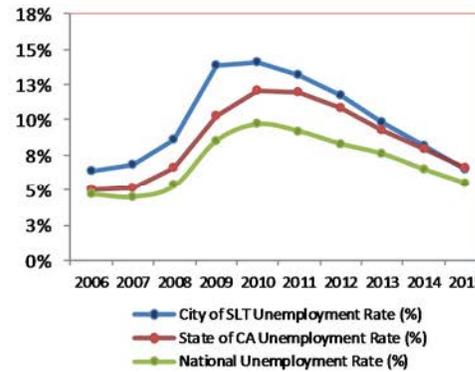
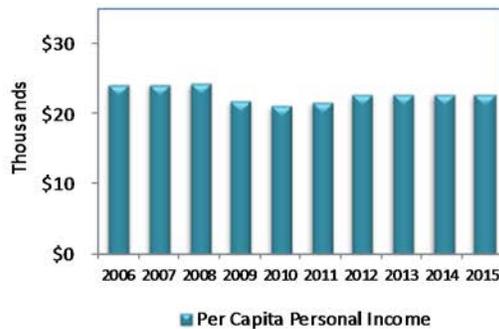
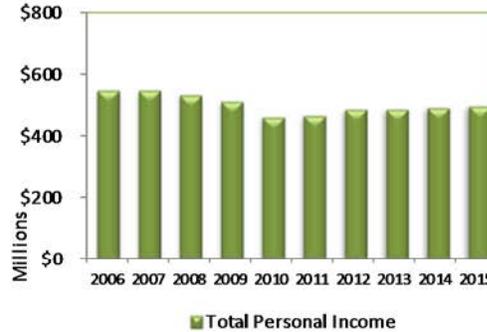
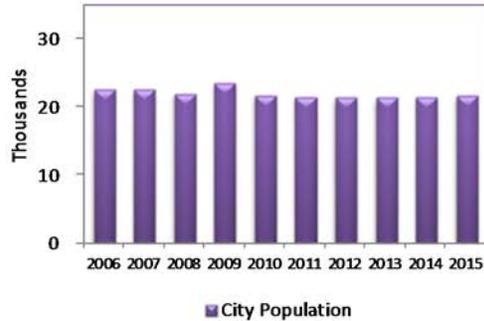
City of South Lake Tahoe Legal Debt Margin (in thousands)

	September 30, 2014	September 30, 2015 (projected)
Assessed Value (Secured property, net)	\$3,704,427	\$3,811,740
Debt Limit	\$138,916	\$142,940
Amount of Debt Application to Limit	\$0	\$0
Legal Debt Margin	\$138,916	\$142,940
Ratio of General Obligation Bond Debt to Assessed Valuation	0.00%	0.00%

Debt Summary

	Balance at	Due in fiscal year 2015/16			Funding Source
	9/30/2015	Principal	Interest	Total	
Governmental Activities					
Refunding Revenue Bonds, 2006 Series A, 3.75% - 5.125% due serially until 10/1/2025	\$ 15,115,000	\$ 1,095,000	\$ 708,469	\$ 1,803,469	Transient Occupancy Tax
1997 State Revolving Loan, 2.8%, due 2/4/2017	130,808	64,501	3,663	68,164	Special Assessments
1998 State Revolving Loan, 2.6%, due 3/2/2018	485,578	116,767	12,622	129,389	Special Assessments
2002 State Revolving Loan, 2.6% due 03/19/2022	78,263	10,338	2,035	12,373	Special Assessments
2010 California Energy Commission Loan 3.0% due serially until 6/22/2026	558,911	43,552	16,488	60,040	General Fund Revenue
2012 Certificates of Participation 4.25% - 7.0% due serially until 10/1/2042	5,525,000	125,000	207,625	332,625	General Fund Revenue
2014 Lease for Road Improvements (Harrison Ave) 3.990%, due serially until 10/1/2029	2,110,000	110,000	83,112	193,112	General Fund Revenue
2014 Taxable Pension Obligation Bonds 1.875%-3.500% due serially until 6/1/2027	11,905,000	-	391,138	391,138	General Fund Revenue
Capital lease obligations:					
Mower/Tractor Lease 4.22% due serially until 11/26/2015	14,819	14,819	-	14,819	General Fund Revenue
Various Equip 4.15% due serially until 12/1/2016	351,229	231,740	12,196	243,937	G.F. Rev./Special Assmnt
Police Department Vehicles 4.70% due 11/21/2016	184,841	90,299	8,688	98,986	Safety Sales Tax
Fire Department Ladder Truck 2.74% due 12/13/2023	953,464	101,067	25,437	126,504	General Fund Revenue
Streets and Motor Pool Equipment 1.68% due 12/13/2018	141,746	39,656	2,215	41,871	General Fund Revenue
Computer Hardware/Software upgrade 2.21% due 12/31/2020	558,931	96,664	11,821	108,485	General Fund Revenue
Fire Department Pumper Truck 2.406% due 10/10/2023	502,733	50,695	12,098	62,793	Safety Sales Tax
Police Department Vehicles 5.45% due 4/15/2018	101,820	32,156	5,549	37,705	Safety Sales Tax
Total Governmental Activities	\$ 38,718,143	\$ 2,222,253	\$ 1,503,156	\$ 3,725,409	
Business-type Activities					
2010 State Department of Transportation Loan 4.594% due serially until 9/22/2029	100,253	6,448	4,606	11,054	G.F. Revenue/Airport Rev.
2013 California First National Bank Capital Lease due serially until 7/1/2017	85,864	42,148	3,192	45,340	G.F. Revenue/Airport Rev.
Parking Revenue Refunding Bonds, 2013 Series A, 3.0% - 5.375%, due serially until 12/1/2036	7,530,000	215,000	346,775	561,775	Parking Garage Revenue
Total Business-type Activities	\$ 7,716,117	\$ 263,596	\$ 354,573	\$ 618,169	
Fiduciary Activities					
Refunding Revenue Bonds, 2005 Series A, 5.0%, due serially until 10/1/2035	30,110,000	1,195,000	1,475,625	2,670,625	Property Tax
Refunding Revenue Bonds, 2007 Series A, 4.0%-5.0%, due serially until 10/1/2038	18,995,000	230,000	929,329	1,159,329	Property Tax
Refunding Revenue Bonds, 2014 Series A, 2.0% -5.0% due serially until 10/1/2034	29,230,000	715,000	1,193,419	1,908,419	Property Tax
Total Fiduciary Activities	\$ 78,335,000	\$ 2,140,000	\$ 3,598,373	\$ 5,738,373	

Demographic and Economic Statistics



Fiscal Year Ended September 30,	City Population (a)	Total Personal Income (b)	Per Capita Personal Income (b)	City of SLT Unemployment Rate (%) (a)	State of CA Unemployment Rate (%) (c)	National Unemployment Rate (%) (c)
2006	22,566	546,932,142	24,237	6.4%	5.0%	4.7%
2007	22,566	546,932,142	24,237	6.8%	5.1%	4.5%
2008	22,003	535,685,038	24,346	8.6%	6.6%	5.3%
2009	23,467	514,091,569	21,907	13.9%	10.3%	8.5%
2010	21,745	462,755,345	21,281	14.1%	12.1%	9.7%
2011	21,510	467,777,970	21,747	13.2%	12.0%	9.2%
2012	21,359	487,412,380	22,820	11.7%	10.8%	8.3%
2013	21,362	490,151,090	22,945	9.8%	9.3%	7.6%
2014	21,555	494,579,475	22,945	8.1%	7.9%	6.5%
2015	21,738	498,778,410	22,945	6.5%	6.6%	5.5%

Sources: California State Department of Finance
 California Employment Development Department
 U.S. Census Bureau, American FactFinder

Notes: (a) Based on 3-Year Annual American Community Survey Estimates. Data in years beyond those available from Surveys reflects the closest year available. The population data in the last two years is according to the latest data from the California Department of Finance.
 (b) Calculated by multiplying City Population by Per Capita Personal Income.
 (c) Averaged over 12-fiscal-month period. Not seasonally adjusted. In 2015 the California Employment Development Department has revised the last 5 years of unemployment data for South Lake Tahoe due to new census ratios. According to EDD, new ratios better represent the current economic situation.

Major Employers

Employer	Product/Service	Number of Employees
Barton Memorial Hospital	Health Services	812
Lake Tahoe Unified School District	Education	391
Heavenly Mountain Resort	Ski Industry	370
El Dorado County	Government	277
United States Forest Service	Government	204
City of South Lake Tahoe	Government	199
Marriott Corporation	Lodging	186
Lake Tahoe Community College	Education	168
Lake Tahoe Resort Hotel	Lodging	152
Raley's Supermarket	Food/Drug	150

Source: South Tahoe Public Utility District Finance Department

Notes: Information as of 6/30/2014; for comparison purpose only; does not reflect the following information for the City of South Lake Tahoe:

- number of PFT employees on payroll as of 6/30/2015 - 167
- number of FTEs originally budgeted for fiscal year 2014/15 - 180.80

Principal Secured Taxpayers

Employer	Land Use	Taxable Assessed Value	% of Total Secured Assessed Value
First American Trust FSB	Timeshare Properties	\$ 70,398,049	1.89%
Roppongi-Tahoe LP	Hotel	51,382,690	1.38%
Heavenly Valley LP / Heavenly Resort Properties	Ski Resort	34,906,270	0.94%
Trans-Sierra Investments	Commercial	26,110,037	0.70%
Tahoe Crescent LP	Commercial	24,137,056	0.65%
Marriott Ownership Resorts	Timeshare Properties	19,883,749	0.53%
South Tahoe Refuse Co. Inc.	Industrial	18,809,343	0.51%
Tahoe Verde Partnership	Mobile Home Park	16,791,553	0.45%
Seven Springs LP	Commercial	16,259,295	0.44%
Tahoe Keys Marina & Yacht Club	Marina	14,696,897	0.40%
Total		\$293,374,939	7.89%

Source: California Municipal Statistics, Inc.

Note: Based on 2013-14 Local Secured Assessed Valuation of \$3,719,613,139

CITY OF SOUTH LAKE TAHOE

RESOLUTION NO. 2015-63

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH LAKE TAHOE ADOPTING A MUNICIPAL OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR 2015-2016

RESOLVED, by the City Council of the City of South Lake Tahoe that:

WHEREAS, the City Council understands there are many financial challenges facing the City in fiscal year 2015-2016 and beyond, and

WHEREAS, the City Council wishes to appropriate funds for uninterrupted operation of services to the citizens of South Lake Tahoe, and

WHEREAS, the City Council wishes to adopt a full fiscal year budget, at the Department/Division level, to cover the period from October 1, 2015 through September 30, 2016,

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED THAT: The following budget expenditures are authorized as follows:

Fund	Expense Appropriation
General Fund	\$34,258,877
Special Revenue	14,197,622
Enterprise	1,846,608
Internal Service	4,493,593
Debt Service	3,089,875
Capital Improvement	10,358,038
Trust and Agency	6,933,864
Total	\$75,178,477

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of South Lake Tahoe that the appropriations for the 2015-2016 fiscal year are hereby adopted.

PASSED AND ADOPTED by this 15th day of September by the following votes:

AYES: Councilmembers COLE, DAVID, CONNER, DAVIS & SASS

NOES: Councilmembers _____

ABSENT: Councilmembers _____

ABSTAIN: Councilmembers _____

ATTEST


Susan Alessi, City Clerk




Hal Cole, Mayor



City of South Lake Tahoe

"making a positive difference now"

3

STAFF REPORT FOR THE CITY COUNCIL MEETING OF OCTOBER 20, 2015

TO: Nancy Kerry, City Manager

FROM: Debbie McIntyre, Financial Services Manager

RE: Resolution of the City Council of the City of South Lake Tahoe Establishing the Appropriation Limit for Fiscal year 2015-2016 in Compliance with Proposition 111 in the Amount of \$64,871,433

Recommendation

Adopt the resolution establishing appropriation limit at \$64,871,433 for fiscal year 2015/2016.

Issue Statement and Discussion

Proposition 4 passed in 1979 and Proposition 111 passed in 1990, known as the Gann Initiative; create a restriction on the amount of revenue which can be appropriated in any fiscal year. The limit is based on actual appropriations during the 1978-79 fiscal year (base year), and is allowed to increase each year based upon the calculation using a percentage change in population as of January 1 of each year in conjunction with a change in the cost of living from previous fiscal year.

Population estimates by the State Department of Finance as of May 1, 2015 indicate -.85 percent change in the City and .90 percent change County-wide (Worksheet 5B). The per capita personal income (cost of living factor) changed by 1.0382 percent from fiscal year 2014-2015. Only revenues referred to as "proceeds of taxes" are restricted by the limit. Proceeds of taxes for fiscal year 2015/2016 are calculated at \$28,147,654 (Worksheet 2).

Fiscal Implications

The fiscal year 2015/2016 appropriations limit is \$64,871,433 (Worksheet 4). The City's appropriation subject to the limit from proceeds of taxes is \$27,065,804. Therefore, the City's appropriation is under the legal limit by \$37,805,629.

City Council Action Plan

- Strategic Priority: Fiscal Sustainability

Submitted by: Debbie McIntyre
Debbie McIntyre, Financial Services Manager

Approved by: Nancy Kerry
Nancy Kerry, City Manager

Attachments: Appropriations Limit Calculation worksheets

CITY OF SOUTH LAKE TAHOE

RESOLUTION NO. 2015-67

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH LAKE TAHOE ESTABLISHING THE APPROPRIATION LIMIT FOR THE FISCAL YEAR 2015/2016 IN COMPLIANCE WITH PROPOSITION 111 IN THE AMOUNT OF \$64,871,433

WHEREAS, Article XIII B of the California Constitution and Section 7910 of the Government Code of the State of California provide that the governing body of each jurisdiction shall by resolution establish its appropriation limit for the following fiscal year; and

WHEREAS, Proposition 111 approved in November 1990 now requires that the limit be calculated using new growth factors; and

WHEREAS, the City Council has reviewed the appropriate growth factors and does hereby choose the population growth within El Dorado County to better reflect the average daily population; and

WHEREAS, the City Council has reviewed the appropriate cost of living factors and does hereby choose the per capita personal income factor; and

WHEREAS, documentation used in determination of the appropriation limit has been available to the public since September 21, 2015, in the Accounting Division, meeting the required fifteen (15) day period for public inspection as required by law; and

WHEREAS, the City Council of the City of South Lake Tahoe now desires to adopt said appropriation limit,

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of South Lake Tahoe that the appropriation limit for the 2015/2016 fiscal year is established as being \$64,871,433.

PASSED AND ADOPTED by the City Council of the City of South Lake Tahoe on October 20, 2015 by the following vote.

AYES: Council members COLE, DAVID, CONNER, DAVIS & SASS

NOES: Council members _____

ABSENT: Council members _____

ABSTAIN: Council members _____

Hal Cole

Hal Cole, Mayor

ATTEST:
Susan Alessi

Susan Alessi, City Clerk





Glossary of Terms

ACCRUAL BASIS – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

ACCUMULATED DEPRECIATION – The amount of depreciation that has accumulated to date during the existing useful life of City asset.

ADOPTED BUDGET – The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the budget resolution adopted by Council.

APPROPRIATION – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited in amount as to the time when it may be expended.

APPROPRIATION RESOLUTION – The official enactment by a legislative body establishing the legal authority for officials to obligate and expend resources.

ASSESSED VALUATION – A dollar value placed on real estate or other property by El Dorado County as a basis for levying property taxes.

ASSESSMENT DISTRICT – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

AUDIT – A systematic collection of sufficient and competent evidential matter needed to attest to the fairness of management’s assertions in the financial statements, or to evaluate whether management has efficiently and effectively carried out its responsibility.

BALANCED BUDGET – A budget where there is neither a budget deficit nor a budget surplus because the revenues are equal to expenditures.

BEGINNING/ENDING FUND BALANCE – Appropriated resources available in a fund from the prior/current year after payment of the prior/current year’s expenses. This is not necessarily cash on hand.

BOND – A City may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future together with periodic interest at a special rate.

BUDGET – A plan of financial operation listing an estimate of proposed applications or expenses and the proposed means of financing them for a particular time period. The budget is proposed until it has been approved by the City Council.

BUDGET CALENDAR – A schedule of key dates and milestones that the City follows in the preparation and adoption of the budget.

BUDGET MESSAGE – Included in the opening section of the budget, the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

BUSINESS LICENSE – A legal document that grants the right to operate a business in the city. Depending on the business, there are other licenses that may also be required.

CAPITAL IMPROVEMENT – A permanent addition to the City's assets, including the design and construction of a project, purchase of land, buildings, or facilities, or major renovations of the same.

CAPITAL IMPROVEMENT PROGRAM – A financial plan of proposed capital improvement projects with single and multiple-year capital expenditures.

CAPITAL OUTLAY – A budget category which budgets all equipment having a unit cost of more than \$5,000 and an estimated useful life of over one year. Capital outlay is budgeted in the operating budget.

CERTIFICATES OF PARTICIPATION – Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – A federal grant that aims to develop viable urban communities by providing decent housing, a suitable living environment, and expanded opportunities for persons of low and moderate income.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – An annual financial report that includes, in addition to basic financial statements and notes to the basic financial statements, Management's Discussion and Analysis (MD&A), required supplementary information (RSI), and a statistical section. The CAFR format must comply with the format promulgated by the Governmental Accounting Standards Board (GASB).

DEBT SERVICE – Payment of the principal and interest on an obligation resulting from the issuance of bonds or notes.

DEFICIT – An excess of expenditures or expenses over resources.

DEPARTMENT – A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION – The decrease in value of physical assets due to use and the passage of time.

DEVELOPMENT IMPACT FEE – Fees placed on the development of land or conditions required for the approval of a development project such as the donation (dedication or exaction) of certain land (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

ENCUMBRANCES – A legal obligation to pay funds for an expenditure that has not yet occurred. They cease to be encumbrances when the obligations are paid or otherwise terminated.

ENTERPRISE FUNDS – This fund type is used to account for operations that are: (a) financed and operated in a manner similar to private sector enterprises and it is the intent of the City that the costs (including depreciation) for providing goods or services to the general public be financed or recovered primarily through the user charges; or (b) the City or an outside grantor agency has determined that a periodic determination of revenues earned, expenses, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City has established the following enterprise funds: parking garage, airport and transit.

EXPENDITURE/EXPENSES – The outflow of funds paid or to be paid for an asset or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure/expense; an encumbrance reserves funds to be expended.

FIDUCIARY FUNDS – Fiduciary funds are used to account for assets held by the City of South Lake Tahoe in a trustee capacity.

FISCAL YEAR – A 12-month period of time to which the budget applies. The City of South Lake Tahoe's fiscal year is October 1 through September 30.

FULL-TIME EQUIVALENT (FTE) – The decimal equivalent of a part-time position converted to a full-time base (i.e., one person working half time would equate to 0.5 FTE).

FUND – An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. The seven generic fund types used by the City are: General Fund, Special Revenue, Capital Projects, Debt Service, Enterprise, Internal Service, and Trust and Agency.

FUND BALANCE – The amount of financial resources available for use. Generally, this represents the detail of all the annual operating surpluses and deficits since the fund's inception. Also known as the financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

GANN APPROPRIATIONS LIMIT – This term refers to Article XIII B of the California State Constitution that places limits on the amount of proceeds from taxes that state and local governmental agencies can receive and spend each year.

GAS TAX – Administered by the State Board of Equalization (SBOE), this is a per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of the revenue is for research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting.

GENERAL FUND – The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include the City Council, City Manager's Office, Police, Fire, Human Resources, Attorney's Office, Finance, and others.

GENERAL PLAN – California State law requires each City to adopt a General Plan that describes the direction the City will take concerning its future development.

GOAL – The desired result of accomplishments within a given time frame.

GOVERNMENTAL FUNDS – "Source and use" funds or funds through which most governmental functions are typically financed. Fund types included in this category are general, special revenue, capital projects, debt service and special assessment funds.

GRANT – Contribution or gift or cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

INFRASTRUCTURE – Facilities on which the continuance and growth of the community depend on, such as roads, public buildings, etc.

INTER-FUND TRANSFERS – Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

INTERNAL SERVICE FUND – Funds established to account for the financing of goods or services provided by one department for other departments within the City on a cost reimbursement basis.

MEASURE B – Effective August 1, 2012 the City of South Lake Tahoe voters approved an amended methods for calculating certain business taxes. It included reduction of percentage of taxes paid on gross revenues by five percent, increase of “not to exceed” amount from \$3,448 to \$20,000 per calendar year, and elimination of cost of living increase.

MEASURE Q – Effective April 1, 2005 the City of South Lake Tahoe voters approved a .50% transactions and use tax applicable within the City limits.

MEASURE S – On September 19, 2000 City of South Lake Tahoe voters voted in support of incurring a bonded indebtedness by Community Facilities District Recreation Joint Powers Authority to be repaid from the special tax received from levying property at a rate of \$18 per year for a single family property, not to exceed 30 years. The money would be used to maintain new bike trails, acquire, construct and equip athletic fields, upgrade of Paradise Park facilities and construction of an ice rink.

MEASURE Z – Effective November 5, 2003, the City of South Lake Tahoe voters approved an additional \$1.00 in transient occupancy tax (TOT) assessed per occupied room night. This amount was increased to \$1.50 effective February 1, 2004. The sunset date for Measure Z was November, 2006.

MELLO ROOS COMMUNITY FACILITIES DISTRICT (CFD) – The formation of a special tax district for the installation and maintenance of public improvements.

MODIFIED ACCRUAL – Modified accrual is an adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures for the current period. Expenditures are recognized when the fund liability is incurred.

MOTOR VEHICLE IN-LIEU – A State vehicle fee imposed on motorists for the privilege of operating a motor vehicle on the public highways. It is imposed “in-lieu” of a local property tax.

MUNICIPAL CODE – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

OBJECTIVES – The necessary steps that need to be accomplished to achieve a desired goal.

OPERATING BUDGET – Annual appropriation of funds for on-going program costs, including salaries and benefits, services and supplies, debt service and capital outlay.

OPERATING EXPENSES – Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

ORDINANCE – A formal legislative enactment by the City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

PROPERTY TAX – Property tax is imposed on real property (land and permanently attached improvements such as building) and tangible personal property located within the City.

PROPOSED BUDGET – This refers to the status of an annual budget which has been submitted by the City Manager and is pending public review and City Council adoption.

PROPRIETARY FUNDS – “Income determining” funds or funds used to account for a government’s on-going organizations and activities which are similar to those often found in the private sector. The fund types in this category are enterprise and internal service funds.

REDEVELOPMENT AGENCY (RDA) – A separate legal entity charged with the responsibility for elimination of blight through the process of redevelopment. As part of the 2011 Budget Act, the State

Legislature approved the dissolution of the state's 400 plus RDAs. RDAs were officially dissolved as of February 1, 2012.

REDEVELOPMENT SUCCESSOR AGENCY (RSA) – A separate legal entity established and designated as successor entity to the former redevelopment agency to help facilitate the winding down process at the local level. Each Successor Agency has an oversight board that supervises its work. The oversight board is comprised of representatives of the local agencies that serve the redevelopment project area: the city, county, special districts, and K-14 educational agencies. Oversight Board members have a fiduciary responsibility to holders of enforceable obligations, as well as to the local agencies that would benefit from property tax distributions from the former redevelopment project area.

REIMBURSEMENT – The payment of an amount remitted on behalf of another party, department, or fund.

RESERVE – An account used to record a portion of the fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RESOLUTION – A special order of the City Council which has a lower legal standing than an ordinance.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

REVENUE – Amount received for taxes, fees, permits, licenses, interest, and intergovernmental sources during the fiscal year.

REVENUE BONDS – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

SALARIES AND BENEFITS – A budget category that generally accounts for full-time and temporary employees, overtime, and all employee benefits, such as medical, dental, and retirement.

SPECIAL ASSESSMENT – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL TAX REVENUES - The revenues that are generated from the Special Tax levied in any Fiscal Year.

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

STRATEGIC PRIORITIES – Ranked organizational objectives and goals. These priorities are considered when planning the initiatives and allocating resources for the upcoming fiscal year.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TRANSIENT OCCUPANCY TAX (TOT) – A tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel/Motel Tax.



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CITY OF
SOUTH LAKE
TAHOE
CALIFORNIA