



*City of Arts & Innovation*

# City Council Memorandum

**TO: HONORABLE MAYOR AND CITY COUNCIL** **DATE: MAY 3, 2016**  
**FROM: PUBLIC WORKS DEPARTMENT** **WARDS: ALL**  
**SUBJECT: BUDGET PRESENTATION FROM THE PUBLIC WORKS DEPARTMENT**

## **ISSUE:**

The issue for City Council consideration is to receive and provide input on a budget presentation from the Public Works Department about 1) current and historical operations; 2) fiscal year (FY) 2016/17 recommended reductions; and 3) unfunded challenges for fiscal years FY 2016/17 and 2017/18.

## **RECOMMENDATION:**

That the City Council receive and provide input on the Public Works Department's 1) current and historical operations; 2) FY 2016/17 recommended reductions; and 3) unfunded challenges for fiscal years FY 2016/17 and 2017/18.

## **BACKGROUND:**

The Public Works Department mission is to enhance the quality of life for City residents and businesses by operating and maintaining the City's streets, urban forestry, wastewater and storm drain facilities, refuse systems and public parking and in the most effective, efficient, and responsible manner.

- **Field Services** - Provides for the maintenance of public road right-of-way, median landscaping and street trees, and the abatement of graffiti.
- **Engineering Services** - Designs infrastructure elements for transportation, parking, sewer and storm drains. Facilitates movement of traffic by optimizing traffic flow; enhancing roadway, neighborhood and school zone safety; and improving traffic management citywide.
- **Solid Waste Services** - Provides high quality trash and recycling services for business and residential customers to promote a healthy, clean and beautiful environment.
- **Wastewater Services** - Operates and maintains a wastewater treatment plant and collection system where water is made clean and safe before it is recycled for irrigation or discharged into the Santa Ana River.

- Public Parking Services - Promotes and maximizes public parking opportunities that contribute to improving the quality of life citywide. This includes management of the city's public parking facilities, parking meters, and enforcing parking regulations Citywide.

### **General Fund:**

#### *Overview of Current and Prior Financials*

<b>PUBLIC WORKS</b>	<b>FY 2013/14 Actuals</b>		<b>FY 2014/15 Actuals</b>		<b>FY 2015/16 Adopted Budget</b>	
<b>Division Operational Expenditures</b>		<b>FTEs</b>		<b>FTEs</b>		<b>FTEs</b>
Administration	\$1,145,937	8.00	\$1,209,594	9.00	\$1,244,652	9.00
Sundry/General Government	25,041	-	248,511	-	33,100	-
Streets-Administration	466,267	5.00	444,727	5.00	519,712	5.00
Streets-Maintenance	7,242,352	66.00	6,597,606	64.00	7,695,091	64.00
Forestry & Landscape	6,017,637	7.00	5,686,167	7.00	6,443,557	7.00
Signals Maintenance	1,030,513	9.00	1,068,299	9.00	1,289,567	9.00
City Engineering Services	4,781,437	47.00	5,294,992	50.00	6,117,199	50.00
Traffic Engineering	1,103,709	9.00	539,816	9.00	745,938	6.00
Traffic-Crossing Guard	698,641	25.48	-	-		
Photo Red Light	121	-				
Storm Drain Maintenance	249,683	4.00	314,131	-	397,872	5.00
<b>Totals</b>	<b>\$22,761,337</b>	<b>180.48</b>	<b>\$21,403,843</b>	<b>153.00</b>	<b>\$24,486,688</b>	<b>155.00</b>

### **Field Services:**

Field Services provides maintenance of public right-of-way for residents and the general public as well as support services to other City departments. Their goal is to provide safe and efficient movement of vehicular and pedestrian traffic through proper maintenance of roads, storm drains, signs, and provide an attractive environment through the maintenance of streets, medians, removal of weeds and abatement of graffiti.

#### Accomplishments – 2015:

- 16,666 Service Requests responded to
- Graffiti Removal:
  - 6,771 Reactive
  - 1,898 Proactive
- Roadway Maintenance:
  - Local roads – 6.1 miles slurry sealed and 2.5 miles paved

- Asphalt Patching - 196,428 square feet
- Grading of Streets/Shoulders/Alleys - 93,695 square feet
- Curb and Gutter Repairs - 1,712 linear feet
- Sidewalk Repairs - 35,267 square feet
- Guardrail Repairs - 96 linear feet
- Roadway Striping 486,209 linear feet
- Curb Painting - 50,892 linear feet
- Stencil Painting - 51,795 square feet
- Crosswalks Painted - 82 locations
- Weed Spraying - 731 acres
- Asphalt Patching of waterline repairs - 964 locations, 102,737 square feet
- Restriping - Airport Main runway, CalTrans Freeway On-ramps, and top level of City Hall parking structure
- Urban Forestry:
  - Reduced water usage by 55% from 2013
  - Converted 244,000 square feet of turf to drought tolerant landscaping
  - 22,561 of street trees trimmed
  - 757 trees removed
  - 570 trees planted
- Storm Preparation and Response:
  - Prepared El Nino Action Plan
  - Erosion control measures installed - W. La Cadena/Chase, Overlook/Via Vista, and San Andreas/Glenwood
  - Wind/Storm - Palm Frond Cleanup 872 loads, 202 crew days
  - Storm Drains – cleaned 1,631
  - Storm Drains – repaired 310 linear feet

Goals – FY 2016/17 and 2017/18:

- Slurry seal 20 miles of roadways
- Pave 6 miles of roadways
- Remove graffiti within 24-hours
- Trim 40,000 street trees
- Plant 1,600 trees
- Coordinate 10 tree planting events
- Reach out to colleges and universities to help them achieve “Tree Campus USA” recognition through Arbor Day foundation
- Install water wise landscaping

### Engineering Services:

Engineering Services designs infrastructure elements for transportation, parking, sewer, and storm drain facilities. They also facilitate the safe and efficient movement of traffic within the city by optimizing traffic flow on arterial streets; enhancing roadways, neighborhoods and school zone safety; and improve traffic management citywide.

Accomplishments – FY 2015/16:

- Completed Grade Separations – Streeter Avenue and Riverside Avenue
- Started construction projects totaling \$52.4 Million

- Activated new signal system on Monroe at Cal Baptist University
- Received Bronze Bicycle Friendly City Award
- Received Bicycle Friendly Business Award
- Implemented 48 green bicycle conflict zones
- Implemented bike locker system
- Paved 23.5 miles slurry sealed 24.9 miles of local roads
- Brought CalTrans signals into our system to facilitate the 91 Steer Clear Closure
- Submitted grant application for \$50 Million US DOT Smart City Challenge funding
- Established a partnership with UCR to begin a connected vehicles pilot program
- Completed \$16 million in road improvement projects

Goals – FY 2016/17 and 2017/18:

- Design and bid 14 CDBG funded projects
- Design and bid 20 ADA Footpath Improvement projects
- Begin conceptual design Railroad Grade Separation projects - Phase 2
- Prepare hydrology/hydraulics report for the 14th Street Underpass
- Begin project study for SR91/Adams Street Interchange Reconstruction - Phase 1
- Quiet Zone – Phase 2
- Award contract to complete improvements at the Third and Spruce BNSF RRX
- Install at 20 intersections Protected Permissive improvements
- Implement a new pavement management program to include an initial baseline report and software application
- Install traffic signals - La Sierra/Nebraska, University/Fairmount, and Buchanan/Indiana
- Pilot project for metered motorcycle parking spaces
- Update Traffic Impact Study guidelines
- Collaborate with Riverside Transit Agency for Rapid Link System and Transit Center on Vine
- Collaborate with University of California, Riverside for Smart Technology between traffic signals, vehicles, new Transit Center at the east end of University
- Assist to identify 2 potential locations to connect various modes of transportation.

*Departmental 4% Reduction Measures and Managed Savings (General Fund)*

During the development of the FY 2016-2018 Two-Year Budget, the Finance Department estimated the City would have a structural shortfall in the General Fund of approximately \$10 million to \$12 million. To address the issue, each department was asked to reduce their General Fund operational budget by 4%. This amount is in addition to the department's annual managed savings target. A managed savings target represents the amount of money the department has historically saved each year. Examples of managed savings include vacancy savings and better pricing on professional services that expected. Typically, departments have been left to manage their budget to determine how these managed savings amounts would be achieved; however, given the need to reduce 4% of the Department's operating budget, it is imperative a plan to realize the managed savings target is provided.

For the FY 2016-18 Two-Year Budget, the Public Works Department has the following 4% reduction and managed savings target totaling \$1.8 Million, a 12% decrease.

4% Reduction	\$610,725
Managed Savings Target	\$1,200,000
Total Reduction Measures	\$1,810,725

In order to achieve the total reduction of \$1.8 Million of the Department's General Fund operational budget, the following measures may be needed:

#### *Street Maintenance and Paving*

Estimated at (\$900,000)

Measure: Eliminate funding for asphalt materials and supplies

- Primarily impact preservation and rehabilitation of minor streets

Measure: City workforce to increase work related to waterline repairs

- Address Public Utilities/Water waterline repair backlog

#### *Tree and Landscape Maintenance*

Estimated at (\$400,000)

Measure: Reduction in street tree grid trimming

- Reduce street tree grid trimming by 25% and lengthens trimming cycle
- Emergency trimming to continue
- Increases risk for claims

Measure: Reduction in landscape repairs

- Severely limits plant material replacement
- Reduce frequency for litter pick up

#### *Water Usage*

Estimated at (\$150,000)

Measure: Reduced water usage due to prior turf replacement

- Limited watering

#### *Staffing*

Estimated at (\$322,921)

Measure: Net deletion of 6.0 FTE - funded and vacant positions

- Reduction in services, maintenance and repairs, storm cleanup, and asphalt repairs
- Increase backlog in design for capital project plan reviews
- Reduction the effectiveness of the traffic management center operations

#### *Signal Maintenance*

Estimated at (\$16,000)

Measure: Reduce funding for traffic signal repairs and spare parts

- Limits emergency repairs
- Limits annual replacement of battery backup for traffic signals

#### *Technology Replacement*

Estimated at (\$21,804)

Measure: Eliminate funding to replace computers for work related to engineering, design, and construction inspection

- Delay in replacing aging desktop and laptop computers

*Critical Unfunded Needs (General Fund)*

<b>Priority Level</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
Highest	\$4,914,603	\$3,766,603	\$3,466,603	\$2,879,603	\$2,909,603
High	\$2,358,097	\$1,903,097	\$2,063,097	\$2,223,097	\$2,383,097
Important	\$284,650	\$125,000	\$125,000	\$125,000	\$125,000
<b>Grand Total</b>	<b>\$7,557,350</b>	<b>\$5,794,700</b>	<b>\$5,654,700</b>	<b>\$5,227,700</b>	<b>\$5,417,700</b>

*Pavement Management Program – Streets Infrastructure Analysis*

Estimated at \$194,000 – One time; \$100,000 – Ongoing

In 2006, a complete inventory of the City roads and their condition was completed. That inventory is in need of updating and upgrading to serve as a useful tool for planning purposes, to have a proactive, maintenance and preservation program. The proposed Pavement Management Study Update will address road pavement composition, condition, and maintenance costs with the ultimate goal of implementing an active Pavement Management Program. Composition refers to the different types of roads (e.g. arterials, collectors, industrial, and local) in the City's network and how much length and surface area they cover; condition refers to how good or bad each sub-category (and the network as a whole) is; and costs refer to the forecasted analysis of costs necessary to maintain the roads at a certain Pavement Condition Index (PCI) or to analyze the effectiveness of certain budget scenarios. The forecasted maintenance scenarios in the subject study will span five years from Fiscal Year 2016/17.

The above information will be analyzed on a continuous basis utilizing a pavement management software such as MicroPAVER. The pavement software must be updated with work history on a quarterly basis and the road network must be inspected on a rotating schedule. A consultant or in-house staff or a combination of both can conduct the necessary maintenance of the Pavement Management Program and related software.

A comprehensive Pavement Management Program will maximize available road funding by applying a proactive planning and budget process for City wide road maintenance and rehabilitation projects.

*Street Maintenance - Efficiency and Effectiveness – Align field work with Pavement Condition results (see above)*

An effective Street Maintenance Program is an investment in the City's infrastructure preventing costly pavement rehabilitation. A significant component is an active slurry maintenance effort which extends the life of the street and keeps local streets aesthetically pleasing. This type of maintenance work is scheduled for 5 to 6 months (May to October) of the year when warm weather conditions facilitate quick drying time requiring only a daytime shut down of the street. Public Works currently only has one crew performing slurry maintenance and averages 8 miles of streets per year. With over 850 miles of streets within the City, it is imperative to invest in an increased slurry maintenance program.

*Replacement - Heavy Duty Trucks and Equipment*

Estimated at \$3,018,000 FY 2016/17; \$2,200,000 FY 2017/18

There is a significant need to replace aging equipment and trucks needed for work performed by field forces – Street Maintenance, Storm Drain Maintenance, and Traffic

Signal Maintenance operations. All of these functions are supported by the General Fund and historically have no reliable funding mechanism for replacement. These include but are not limited to the following: striper, grader, backhoe, bulldozer, skid steer, Bobcat, and specialized trucks (patch, dump, slurry, stencil, flatbed, and utility).

#### *Replacement – Land Surveying Instruments*

Estimated at \$240,000 – One time

Two complete sets of land surveying instruments are beyond their useful life - no longer supported by the manufacturer and spare parts are not available. The instruments are critical to the daily function of performing and completing field surveying work.

#### *Street Tree Maintenance*

Estimated at \$500,000 – Starting in FY 2016/17

Currently, tree trimming is on an approximately 8-year cycle. The benchmark would be a 4-year trimming cycle. Increasing the trimming frequency will reduce liability claims related to falling branches. Additionally, the current contract for trimming expires in June 2016. Without an extension of the current contract pricing the cost for tree trimming is anticipated to increase, further reducing the ability to trim the desired number of trees per year and increasing trim cycle.

#### *Palm Tree Trimming Maintenance*

Estimated at \$50,000 – Starting in FY 2016/17

The City has approximately 40,000 palm trees within the road right of way. An increased investment in the trimming of palm trees along arterial roadways, will reduce the need for crews to pick up palm fronds on an emergency basis and improve the overall driving conditions.

#### *Landscape Maintenance – Turf Replacement (Water wise)*

Estimated at \$500,000 each year for the next 3 years

Current funding allows for only minimal replacement of plants that require replacement due to accidents, age, or drought conditions. Increased funding is needed to help keep our parkways at the desired level of attractiveness. Additionally, due to the State mandate, the City must restrict water usage on existing medians with turf landscaping. Because of this, it is imperative that these medians be converted to drought tolerant landscaping. There is approximately 700,000 square feet of turf medians requiring improvement.

#### *Landscape Maintenance – Median and Parkway*

Estimated at \$166,603 – Starting in FY 2016/17

The landscape maintenance contracts for maintenance of the City's medians and many parkways will be expiring in 2016. Requests for Proposals will be issued prior to the start of FY 2016/17. Pricing for maintenance services is anticipated to increase above the current contract pricing given the recent increases in the minimum wage.

### **Solid Waste and Street Sweeping (Refuse Fund)**

Solid Waste Services provides high quality trash and recycling services and street sweeping program. Residential solid waste services are provided with City crews and contract forces and the City oversees franchise agreements for commercial services to ensure quality affordable services. Convenient curbside and drop-off trash collection services promote a healthy, clean and beautiful environment. Several disposal options are available for residents, from regularly

scheduled trash, green waste and recyclables pick up to special pick up services for bulky items, appliances and used oil. There are also several Clean Up Riverside's Environment (C.U.R.E.) collection events held throughout the year to assist residents with the proper disposal of household items.

The Street Sweeping Program provides bi-weekly service along streets with curb and gutter improvements and increased levels in high traffic areas such as downtown. Sweeping is provided not only to beautify the City, but also to comply with Federal Clean Water requirements which require the City to take measures to prevent debris and contaminants from entering our waterways. Street sweeping is one of the most effective ways to meet this goal, and required under our permit to discharge water from storm drains into the Santa Ana River.

#### Accomplishments - 2015:

- Collected a total of 433 Tons of trash from 3 CURE events
- Collected 16 Tons of metal from multi-site CURE event
- Collected 10 Tons of tires from multi-site CURE event
- Collected 12 Tons of e-waste from multi-site CURE event
- Collected 70 Tons of debris from homeless encampment cleanup
- Removed 6.7 million pounds of debris through street sweeping program

#### Goals – FY 2016/17 and 2017/18:

- Upgrade manual service program to a semi-automated program with new and improved vehicles
- Implement new commercial organics program
- Apply for grant to increase recycling for manual customers

#### Critical Unfunded Needs (Refuse Fund)

Priority Level	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Highest	\$466,105	\$473,911	\$482,013	\$490,425	\$499,160
High	275,000	-	-	-	-
Important	670	674	677	681	684
<b>Grand Total</b>	<b>\$741,775</b>	<b>\$474,585</b>	<b>\$482,690</b>	<b>\$491,106</b>	<b>\$499,844</b>

#### *Staffing – Route Based Coverage and Cleanups*

Estimated at \$309,817; 6 FTE – Starting in FY 2016/17

Meeting the challenge of providing daily customer service for trash pickup at the current staffing level has proven to be difficult with increased services for homeless clean-ups, bulky pick-ups and other special clean ups. Additional staff would help meet these needs and minimize the need to pull staff from the more routine route based, daily trash pickup.

#### *Replacement – Trash Trucks*

Another challenge is the aging fleet of automated trash trucks. Increasing maintenance cost and downtime for aging trucks impacts quality of customer service and is a financial drain. Currently, the budget includes replacement funds for 2.5 trucks per year, allowing the purchase of two, one year and three, the next. With a fleet of about forty trucks, a replacement budget of 3.5 to 4 trucks per year would provide for replacement in a more timely fashion, reduce truck breakdowns and improve customer service.



### *State Mandated Organics Recycling*

The State of California Legislature recently enacted an organics recycling state law, Assembly Bill 1826, which will require implementation of new commercial organics recycling programs (including green and food waste). These programs have deadlines for implementation in 2016, 2017, and 2019. This cost will be passed on through commercial recycling charges and is not expected to impact city costs.

The first deadline will require commercial customers, which includes multi-family units of 5 or more, generating eight or more cubic yards of organic waste per week to recycle their organic materials. The second deadline will require customers generating four or more cubic yards of organic waste per week to recycle their materials. The third deadline requires customer generating four cubic yards of regular waste per week to recycle their organic materials.

The administration costs will include ongoing monitoring and notification to commercial entities. These requirements will require additional staff time and reporting to CalRecycle each year.

### **Wastewater (Sewer Fund)**

Wastewater Services operates and maintains a wastewater facility and collection system serving a population of more than 300,000 within the City and surrounding areas. The City provides wastewater treatment services for the Jurupa, Rubidoux, and Edgemont Community Service Districts. More than 800 miles of public sewers convey wastewater from residences and businesses to the Riverside Regional Water Quality Control Plant (WQCP). At the treatment facility, wastewater is processed using advanced wastewater treatment systems before it is reused for irrigation or discharged to the Santa Ana River.

#### Accomplishments – FY 2015/16:

- Received National Association of Clean Water Agencies (NACWA) Gold Peak Performance Award
- Treated over 9.62 billion gallons of wastewater in 2015. (This is enough to fill 500,000 residential swimming pools)
- Produced 39.86 million gallons of recycled water. (This is enough to fill 2,000 residential swimming pools)
- Cleaned 645 miles of sewer lines in FY 2015/16. (Equivalent of driving from Riverside to Salt Lake City Utah)
- Completed design and installation of two screw press sludge dewatering units
- Produced 5,390,760 kWh's of electricity out of biogas. (Enough electricity for 500 homes)
- Provide 24-hour 3-1-1 call service response notification activities for the Public Works Department

#### Goals – FY 2016/17 and 2017/18:

- Complete and successfully operate the Phase 1 Plant Expansion & Rehabilitation Project
- Clean 650 miles of sewer lines by June 2017
- Complete 1.4 mega-watt fuel cell project
- Actively develop and implement training to promote employee safety
- Apply for Silver NACWA Peak Performance Award for plant performance
- Full compliance with all regulatory requirements
- Evaluate alternatives and private partnerships for biosolids reuse
- Evaluate alternatives for expanded reuse of methane biogas

- Reduction of public sanitary sewer overflows
- Completion of Master Plan Update for treatment facilities and wastewater collection system
- Advance the recycled water program in coordination with Riverside Public Utilities

### **Public Parking Fund**

Public Parking Services promotes and maximizes public parking opportunities that contribute to improving the quality of life in residential and commercial areas citywide. This includes management oversight for contract services for operation and maintenance of the city's public parking facilities, parking meters, and providing parking enforcement for schools, street sweeping activities and citywide parking restrictions.

#### Accomplishments – FY 2015/16:

- Awarded contract for parking citation processing in January 2016
- Replaced aging handheld devices to devices that process citations in real-time
- Completed a Front Office Desk Procedures manual

#### Goals – FY 2016/17 and 2017/18:

- Complete Parking Strategy Study
- Replace 79 pay station parking meters
- Review and enhance wayfinding signage for public parking
- Implement an automated Preferential Parking Zone (PPZ) application and renewal program

#### *Critical Unfunded Needs (Public Parking Fund)*

<b>Priority Level</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
Highest	\$420,000	\$466,260	\$140,260	\$16,260	\$16,260
High	21,000	-	-	-	-
Important	-	-	-	-	8,000,000
<b>Grand Total</b>	<b>\$441,000</b>	<b>\$466,260</b>	<b>\$140,260</b>	<b>\$16,260</b>	<b>\$8,016,260</b>

#### *Replacement – Pay Station Parking Meters*

Estimated at \$750,000 – One time

In FY 2016/17, the City will need to replace 32 pay station parking meters that are going to be phased out by the manufacturer in 2016. The Payment Card Industry (PCI) standard that governs credit card security and transactions has developed a new software update to help protect personal information and avoid theft. However, this software update is not compatible with the existing meters. Additionally, the City has another 47 pay station parking meters that the manufacturer will no longer provide maintenance support for in mid- 2017, and parts are no longer available. In total, 79 pay station parking meters will be required to be replaced.

The proposed budget includes the anticipated drop in revenue due to the loss of spaces that will occur with several development projects. Should these projects get delayed, revenue may be higher than estimated and funding for the replacements of meters may be sufficient.

**Replacement – Single Head Parking Meters**

Estimated at \$124,000 – One time

There are 170 single head parking meters that need to be replaced. The aging single head meters are at their useful life of 10 years. The manufacturer will no longer provide maintenance support for and parts will no longer be available in mid-2018.

**Unfunded Needs - Capital Improvement Program**

Unfunded Capital Needs by Category	FY 2016/17	FY 2017/18	FY 2018/19 Through FY 2020/21	Total CIP Unfunded 5-Year Plan	Total CIP Unfunded Long Term CIP Needs (Beyond 5 Years)	Grand Total CIP Unfunded Needs
Add Value/Increase Efficiency	\$ -	\$ -	\$ -	\$ -	\$233,017,852	\$233,017,852
Enhancement/Beautification	-	-	-	-	18,400,000	18,400,000
Health and Safety	-	-	-	-	142,521,300	142,521,300
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 393,939,152</b>	<b>\$393,939,152</b>

The Public Works Capital Improvement Program (CIP) is a multiyear planning instrument that drives the evaluation and identification of capital infrastructure projects in need of renovation, repair, and/or construction. Capital improvement programming is the process by which these capital projects are identified, prioritized, and selected, and thus are incorporated into the long-range fiscal and strategic planning. The CIP includes projects related to Transportation, Railroad-Related, Sewer, Storm Drain and Public Parking. The table above illustrates the unfunded long-term CIP needs (beyond 5 years) totaling \$394 Million.

**FISCAL IMPACT:**

There is no direct fiscal impact associated with this report; however, as stated above the two-year budget process will include necessary deliberation on the proposed measures to meet both 4% reductions and managed savings targets. Moreover, the unfunded needs discussed above represent fiscal challenges above and beyond these reduction targets.

Prepared by: Kris Martinez, Public Works Director  
 Certified as to  
 availability of funds: Scott Miller, Interim Finance Director/Treasurer  
 Approved by: Al Zelinka, Assistant City Manager  
 Approved as to form: Gary G. Geuss, City Attorney

**Attachments:**

1. Presentation
2. Department Organization Chart
3. Financial Summaries
4. Unfunded Operational Needs
5. Unfunded CIP Needs