CITY COUNCIL
Alma Hernandez, Mayor
Jenalee Dawson, Mayor Pro Tem
Amit Pal, Councilmember
Parise Shepherd, Councilmember
Princess Washington, Councilmember

REVISED AGENDA

SPECIAL MEETING OF THE SUISUN CITY COUNCIL

TUESDAY, SEPTEMBER 22, 2026

5:00 P.M. CLOSED SESSION

6:00 P.M. REGULAR MEETING

(OR IMMEDIATELY FOLLOWING THE CLOSED SESSION)

Suisun City Council Chambers - 701 Civic Center Boulevard - Suisun City, California

MEETINGS ARE HELD IN-PERSONPUBLIC PARTICIPATION IS ALSO AVAILABLE VIA ZOOM

NOTICE — REMOTE PARTICIPATION BY COUNCIL MEMBERS

One or more members of the City Council may participate in this meeting by teleconference for just cause pursuant to Government Code Sections 54953.8 and 54953.8.3. A quorum of the City Council will participate in person from the Suisun City Council Chambers, 701 Civic Center Boulevard, Suisun City, California, which is open to the public.

Pursuant to Government Code Section 54953(b) the following Suisun City Council meeting includes teleconference participation by:

- Mayor Hernandez from: Hilton Anaheim, 777 W. Convention Way, Anaheim, CA. This agenda has been posted at that location, which is accessible to the public. Members of the public may attend and address the City Council at that location.
- Vice Mayor Dawson from: Yolo Works Career Center, 25 N Cottonwood St., Woodland, CA 95695. This agenda has been posted at that location, which is accessible to the public. Members of the public may attend and address the City Council at that location.

Members of the public may attend and address the City Council in person at the Council Chambers, or remotely by the Zoom or telephone options identified below. Public comment will be taken in real time and need not be submitted in advance of the meeting.

ZOOM MEETING INFORMATION:
WEBSITE: https://zoom.us/join
MEETING ID: 889 8793 3501
CALL IN PHONE NUMBER: (707) 438-1720

REMOTE PUBLIC COMMENT IS AVAILABLE FOR THE CITY COUNCIL MEETING BY EMAILING CLERK@SUISUN.COM (PRIOR TO 4 PM), VIA WEBSITE, OR ZOOM CALL IN PHONE NUMBER (707) 438-1720
*(If attending the meeting via phone press *9 to raise your hand and *6 to unmute/mute for public comment.)*

CALL TO ORDER
Mayor Hernandez

ROLL CALL
Councilmembers

CONFLICT OF INTEREST NOTIFICATION
(Any items on the closed session agenda that might be a conflict of interest to any Councilmembers should be identified at this time.)

PUBLIC COMMENT CLOSED SESSION
(In accordance with Section 54954.3(a)(1), public comments are limited to items on this closed session agenda, and to no more than 3 minutes unless allowable by the Mayor/Chair. Speaker cards are available on the table near the entry of the meeting room and should be given to the City Clerk. By law, no prolonged discussion or action may be taken on any item raised during the comment period. A speaker using a translator shall be allowed at least twice the alloted time.)

CLOSED SESSION
Pursuant to California Government Code Section 54950 the Suisun City Council will hold a Closed Session for the Purpose of:

1. CONFERENCE WITH LABOR NEGOTIATOR
   A Closed Session will be held, Pursuant to Government Code Section 54957.6, to Conduct Labor Negotiations among:
   Agency Negotiator: City Manager, Bret Prebula
   Employee Organization:
   SCEA (Suisun City Employees' Association); SCPOA (Suisun City Police Officers Association); SCPFA (Suisun City Professional Firefighters' Association); SCMPEA (Suisun City Management and Professional Employees' Association); Unrepresented Employees; Temporary/Part-Time Employees.

RECESS TO CLOSED SESSION (City Manager Conference Room, City Hall)

CALL TO ORDER
Mayor Hernandez

ROLL CALL
Council / Board Members

PLEDGE OF ALLEGIANCE

INVOCATION

6:00 RECONVENE OPEN SESSION

CLOSED SESSION REPORT
Announcement of Actions Taken, if any in Closed Session.

CONFLICT OF INTEREST NOTIFICATION
(Any items on the regular meeting agenda that might be a conflict of interest to any Councilmembers / Boardmembers should be identified at this time.)

PUBLIC COMMENT - ITEMS NOT ON THE AGENDA

(In accordance with Government Code Section 54954.3(a)(1), members of the public may address the City Council on any item of interest that is within the subject matter jurisdiction of the City Council and is not on this agenda. No action may be taken on any item not appearing on the agenda. Comments are limited to 3 minutes unless allowable by the Mayor/Chair. A speaker using a translator shall be allowed at least twice the allotted time.)

GENERAL BUSINESS

2. PUBLIC SERVICES - DISCUSSION - (Prebula: bprebula@suisun.com).
   a. Discussion of Police Department Staffing and Current Operational Impacts.

ADJOURNMENT

Public Access To Agenda Documents
A complete packet of information containing staff reports and exhibits related to each item for the open session of this meeting, and provided to the City Council, are available for public review at least 72 hours prior to a Council/Agency/Authority Meeting at Suisun City Hall 701 Civic Center Blvd., Suisun City. Agenda related writings or documents provided to a majority of the Council/Board/Commissioners less than 72 hours prior to a Council/Agency/Authority meeting related to an agenda item for the open session of this meeting will be made available for public inspection during normal business hours. An agenda packet is also located at the entrance to the Council Chambers during the meeting for public review. The city may charge photocopying charges for requested copies of such documents. To the extent feasible, the agenda packet is available for online public viewing on the City's website: https://www.suisun.com/Government/City-

Council/Agendas The City Council/Agency/Authority hopes to conclude its public business by 10:00 p.m. No new items will be taken up after 10:00 p.m., unless so moved by a majority of the City Council, and any items remaining will be agendized for the next meeting. The agendas have been prepared with the hope that all items scheduled will be discussed within the time allowed.

Accommodations
If you require an accommodation to participate in this meeting, please contact the City Clerk at (707)

421-7302 or clerk@suisun.com. The City's reasonable accommodation policy is available for review on the City's website at www.suisun.com/government/city-council/, you may request an electronic copy or have a copy mailed to you. Please note that for accommodations that are not readily available, you must make your request as soon as you can prior to the time of the meeting.

Decorum

All participants are expected to conduct themselves with mutual respect. Conduct that disrupts meetings will be addressed in accordance with Section 54957.95 of the Government Code.

Ordinances

Ordinances are city laws contained in the Suisun City Municipal Code. Enacting a new city law or changing an existing one is a two-step process. Government Code 36934 provides, except when, after reading the title, further reading is waived by regular motion adopted by majority vote all ordinances shall be read in full either at the time of introduction or passage; provided, however, that a reading of the title or ordinance shall not be required if the title is included on the published agenda and a copy of the full ordinance is made available to the public online and in print at the meeting prior to the introduction or passage.

Certification Of Posting

Agendas for regular and special meetings are posted in accordance with the Brown Act at Suisun City Hall, 701 Civic Center Boulevard, Suisun City, CA. Agendas may be posted at other Suisun City locations including:

Suisun City Fire Station, 621 Pintail Drive, Suisun City, CA;
Joe Nelson Center, 611 Village Drive, Suisun City, CA;
Harbor Master Office, 800 Kellogg Street, Suisun City, CA.

I, Ashley Esparza, Management Analyst II for the City of Suisun City, declare under penalty of perjury that the above agenda was posted and available for review, in compliance with the Brown Act.

AGENDA ITEM NO. 2.

AGENDA TRANSMITTAL

MEETING DATE: September 22, 2026

AGENDA ITEM: PUBLIC SERVICES - DISCUSSION

a. Discussion of Police Department Staffing and Current Operational Impacts.

FISCAL IMPACT: Nothing to receive this report. Any added staffing would require either additional reserve use or reductions in other budget areas.

STRATEGIC PLAN: Public Safety and Ensure Fiscal Sustainability.

BACKGROUND:

City Council has reviewed Police Department staffing on the following occasions: January 9, 2024; February 6, 2024; June 18, 2024; February 18, 2025; May 13, 2025; June 17, 2025; June 24, 2025; March 17, 2026; April 21, 2026; June 16, 2026; and June 23, 2026. In that period, the City:

- Added three police officers;
- Reorganized the management structure for efficiency and future needs; and
- Added a records clerk and dispatchers.

Over the last four years, public safety salaries have increased approximately 40%, bringing all employees to 90% of the median of comparable public safety agencies surveyed as part of the City's compensation studies. Council directed this approach as part of the budget strategy. The strategy was a deliberate balance between public safety needs and available resources.

The relevant staff reports and presentations are attached for the Council's reference (Attachments 1–11).

STAFF REPORT:

The Police Chief and City Manager agree on the Department's staffing needs. They stated those needs publicly at each of the four meetings. The needs have not changed.

The constraint is finances. The adopted budget strategy uses approximately $2 million in reserves this fiscal year and next. That drawdown holds the City steady until major development decisions are made. The strategy is necessary, and it is already stretched.

Any Council decision to add staffing will have one of two impacts:

1. Additional reserve use. This increases pressure on the multi-year bridge plan.
2. Reductions elsewhere. Other budget areas have already been cut beyond normal operating reduction levels, as presented during the FY 2026/27 budget process.

Other departments, including other public safety functions, are operating well below normal staffing levels. A change in one department will have a cascading impact across the organization.

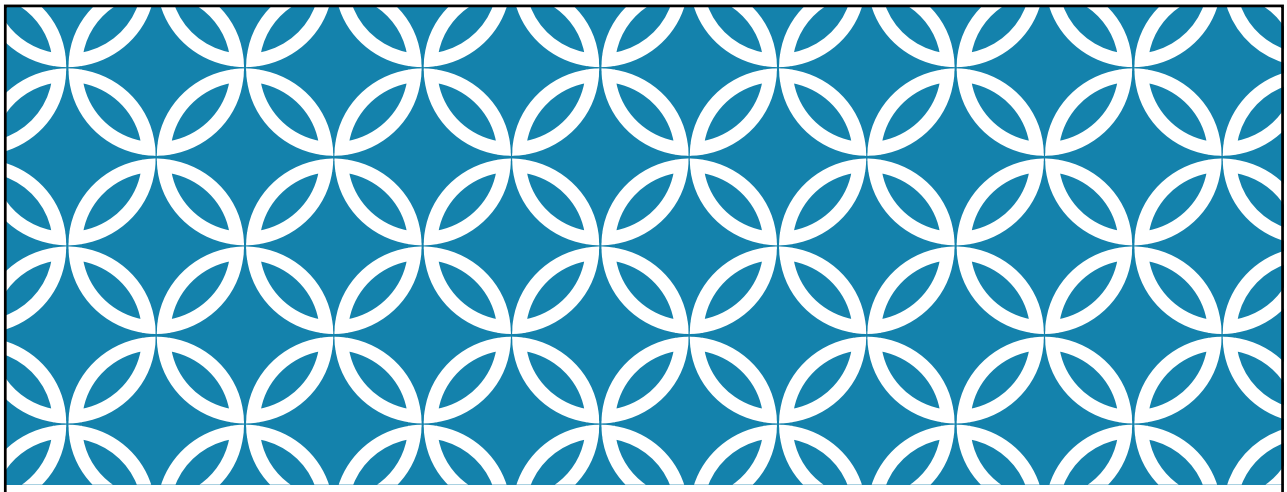
STAFF RECOMMENDATION:

Receive the report and provide direction to staff.

PREPARED BY:	Ashley Esparza, Management Analyst II
REVIEWED BY:	Aaron Roth, Chief of Police
APPROVED BY:	Bret Prebula, City Manager

ATTACHMENTS:

1. FY 2023-24 Mid-Year Budget Review - Jan 9, 2024.pdf
2. PowerPoint Presentation Personnel requests 2024 - Feb 6, 2024.pdf
3. FY 2024-25 Annual Budget Presentation - June 18, 2024.pdf
4. FY 2024-25 Mid-Year Budget Review - Feb 18, 2025.pdf
5. 25-26 Budget Study Session - May 13, 2026.pdf
6. COPS Hiring Program Discussion and Direction Grant - June 17, 2025.pdf
7. FY 2025-26 Proposed Budget Presentation Final - June 24, 2025.pdf
8. Presentation Mid Year Reorganization Presentation - March 17, 2026.pdf
9. Organizational Realignment - April 21, 2026.pdf
10. Budget PPT FY 26-2027 - June 16, 2026.pdf
11. Budget Adoption - June 23, 2026.pdf



FY 2023-24 MID-YEAR BUDGET REVIEW

Budget Workshop
January 9, 2024

1

AGENDA

FY 2022-23 General Fund & Other Funds Overview

FY 2023-24 General Fund Adopted Budget

FY 2023-24 Implementation

- Labor negotiations/approved changes/mid-year adjustments

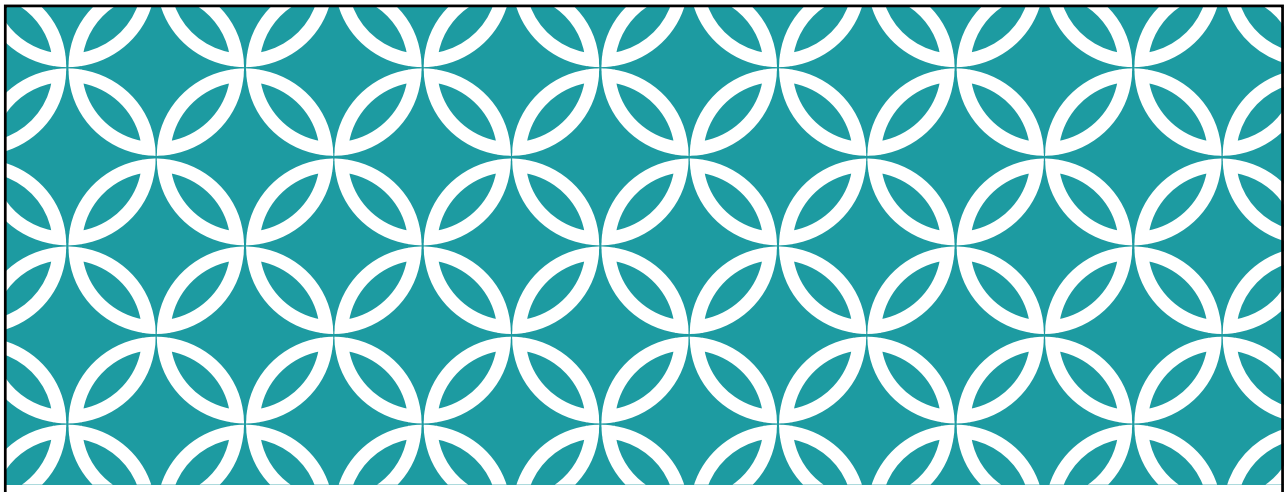
FY 2023-24 General Fund Amended Budget

Master Fee Schedule update

Personnel Requests

Discussion/Questions/Comments

2



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FY 2022-23 GF OVERVIEW

FY 2022-23	FY 2022-23 Budget	FY 2022-23 Actual	Difference
Revenues	$27,015,955	$25,687,438	$(1,328,517)
Expenditures	$25,433,218	$21,767,208	$(3,666,010)
Ending Balance	$1,582,737	$3,920,230	

Disclaimer: FY2023 information is preliminary and is subject to an audit. Financial Statement audit is pending.

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SUMMARY OF COST SAVINGS

Elected Officials Office	$119,101
City Manager Office	$58,249
Finance	$242,999
Police Department	$1,059,537
Fire Department	$731,629
Development Services	$928,470
Parks & Rec Department	$108,044
Public Works	$10,374

Total Savings: $3.7M

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NEGATIVE FUND BALANCES

Gas Tax (Fund 105):	$(218,500)
Refuse/AB939 (Fund 130):	$(64,121)
Fire Facility (Fund 310):	$(2,934)
Old Municipal Facilities (Fund 320):	$(13,283)
Heritage MAD (Fund 430):	$(61,944)
Montebello MAD (Fund 435):	$(98,282)
Highway 12 Landscape (Fund 460):	$(50,190)
CFD#2 (Fund 461):	$(10,333)

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NEGATIVE FUND BALANCES CONT.

Property Management (Fund 908): $(26,188)

Marina Berth (Fund 909): $(1,021,143)

- Caused by $679,738 defunded by State – ROPS plus operational losses.

HUD Housing Voucher (Fund 932): $(33,736)

HUD Admin (Fund 945): $(69,198)

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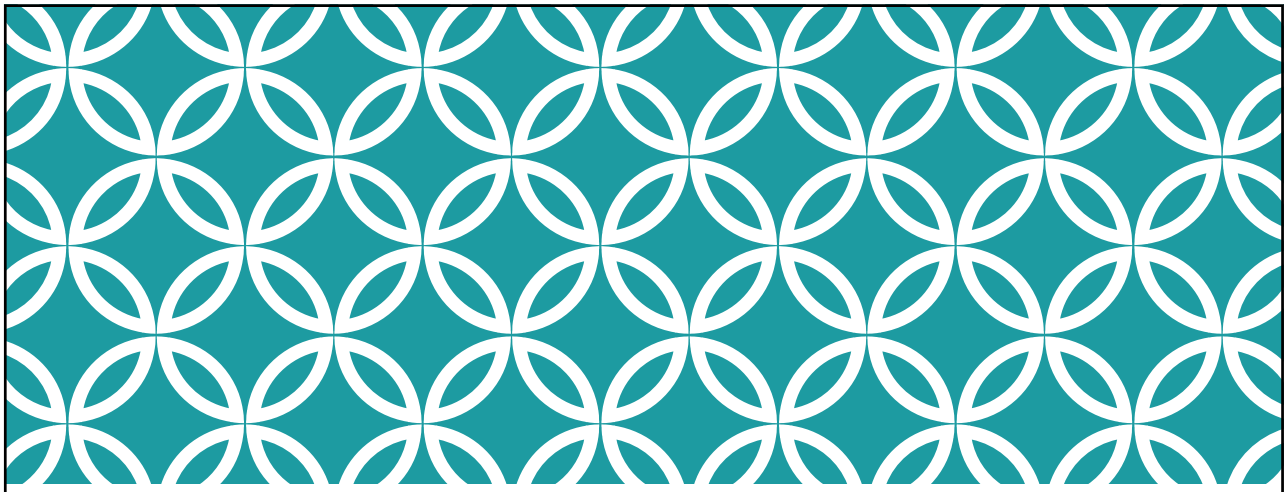

FY 2023-24 ADOPTED BUDGET

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GENERAL FUND

Revenues:	$24,426,688
Expenditures:	$24,426,494
Surplus:	$194

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MEASURE S

Revenues:	$3,754,500
Expenditures:	$3,754,500

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STABILIZATION FUND (EMERGENCY FUND)

Fund Balance:	$5,157,644
Expenditures (T/O to GF)	$432,000
Ending Balance:	$4,725,644

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AMERICAN RESCUE PLAN ACT (ARPA) FUND

Funds 069 & 167:

Beginning Balance:	$4, 216,827
Expenditures:	$3,573,965
Ending Balance:	$642,862

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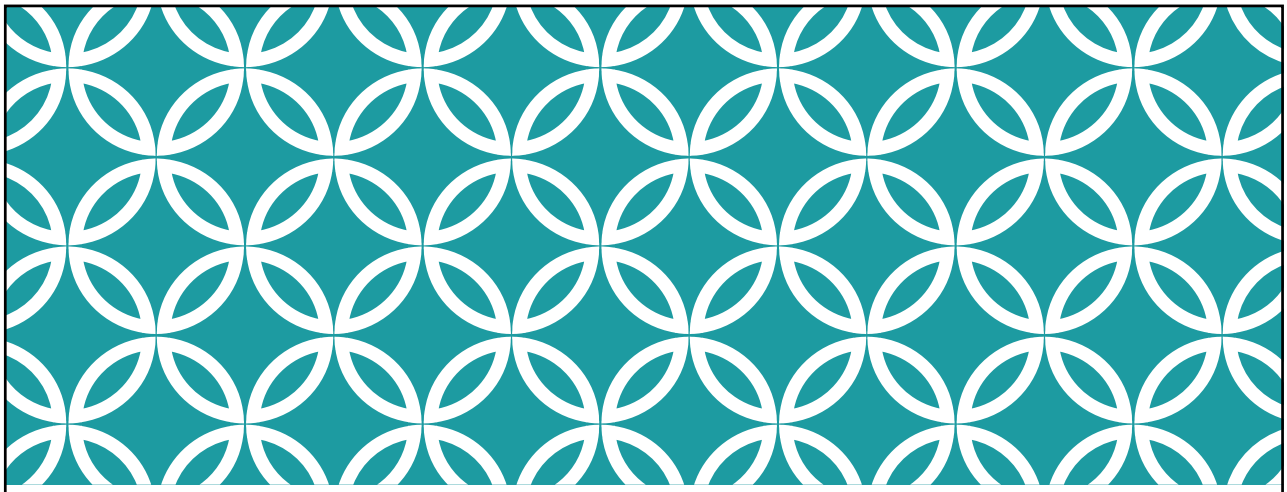

FY 2023-24 MID-YEAR BUDGET REVIEW

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IMPLEMENTATION

Council approved changes prior to labor negotiations

- Premium pay

MOU Amendments due to negotiations

Mid-Year Budget adjustments

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PREMIUM PAY CONVERTED TO REGULAR PAY

Public Safety: $6/hour

Dispatch: $4/hour

Miscellaneous: $2/hour

Premium Pay accounts decreased by $954,413

Regular Salaries account increased by $954,413

CalPERS Pension account increased due to this change.

ARPA funding vs. City funding

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MEMORANDUM OF UNDERSTANDING (MOU) AMENDMENTS

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SCEA GROUP

Category	Description	Cost
ARPA Pay	MOU Amendment Eff 5/23/2023	$150,000, excluding mark ups (Incentive Pay and PERS)
Restoring Leave Caps – City Buy Down	MOU Amendment Eff 6/20/2023	$11,000
Subtotal		$161,000
Wages Year 1	Move to Median in Year 1	$270,000, excluding markups (Incentive Pay and PERS)
Wages Year 2	COLA in Year 2 – 2.5% in June 2025 Contingent on revenue increase by 3%	0 – will not impact the budget until Year 3 ($65,000)
Longevity Year 1	2% at 10 years, 2% at 15 years (total of 4%)	$19,000
Longevity Year 2	Add 2% at 5 years (total of 6%)	$19,526
Bilingual Pay	Increase biweekly amount by $3.85 (to $50.00); eliminate restriction on number of employees eligible to receive	$1,400
Notary Pay	Provide $50 monthly	$600
Holiday	Add Birthday Holiday to be taken within 30 days of birthday	$5,000
Biohazard/Homeless Encampment Cleanup Pay	Provide 1.5% for actual time spent performing homeless encampment cleanup	$1,000
Call-Out/Standby Pay Public Works	Increase to 4 hours on weekends, and 6 hours on holidays	$11,000
Call-Out/Standby Pay IT Division	Provide 4 hours on weekends, and 6 hours on holidays	$11,000
Boot Allowance	Add Code Enforcement Officer I/II, and Building Maintenance Worker I/II	$250
Prescription Safety Glasses	Provide $300 reimbursement annually	$300
Annual Cash Out	Increase to 60 hour (from 40)	Variable – up to $12,000 in Yr 1
Contract Cost		$320,000 - $332,000
		$48,000 (General Fund)
Total Cost Year 1 (includes Excess Leave Buy Down and ARPA cost)		**$481,000 - $493,000**

SCEA Year 2 COST: $20,000 GF Cost: $5,500.00
SCEA Year 2 COLA – Year 3 COST: $65,000 GF Cost $19,000

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SCMPEA GROUP

Category	Description	Cost
ARPA Pay	MOU Amendment Eff 5/23/2023	$121,000, excluding mark ups (Incentive Pay and PERS)
Restoring Leave Caps – City Buy Down	MOU Amendment Eff 6/20/2023	$175,000 (50% paid out June 2023; 50% January 2023)
Subtotal		**$296,000**
Wages Year 1	Move to 90% of Median in Yr 1	$155,000, excluding markups (Incentive Pay and PERS)
Wages Year 2	COLA in Year 2 – 2.5% in June 2025 Contingent on revenue increase by 3%	0 – will not impact the budget until Year 3 ($60,000)
Longevity Year 1	2% at 10 years, 2% at 15 years (total of 4%) Fire Safety 3% at 5, 3% at 10	$45,000
Longevity Year 2	Add 2% at 5 years (total of 6%)	$28,000
Lump Sum Payment Year 1	$1,000.00 Fire Marshal July 2023	$1,000.00
Lump Sum Payment Year 2	$2,000.00 Fire Marshal July 2024 and January 2025	$2,000.00
Contract Cost		$201,000
		$100,000 (General Fund)
Total Cost Year 1 (includes Excess Leave Buy Down and ARPA cost)		**$497,000**

Year 2 COST: $30,000 GF Cost: $15,000
Year 2 COLA – Year 3 COST: $60,000 GF Cost: $23,000

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SCPOA GROUP

Category	Description	2-Year Cost	LBFO 1 Year	LBFO Cost
ARPA Pay	MOU Amendment Eff 5/12/2023	$340,000, excluding mark ups (Incentive Pay and PERS)	n/a	n/a
Restoring Leave Caps – City Buy Down	MOU Amendment Eff 6/20/2023	$85,000	n/a	n/a
Subtotal		**$425,000**		
Wages Year 1	Move Officers and Sgts to match Benicia Move Dispatchers to 90% of Median	$400,000, excluding mark ups (Incentive Pay and PERS)	Move Officer and Sgts 5% below Median	$252,000 (difference of $148,000 compared to 2 year contract deal)
Wages Year 2	COLA in Year 2 – 2.5% in June 2025 Contingent on revenue increase by 3%	0 – will not impact the budget until Year 3 ($80,000)	None	0
Longevity Year 1	Dispatch 2% at 10, 2% at 15	$3,000	Same	$3,000
Longevity Year 2	Dispatch 3% at 5, 3% at 10	$10,000	None	0
Standby Pay	Increase to 4 hours weekends, 6 hours holidays	$13,000	None	0
POST Basic Cert Pay	2%x8EE	$11,000	Same	$11,000
Solo Dispatch	2% if work longer than 5 hours solo	variable	Same	variable
Court Call-Back	Dispatcher match Police 2 h/min at OT rate	variable	Same	variable
Lump Sum Payment Year 1	Dispatchers only $1,000 January 2024	$10,000	None	0
Lump Sum Payment Year 2	Dispatchers only $1,000 July 2024	$10,000	None	0
Increase annual cash out to 60 hours – all leave accruals	Additional 20 hours annually	variable up to $30,000 in year 1	Same	variable up to $30,000
Contract Cost		**$466,000 - $496,000**		**$266,000 - $296,000**
		100% General Fund		*100% General Fund*
Total Cost Year 1 (includes Excess Leave Buy Down and ARPA cost)		**$891,000 – 921,000**		

Year 2 COST: $20,000
Year 2 COLA (Year 3 COST): $80,000

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SCPFA GROUP

Category	Description	2-Year Cost	LBFO 1 Year	LBFO Cost
ARPA Pay	MOU Amendment Eff 5/12/2023	$220,000, excluding mark ups (Incentive Pay and PERS)	n/a	n/a
Restoring Leave Caps – City Buy Down	MOU Amendment Eff 6/20/2023	$35,000	n/a	n/a
		$255,000		
Wages Year 1	No Wage Adjustment Proposed	0	0	0
Wages Year 2	COLA in Year 2 – 2.5% in June 2025 Contingent on revenue increase by 3%	0 – will not impact the budget until Year 3 ($36,000)	None	0
Lump Sum Payment Year 1	$1,000.00 January 2024 x12 EEs	$12,000.00	None	0
Lump Sum Payment Year 2	$1,000.00 July 2024 x12 EEs $1,000.00 January 2025 x12 EEs	$24,000.00	None	0
401(a) City Match Contribution	$50/months ($600 annual)	$7,200	None	0
Extend Pilot Program	8.5% Paramedic x9 2% EMTx3	$114,000	Same	$114,000
Remove Cap on Incentive Pay	1.5% x2	$3,600	Same	$3,600
Increase Annual Cash Out	Increase cash out of CTO and Vacation by 32 hours	variable up to $16,000 in year 1	Same	variable up to $16,000 in year 1
Contract Cost		**$137,000 - $153,000**		**$118,000 - $134,000**
		100% General Fund		*100% General Fund*
Total Cost Year 1 (includes Excess Leave Buy Down and ARPA cost)		**$392,000 - $408,000**		

Year 2 COST: $24,000
Year 2 COLA (Year 3 COST): $36,000

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UNREP/DH GROUP

Category	Description	Cost
ARPA Pay	Eff 5/12/2023	$50,000, excluding mark ups (Incentive Pay and PERS)
Restoring Leave Caps – City Buy Down	Eff 6/20/2023	$20,000
Subtotal		**$70,000**
Wages Year 1	Police Chief – Benicia (Tier 3) Fire Chief/PW Director – 90% of Median (Tier 2) DH – Match Commanders (Tier 1) HR Administrator – 10% below DH	$143,000, excluding markups (Incentive Pay and PERS)
Wages Year 2	COLA in Year 2 – 2.5% in June 2025 Contingent on revenue increase by 3%	0 – will not impact the budget until Year 3 ($40,000)
Longevity Year 1	3% at 5 years, 3% at 10 years (total of 6%)	$5,349
Police Chief Longevity	3% Law Enforcement Longevity	$6,700
Police Chief POST Pay	5% POST Exec Management POST Pay	$11,000
Realign HR to Exec Benefit Plan	Provides Exec Management Benefits including severance	$4,800
Increase Auto Allowance	$100 Monthly x 3 DH	$3,600
Total Cost		**$175,000**
		$110,000 (General Fund)
Total Cost Year 1 (includes Excess Leave Buy Down and ARPA cost)		**$245,000**

Year 2 COST: $0 GF Cost: $0
Year 2 COLA – Year 3 COST: $40,000 GF Cost: $26,000

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SIGNIFICANT MID-YEAR BUDGET ADJUSTMENTS

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GENERAL FUND ADJUSTMENTS OVERVIEW

Total Revenue increased:	$2,276,903 (including Beg. Bal.)
Total Expenditure increased:	$484,391 (incl. restore reserve)
Overall increase:	$1,792,512

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GENERAL FUND REVENUE ADJUSTMENTS

Beginning Balance:	$2,337,492	increase
Transfer In from ARPA:	$218,335	increase
Franchise Fee	$100,000	increase
Building & Planning:	$75,000	increase
Other Sales Taxes:	$(200,000)	decrease
Fire Dept. fee:	$(200,000)	decrease
Parking fines:	$(100,000)	decrease
Rec. Program Fees:	$(27,000)	decrease

- Overall Total: $2,276,903 increase

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GF EXPENDITURES ADJUSTMENTS

Restore Reserve:	$432,000	increase
CM Office:	$167,497	increase
FLSA Audit:	$60,000	increase
CM Recruitment:	$30,000	increase
Temp Services:	$30,000	increase
Janitorial Services:	$20,000	increase
Various Operational:	$(255,106)	decrease
▪Overall Total:	$484,391	increase

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REVISED BUDGET W/O PERSONNEL REQUESTS

Revenues:	$26,703,591
Expenditures:	$24,910,885
Surplus:	$1,792,512

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ADOPTED VS. AMENDED

FY 2023-24	Adopted	Amended	Difference
Revenues	$24,426,688	$26,703,591	$2,276,903
Expenditures	$24,426,494	$24,910,885	$484,391
Ending Balance	$194	$1,792,512	

Expenditures include $432,000 transfer out to the Reserve Fund.

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GF STRUCTURAL DEFICIT

Ongoing expenditures exceed ongoing revenues.

One-time revenues

- Beginning balance $3,920,230
- Measure S $2,451,483
- Stabilization Fund $432,000
- ARPA Fund $1,477,081
- Facilities Improve $500,000

- Total $8,780,794

Total Revenues	$26,703,591
One-time Rev.	$(8,780,794)
Ongoing Rev.	**$17,922,797**
Ongoing Exp.	$(24,410,885)
Ongoing Shortfall	$(6,488,088)

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AMERICAN RESCUE PLAN ACT (ARPA) FUND

Revenues:

- Beginning Balance: $194,847 Increase

Expenditures:

- Software Services Agreement (CMMS) $225,000 Reallocation of Storm Drain project
- Software Services Agreement (Camera System) $52,000 Increase
- Equipment (AV System) $22,000 Increase

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MASTER FEE SCHEDULE

Subordination Agreement approval/documentation/notary	$79
Abandoned and Distressed Properties Registration Fee	$50

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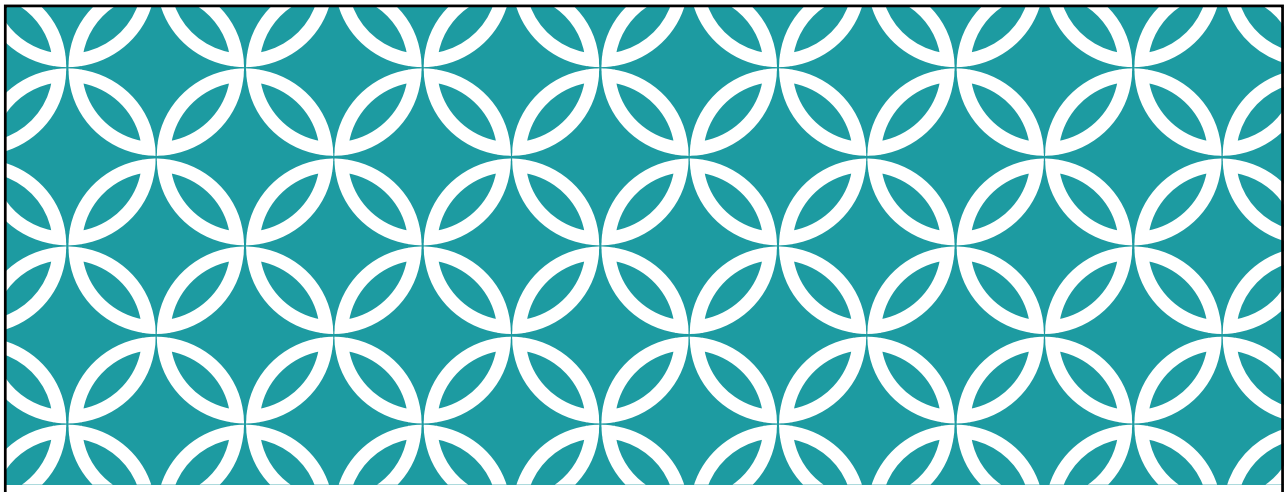

PERSONNEL REQUESTS

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POLICE DEPARTMENT

Reclassifications:

- Public Safety Dispatcher to Dispatch Supervisor $16,827 increase

Reactivate:

- Two Police Officer positions $411,466

Restore:

- Administrative Assistant from PT to FT $35,225*
- Two Community Services Officer positions $214,157

- Total $677,675

*Fire budget will also increase due to this change

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FINANCE DEPARTMENT

New addition:

- Sr. Accountant $165,967
- Financial/Budget Analyst $165,967
- Computer Analyst (IT) $173,921

- Total $505,856

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ADMINISTRATIVE SERVICES DEPARTMENT

New addition:

- Administrative Assistant II $120,000

- Total $120,000

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HUMAN RESOURCES DEPARTMENT

New addition:

- Human Resources Technician $126,797
- Eliminate temp services $80,000
- Increase of $46,797

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PUBLIC WORKS DEPARTMENT

Reclassification:

- Maintenance staff to Lead position $10,629 increase

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TOTAL PERSONNEL REQUESTS COST

Police Department	$677,675
Finance Department	$505,856
Admin. Department	$120,000
Human Resources	$46,797
Public Works	$10,629

Total **$1,360,957 annual ongoing cost increase**

37

AMENDED BUDGET WITH PERSONNEL REQUESTS

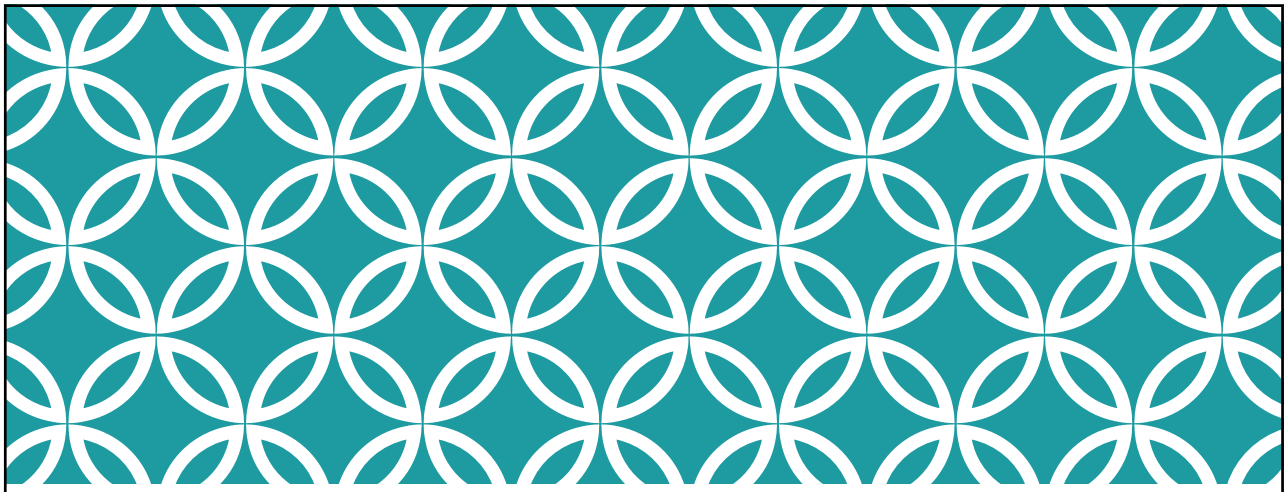
Ending Balance:	$1,792,512
Personnel Cost:	$1,360,957
Ending Balance:	$431,555

38

RECOMMENDATION

Council Resolution No. 2024 -___: Adopting the 2nd Amendment to the Annual Appropriation Resolution No. 2023-88 to Appropriate Mid-Year Budget Adjustments for Additional Costs in Various Accounts Organization Wide.

39



Thank You!

40

Suisun City Mid-Year Personnel Requests

- February 6, 2024

PAGE 1

1

Suisun City Mid-Year Personnel Requests

- Mid year budget revealed $1.7 million one-time surplus
  - City currently has a structural deficit of over $6 million
- Positions presented to council to continue providing city services & keep up with demands
  - City council requested specific items to come back for discussion
    - PD personnel (Police Officers & Community Service Officers)
    - Administrative position
    - Street sweeping brought in-house

PAGE 2

2

Suisun City Police Department Mid-Year Staffing

PAGE 3

3

Full Staffing

July 2023 SCPD Full-Time-Equivalent positions reduced from 26 sworn to 24 sworn. Current staffing allowed one Community Services Officer.

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4

Options

- Current Staffing
- Unfreezing 1 Police Officer and adding 2 Community Services Officers
- Unfreezing 2 Police Officers and adding 1 Community Services Officer

Staffing Overview

5

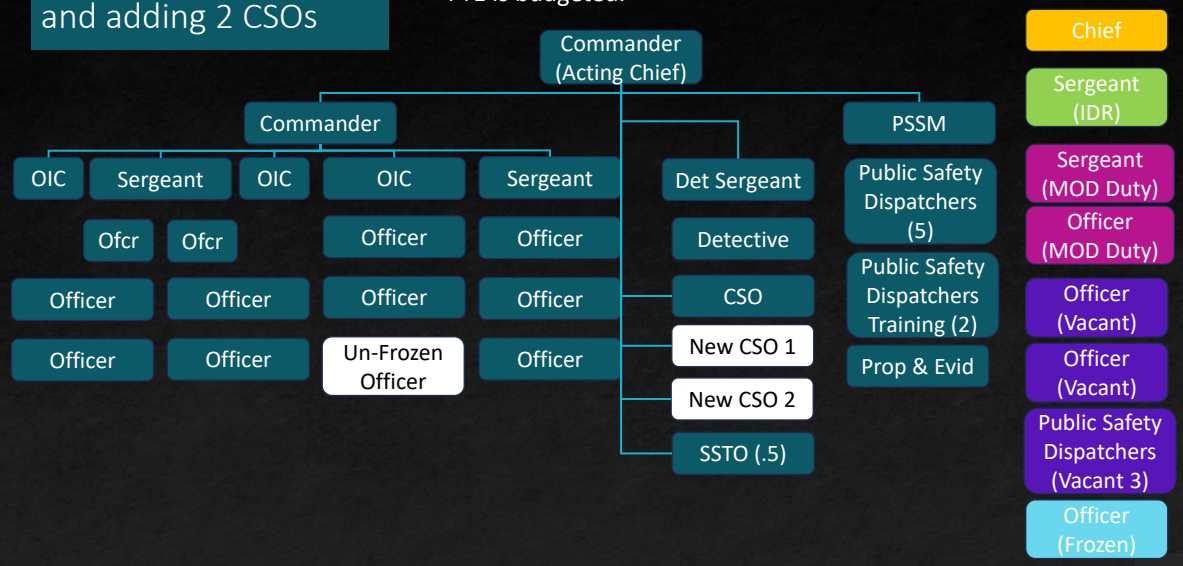
Current Staffing

Current staffing includes 24 sworn FTE with 2 police officer FTE frozen in July 2023. Currently, 1 community services FTE is budgeted.

6

Unfreezing 1 Officer and adding 2 CSOs

Current staffing includes 24 sworn FTE with 2 police officer FTE frozen in July 2023. Currently, 1 community services FTE is budgeted.



PAGE 7

7

1 Officer & 2 CSOs

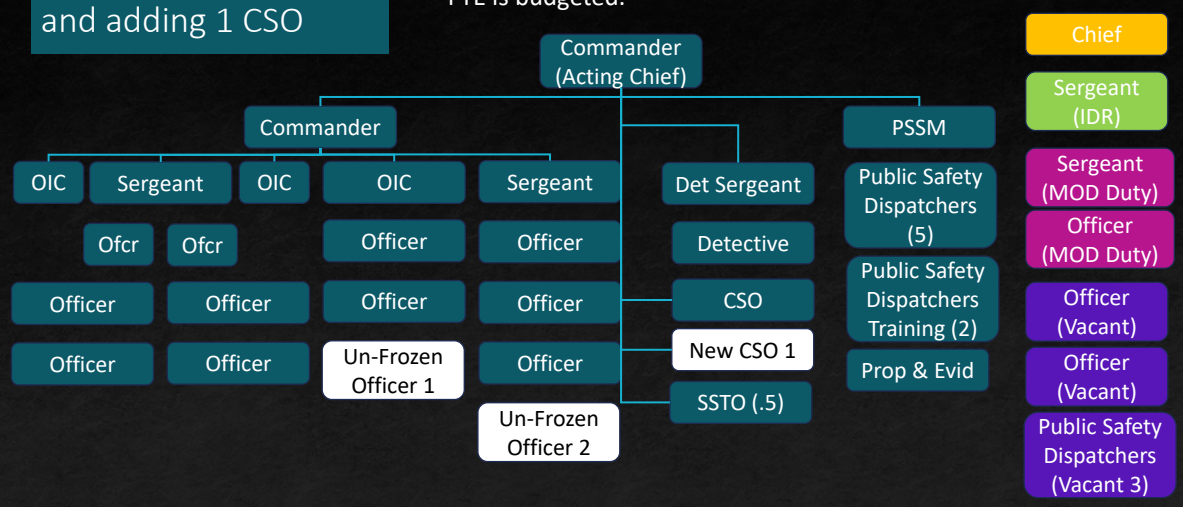
- Unfreezing one officer will allow us to process more applicants and potentially build back vacancies quicker. The first vacancy would cover the maternity, the second would restore a beat officer on a shift and this vacancy would fill the last missing beat officer.
- Adding two community services officers will allow us to add support to patrol, while increasing our ability to address quality of life concerns in the community.
- These positions will require training and experience before they can operate efficiently and effectively in an autonomous manner.

PAGE 8

8

Unfreezing 2 Officers and adding 1 CSO

Current staffing includes 24 sworn FTE with 2 police officer FTE frozen in July 2023. Currently, 1 community services FTE is budgeted.



PAGE 9

9

2 Officer & 1 CSO

- Unfreezing two officer will allow us to build back vacancies quicker. The vacancies will return us to 26 sworn FTE.
- When fully staffed at 26 sworn FTE, we will have an additional detective, two officers assigned to address city-wide crime, traffic, and quality of life concerns.
- Adding one community services officers will allow us to absorb the movement of a CSO from PD to PAL. This would allow us to train early and mitigate service delivery interruptions at the CSO position.
- These positions will require training and experience before they can operate efficiently and effectively in an autonomous manner.

PAGE 10

10

Summary

Options

- **Maintain Current Staffing:**
  Stay in an emergency staffing model where officers are primarily reactive to crime and disorder. Leave time for training, vacation, sick or other reasons will cause a significant impact on overtime and employee fatigue.
- **Unfreeze 1 officer and add two CSOs:**
  Allows for coverage of CSO moving to PAL. This model will increase our patrol support capabilities, including taking cold crime reports and scheduled reports.
- **Unfreeze 2 officers and add one CSO:**
  This model will help us to build back to 26 sworn FTE. This will increase our ability to mitigate vacancies, leave, training, and development of overall department service capability for the community. Adding one CSO will allow us to offset the impact of moving a CSO to PAL.

Cost for PD Options

- Yearly Salary and Benefits
  - Police Officer $205,733
  - CSO $107,078
- Two CSO's and a Police Officer
  - $419,889 for a full year
- Two Police Officers and a CSO
  - $518,544

Administrative Assistant II

- $120,000 yearly salary with benefits
- Would assist the Deputy City Clerk and Administrative Assistant assigned to the City Manager's Office with:
  - Managing schedules for Council, Commissions Committees and Ad Hoc.
  - Coordinate meetings, conducting research of code, resolutions and previous meeting information.
  - Preparing city reports and responses to the community.
  - Would be assigned 50% of the time to Development Services to specifically assist with the Planning Commission and other duties currently handled by temp agency employee like staffing the permit help desk, responding to inquiries, processing requests, tracking permits and other development related duties.
- Funding Option
  - Transfer $30,000 from Development Services for temp services contract
  - Utilize funding currently being spent out of the City Manager's Office estimated to be $40,000 for the remainder of the year.
- Total Annual Cost with Funding Option
  - $50,000 ($90,000 if no temp services were utilized)

13

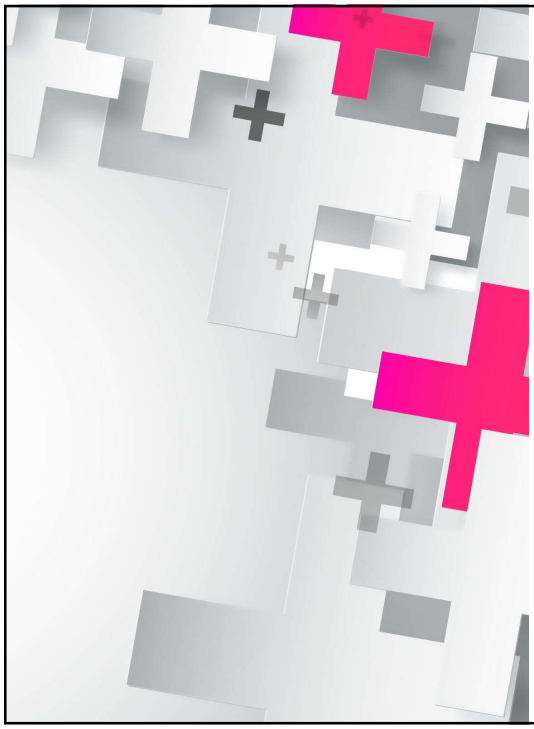
In-house Street Sweeping

- (1) Maintenance Worker II
  - ~125K (salary + benefit)
- Street Sweeper ~$250k
  - No lease option
  - Finance option
    - ~$45K down payment
    - ~$45K annual payment (6 yrs.)
    - ~$15K maintenance allowance
- Total Annual Cost
  - YR 1: $125K + $45K + $45K + $15K = $215K
  - YR 2+: $125K + $45K + $15K = $185K
- Funding Option & Short Fall
  - Republic Services Transfer/Reimbursement City from Street Sweeping Program = $140K
  - ~$75K Short fall – 1st Yr.
  - ~$45K shortfall – Each Yr. after 1st Yr.

14

Questions?

15



FY 2024-25 Annual Budget

City Council Meeting

June 18, 2024

1

Topics

- Budget Summary
- General Funds Overview
- Recommendation
- Comments/Questions

2

2

Budget Workshop – May 28th

- Roadmap to Resiliency
- Detailed budget Study Session
- Departmental Needs
- Open Discussion
- Feedback from the Council and Community

3

3

Budget Summary

General Fund	= $27.96M
Measure S	= $3.9M
All other Funds	= $50M
ISF Budget	= $12M
Total Op Budget	= $93.6M

4

4

Citywide - Revenue

Name	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	FY2024 Adopted Budget vs. FY2025 Adopted Budget ($ Change)
Revenue Source						
Local Taxes/Fees	$9,002,714	$11,577,229	$9,872,439	$11,979,354	$12,313,792	$334,438
Special Asessments	$2,382,170	$2,423,996	$2,562,311	$2,564,065	$2,752,486	$188,421
Licenses & Permits	$533,735	$758,418	$633,024	$784,000	$855,000	$71,000
Fines & Forfeitures	$232,602	$314,723	$198,209	$215,340	$253,340	$38,000
Charges for Services	$6,390,990	$9,676,240	$8,324,115	$10,244,263	$11,260,128	$1,015,866
Other	$16,086,035	$21,030,823	$18,762,290	$67,696,636	$70,541,796	$2,845,161
Intergovernmental	$557,237	$3,320,768	$1,094,983	$3,467,189	$3,604,212	$137,023
Proceeds from Loan/Bonds	$403,452	$853,269	$518,449	$297,026	$305,550	$8,524
Transfer In	$7,797,602	$8,887,014	$3,217,365	$9,265,533	$12,119,895	$2,854,362
Total Revenue Source:	**$43,386,539**	**$58,842,480**	**$45,183,186**	**$106,513,404**	**$114,006,199**	**$7,492,795**

5

5

Citywide - Expenditures

Name	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	FY2024 Adopted Budget vs. FY2025 Adopted Budget ($ Change)
Expenditures						
Elected Officials	$310,745	$269,356	$253,198	$401,170	$512,252	$111,082
City Manager	$1,678,865	$1,797,466	$2,106,034	$3,642,838	$4,048,381	$405,544
Administrative Services	$1,493,726	$1,778,948	$1,840,872	$2,733,027	$3,092,535	$359,508
Police	$9,368,956	$13,245,634	$10,800,164	$17,037,153	$17,855,710	$818,557
Fire	$5,006,939	$5,318,136	$4,709,474	$7,218,447	$7,590,127	$371,680
Development Services	$4,961,239	$10,607,523	$6,061,998	$9,045,920	$9,048,273	$2,353
Public Works	$8,174,382	$8,704,844	$10,830,483	$32,877,915	$33,434,943	$557,028
Recreation, Parks & Marina	$1,411,271	$2,088,582	$2,140,432	$4,358,918	$4,367,286	$8,367
Debt Service	$1,768,559	$1,657,384	$1,553,315	$3,803,797	$4,027,469	$223,672
Building & Public Works	$0	$0	$0	$0	$1,720,000	$1,720,000
CDBG-CV1 Grant	$0	$68,400	$13,618	$39,900	$39,900	$0
Non-Departmental	$6,118,303	$6,415,246	$905,883	$6,512,144	$7,844,798	$1,332,653
Total Expenditures:	**$40,292,985**	**$51,951,520**	**$41,215,471**	**$87,671,230**	**$93,581,673**	**$5,910,443**

6

6

General Fund Overview

- Total Resources $27,963,364

(Includes Beginning Balance of $2,104,398 and Transfer In from Reserve Fund of $2,057,844)

- Total Expenditures $27,963,364

➢ Reserves Ending Balance $3,099,800

7

7

Budget Summary – Revenues/Expenditures

- Sales tax revenues, including Measure S, are expected to be flat in FY 24/25
- Property tax revenues are expected to have mild growth (3%)
- Other taxes revenue (including Cannabis) and Franchise Fees are expected to be $1.9 M
- ARPA Funds Ending Balance is $2.2M as of 06.30.24 (entirely committed).
- Expenditures are mostly status quo.

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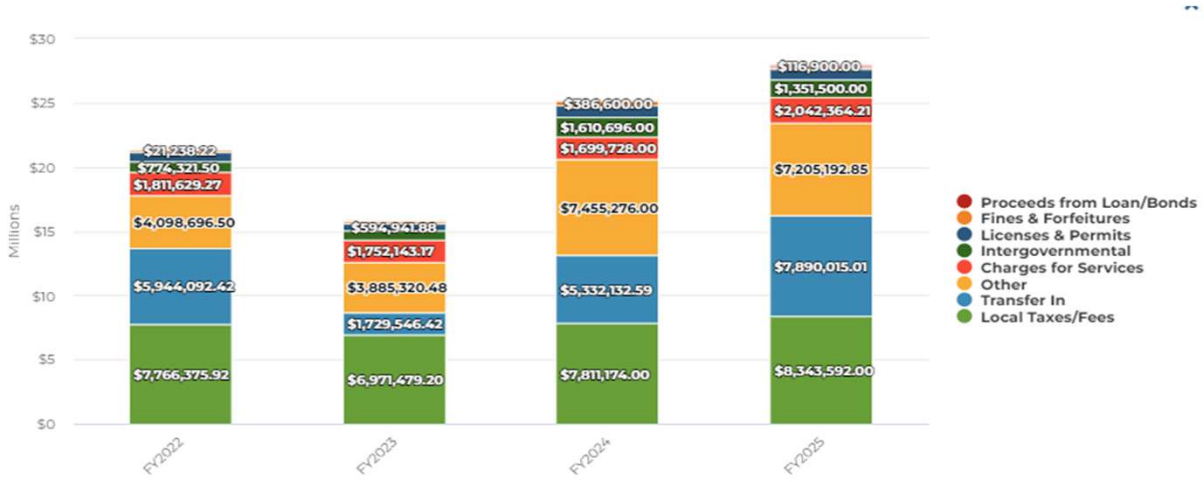
General Fund Revenue



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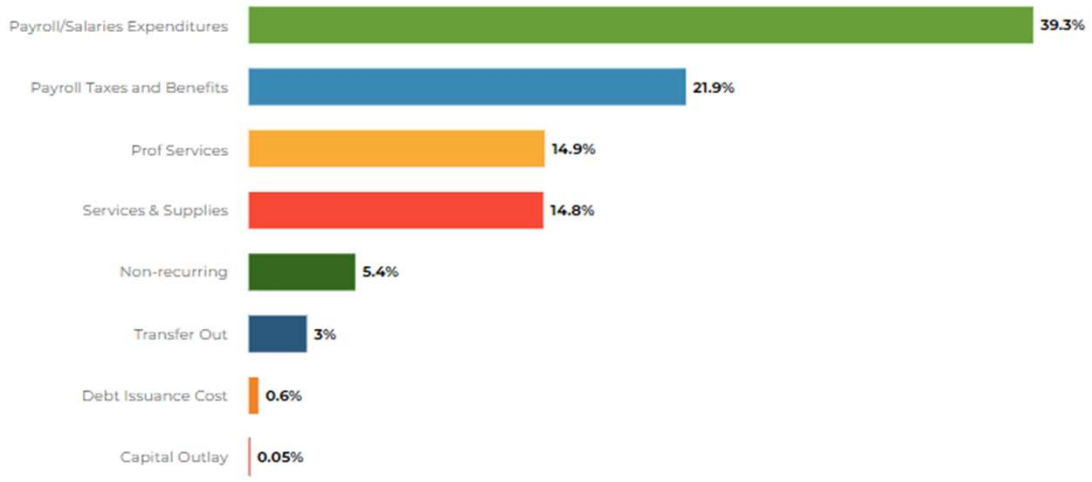
General Fund Expenditures



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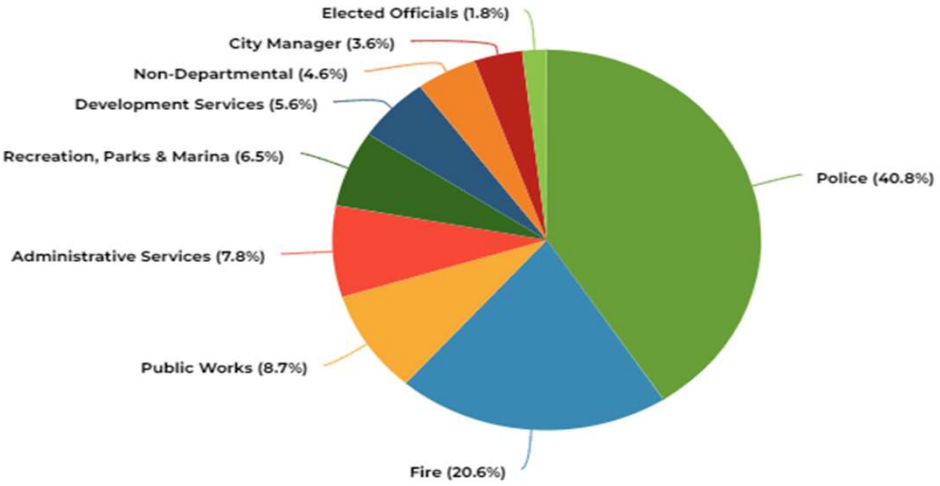
Expenditures by Department



11

11

Measure S Overview

Total Resources
$3,891,000

Total Expenditures
$3,891,000

12

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Measure S Funded Positions

18 Positions

- Police Officer (5)
- Public Safety Dispatcher (3)
- Code Enforcement (1)
- Fire Marshal (1)
- Fire Division Chief (1)
- Fire Captains (3)
- Fire Engineers (3)
- Computer Technician (1)

13

13

Measure S

Special Projects

- Public Safety Communication System
  $225,000
- Business Management software
  $20,000

14

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American Rescue Plan Act (ARPA) – Fund 167

Significant Projects include:

- Positions (2) $345K
- Excess amount T/O to GF $275K
- Fire Station Bathroom Remodeling $200K
- ERP Project $196K
- Hwy 12 Storm Drainpipe Line $151K
- Homelessness Project $100K
- Community Garden Project $79K
- GL Reconciliation Project $70K
- ERP Project Management $66K
- Council Chamber Communication System $44K
- IT Infrastructure (servers) $28K

Fund Balance
$1,749,300

15

15

ARPA Revenue Loss Recovery Fund – Fund 069

Fund Balance
$426,700

- Significant Projects Include:
  - Ballistic Panels for PD $73K
  - Excess amount T/O to GF $353K

16

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Master Fee Schedule

CPI increase 3.5%

Water Connection Fees – increased

Development Fees – CCCI increase 9.4%

- A comprehensive impact and fee study is budgeted in FY 24-25 and could improve some total fee revenues but depending on the timing it may not be helpful until 25-26.

17

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Adoption of the Fiscal Year 2024-25 Annual Budget

- Council Adoption of Resolution No. 2024 -__: Adopting the Annual Budget for Fiscal Year 2024-25
- Agency Adoption of Resolution No. SA 2024 -__: Adopting the Annual Budget for Fiscal Year 2024-25
- Authority Adoption of Resolution No. HA 2024 -__: Adopting the Annual Budget for Fiscal Year 2024-25
- Council Adoption of Resolution No. 2024 -__: Adopting the Appropriations Limit for Fiscal Year 2024-25
- Council Adoption of Resolution No. 2024 -__: Approving an Annual Update of the Master Fee Schedule

18

18

Comments/Questions

19

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FY 2024-25 Mid-Year Budget Review

February 18, 2025

1

Agenda

- FY 2023-24 General Fund & Measure S Overview
- FY 2024-25 General Fund Adopted Budget
- Summary of Personnel changes & Adjustments
- FY 2024-25 Amended Budget for General Fund
- Recommendation
- Discussion/Questions/Comments

2

FY 2024 - General Fund Overview

FY 2023-24	Amended Budget	Actual	Difference (B-A)
Revenues	$26,677,679	$24,239,690	$2,437,989
Expenditures	$25,123,794	$23,046,377	$2,077,417
Ending Balance	$1,553,885	$1,193,313	

Note: Beginning Bal. of $3,714,097 is included in the Revenues.

Disclaimer: FY2024 information is preliminary and is subject to an audit. Financial Statement audit is pending.

3

FY 2024 – Measure S Overview

FY 2023-24	Amended Budget	Actual	Difference (B-A)
Revenues	$3,754,500	$4,859,393	$1,104,893
Expenditures	$3,734,500	$3,492,910	$241,590
Ending Balance	$20,000	$1,366,483	

Note: Beginning Balance of $1,058,061 is included in the Revenues.

Disclaimer: FY2024 information is preliminary and is subject to an audit. Financial Statement audit is pending.

4

General Fund - Summary of Adjustments

5

FY 2025 – General Fund Overview

- Adopted Budget:
  - Revenues: $27,963,364
  - Expenditures: $27,963,364
- Amended Proposed Budget:
  - Revenues: $29,321,795
  - Expenditures: $29,321,795

6

GF Revenues Adjustments:

- Transfer-In from Measure S $1,839,483
- Transfer-In from Reserve Fund $578,600
- Property Taxes $155,000
- VLF Fees $15,000
- Beginning Balance $(911,086)
- Sales Taxes $(274,367)
- Transfer-In from Facilities Fund $(45,000)

Total Revenue increase: $1,358,431

7

GF Expenditures Significant Adjustments:

- Personnel Cost $629,044
- Professional Services $595,000
- K9 Unit Program in PD $80,000

Total Expenditures adjustments: $1,358,431

8

Personnel Changes

- Admin. Technician (DSD/HR)
- HR Technician I (HR)
- HR Technician II (HR)
- Admin. Assistant II (CMO)
- Admin. Technician (Vacant – PD)
- Admin. Assistant I (PT – HA)
- Accounting Technician (Fin.)
- Recreation Coordinator (RPM)
- Admin. Assistant I (PW)
- Public Work Inspector (PW-converted)

Total Personnel Cost: $629,044

9

Professional Services

Animal Control	$127,000
HVAC Repairs	$119,000
Beauchaine (labor consultant)	$100,000
Tripepi Smith	$50,000 (half amount)
Essex Cook Media	$34,000
The Halle Group	$34,000
GovInvest (Personnel costing)	$34,000
Leadership Program	$23,000
MRG	$20,000

Total Professional Services Cost: $595,000

10

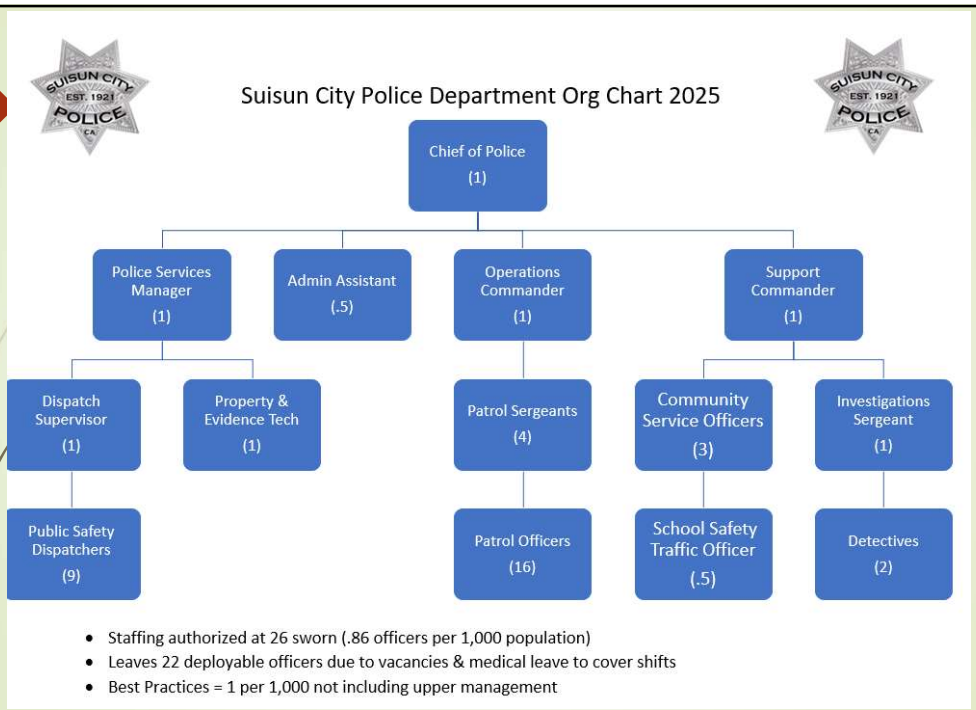
Discussion: New Positions to be considered!

11

Personnel Requests

- Human Resources Director
- Information Technology Director
- Police Officers – 2 positions
- Fire Fighters – 2 positions
- Maintenance Workers – 2 positions

12



13

SCPD Staffing

- 26 Officers is .86 officers per 1k residents when full strength. Does not account for consistent staffing vacancies and turnover.
- A best practice is to minimally have 1 officer per 1k residents, which generally does not include command staff.
- Ideal staffing for SCPD is roughly 30 officers not including management.

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SCPD Staffing

- National injury rates exceed 10% within police organizations across the country. This is consistent with the collective medical leave and injuries we have experienced over the last five years.
- National police agency turnover rates are roughly 5%, and we have historically experienced a rate of 15%. While this has been better over the last 20 months, we will still experience turnover at minimally the national rates.
- Fully staffed in December 2022 for less than 6 months until April 2023 when 7 officers left within 3 months. Underscores necessity to recognize vacancy and injury rates as part of the staffing discussion.

15

SCPD Response Times

Staffing at 2 and 1 Call Response Averages

	Time to Dispatch	Dispatch to On Scene	Created to Arrived
Priority 1 Incidents	00:01:38	00:05:25	00:07:04
Priority 2 Incidents	00:09:07	00:04:43	00:13:51
Priority 3 Incidents	00:43:31	00:06:49	00:50:20

Staffing at 3 and 1 Call Response Averages

	Time to Dispatch	Dispatch to On Scene	Created to Arrived
Priority 1 Incidents	00:00:58	00:02:36	00:03:35
Priority 2 Incidents	00:05:52	00:06:36	00:12:29
Priority 3 Incidents	00:11:28	00:07:01	00:18:30

- Many shifts are staffed at 2 officers and a sergeant. When staffed at 3 and a sergeant, officers arrive to calls more quickly.
- *In many units in department there is a lack of appropriate staffing levels to provide adequate service. **
- *There is insufficient administrative or investigative support to provide appropriate support to a department this size. **

16

SCPD Staffing
How We Got Here

- 26 Officers authorized since 2005 when population was 26.5k and have since added roughly 3,000 people with continued growth expected.
- Based on our staffing and workload, an officer in Suisun City conducts almost twice the number of investigations compared to an officer elsewhere in the county.

17

SCPD Staffing

Adding 2 officers will bring us closer to recommended staffing but will still be a gap with regard to a best practice model. Having closer to 30 functional police officers, not counting administration, will ensure there is consistent staff at the front of the operation to provide direct services to the community in the form of proactive patrol and enforcement, investigations, community policing, homeless outreach and unforeseen emergency responses.

18

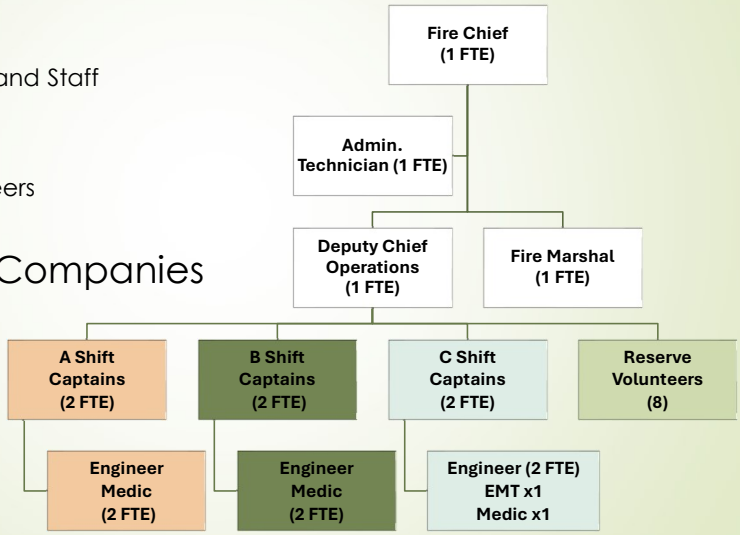
2024 ORGANIZATIONAL CHART

17 FTE's

- 4 Admin & Command Staff
- 13 Suppression
  - 2 Vacancies
- 8 Reserves Volunteers

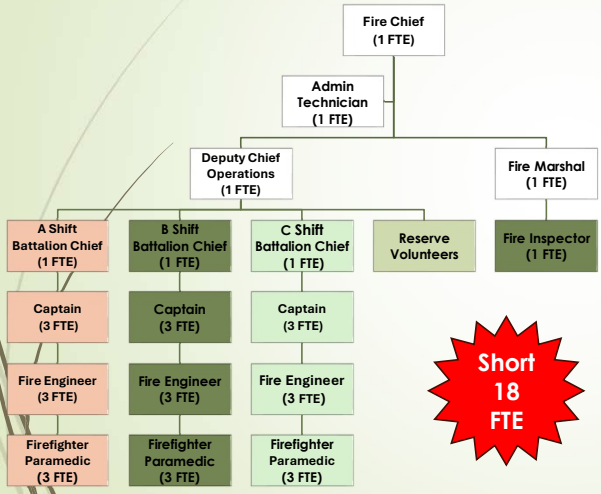
2 ALS Engine Companies

- 4 Firefighters Daily



19

BEST PRACTICE MODEL



Benefits

- Align staffing with industry standards
- 3/0 Staffing per Engine
- Improved Response Times
- **2nd & 3rd Fire Station**

Personnel Costs

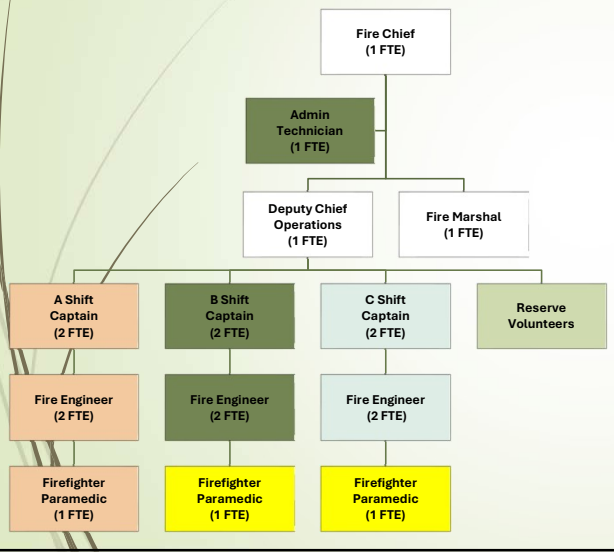
- Annual Net Increase $ 2,932,342

Industry Staffing Standard

- 1 Firefighter per 1000 population

20

Fire Department Request: 2 FTE Firefighter Paramedics



Benefits

- Align with industry staffing model
- One Engine to 3/0 staffing
- Sustainable Paramedic services
- Improve Patient Care & Fire Suppression
- Effective Company Officer supervision

Fiscal Budget

- Mid Year Request- No Funding Request
- FY2025-26 Increase $422,919

Industry Staffing Standard

- 1 Firefighter per 1000 population
- Added positions = 15 Firefighters
- 50% industry staffing standards

21

Public Works Department

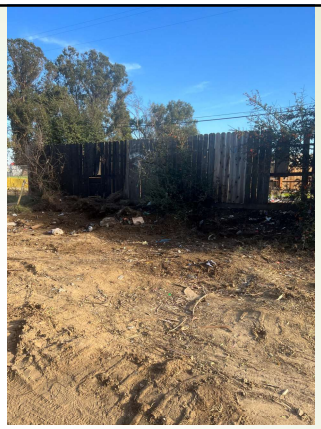
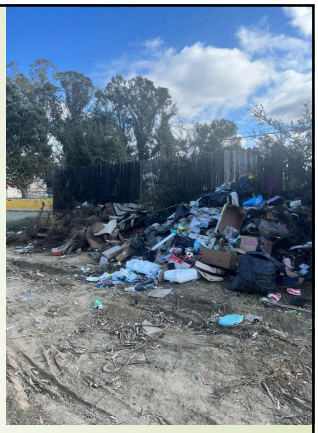
(2) Maintenance Workers I/II
For
Homeless Encampment & Illegal Dumping Crew

22

What have they been doing?

- **Homeless encampment clean ups**
- **Illegal dumping clean ups**
- **Littering clean ups**

23

Results?

- Before and after is nigh and day
- Ongoing clean ups to sustain higher quality of life

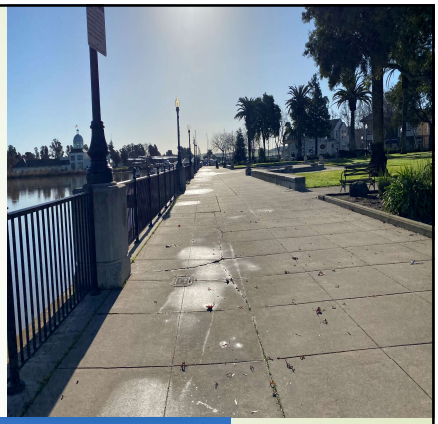
24

Volume of Trash Collected to Date

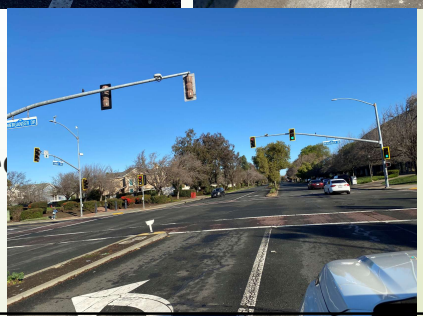
September 2024—January 2025

1,036 CY ~ 104 of this trucks have been removed

25



What will we get when we invest in (2) maintenance workers dedicated to cleaning the City?



26

FY 2025 – General Fund Overview

- Mid-Year Adjustments:
  - Revenues: $1,358,431
  - Expenditures: $1,358,431
- Amended Proposed Budget:
  - Revenues: $29,321,795
  - Expenditures: $29,321,795

27

Recommendation

It is recommended that the Council:

1. Council Adoption of Resolution No. 2025 -___: Adopting the FY 2024-25 Mid-Year Budget Review, 4th Amendment to the Annual Appropriation Resolution No. 2024-87 to Appropriate Mid-Year Budget Adjustments for Additional Costs in Various Accounts Organization Wide.

2. Council Adoption of Resolution No. 2025 -___: Adopting the Amended Citywide Salary Schedule to include the Information Technology (IT) Director and Human Resources (HR) Director positions, and to eliminate the HR Administrator classification.

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Comments/Questions/Discussion

THANK YOU!

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AGENDA ITEM NO. 6.

AGENDA TRANSMITTAL

MEETING DATE: May 13, 2025

AGENDA ITEM: Review and Provide Direction for the Fiscal Year (FY) 2025-26 Proposed Budget.

FISCAL IMPACT: Review of the FY 2025-26 Proposed Budget will not have any fiscal impact. It is an informational item.

STRATEGIC PLAN: Provide Good Governance, Section 4.1 – Review and update required planning and financial documents as needed. Ensure Fiscal Solvency.

BACKGROUND: Each fiscal year, the City is required to adopt a balanced budget that outlines expected revenues and proposed expenditures for the upcoming year. The budget serves as a financial plan to ensure responsible use of public resources and to maintain essential services across all departments. The FY 2025-26 Proposed Budget reflects the City's ongoing commitment to fiscal responsibility, service delivery, and alignment with the goals established in the City Council's Strategic Plan.

The FY 2025- 26 Annual Budget will be presented to the City Council at the Budget Hearing on June 17, 2025. As a prelude to finalizing the full budget document, this item provides a summary and overview of options for the FY 2025 -26 Annual Budget with an emphasis on the General Fund and Measure S. Other funds are not reviewed in depth as most of the other funds have little discretion to the use of the money except for within the allowed uses of the funding source. This agenda item provides the Council with an opportunity to provide feedback about the proposed budget options prior to preparing the document itself in advance of the public hearing.

STAFF REPORT: The FY 2025-26 Proposed Budget totals $98.4M across all funds, including the General Fund, Special Revenue Funds, and Capital Project Funds.

General Fund and Measure S Fund Fiscal Analysis

The General Fund is the primary fund that is used by the City. Main sources of revenues in the General Fund are property taxes, sales taxes, transient occupancy taxes, cannabis taxes, and charges for services. The Proposed Budget has $28.2M in total revenues (including transfer ins) and $29.5M in total expenditures (including transfer outs) resulting in a General Fund shortfall or ending balance of $1.3M. To balance the budget, staff must transfer $1.3M from the Stabilization (Reserve) Fund (Fund 015) or have to cut costs to balance the budget.

Measure S is a 1.75% general transactions and use tax levied on gross receipts within the city of Suisun City, online, and on vehicles purchased anywhere in the state. Measure S was renewed by the voters of Suisun City on November 5, 2024 and has a 25-year term. The Measure S Oversight Committee has the responsibility to review financial reports to ensure compliance with the legal use of the revenues. The Measure S Committee reviewed and accepted the FY 2025-26 Proposed Budget on April 29, 2025 during a Joint Committee meeting.

The Proposed Budget has $6,891,000 in total revenues and $6,891,000 in total expenditures. The

Measure S Fund is transferring out $6,129,270 to the General Fund, $ 330,000 to Dispatch Support Services fund, and $174,430 to Information Technology Fund. It is also funding $225,000 for software agreement payments for the RIMS software used by the Police Department. 97% of the total revenue from Measure S is being allocated for public safety services (57% to Police and 40% to Fire) and remaining 3% is being allocated to other departments.

Reserve Fund

The City's Stabilization (Reserve) Fund balance is $5.5M projected as of June 30, 2025. Based on the Proposed Budget, the city is not in compliance with the City's reserve policy which recommends a reserve for unforeseen contingencies of 20% ($5.9M) of the operating budget.

Attached memorandum from the City Manager provides detailed analysis of the proposed budget and city's fiscal situation.

STAFF RECOMMENDATION: It is recommended that the City Council review and provide direction on the Proposed Budget for Fiscal Year (FY) 2025-26 and adopt the budget by resolution at the subsequent regular meeting on June 17, 2025.

PREPARED BY:	Lakhwinder Deol, Finance Director
REVIEWED BY:	Bret Prebula, City Manager
APPROVED BY:	Bret Prebula, City Manager

ATTACHMENTS:

2. Exhibit A FY 2025-26 Proposed Budget Summary.pdf
3. FY25-26 Budget Strategy Memo.pdf

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
010 General Fund	**(1,571,297.80)**	**(90,682.72)**	**(0.14)**	**1,288,419.63**
Accounting Program	**156,217.61**	**195,518.75**	**282,854.22**	**372,451.77**
Revenue	(243,009.44)	(247,614.06)	(246,300.00)	(255,300.00)
Expense	399,227.05	443,132.81	529,154.22	627,751.77
Building Maint.	**930,129.14**	**418,556.76**	**1,023,280.89**	**782,575.00**
Revenue	-	-	-	-
Expense	930,129.14	418,556.76	1,023,280.89	782,575.00
Building Program	**(183,768.44)**	**(676,876.48)**	**(145,410.55)**	**(528,005.94)**
Revenue	(679,871.01)	(1,162,770.31)	(785,600.00)	(1,135,600.00)
Expense	496,102.57	485,893.83	640,189.45	607,594.06
Citizen Governance	**14,000.00**	**11,099.04**	**25,000.00**	**10,000.00**
Expense	14,000.00	11,099.04	25,000.00	10,000.00
City Clerk	**84,766.04**	**86,556.80**	**91,474.82**	**95,213.63**
Revenue	(5,402.94)	(5,402.94)	-	-
Expense	90,168.98	91,959.74	91,474.82	95,213.63
City Council	**133,517.31**	**159,175.32**	**236,302.99**	**215,075.81**
Revenue	-	-	-	-
Expense	133,517.31	159,175.32	236,302.99	215,075.81
City Manager Office	**545,970.61**	**402,867.33**	**762,250.19**	**670,640.38**
Revenue	(67,960.16)	(76,660.77)	(118,800.00)	-
Expense	613,930.77	479,528.10	881,050.19	670,640.38
City Treasurer	**12,683.37**	**7,366.17**	**8,674.17**	**8,609.57**
Expense	12,683.37	7,366.17	8,674.17	8,609.57
Code Enforcement	**98,801.00**	**90,587.01**	**107,295.31**	**156,195.31**
Expense	98,801.00	90,587.01	107,295.31	156,195.31
COVID-19	**(87,300.00)**	**673.03**	**(87,300.00)**	**(87,300.00)**
Revenue	(87,300.00)	-	(87,300.00)	(87,300.00)
Expense	-	673.03	-	-
CSO-Community Srv.	**190,285.10**	**188,791.36**	**397,668.28**	**289,398.28**
Revenue	(116,249.00)	-	(116,249.00)	(116,249.00)
Expense	306,534.10	188,791.36	513,917.28	405,647.28
Econ Development	**335,448.41**	**238,730.56**	**220,820.10**	**481,148.85**
Revenue	(115,488.61)	(114,488.61)	(226,820.00)	(1,000.00)
Expense	450,937.02	353,219.17	447,640.10	482,148.85
Electrions	**147,800.00**	**48,084.75**	**147,800.00**	**47,800.00**
Revenue	(3,000.00)	-	(3,000.00)	(3,000.00)
Expense	150,800.00	48,084.75	150,800.00	50,800.00
Emergency Prep	**11,374.36**	**197,307.21**	**221,369.91**	**192,661.85**
Revenue	(246,591.00)	(43,850.57)	(51,300.00)	(51,300.00)
Expense	257,965.36	241,157.78	272,669.91	243,961.85
EngineeringSupport	**114,463.34**	**26,671.00**	**113,847.47**	**54,910.51**
Revenue	(131,627.87)	(196,237.04)	(201,600.00)	(201,600.00)
Expense	246,091.21	222,908.04	315,447.47	256,510.51
Finance Admin.	**148,952.34**	**165,693.19**	**180,746.37**	**159,905.55**
Revenue	(1,866.18)	(1,866.18)	-	-
Expense	150,818.52	167,559.37	180,746.37	159,905.55
Fire Admin.	**728,959.29**	**704,141.95**	**716,867.53**	**667,918.96**
Revenue	(28,519.32)	(28,519.32)	-	-
Expense	757,478.61	732,661.27	716,867.53	667,918.96
Fire Operations	**2,592,363.65**	**2,454,897.49**	**2,807,061.11**	**1,330,508.68**
Revenue	(1,671,228.18)	(1,743,936.59)	(1,875,635.73)	(3,228,516.73)
Expense	4,263,591.83	4,198,834.08	4,682,696.84	4,559,025.41

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
Fire-Strike	**100,000.00**	**523.21**	**-**	**-**
Revenue	(96,850.00)	-	(96,850.00)	(96,850.00)
Expense	196,850.00	523.21	96,850.00	96,850.00
Human Resources	**302,454.58**	**221,309.19**	**551,424.41**	**438,726.23**
Revenue	-	-	-	-
Expense	302,454.58	221,309.19	551,424.41	438,726.23
Investment Program	**7,036.14**	**19,845.45**	**0.43**	**(11.33)**
Revenue	(59,699.63)	(59,261.77)	(71,453.21)	(71,453.64)
Expense	66,735.77	79,107.22	71,453.64	71,442.31
Kellog Trash Enclosure	**55,800.00**	**(11,941.98)**	**56,152.00**	**21,552.00**
Revenue	(45,200.00)	(66,472.02)	(45,200.00)	(50,000.00)
Expense	101,000.00	54,530.04	101,352.00	71,552.00
Landscape Maint	**352,608.23**	**320,780.67**	**840,904.83**	**753,001.47**
Revenue	(70,456.00)	(82,227.97)	(73,770.53)	(73,770.53)
Expense	423,064.23	403,008.64	914,675.36	826,772.00
Non-Departmental	**(17,294,953.51)**	**(13,377,552.05)**	**(18,571,811.16)**	**(13,068,824.00)**
Revenue	(18,995,057.00)	(14,395,748.74)	(19,975,516.80)	(14,467,092.00)
Expense	1,700,103.49	1,018,196.69	1,403,705.64	1,398,268.00
PD/Support Services	**1,580,807.50**	**1,701,694.80**	**1,771,670.58**	**1,608,028.47**
Expense	1,580,807.50	1,701,694.80	1,771,670.58	1,608,028.47
Planning	**169,167.15**	**142,136.01**	**358,905.84**	**423,364.00**
Revenue	(62,749.00)	(53,102.20)	(44,100.00)	(54,100.00)
Expense	231,916.15	195,238.21	403,005.84	477,464.00
Police Admin.	**1,011,230.10**	**862,211.04**	**1,298,681.70**	**1,251,064.76**
Revenue	(17,327.80)	(12,642.54)	(9,500.00)	(9,500.00)
Expense	1,028,557.90	874,853.58	1,308,181.70	1,260,564.76
Police Operations	**5,254,386.39**	**4,314,571.57**	**5,534,697.69**	**4,135,014.06**
Revenue	(1,648,957.12)	(2,393,220.37)	(2,579,839.75)	(4,381,722.75)
Expense	6,903,343.51	6,707,791.94	8,114,537.44	8,516,736.81
PW Admin	**33,681.05**	**38,243.54**	**51,994.70**	**48,505.78**
Revenue	(102,178.73)	(102,178.73)	(96,400.00)	(96,400.00)
Expense	135,859.78	140,422.27	148,394.70	144,905.78
PW-SSWA Support	**(14,457.97)**	**-**	**-**	**(0.18)**
Revenue	(194,810.84)	(186,309.99)	(192,576.00)	(222,422.00)
Expense	180,352.87	186,309.99	192,576.00	222,421.82
RPM Department	**776,290.37**	**952,033.26**	**995,576.03**	**755,890.68**
Revenue	(805,281.60)	(731,333.45)	(949,000.00)	(2,187,000.00)
Expense	1,581,571.97	1,683,366.71	1,944,576.03	2,942,890.68
STA-Bldg Maintenance	**-**	**-**	**1,200.00**	**2,400.00**
Expense	-	-	1,200.00	2,400.00
Utilities Billing	**119,989.04**	**-**	**-**	**(0.52)**
Revenue	(1,206,909.51)	(1,340,836.56)	(1,454,983.85)	(1,442,923.00)
Expense	1,326,898.55	1,340,836.56	1,454,983.85	1,442,922.48
(blank)	**-**	**5,621.33**	**-**	**-**
Revenue	-	-	-	-
Expense	-	5,621.33	-	-
012 Measure S Fund	**-**	**(316,329.04)**	**-**	**-**
(blank)	**-**	**(316,329.04)**	**-**	**-**
Revenue	(3,754,500.00)	(3,801,331.56)	(5,730,483.30)	(6,891,000.00)
Expense	3,754,500.00	3,485,002.52	5,730,483.30	6,891,000.00
015 Stabilization Fund	**(5,157,644.00)**	**-**	**(2,541,200.00)**	**(2,541,200.00)**
(blank)	**(5,157,644.00)**	**-**	**(2,541,200.00)**	**(2,541,200.00)**

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
Revenue	(5,157,644.00)	-	(5,157,644.00)	(2,541,200.00)
Expense	-	-	2,616,444.00	-
025	**(389.00)**	**(18.31)**	**(389.00)**	**(389.00)**
(blank)	**(389.00)**	**(18.31)**	**(389.00)**	**(389.00)**
Revenue	(389.00)	(8.63)	(389.00)	(389.00)
Expense	-	(9.68)	-	-
026	**(25,708.00)**	**(1,594.15)**	**(25,708.00)**	**(25,708.00)**
(blank)	**(25,708.00)**	**(1,594.15)**	**(25,708.00)**	**(25,708.00)**
Revenue	(36,708.00)	(752.28)	(36,708.00)	(36,708.00)
Expense	11,000.00	(841.87)	11,000.00	11,000.00
037	**-**	**(1,910.21)**	**(16,300.00)**	**(16,300.00)**
(blank)	**-**	**(1,910.21)**	**(16,300.00)**	**(16,300.00)**
Revenue	(40,529.00)	(901.43)	(40,529.00)	(40,529.00)
Expense	40,529.00	(1,008.78)	24,229.00	24,229.00
050	**(133,993.99)**	**(1,997.09)**	**(103,549.13)**	**(94,154.33)**
(blank)	**(133,993.99)**	**(1,997.09)**	**(103,549.13)**	**(94,154.33)**
Revenue	(242,304.00)	(86,841.78)	(246,304.00)	(246,304.00)
Expense	108,310.01	84,844.69	142,754.87	152,149.67
051	**(17,333.00)**	**(12,528.66)**	**(27,677.72)**	**(27,077.72)**
(blank)	**(17,333.00)**	**(12,528.66)**	**(27,677.72)**	**(27,077.72)**
Revenue	(49,533.00)	(33,773.00)	(50,500.00)	(50,500.00)
Expense	32,200.00	21,244.34	22,822.28	23,422.28
052	**(7,118.60)**	**28,372.87**	**-**	**6,193.30**
(blank)	**(7,118.60)**	**28,372.87**	**-**	**6,193.30**
Revenue	(86,651.00)	(59,017.30)	(73,901.00)	(73,901.00)
Expense	79,532.40	87,390.17	73,901.00	80,094.30
053	**(72,662.00)**	**(1,164.42)**	**(86,562.00)**	**(37,762.00)**
(blank)	**(72,662.00)**	**(1,164.42)**	**(86,562.00)**	**(37,762.00)**
Revenue	(104,662.00)	(23,531.87)	(104,662.00)	(105,262.00)
Expense	32,000.00	22,367.45	18,100.00	67,500.00
055	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-
Expense	-	-	-	-
069	**(22,081.48)**	**757,350.14**	**-**	**-**
(blank)	**(22,081.48)**	**757,350.14**	**-**	**-**
Revenue	(1,121,436.00)	-	(426,700.00)	-
Expense	1,099,354.52	757,350.14	426,700.00	-
105	**360,955.04**	**343,538.28**	**456,430.50**	**375,624.04**
(blank)	**360,955.04**	**343,538.28**	**456,430.50**	**375,624.04**
Revenue	(680,855.87)	(847,808.45)	(747,500.00)	(747,500.00)
Expense	1,041,810.91	1,191,346.73	1,203,930.50	1,123,124.04
110	**(551,590.00)**	**(267,089.10)**	**(706,958.00)**	**-**
(blank)	**(551,590.00)**	**(267,089.10)**	**(706,958.00)**	**-**
Revenue	(1,296,343.00)	(834,363.14)	(1,530,158.00)	(1,530,158.00)
Expense	744,753.00	567,274.04	823,200.00	1,530,158.00
115	**1,556,827.00**	**1,033,147.10**	**(1,006,374.77)**	**(15,300.00)**
(blank)	**1,556,827.00**	**1,033,147.10**	**(1,006,374.77)**	**(15,300.00)**
Revenue	(10,475,365.00)	(3,060,179.60)	(11,464,386.22)	(10,228,105.00)
Expense	12,032,192.00	4,093,326.70	10,458,011.45	10,212,805.00
116	**(1,541.55)**	**115,772.61**	**15,303.86**	**28,257.00**
(blank)	**(1,541.55)**	**115,772.61**	**15,303.86**	**28,257.00**

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
Revenue	(190,314.00)	(108,878.76)	(190,314.00)	(190,314.00)
Expense	188,772.45	224,651.37	205,617.86	218,571.00
117	**(11,311.70)**	**28,205.25**	**(7,774.50)**	**(5,085.26)**
(blank)	**(11,311.70)**	**28,205.25**	**(7,774.50)**	**(5,085.26)**
Revenue	(2,203,549.00)	(32,858.62)	(2,203,549.00)	(2,203,549.00)
Expense	2,192,237.30	61,063.87	2,195,774.50	2,198,463.74
120	**(4,819,048.00)**	**(681,182.70)**	**(4,299,508.00)**	**(3,485,954.00)**
(blank)	**(4,819,048.00)**	**(681,182.70)**	**(4,299,508.00)**	**(3,485,954.00)**
Revenue	(5,325,422.00)	(664,048.73)	(5,325,422.00)	(5,325,422.00)
Expense	506,374.00	(17,133.97)	1,025,914.00	1,839,468.00
125	**(14,960.00)**	**2,404.77**	**(14,960.00)**	**(14,960.00)**
(blank)	**(14,960.00)**	**2,404.77**	**(14,960.00)**	**(14,960.00)**
Revenue	(44,960.00)	(27,595.23)	(44,960.00)	(44,960.00)
Expense	30,000.00	30,000.00	30,000.00	30,000.00
126	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(69,900.00)	-	(39,900.00)	(39,900.00)
Expense	69,900.00	-	39,900.00	39,900.00
129	**(28,700.00)**	**(70,512.20)**	**(1,422.00)**	**(23,000.00)**
(blank)	**(28,700.00)**	**(70,512.20)**	**(1,422.00)**	**(23,000.00)**
Revenue	(41,200.00)	(82,275.31)	(89,822.00)	(89,822.00)
Expense	12,500.00	11,763.11	88,400.00	66,822.00
130	**229,677.48**	**38,991.19**	**-**	**505,039.57**
(blank)	**229,677.48**	**38,991.19**	**-**	**505,039.57**
Revenue	19,027.04	(53,386.98)	(311,400.00)	209,600.00
Expense	210,650.44	92,378.17	311,400.00	295,439.57
132	**(296.00)**	**(2,312.84)**	**(2,459.00)**	**233.00**
(blank)	**(296.00)**	**(2,312.84)**	**(2,459.00)**	**233.00**
Revenue	(25,759.00)	(7,742.01)	(25,759.00)	(25,759.00)
Expense	25,463.00	5,429.17	23,300.00	25,992.00
134	**(83.00)**	**(1,662.28)**	**(334.00)**	**(12.00)**
(blank)	**(83.00)**	**(1,662.28)**	**(334.00)**	**(12.00)**
Revenue	(7,860.00)	(5,126.79)	(7,860.00)	(7,860.00)
Expense	7,777.00	3,464.51	7,526.00	7,848.00
136	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Expense	-	-	-	-
139	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(5,000.00)	(7,500.00)	(7,818.75)	(7,500.00)
Expense	5,000.00	7,500.00	7,818.75	7,500.00
142	**-**	**(3,479.73)**	**-**	**10,674.24**
(blank)	**-**	**(3,479.73)**	**-**	**10,674.24**
Revenue	(46,900.00)	(48,523.42)	(46,900.00)	(46,900.00)
Expense	46,900.00	45,043.69	46,900.00	57,574.24
150	**(120.00)**	**-**	**(120.00)**	**(120.00)**
(blank)	**(120.00)**	**-**	**(120.00)**	**(120.00)**
Revenue	(4,720.00)	-	(4,720.00)	(4,720.00)
Expense	4,600.00	-	4,600.00	4,600.00
152	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
Expense	-	-	-	-
153	**-**	**-**	**(145,000.00)**	**(145,000.00)**
(blank)	**-**	**-**	**(145,000.00)**	**(145,000.00)**
Revenue	(145,000.00)	(186,159.67)	(145,000.00)	(145,000.00)
Expense	145,000.00	186,159.67	-	-
156	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-
Expense	-	-	-	-
158	**(5,215.00)**	**-**	**(5,215.00)**	**(5,215.00)**
(blank)	**(5,215.00)**	**-**	**(5,215.00)**	**(5,215.00)**
Revenue	(5,215.00)	-	(5,215.00)	(5,215.00)
Expense	-	-	-	-
159	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(10,000.00)	-	(10,000.00)	(10,000.00)
Expense	10,000.00	-	10,000.00	10,000.00
160	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Expense	-	-	-	-
161	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(36,000.00)	-	(36,000.00)	(36,000.00)
Expense	36,000.00	-	36,000.00	36,000.00
167	**(793,385.00)**	**1,245,021.82**	**-**	**-**
(blank)	**(793,385.00)**	**1,245,021.82**	**-**	**-**
Revenue	(3,320,238.00)	(86,178.66)	(1,749,300.00)	(1,078,755.00)
Expense	2,526,853.00	1,331,200.48	1,749,300.00	1,078,755.00
168	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-
Expense	-	-	-	-
169	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-
Expense	-	-	-	-
171	**(36,840.64)**	**(18,344.89)**	**(28,224.08)**	**-**
(blank)	**(36,840.64)**	**(18,344.89)**	**(28,224.08)**	**-**
Revenue	(229,940.40)	(166,194.56)	(228,926.00)	-
Expense	193,099.76	147,849.67	200,701.92	-
173	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(150,000.00)	(26,643.64)	(150,000.00)	(150,000.00)
Expense	150,000.00	26,643.64	150,000.00	150,000.00
174	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(200,302.00)	(13,462.05)	(200,302.00)	(200,302.00)
Expense	200,302.00	13,462.05	200,302.00	200,302.00
175	**-**	**617,439.26**	**(107,786.00)**	**-**
(blank)	**-**	**617,439.26**	**(107,786.00)**	**-**
Revenue	(1,520,000.00)	-	(1,020,000.00)	(1,020,000.00)
Expense	1,520,000.00	617,439.26	912,214.00	1,020,000.00

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
176	**(5,300.00)**	**-**	**(21,900.00)**	**(21,900.00)**
(blank)	**(5,300.00)**	**-**	**(21,900.00)**	**(21,900.00)**
Revenue	(28,300.00)	(24,717.57)	(28,300.00)	(28,300.00)
Expense	23,000.00	24,717.57	6,400.00	6,400.00
180	**(19,033.00)**	**(1,040.58)**	**(19,033.00)**	**(19,033.00)**
(blank)	**(19,033.00)**	**(1,040.58)**	**(19,033.00)**	**(19,033.00)**
Revenue	(22,733.00)	(1,040.58)	(22,733.00)	(22,733.00)
Expense	3,700.00	-	3,700.00	3,700.00
183	**-**	**(10,446.27)**	**-**	**-**
(blank)	**-**	**(10,446.27)**	**-**	**-**
Revenue	(50,000.00)	(31,400.71)	(60,000.00)	(60,000.00)
Expense	50,000.00	20,954.44	60,000.00	60,000.00
184	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(160,000.00)	(80,303.59)	(160,000.00)	(160,000.00)
Expense	160,000.00	80,303.59	160,000.00	160,000.00
185	**1,335,027.98**	**237,222.49**	**400,000.00**	**821,060.13**
(blank)	**1,335,027.98**	**237,222.49**	**400,000.00**	**821,060.13**
Revenue	(3,108,792.12)	(572,212.70)	(3,959,189.00)	(3,959,189.00)
Expense	4,443,820.10	809,435.19	4,359,189.00	4,780,249.13
186	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(20,000.00)	-	(20,000.00)	(20,000.00)
Expense	20,000.00	-	20,000.00	20,000.00
187	**18,781.82**	**(55,799.86)**	**-**	**104.79**
(blank)	**18,781.82**	**(55,799.86)**	**-**	**104.79**
Revenue	(63,493.00)	(80,836.23)	(113,493.00)	(113,493.00)
Expense	82,274.82	25,036.37	113,493.00	113,597.79
188	**(75,121.19)**	**(1,203,374.97)**	**(843,469.63)**	**(587,499.41)**
(blank)	**(75,121.19)**	**(1,203,374.97)**	**(843,469.63)**	**(587,499.41)**
Revenue	(688,327.00)	(1,309,566.38)	(2,335,000.00)	(2,335,000.00)
Expense	613,205.81	106,191.41	1,491,530.37	1,747,500.59
189	**(159,826.51)**	**12,001.18**	**(297,860.15)**	**(297,860.15)**
(blank)	**(159,826.51)**	**12,001.18**	**(297,860.15)**	**(297,860.15)**
Revenue	(597,432.37)	(354,500.37)	(596,899.00)	(596,899.00)
Expense	437,605.86	366,501.55	299,038.85	299,038.85
190	**(2,212.08)**	**141,579.20**	**(54,899.01)**	**172,678.61**
(blank)	**(2,212.08)**	**141,579.20**	**(54,899.01)**	**172,678.61**
Revenue	(372,713.93)	(216,399.27)	(373,418.00)	(394,621.00)
Expense	370,501.85	357,978.47	318,518.99	567,299.61
202	**(9,987.00)**	**-**	**-**	**-**
(blank)	**(9,987.00)**	**-**	**-**	**-**
Revenue	(349,387.00)	(349,387.00)	(365,045.00)	(381,371.00)
Expense	339,400.00	349,387.00	365,045.00	381,371.00
203	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(60,342.00)	(60,342.00)	(60,342.00)	(60,342.00)
Expense	60,342.00	60,342.00	60,342.00	60,342.00
205			**-**	**-**
(blank)			**-**	**-**
Revenue			(19,787.00)	(19,787.00)
Expense			19,787.00	19,787.00

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
210	**(10,728.00)**	**(16,227.11)**	**(10,728.00)**	**(10,489.00)**
(blank)	**(10,728.00)**	**(16,227.11)**	**(10,728.00)**	**(10,489.00)**
Revenue	(90,900.00)	(79,644.68)	(90,900.00)	(90,900.00)
Expense	80,172.00	63,417.57	80,172.00	80,411.00
211	**(32,956.00)**	**(341.39)**	**(6,000.00)**	**(21,843.00)**
(blank)	**(32,956.00)**	**(341.39)**	**(6,000.00)**	**(21,843.00)**
Revenue	(44,256.00)	(341.39)	(21,843.00)	(21,843.00)
Expense	11,300.00	-	15,843.00	-
222	**(916.00)**	**(43.15)**	**-**	**(922.00)**
(blank)	**(916.00)**	**(43.15)**	**-**	**(922.00)**
Revenue	(916.00)	(20.36)	(922.00)	(922.00)
Expense	-	(22.79)	922.00	-
231	**(4,245.00)**	**(200.57)**	**(4,245.00)**	**(4,245.00)**
(blank)	**(4,245.00)**	**(200.57)**	**(4,245.00)**	**(4,245.00)**
Revenue	(4,245.00)	(94.64)	(4,245.00)	(4,245.00)
Expense	-	(105.93)	-	-
234	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	(50,500.00)	(50,416.85)	(50,500.00)	(50,500.00)
Expense	50,500.00	50,416.85	50,500.00	50,500.00
300	**(2,439,816.00)**	**(1,654,526.83)**	**(2,289,816.00)**	**(2,438,138.00)**
(blank)	**(2,439,816.00)**	**(1,654,526.83)**	**(2,289,816.00)**	**(2,438,138.00)**
Revenue	(2,977,709.00)	(1,713,453.12)	(2,977,709.00)	(2,977,709.00)
Expense	537,893.00	58,926.29	687,893.00	539,571.00
302	**-**	**94,059.71**	**-**	**145,000.00**
(blank)	**-**	**94,059.71**	**-**	**145,000.00**
Revenue	(1,211,000.00)	-	(1,211,000.00)	(1,066,000.00)
Expense	1,211,000.00	94,059.71	1,211,000.00	1,211,000.00
310	**(69,555.00)**	**(15,732.16)**	**(4,555.00)**	**(1,862.00)**
(blank)	**(69,555.00)**	**(15,732.16)**	**(4,555.00)**	**(1,862.00)**
Revenue	(295,374.00)	(183,493.04)	(295,374.00)	(295,374.00)
Expense	225,819.00	167,760.88	290,819.00	293,512.00
312	**(263,901.00)**	**(139,786.81)**	**(263,901.00)**	**(266,260.00)**
(blank)	**(263,901.00)**	**(139,786.81)**	**(263,901.00)**	**(266,260.00)**
Revenue	(534,250.00)	(385,886.60)	(534,250.00)	(534,250.00)
Expense	270,349.00	246,099.79	270,349.00	267,990.00
314	**(73,049.00)**	**(18,482.36)**	**(43,049.00)**	**(5,534.00)**
(blank)	**(73,049.00)**	**(18,482.36)**	**(43,049.00)**	**(5,534.00)**
Revenue	(164,341.00)	(50,036.61)	(134,341.00)	(96,441.00)
Expense	91,292.00	31,554.25	91,292.00	90,907.00
320	**8,474.00**	**52,066.04**	**(45,000.00)**	**(11,624.00)**
(blank)	**8,474.00**	**52,066.04**	**(45,000.00)**	**(11,624.00)**
Revenue	(609,371.00)	(503,628.59)	(609,371.00)	(609,371.00)
Expense	617,845.00	555,694.63	564,371.00	597,747.00
322	**(155,538.00)**	**372,474.65**	**(567.00)**	**(567.00)**
(blank)	**(155,538.00)**	**372,474.65**	**(567.00)**	**(567.00)**
Revenue	(530,917.00)	(155,418.66)	(375,946.00)	(375,946.00)
Expense	375,379.00	527,893.31	375,379.00	375,379.00
337	**(642,713.00)**	**(30,094.46)**	**(642,713.00)**	**(642,713.00)**
(blank)	**(642,713.00)**	**(30,094.46)**	**(642,713.00)**	**(642,713.00)**
Revenue	(642,713.00)	(14,201.60)	(642,713.00)	(642,713.00)
Expense	-	(15,892.86)	-	-

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
340	**(101,432.00)**	**(4,309.38)**	**(101,432.00)**	**(69,432.00)**
(blank)	**(101,432.00)**	**(4,309.38)**	**(101,432.00)**	**(69,432.00)**
Revenue	(101,432.00)	(2,033.60)	(101,432.00)	(101,432.00)
Expense	-	(2,275.78)	-	32,000.00
420	**(25,908.52)**	**(53,318.54)**	**(14,789.61)**	**(10,819.00)**
(blank)	**(25,908.52)**	**(53,318.54)**	**(14,789.61)**	**(10,819.00)**
Revenue	(665,283.00)	(427,277.57)	(678,021.00)	(678,021.00)
Expense	639,374.48	373,959.03	663,231.39	667,202.00
422	**(145,204.00)**	**(55,457.85)**	**(143,054.00)**	**(143,204.00)**
(blank)	**(145,204.00)**	**(55,457.85)**	**(143,054.00)**	**(143,204.00)**
Revenue	(147,304.00)	(55,712.04)	(147,304.00)	(147,304.00)
Expense	2,100.00	254.19	4,250.00	4,100.00
425	**(3,063.62)**	**(8,794.78)**	**(2,268.77)**	**8,343.77**
(blank)	**(3,063.62)**	**(8,794.78)**	**(2,268.77)**	**8,343.77**
Revenue	(44,545.00)	(24,045.00)	(44,545.00)	(44,545.00)
Expense	41,481.38	15,250.22	42,276.23	52,888.77
430	**91,728.94**	**28,322.69**	**31,726.87**	**13,185.49**
(blank)	**91,728.94**	**28,322.69**	**31,726.87**	**13,185.49**
Revenue	(116,658.76)	(192,221.47)	(194,313.76)	(195,813.76)
Expense	208,387.70	220,544.16	226,040.63	208,999.25
435	**108,418.58**	**20,271.94**	**35,159.28**	**34,267.00**
(blank)	**108,418.58**	**20,271.94**	**35,159.28**	**34,267.00**
Revenue	41,632.00	(39,929.53)	(42,950.00)	(42,950.00)
Expense	66,786.58	60,201.47	78,109.28	77,217.00
445	**(14,516.25)**	**(44,308.94)**	**(18,078.85)**	**(33,869.00)**
(blank)	**(14,516.25)**	**(44,308.94)**	**(18,078.85)**	**(33,869.00)**
Revenue	(279,870.00)	(269,068.11)	(287,983.00)	(287,983.00)
Expense	265,353.75	224,759.17	269,904.15	254,114.00
446	**(4,743.00)**	**(13,740.77)**	**-**	**33.00**
(blank)	**(4,743.00)**	**(13,740.77)**	**-**	**33.00**
Revenue	(163,838.00)	(156,062.37)	(168,723.00)	(168,723.00)
Expense	159,095.00	142,321.60	168,723.00	168,756.00
448	**(5,237.14)**	**5,221.62**	**(4,185.95)**	**(1,325.00)**
(blank)	**(5,237.14)**	**5,221.62**	**(4,185.95)**	**(1,325.00)**
Revenue	(39,675.00)	(9,820.57)	(39,928.00)	(39,928.00)
Expense	34,437.86	15,042.19	35,742.05	38,603.00
449	**(324,925.00)**	**(143,855.76)**	**(329,798.00)**	**(342,476.00)**
(blank)	**(324,925.00)**	**(143,855.76)**	**(329,798.00)**	**(342,476.00)**
Revenue	(331,125.00)	(140,640.92)	(335,998.00)	(348,676.00)
Expense	6,200.00	(3,214.84)	6,200.00	6,200.00
453	**(10,752.18)**	**(2,636.77)**	**(13,346.47)**	**(6,268.00)**
(blank)	**(10,752.18)**	**(2,636.77)**	**(13,346.47)**	**(6,268.00)**
Revenue	(284,545.00)	(125,680.12)	(288,124.00)	(288,124.00)
Expense	273,792.82	123,043.35	274,777.53	281,856.00
454	**(17,048.45)**	**(4,043.17)**	**(15,596.75)**	**(5,818.00)**
(blank)	**(17,048.45)**	**(4,043.17)**	**(15,596.75)**	**(5,818.00)**
Revenue	(66,293.00)	(35,540.80)	(67,098.00)	(67,098.00)
Expense	49,244.55	31,497.63	51,501.25	61,280.00
455	**(72,116.77)**	**98,538.76**	**(32,088.30)**	**(2,820.00)**
(blank)	**(72,116.77)**	**98,538.76**	**(32,088.30)**	**(2,820.00)**
Revenue	(449,051.00)	(306,194.89)	(455,406.00)	(455,406.00)
Expense	376,934.23	404,733.65	423,317.70	452,586.00

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
458	**(7,433.01)**	**(9,111.91)**	**(6,582.11)**	**11,879.00**
(blank)	**(7,433.01)**	**(9,111.91)**	**(6,582.11)**	**11,879.00**
Revenue	(112,678.00)	(72,528.74)	(114,790.00)	(114,790.00)
Expense	105,244.99	63,416.83	108,207.89	126,669.00
459	**(6,346.83)**	**61,468.35**	**3,587.89**	**12,183.00**
(blank)	**(6,346.83)**	**61,468.35**	**3,587.89**	**12,183.00**
Revenue	(579,498.00)	(126,522.64)	(582,913.00)	(582,913.00)
Expense	573,151.17	187,990.99	586,500.89	595,096.00
460	**66,112.25**	**52,987.86**	**3,850.00**	**31,800.00**
(blank)	**66,112.25**	**52,987.86**	**3,850.00**	**31,800.00**
Revenue	(31,480.00)	(48,000.00)	(104,904.37)	(48,000.00)
Expense	97,592.25	100,987.86	108,754.37	79,800.00
461	**(21,430.00)**	**15,093.27**	**-**	**1,433.00**
(blank)	**(21,430.00)**	**15,093.27**	**-**	**1,433.00**
Revenue	(731,530.00)	(885,189.22)	(759,894.00)	(759,894.00)
Expense	710,100.00	900,282.49	759,894.00	761,327.00
462	**(25,736.69)**	**(3,130.91)**	**(24,752.97)**	**469.00**
(blank)	**(25,736.69)**	**(3,130.91)**	**(24,752.97)**	**469.00**
Revenue	(34,370.00)	(10,963.00)	(34,667.00)	(34,667.00)
Expense	8,633.31	7,832.09	9,914.03	35,136.00
464	**(17,748.73)**	**4,339.14**	**(16,585.95)**	**(15,647.00)**
(blank)	**(17,748.73)**	**4,339.14**	**(16,585.95)**	**(15,647.00)**
Revenue	(44,075.00)	(9,457.19)	(44,352.00)	(44,352.00)
Expense	26,326.27	13,796.33	27,766.05	28,705.00
465	**(3,226.87)**	**1,334.63**	**(1,288.13)**	**(1,249.00)**
(blank)	**(3,226.87)**	**1,334.63**	**(1,288.13)**	**(1,249.00)**
Revenue	(70,700.00)	(18,652.47)	(71,197.00)	(71,197.00)
Expense	67,473.13	19,987.10	69,908.87	69,948.00
466	**(878.70)**	**21,500.93**	**(279.91)**	**9,333.00**
(blank)	**(878.70)**	**21,500.93**	**(279.91)**	**9,333.00**
Revenue	(53,528.00)	(11,269.66)	(53,831.00)	(53,831.00)
Expense	52,649.30	32,770.59	53,551.09	63,164.00
467	**(2,498.00)**	**14,858.32**	**648.83**	**9,239.00**
(blank)	**(2,498.00)**	**14,858.32**	**648.83**	**9,239.00**
Revenue	(43,312.00)	(13,890.25)	(43,704.00)	(43,704.00)
Expense	40,814.00	28,748.57	44,352.83	52,943.00
468	**(5,323.80)**	**3,229.19**	**1,013.92**	**5,210.00**
(blank)	**(5,323.80)**	**3,229.19**	**1,013.92**	**5,210.00**
Revenue	(54,155.00)	(30,877.71)	(54,155.00)	(54,155.00)
Expense	48,831.20	34,106.90	55,168.92	59,365.00
469	**(2,090.00)**	**(8,994.72)**	**-**	**(500.00)**
(blank)	**(2,090.00)**	**(8,994.72)**	**-**	**(500.00)**
Revenue	(73,193.00)	(78,220.88)	(75,345.00)	(75,345.00)
Expense	71,103.00	69,226.16	75,345.00	74,845.00
470			**-**	**(10,847.00)**
(blank)			**-**	**(10,847.00)**
Revenue			(120,115.00)	(120,115.00)
Expense			120,115.00	109,268.00
705 Veh/Equip-Maint	**(225,537.51)**	**(13,846.96)**	**(60,477.37)**	**4,081.81**
(blank)	**(225,537.51)**	**(13,846.96)**	**(60,477.37)**	**4,081.81**
Revenue	(380,691.59)	(150,184.58)	(228,787.59)	(218,497.59)
Expense	155,154.08	136,337.62	168,310.22	222,579.40

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
706 Veh/Equ Replacement	**(510,872.65)**	**(322,161.75)**	**100,000.00**	**642.00**
(blank)	**(510,872.65)**	**(322,161.75)**	**100,000.00**	**642.00**
Revenue	(2,544,674.00)	(1,070,958.61)	(2,544,674.00)	(3,333,674.00)
Expense	2,033,801.35	748,796.86	2,644,674.00	3,334,316.00
710 Network Maint	**24,170.88**	**141,316.01**	**-**	**(43,844.15)**
(blank)	**24,170.88**	**141,316.01**	**-**	**(43,844.15)**
Revenue	(707,575.37)	(413,750.99)	(847,346.81)	(908,765.03)
Expense	731,746.25	555,067.00	847,346.81	864,920.88
712 Dispatch	**(69,623.60)**	**(333,507.22)**	**9,458.34**	**-**
(blank)	**(69,623.60)**	**(333,507.22)**	**9,458.34**	**-**
Revenue	(1,904,035.04)	(2,023,106.44)	(2,450,525.06)	(2,271,722.06)
Expense	1,834,411.44	1,689,599.22	2,459,983.40	2,271,722.06
713 PW Maint	**79,963.04**	**18,863.00**	**99,825.69**	**(10,345.11)**
(blank)	**79,963.04**	**18,863.00**	**99,825.69**	**(10,345.11)**
Revenue	(2,319,928.31)	(2,633,920.90)	(2,891,190.78)	(3,095,641.00)
Expense	2,399,891.35	2,652,783.90	2,991,016.47	3,085,295.89
715 Liability Insurance Reserve	**11,389.23**	**183,978.94**	**56,748.33**	**-**
(blank)	**11,389.23**	**183,978.94**	**56,748.33**	**-**
Revenue	(1,437,833.83)	(1,139,976.61)	(1,831,666.26)	(2,055,004.59)
Expense	1,449,223.06	1,323,955.55	1,888,414.59	2,055,004.59
721 Rec/Community	**(36.00)**	**-**	**(36.00)**	**-**
(blank)	**(36.00)**	**-**	**(36.00)**	**-**
Revenue	(24,636.00)	-	(24,636.00)	(24,636.00)
Expense	24,600.00	-	24,600.00	24,636.00
750 Workers Comp. Insurance	**(401,390.77)**	**(414,725.29)**	**(488,198.83)**	**242.00**
(blank)	**(401,390.77)**	**(414,725.29)**	**(488,198.83)**	**242.00**
Revenue	(1,628,959.00)	(1,044,617.07)	(1,628,959.00)	(1,742,157.00)
Expense	1,227,568.23	629,891.78	1,140,760.17	1,742,399.00
765 Unemployment Self Insured	**(4,214.00)**	**(2,840.76)**	**(4,739.00)**	**-**
(blank)	**(4,214.00)**	**(2,840.76)**	**(4,739.00)**	**-**
Revenue	(14,475.00)	(18,680.76)	(15,000.00)	(15,000.00)
Expense	10,261.00	15,840.00	10,261.00	15,000.00
805	**(3,520.67)**	**1,308.73**	**(3,520.67)**	**(3,520.67)**
(blank)	**(3,520.67)**	**1,308.73**	**(3,520.67)**	**(3,520.67)**
Revenue	(3,520.67)	(8,270.28)	(3,520.67)	(3,520.67)
Expense	-	9,579.01	-	-
807	**(1,814.00)**	**102.00**	**(1,814.00)**	**(1,814.00)**
(blank)	**(1,814.00)**	**102.00**	**(1,814.00)**	**(1,814.00)**
Revenue	(1,814.00)	(3,047.00)	(1,814.00)	(1,814.00)
Expense	-	3,149.00	-	-
808	**(776.00)**	**(4,298.90)**	**(776.00)**	**(776.00)**
(blank)	**(776.00)**	**(4,298.90)**	**(776.00)**	**(776.00)**
Revenue	(776.00)	(4,351.70)	(776.00)	(776.00)
Expense	-	52.80	-	-
810	**(1,285,950.00)**	**(154,869.16)**	**(1,285,950.00)**	**(1,285,950.00)**
(blank)	**(1,285,950.00)**	**(154,869.16)**	**(1,285,950.00)**	**(1,285,950.00)**
Revenue	(1,285,950.00)	(1,674,996.00)	(1,285,950.00)	(1,285,950.00)
Expense	-	1,520,126.84	-	-
815	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	-	-	-
825	**(268.75)**	**(935.00)**	**(268.75)**	**(268.75)**

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
(blank)	**(268.75)**	**(935.00)**	**(268.75)**	**(268.75)**
Revenue	(268.75)	(13,343.75)	(268.75)	(268.75)
Expense	-	12,408.75	-	-
830	**(3,177,555.44)**	**(140,192.16)**	**(3,177,555.44)**	**(3,177,555.44)**
(blank)	**(3,177,555.44)**	**(140,192.16)**	**(3,177,555.44)**	**(3,177,555.44)**
Revenue	(3,177,555.44)	(6,706,624.26)	(3,177,555.44)	(3,177,555.44)
Expense	-	6,566,432.10	-	-
835	**-**	**-**	**-**	**-**
(blank)	**-**	**-**	**-**	**-**
Revenue	-	(241,008.04)	-	-
Expense	-	241,008.04	-	-
901	**114,716.67**	**-**	**-**	**3,316.00**
(blank)	**114,716.67**	**-**	**-**	**3,316.00**
Revenue	(280,187.00)	(250,000.00)	(250,000.00)	(250,000.00)
Expense	394,903.67	250,000.00	250,000.00	253,316.00
902	**(406,985.28)**	**(3,929,089.19)**	**14,616.06**	**16,500.00**
(blank)	**(406,985.28)**	**(3,929,089.19)**	**14,616.06**	**16,500.00**
Revenue	(6,598,065.00)	(6,163,361.25)	(5,625,840.00)	(5,625,840.00)
Expense	6,191,079.72	2,234,272.06	5,640,456.06	5,642,340.00
903	**(3,778,224.13)**	**265,565.01**	**(3,811,969.24)**	**(3,824,477.94)**
(blank)	**(3,778,224.13)**	**265,565.01**	**(3,811,969.24)**	**(3,824,477.94)**
Revenue	(4,637,220.97)	(168,534.70)	(4,624,475.00)	(4,624,475.00)
Expense	858,996.84	434,099.71	812,505.76	799,997.06
907	**1,945.00**	**(49,779.40)**	**3,499.61**	**4,458.74**
(blank)	**1,945.00**	**(49,779.40)**	**3,499.61**	**4,458.74**
Revenue	(512,568.00)	(497,519.42)	(512,568.00)	(512,568.00)
Expense	514,513.00	447,740.02	516,067.61	517,026.74
908	**(48,265.93)**	**64,812.34**	**(51,552.69)**	**(40,473.00)**
(blank)	**(48,265.93)**	**64,812.34**	**(51,552.69)**	**(40,473.00)**
Revenue	(116,302.00)	(11,972.71)	(125,602.00)	(111,802.00)
Expense	68,036.07	76,785.05	74,049.31	71,329.00
909	**670,253.40**	**261,310.21**	**11,406.04**	**10,660.62**
(blank)	**670,253.40**	**261,310.21**	**11,406.04**	**10,660.62**
Revenue	103,801.00	(190,817.57)	(585,640.00)	(585,640.00)
Expense	566,452.40	452,127.78	597,046.04	596,300.62
919	**(122,109.22)**	**9,685.68**	**(123,913.41)**	**(124,570.37)**
(blank)	**(122,109.22)**	**9,685.68**	**(123,913.41)**	**(124,570.37)**
Revenue	(185,365.00)	(27,252.33)	(184,865.00)	(184,865.00)
Expense	63,255.78	36,938.01	60,951.59	60,294.63
932	**(3,800.00)**	**(36,506.16)**	**(3,800.00)**	**(2,700.00)**
(blank)	**(3,800.00)**	**(36,506.16)**	**(3,800.00)**	**(2,700.00)**
Revenue	(2,505,800.00)	(3,494,697.50)	(2,805,800.00)	(3,802,700.00)
Expense	2,502,000.00	3,458,191.34	2,802,000.00	3,800,000.00
935	**(27,685.00)**	**-**	**(27,685.00)**	**(27,685.00)**
(blank)	**(27,685.00)**	**-**	**(27,685.00)**	**(27,685.00)**
Revenue	(27,685.00)	-	(27,685.00)	(27,685.00)
Expense	-	-	-	-
937	**(319,092.00)**	**(11,984.00)**	**(319,092.00)**	**(319,092.00)**
(blank)	**(319,092.00)**	**(11,984.00)**	**(319,092.00)**	**(319,092.00)**
Revenue	(319,092.00)	(6,599.07)	(319,092.00)	(319,092.00)
Expense	-	(5,384.93)	-	-
945	**21,840.19**	**167,760.74**	**23,014.00**	**(77,673.54)**

Row Labels	FY 2023-2024 Budget	FY 2023-2024 YTD Actuals	FY 2024-2025 Budget	FY 2025-2026 Proposed Budget
(blank)	**21,840.19**	**167,760.74**	**23,014.00**	**(77,673.54)**
Revenue	(255,191.00)	(375,488.41)	(315,900.00)	(610,200.00)
Expense	277,031.19	543,249.15	338,914.00	532,526.46
946	**(550.00)**	**51,663.82**	**(7,550.00)**	**-**
(blank)	**(550.00)**	**51,663.82**	**(7,550.00)**	**-**
Revenue	(8,000.00)	-	(8,000.00)	-
Expense	7,450.00	51,663.82	450.00	-
974	**-**	**9,544.74**	**-**	**-**
(blank)	**-**	**9,544.74**	**-**	**-**
Revenue	(35,610.00)	(312.31)	(35,610.00)	(35,610.00)
Expense	35,610.00	9,857.05	35,610.00	35,610.00
(blank)				**-**
(blank)				**-**
(blank)				-
Grand Total	**(23,741,864.55)**	**(3,760,619.83)**	**(22,501,994.08)**	**(16,822,186.10)**

MEMORANDUM

TO: Honorable Mayor and City Council

FROM: Bret Prebula, City Manager

DATE: May 13, 2025

SUBJECT: Fiscal Year 2025–2026 Budget Strategy Framework – Balancing Sustainability, Community Impact, and Strategic Planning

EXECUTIVE SUMMARY

Over the past decade, Suisun City has faced repeated structural budget challenges due to limited revenue growth, historic underinvestment in economic development, and increasing fixed operational costs. While Measure S has temporarily improved our fiscal outlook, the City still faces a projected $1.3 million to $1.8 million in General Fund shortfall for FY 2025–26. The difference in the General Fund shortfall is related to whether or not the City enters into a reimbursement agreement with California Forever, as there is significant annual staff time that would be reimbursed related to the work on evaluating this project.

We are now at a policy crossroads because of the above and cumulative decisions made in the past. The Council is being asked to provide direction on how to proceed with addressing the various issues through one of three primary fiscal strategy options:

1. Use reserves to cover the entire shortfall.
2. Partial use of reserves and identifying service reductions selected by City Council to equal the total shortfall.
3. Fully balance the budget through service reductions only.

Each option has trade-offs in terms of operational stability, community service delivery, and long-term fiscal resilience. Staff would like City Council to make recommendations for both the $1.3 million and $1.8 million shortfall levels so staff will know what to bring back for City Council approval during the Budget Hearings, depending on the outcome of the reimbursement agreement discussions.

At this point in the budget creation, if any additional service delivery cuts are required, staff will need City Council to identify those areas of reduction as they will create noticeable, and depending on the reduction level, deep cuts to service delivery. Currently, with 75% or lower staffing levels in most departments, compared to the benchmarks, additional cuts beyond what staff has already proposed in the FY 2025-26 budget may cause foundational

shifts in how we operate the City. In the PowerPoint presentation, staff has laid out a variety of additional service delivery cuts the City Council can deliberate along with the service delivery impacts. During the presentation, if City Council decides to make these reductions, staff will also identify cumulative impacts of various selections, but those cannot be quantified until the public discussion is happening with City Council.

This memorandum summarizes the current budget picture, outlines our community and organizational priorities, and provides a decision-making framework grounded in sustainability and limiting public service reductions to the best of our fiscal ability.

BACKGROUND: SUISUN CITY'S FISCAL CONTEXT

Over the past decade, Suisun City has faced systemic challenges, including:

- A small geographic and economic footprint compared to surrounding cities.
- Limited commercial growth due to lack of scale and lack of historic decision making around pushing stronger economic development outcomes
- The use of ARPA and high vacancy rates that previously masked long-term imbalance but created weak community service delivery.
- Revenue per capita is almost half of similar size cities; a similar city of 30,000 residents in Solano County, City of Benicia, that has General Fund revenue near $45M to $50M when you remove Valero is almost double the City's General Fund.
- With almost a $15M to $20M revenue shortfall compared to the same size city in Solano County, the constraints of service delivery are unavoidable.

Recent efforts have included:

- Adoption of a Strategic Plan
    - This Plan is the strategic roadmap that sets the general workplan for the city over the next five (5) years. Even with the low staffing levels, the City has already made progress on this plan. The Plan is reviewed each year and staff provide updates on the outcomes of the Plan along the way. The link to the Plan can be found here: d9292f11-c3b9-11ef-a9e2-005056a89546-5360f717-96cd-4307-943a-c7dc7bb46276-1739494426.pdf
- Passage of Measure S (generating an additional $3M annually).
- A focus on "back to basics" to ensure the foundational pieces of local governmental services can have the focus on the limited staff and resources.
- Adoption of an Economic Development Strategy and Implementation Plan (EDSIP) to unlock infill development.
    - The EDSIP is the foundation of the progressive move forward by the City Council to enhance the infill economic development throughout the City. This document lays the foundation of the development plan which will begin by putting all the City owned property through the State's Surplus Lands Act (SLA) process. This process is mandated by the State before any City owned

property can be sold. This process will take 6 months but is the sign to developers that the City is ready to move aggressively to develop the remainder of the City. A link to the EDSIP can be found here: SKM_C360i25022715480

- Adoption of a legislative platform. This platform, along with our lobbyists, assists the City in achieving State and Federal support when those opportunities present themselves. As a reminder, the benefit of State and Federal funding is more focused on project specific goals and not something that will assist in our ongoing structural budget issues. A link to the legislative platform can be found here: Legislative Platform.Suisun
- Ongoing engagement with California Forever for potential annexation.

Despite this progress, core services remain under strain, and many departments operate at or below industry standards, with most departments at 75% or lower than benchmark staffing levels.

FY 2025–26 BUDGET SNAPSHOT

- General Fund Revenues (with reimbursement agreement): $28.2M
- General Fund Revenue (without reimbursement agreement): $27.7M
- Expenditures: $29.5M

Expenditures do not include any Cost of Living Adjustment (COLA) as the City is in contract negotiations with all its employe groups.

- Shortfall (with reimbursement agreement): $(1.3M)
- Shortfall (without reimbursement agreement): $(1.8M)

Key revenue positives (beyond the Measure S increase) include reimbursement agreement ($560K), new Republic Services contract ($300K), permit revenues ($300K). However, ARPA funds have expired. ARPA had been previously used to stop gap some of the budget shortfall now needed to be addressed in the FY 2025-26 budget.

The expenditures have increased approximately 6% from the FY 2024-25 budget. Again, this increase does not include any COLA for employees as the City is still engaged in contract negotiations. The increase of 6% includes normal step increases for employees not yet at the top step of their salary scale, increases to general liability and workmen's comp insurance, normal increases to our CALPERS annual contributions, as well as the 2-FTE Police Officers, 2-FTE Firefighters, and 2-FTE Public Works Maintenance staff (illegal dumping crew) added at the FY 2024-25 mid-year budget. These positions were vital to addressing near-term staffing concerns that have plagued these three departments. The Public Works positions are offset by a cost recovery through the new Republic Services contract that is slated to come to the City Council in early summer.

OPTIONS FOR COUNCIL CONSIDERATION

Option 1: Use Reserves to Cover Full Shortfall

Pros:

- Avoids service cuts in FY 25–26
- Maintains organizational momentum
- Preserves core staffing

Cons:

- Further depletes reserves, risking future emergencies
- Sends signal that structural reforms may be deferred

Strategic Pitfall: May delay difficult decisions and create steeper deficits if growth strategies are delayed or fail to materialize.

Option 2: Use Partial Reserves and Implement Service Delivery Cuts

Pros:

- Balances budget responsibility and service delivery continuity
- Preserves some strategic investments
- Slows reserve drawdown

Cons:

- Reduced service levels in some departments will have an immediate community impact
- Potential public dissatisfaction with visible program reductions
- If department cuts are made, it may impact burn out and staffing levels as staff may chose to leave the City for other organizations.

Strategic Pitfall: Cuts may weaken short-term community confidence unless clearly communicated as a tradeoff for long-term resilience.

Option 3: Fully Balance Through Reductions

Pros:

- Reserves remain untouched
- City structurally lives within means

Cons:

- High-risk: deep cuts may lead to deep staffing loss as burn out grows
- Momentum and success achieved in the last year will be lost or minimized
- Organizational morale, service delivery, and progress all impacted which could result in increased crime, lower quality of life, increased blight, deteriorating park

maintenance and repairs, and a general lack of ability to respond timely to many community issues.

Strategic Pitfall: May appear fiscally prudent but could cause irreparable harm to progress, talent retention, and community trust.

RECOMMENDED DECISION FRAMEWORK

Council should weigh each option against two guiding principles:
1. Stability: Will this decision stabilize our services and staffing levels without over-leveraging our reserves?
2. Sustainability: Does this option buy enough time for infill development and/or annexation efforts to succeed?

In alignment with our Strategic Plan, staff recommends pursuing Option 2 with an interest-based lens—balancing partial use of reserves with high-impact cuts that do not cripple momentum. Staff would recommend using no more than $750,000 of reserves to achieve this strategic objective. This use of reserves would be $1.9M less than what was in the FY 2024-25 budget.

NEXT STEPS

Staff will return with a final proposed FY 2025–26 budget reflecting Council's direction. The date of the June budget hearing is still being determined.

As always, thank you for your thoughtful leadership and commitment to Suisun City's future.

Respectfully submitted,

Bret Prebula
City Manager
City of Suisun City

Discussion and Direction Regarding Applying for a Federal COPS Office Grant for Hiring Additional Police Officers.

June 17, 2025

1

COPS Hiring Program (CHP) Discussion and Direction

The COPS Hiring Program is a competitive federal grant that provides funding to law enforcement agencies to hire or rehire additional officers to increase community policing capacity and crime prevention. The program offers up to 75% of the approved entry-level salary and fringe benefits of full-time officers for a three-year period, capped at $125,000 per officer for the entire funding period (not $125k per year).

2

COPS Hiring Program (CHP) Discussion and Direction

- Suisun City is eligible to submit a grant application for funding related to hiring officers through the U.S. Department of Justice COPS Hiring Program (CHP)
- Up to $125k per officer can be awarded. The grant parameters indicate there is only a 25% local match necessary, but the maximum federal share is as stated.
- A waiver can be requested to lower the local match, but the applicant must initially state what their waiver request is.
- The COPS Office will assess the severity of fiscal distress to determine if a waiver is granted.

3

COPS Hiring Program (CHP) Discussion and Direction

- The grant pays a portion of the officer's salary each year through years 1-3, and the city must keep the officer through year 4.
- The grant funding cannot be used to supplant current staff or pay for staff that has already been approved in a budget, even if the staff has not been hired.
- In this instance, SCPD could theoretically request to hire two additional police officers that are not currently budgeted.
- The Mayor and the Police Chief would be required to sign as grant applicants and be willing to accept the grant if awarded.

4

COPS Hiring Program (CHP) Discussion and Direction

- If SCPD applied for a grant to hire two officers, the city would be eligible to receive up to $250k in grant funding over a three-year period.
- Because this grant requires the applicant to continue employing the grant officers for one additional year, SCPD would keep the officers for 4-years or must pay back the entire grant amount.
- Using an average of a current SCPD officer's salary and benefits, the city would spend $1.4m over the course of four years for two officers, receiving back $250k.

5

COPS Hiring Program (CHP) Discussion and Direction

FINANCIAL IMPACT:

- **Total 4-Year Cost for 2 Officers:** $1,400,000 (approx.)
- **Total Grant Award (if approved):** $250,000
- **Net City Cost Over 4 Years:** $1,150,000
- **Annual Average City Cost:** $287,500

6

COPS Hiring Program (CHP) Discussion and Direction

- Should SCPD continue to apply for this federal funding considering the potential financial impact?
- Should SCPD apply for this grant and ask for a waiver, of which the amount needs to be specified at the time of application?
- Should SCPD defer the application for this grant period (The CHP program is likely to continue in the upcoming federal fiscal years)?

7

Questions?

8

FY 2025-26 Annual Budget

City Council Meeting

June 24, 2025

1

Topics

- Budget Summary
- General Funds Overview
- Recommendation
- Comments/Questions

2

2

Budget Study Session – May 13th

- Detailed budget Study Session
- Departmental Needs
- Open Discussion
- Feedback from the Council and Community

3

3

Significant Changes

Sale of Assets: California Forever agreement $1.4M

- Agreement is for $1.5M, Lawler House (RDA property) taken out $100K

Council suggested cuts are restored.

- No transfer needed from Reserves to balance the budget.

COLA: 2.5% is added – approved 2023 labor negotiations

- Cost approximately $290K

4

4

Budget Summary

General Fund	= $32.9M
Measure S	= $6.9M
All other Funds	= $70.5M
ISF Budget	= $13.6M
Total Op Budget	= $123.9M

5

5

General Fund Overview

Total Resources
$32,857,689

Total Expenditures
$32,857,689

Reserves Balance
$5,530,074

6

6

Budget Summary – Revenues/Expenditures

- Transfer In from Measure S increased by ~ 3M
- Property tax revenues are expected to have mild growth (2%)
- Other taxes revenue (including Cannabis) and Franchise Fees are expected to increase by $300K
- Sales of Assets revenue is $1.4M – California Forever agreement.
- Expenditures are mostly status quo.

7

7

Measure S Overview

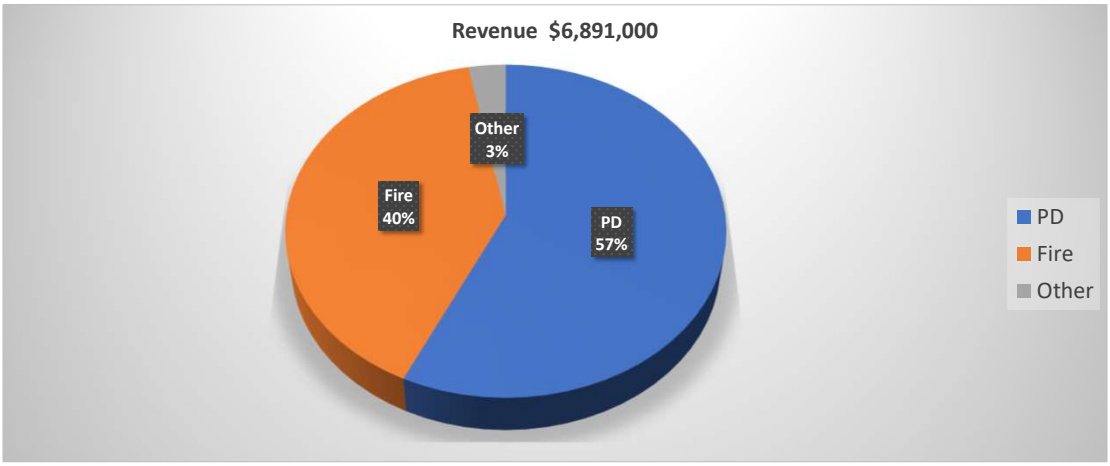
Total Resources
$6,891,000

Total Expenditures
$6,891,000

8

8

Measure S Allocations



9

9

Measure S

Special Projects

- Public Safety Communication System
  $225,000
- Business Management software
  $20,000

10

10

Master Fee Schedule

CPI increase 2.4%

Water Connection Fees – increased

Development Fees – CCCI increase 2.3%

Note: A comprehensive impact and fee study is pending, and it may impact revenue of current year's amended or next fiscal year's budget.

11

11

Adoption of the Fiscal Year 2025-26 Annual Budget

- Council Adoption of Resolution No. 2025 -__: Adopting the Annual Budget for Fiscal Year 2025-26
- Agency Adoption of Resolution No. SA 2025 -__: Adopting the Annual Budget for Fiscal Year 2025-26
- Authority Adoption of Resolution No. HA 2025 -__: Adopting the Annual Budget for Fiscal Year 2025-26
- Council Adoption of Resolution No. 2025 -__: Adopting the Appropriations Limit for Fiscal Year 2025-26
- Council Adoption of Resolution No. 2025 -__: Approving an Annual Update of the Master Fee Schedule

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12

Comments/Questions

13

13

Suisun City Realignment & Strategic Staffing Plan

City Council | March 17, 2026

1

Request

Continuation of March 3, 2026, item requesting:

- Council adoption of a resolution approving an Organizational Realignment and Strategic Staffing Plan and Amending the Citywide Classification Plan Supporting the Organizational Realignment and Strategic Staffing Plan.
- Council adoption approving amendments to the Citywide Salary Schedule Supporting the Organizational Realignment and Strategic Staffing Plan.

2

Introduction

- The proposed realignment is the result of close collaboration from department heads understanding the needs and wants of staff, limited resources, and budgetary constraints.
- Realignment would directly implement several goals and strategies and address many of the Strengths, Limitations, Opportunities, and Threats identified in the Council-adopted Five-Year Strategic Plan (2025-2030)
- Realignment allows for slight modifications to existing positions, addition of new positions (some limited-term), reclassifications, and elimination (or freezing) of positions to better reflect the needs of staff, and department heads to achieve maximum efficiency
- Increases efficiency of organization with relatively nominal impact to budget, which in turn maximizes output
  - Employee retention
  - Reduces attrition
  - Boosts organizational morale
  - Increases efficiency through more effective cross-collaboration
- Realignment positions City departments towards the Best Practices (previously referred to as "Silver Option") staffing scenario presented to Council in 2025 accounting for limited resources and budgetary constraints

3

Summary of Changes

Fiscal Impact for FY2026/27 $655,000 to $720,000

City Manager's Office (Fiscal Impact: Less than $40,000)
- Add two (2) Management Analyst positions (Limited-Term through June 30, 2028)
  - 1 for Special Initiatives and Economic Development
  - 1 for Communications and Unhoused Services
- Delete one (1) Administrative Assistant II (Limited-Term)
- Delete one (1) Administrative Technician (Limited-Term)

Finance Department (Fiscal Impact: $160,000 to $180,000)
- Add one (1) Finance Manager (Full-Time)
- Add one (1) Senior Accountant (Full-Time)
- Delete one (1) Accountant position (Full-Time)

Development Services Department (Fiscal Impact: Neutral to Cost Savings)
- No position changes
- Integrate Housing Division within Development Services Department

Human Resources Department (Fiscal Impact: Neutral to $10,000)
- Reclass one (1) HR Technician to one (1) HR & Payroll Technician (Full-Time)
- Reclass one (1) HR Technician to one (1) HR & Payroll Technician (Limited Term)
- Reclass one (1) Account Technicians to one (1) HR & Payroll Technician (Full-Time)
- Reclass one (1) Account Technician to one (1) HR & Payroll Technician (Limited Term)

Public Works (Fiscal Impact: $190,000 to $220,000)
- Restore three (3) Public Works Supervisors (Full-Time)
- Freeze three (3) Senior Maintenance Workers (Full-Time)
- Add one (1) Senior Civil Engineer (Full-Time)

Police Department (Fiscal Impact: Approximately $500,000)
- Reclass one (1) Police Commander to one (1) Police Captain (Full-Time)
- Reclass one (1) Police Commander to one (1) Police Lieutenant (Full-Time)
- Add one (1) Police Lieutenant (Full-Time)
- Add one (1) Police Officer (Full-Time)
- Add one (1) Dispatcher (Full-Time)
- Add two (2) Records Clerk I/II (Full-Time)
- Freeze one (1) Police Sergeant - Detective (Full-Time)

4

Strategic Plan (2025-2030)

- Adopted by Council February 18, 2025
- Purpose is to "…directly guide City policy, budgeting, and resource allocation in alignment with public safety, infrastructure, sustainability, and community development priorities." [Feb. 18, 2025 Council Report]
- The Strategic Plan "…informs budgeting and annual staff work plans." [2025-2030 Strategic Plan]
- Key Components:
  - Strengths, Limitations, Opportunities, Threats
  - Mission, Vision, Values
  - Goals (A, B, C, D) & Strategies

5

Strategic Plan: Goals & Strategies

- Goal A – Public Safety: Suisun City is thriving, resilient, and safe.
- Goal B – Community Appeal: Suisun City is sustainable, appealing, and future-focused.
- Goal C – Sustainability and Stewardship: Develop strategic policies, programs and financial opportunities that result in long-term social, economic, operational and financial sustainability supported by our community.
- Goal D – Community Vibrancy: Suisun City will become resilient by utilizing its abundance of natural resources to improve the vitality of the community through sustainable development for residents.

6

Strategic Plan:
Strengths, Limitations, Opportunities, Threats

Strengths
- Competent and Dedicated City Staff

Limitations
- Lack of Succession Planning for Staff
- Lack of Public Safety Resources
- City Staffing Levels
- Homelessness and Vacant Buildings
- Slow Development

Opportunities
- Improve Image by Addressing Social Issues
- Enhance Public Safety

Threats
- Increase in Homeless Population
- Population Growth Outpacing Public Safety Services
- Leadership Disconnect
- Staffing Recruitment and Retention
- Lack of Funding for City Departments

7

Summary

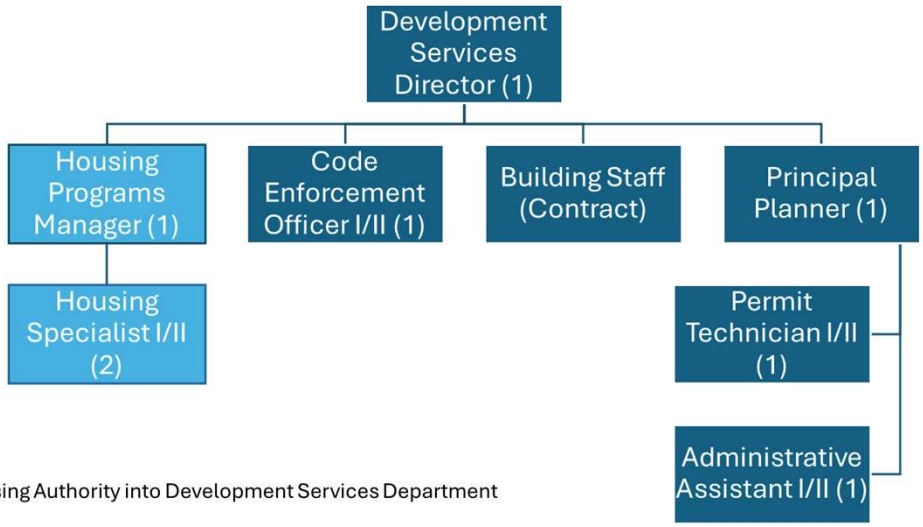
- Realignment better positions staff to continue, and more effectively, achieve the Goals and Strategies adopted as part of the Strategic Plan
- Realignment directly (and indirectly) serves as the cornerstone to addressing many of the SLOT's, especially the capitalizing on "strengths," minimizing "limitations," expanding on "opportunities," and reducing "threats"
- Realignment IS implementation of the Strategic Plan

8

Development Services

9

Development Services
Proposed Organizational Chart 2026



- Integrates Housing Authority into Development Services Department

10

Development Services
Supporting Analysis

1. Aligns related functions under one department
- Housing policy and development review are closely connected.
- Integration improves coordination between planning, housing policy, and development approvals.

2. Improves compliance with state housing mandates
- California housing requirements are increasingly complex.
- A unified structure improves the City's ability to monitor compliance and meet reporting obligations.

3. Reduces reliance on outside consultants
- Strengthening internal capacity allows the City to handle more housing and development policy work in-house.

4. Improves development coordination
- Developers and applicants benefit from more streamlined communication and project management.

Development Services

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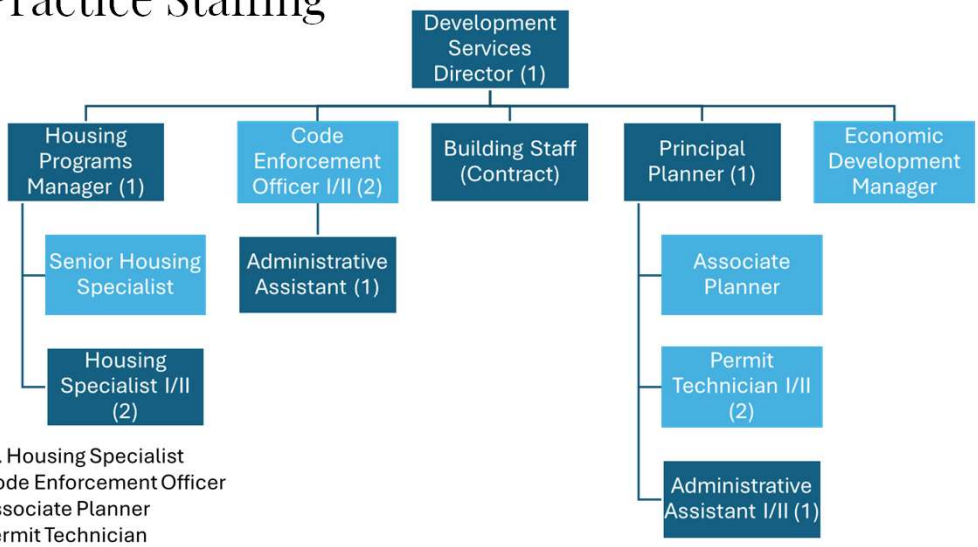
Development Services
Best Practice Staffing



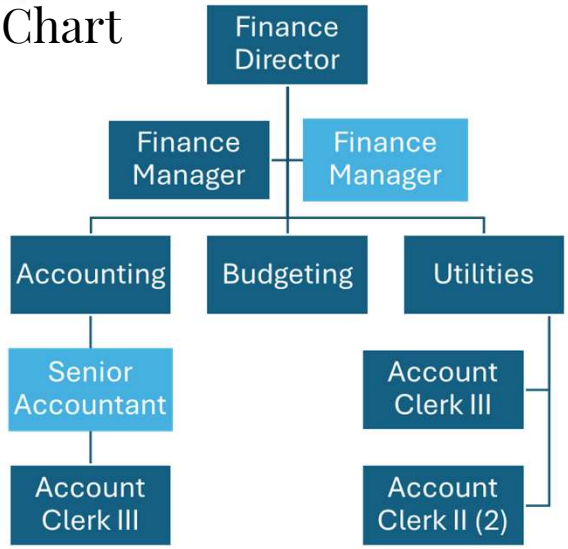
- Adds one Sr. Housing Specialist
- Adds one Code Enforcement Officer
- Adds one Associate Planner
- Adds one Permit Technician
- Adds one Economic Development Manager

12

Finance Department

13

Finance Department
Proposed Organizational Chart



- Reclassify Accountant to Senior Accountant
- Adds one Finance Manager
- Payroll Unit transferred from Finance to HR on 2/6/2026

14

Finance Department
Supporting Analysis

1. Strengthens financial oversight
- Adding a Finance Manager improves internal oversight, financial reporting, and strategic financial planning.

2. Reduces operational risk
- Financial functions are complex and heavily regulated. The new structure provides appropriate supervision and internal controls.

3. Improves budgeting and financial forecasting
- Enhanced leadership capacity allows the City to better manage long-term financial planning and fiscal sustainability.

4. Supports the scale of city operations
- As the City grows and financial reporting requirements increase, additional financial management capacity is necessary to maintain compliance and transparency.

Finance Department

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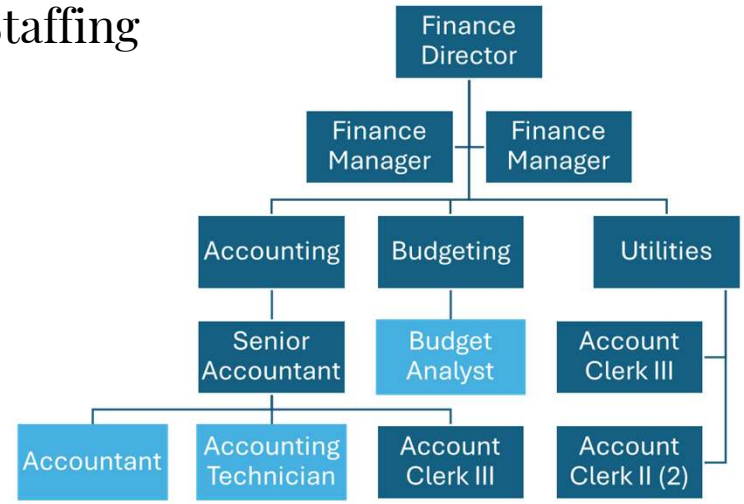
Finance Department
Best Practice Staffing



- Adds one Accountant
- Adds one Accounting Technician
- Adds one Budget Analyst

16

Human Resources

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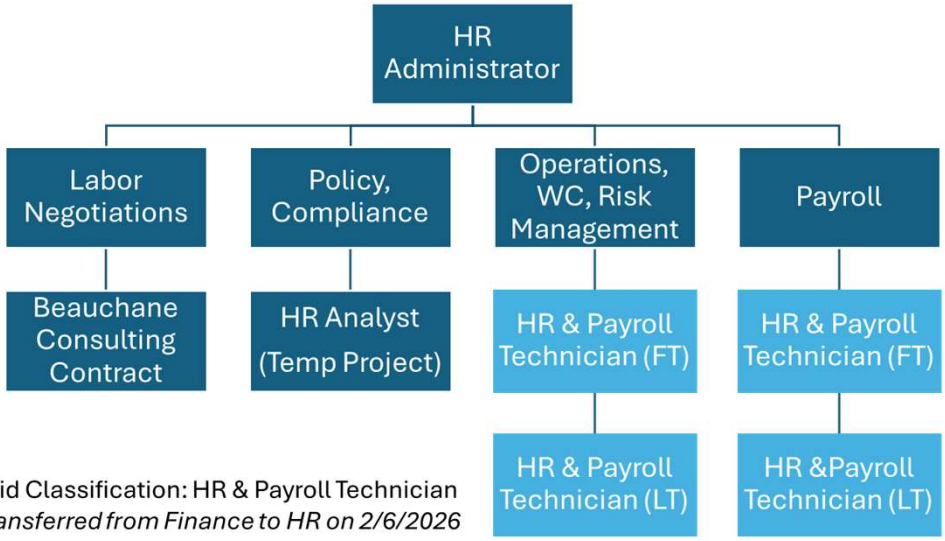
Human Resources Department
Proposed Organizational Chart



- Establishes Hybrid Classification: HR & Payroll Technician

Note: Payroll Unit transferred from Finance to HR on 2/6/2026

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Human Resources Department
Supporting Analysis

1. Aligns payroll with the functions that drive it
- Payroll transactions originate from HR actions such as hiring, promotions, compensation changes, and benefits enrollment.
- Aligning payroll within HR improves accuracy and coordination.

2. Reduces operational risk
- Historically, payroll functions were concentrated in one position, creating a single point of failure.
- Cross-training staff ensures continuity for this mission-critical function.

3. Supports labor relations and compliance
- Payroll staff play a key role in FLSA compliance, labor agreement implementation, and compensation analysis.

4. Improves internal controls
- Multiple trained staff improve oversight and audit controls over payroll operations.

Human Resources

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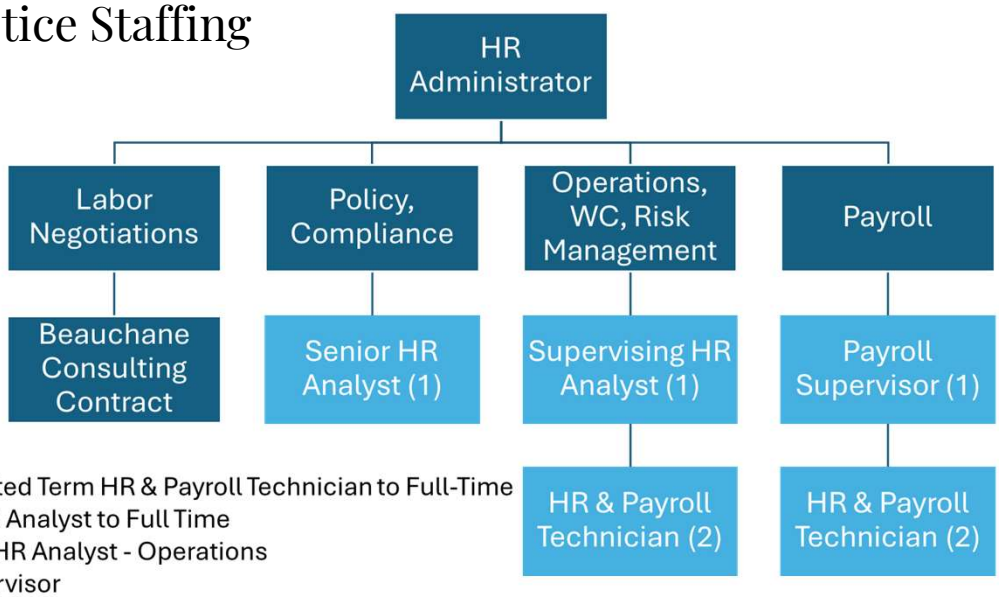
Human Resources Department
Best Practice Staffing



- Converts two Limited Term HR & Payroll Technician to Full-Time
- Converts Temp HR Analyst to Full Time
- Adds Supervising HR Analyst - Operations
- Adds Payroll Supervisor

20

City Manager's Office

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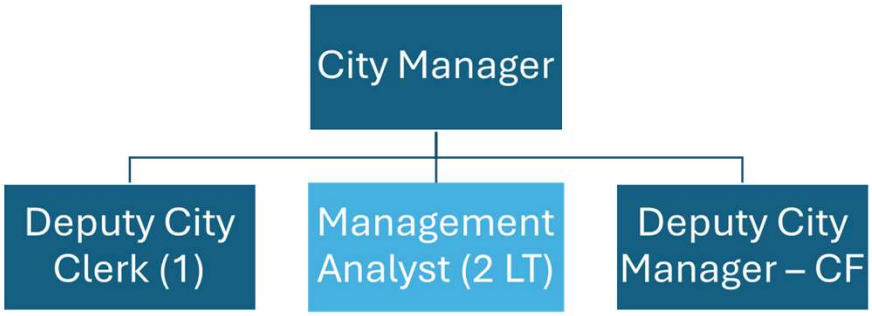
City Manager
Proposed Organizational Chart 2026



- Reclassify one Limited Term Admin Assistant to Limited Term Management Analyst
- Reclassify one Limited Term Admin Technician to Limited Term Management Analyst

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City Manager
Supporting Analysis

1. **Expands the City's capacity to manage priority initiatives**
   - These positions allow the City to actively manage complex policy initiatives, including homelessness coordination, economic development, and communications.
2. **Strengthens regional partnerships and grant opportunities**
   - Dedicated analyst support allows the City to coordinate with regional agencies, track funding opportunities, and manage strategic initiatives more effectively.
3. **Improves transparency and communication**
   - A communications-focused analyst helps improve public information, community engagement, and transparency, which supports public trust in City government.
4. **Aligns directly with the Strategic Plan**
   - Supports Council priorities related to:
   - homelessness response
   - economic development
   - community engagement
   - strategic project management.

City Manager

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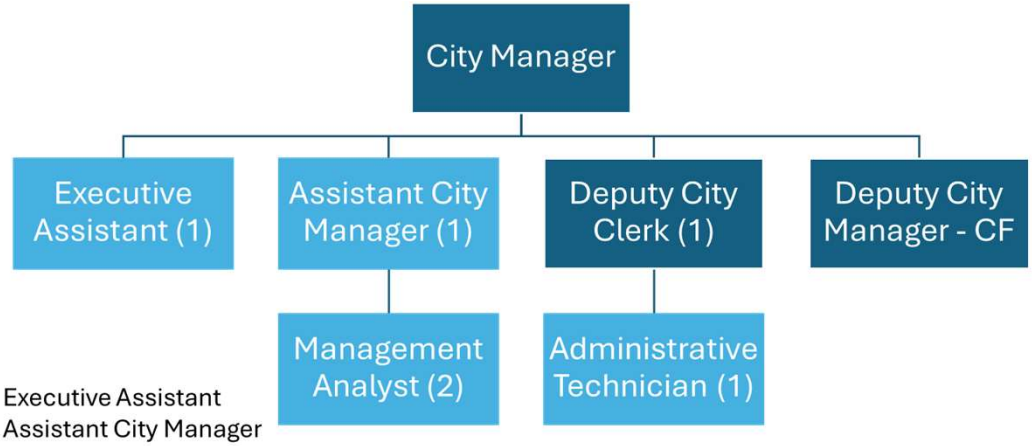
City Manager
Best Practice Staffing



- Adds one Executive Assistant
- Adds one Assistant City Manager
- Converts two Limited Term Management Analyst to Full-Time
- Adds one Administrative Technician

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Public Works

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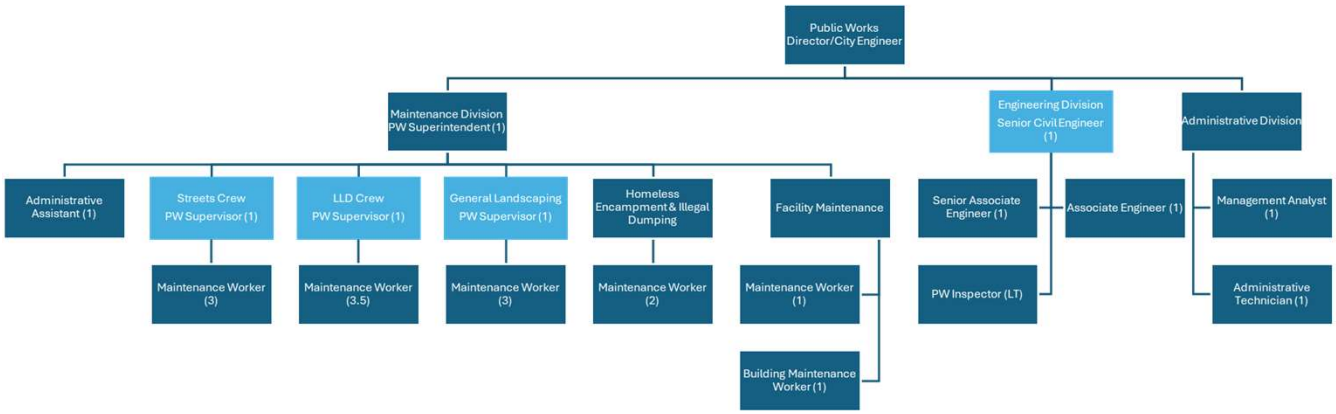
Public Works Department
Proposed Organization Chart



- Re-establish three PW Supervisors (freeze three Senior Maintenance Workers) ~$10K each
- Add Senior Civil Engineer (funded by CF and dedicated to CF) ~$190K

26

Public Works Department
Supporting Analysis

1. Restores essential field supervision
- Supervisors provide day-to-day leadership, safety oversight, and operational coordination for maintenance crews.

2. Improves project delivery
- Adding a Senior Civil Engineer strengthens the City's ability to manage capital improvement projects and infrastructure planning.

3. Reduces reliance on consultants
- Expanding internal engineering capacity allows the City to handle more project review and oversight internally.

4. Supports infrastructure investment
- The City continues to invest in infrastructure, and technical leadership is needed to manage those projects effectively.

5. Funding
- Senior Civil Engineer will be fully funded by the California Forever project.

Public Works Department

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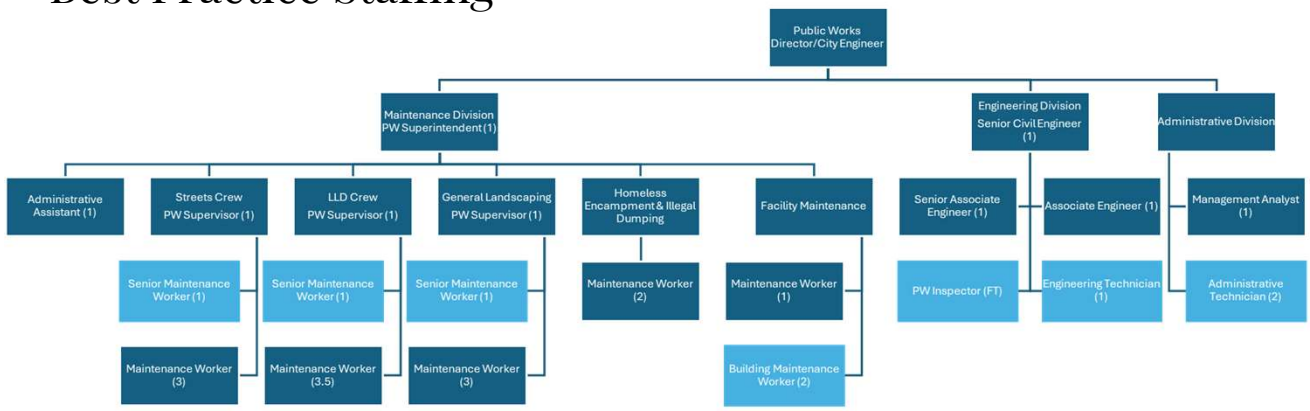
Public Works Department
Best Practice Staffing



- Re-establish three Senior Maintenance Workers
- Add one Building Maintenance Worker to Facility Maintenance Division
- Add one Engineering Technician
- Convert Limited Term Public Works Inspector to Full Time
- Add one Administrative Technician

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Police Department

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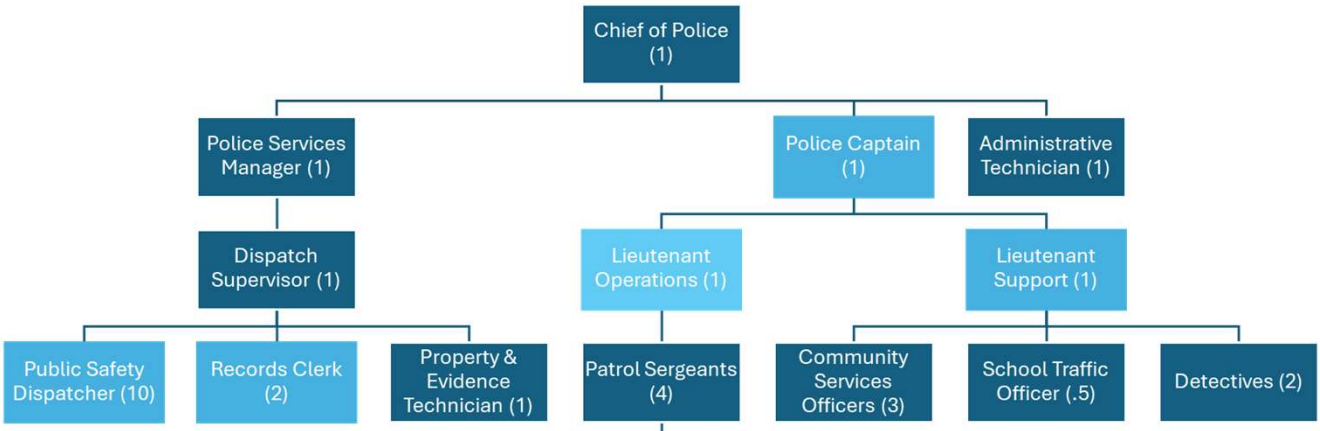
Police Department
Proposed Organization Chart



- Adds one Dispatcher for EMD Services (AB 645)
- Adds two Records Clerks
- Reclassify one Commander to Captain
- Reclassify one Commander to Lieutenant

- Adds one Support Lieutenant
- Freeze Detective Sergeant
- Adds one Officer

30

Police Department
Supporting Analysis

1. **Establishes a clear command structure and improves operational oversight**
   - The new structure creates a clear chain of command, with a Police Captain serving as second-in-command.
   - Two Lieutenants allow the department to oversee:
     - Operations
     - Investigations and Support Services
2. **Strengthens public safety capacity and moves us closer to a best practices model**
   - 1 per 1000 not including upper management
   - 29 sworn is 4 fewer than best practices model of 30 front line staff (total of 33)
   - Currently 23 deployable officers due to vacancies, training and medical leave - includes command staff (higher than 10% national vacancy rate average)
   - AB 645 Emergency Services Mandate requires total three dispatchers by January 2027
   - Adding an officer and dispatcher directly supports front-line public safety services.
3. **Supports succession planning**
   - The structure creates clearer leadership development pathways within the department.

Police Department

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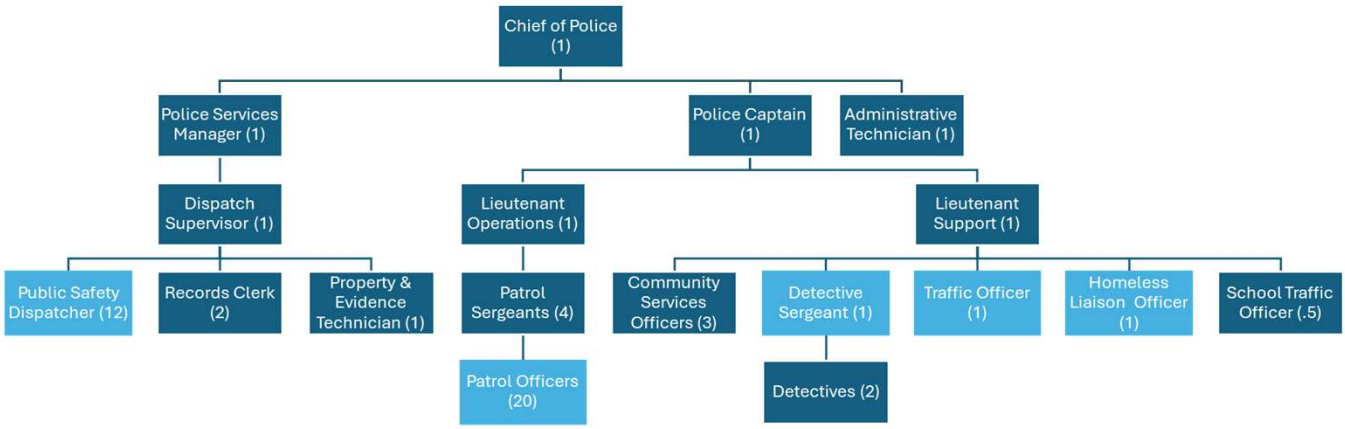
Police Department
Best Practice Staffing



- Adds two Dispatchers for EMD Services (AB 645)
- Unfreeze Detective Sergeant
- Adds three Officers (patrol, traffic, homeless liaison)

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Recommendation

Council consideration and adoption of the following items related to the proposed organizational realignment and strategic staffing plan:

a. Council Adoption of Resolution No. 2026-___: Approving an Organizational Realignment and Strategic Staffing Plan and Amending the Citywide Classification Plan Supporting the Organizational Realignment and Strategic Staffing Plan to Eliminate Accounting Technician, Human Resources Technician I/II and Police Commander Classifications, Amend the Management Analyst I/II and Assistant/Associate/Associate Civil/Senior Associate/Senior Associate Civil Engineer Classifications, and Establish Accounting Technician I/II, Human Resources/Payroll Technician I/II/Senior, Senior Civil Engineer, Police Captain and Police Lieutenant Classifications.

b. Council Adoption of Resolution No. 2026-___: Approving amendments to the Citywide Salary Schedule Supporting the Organizational Realignment and Strategic Staffing Plan to Eliminate Accounting Technician, Human Resources Technician I/II and Police Commander and Establish Salaries for Accounting Technician I/II, Human Resources/Payroll Technician I/II/Senior, Senior Civil Engineer, Police Captain and Police Lieutenant.

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AGENDA ITEM NO. 13.

AGENDA TRANSMITTAL

MEETING DATE: April 21, 2026

AGENDA ITEM:

Council Consideration and Adoption of the Following Items Related to the Completion of the Proposed Organizational Realignment and Strategic Staffing Plan for Remaining Departments:

a. Council Adoption of Resolution No. 2026-__: Approving An Organizational Realignment and Strategic Staffing Plan for the Departments of Human Resources and Development Services and The City Manager's Office, Amending the Citywide Classification Plan Supporting the Organizational Realignment and Strategic Staffing Plan to Eliminate Accounting Technician and Human Resources Technician I/II Classifications, Amend the Management Analyst I/II Classifications, and Establish Accounting Technician I/II, Human Resources/Payroll Technician I/II/Senior Classifications
b. Council Adoption of Resolution No. 2026-__: Amending the Citywide Salary Schedule to Support the Organizational Realignment and Strategic Staffing Plan to Eliminate Accounting Technician and Human Resources Technician I/II and Establish Salaries for Accounting Technician I/II, Human Resources/Payroll Technician I/II/Senior

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FISCAL IMPACT: Completion of the organizational realignment for the three remaining functional areas, Development Services/Community Development (Housing Integration), City Manager's Office, and Human Resources Department, results in a combined estimated net fiscal impact of **less than $35,000 annually.** Specifically: the Development Services/CDD Housing Integration carries no new cost; the City Manager's Office reclassifications represent a net increase of **less than $20,000**, offset by grant-eligible funding sources and elimination of overtime expenditures currently incurred; and the Human Resources Department reclassifications represent a net increase of **less than $15,000**, offset by existing internal service fund allocations and funding sources. These actions do not individually create significant new fiscal obligations, and the minimal net costs are justified by the substantial public service risks of inaction described in this report.

STRATEGIC PLAN: This action supports the City Council's adopted Five-Year Strategic Plan (2025–2030) by advancing the priorities of **Good Governance, Workforce Stability and Retention, and Organizational Resilience**. The proposed actions directly implement the Strategic Plan's direction on housing policy implementation, economic development, homelessness reduction, organizational effectiveness, and succession planning. Specifically, the actions advance: **Goal A (Public Safety)** through continued oversight of unhoused services programming; **Goal B (Community Appeal)** through sustained economic development activity, Housing Element implementation, and proactive downtown development; **Goal C (Sustainability and Stewardship)** through responsible housing balance management, sea level rise coordination, and fiscal sustainability; and **Goal D (Community Vibrancy)** through business development, tourism programming, and coordinated development oversight. Denial of these actions directly contradicts the adopted Strategic Plan and undermines the Council's investment in the Five-Year planning process.

BACKGROUND:

This item continues the organizational realignment discussion that began at the March 3, 2026 City Council meeting and was furthered at the March 17, 2026 meeting regarding the Proposed Organizational Realignment and Strategic Staffing Plan (Staffing Plan). At those meetings, the Council considered realignment actions across six functional areas. This report addresses the three remaining functional areas, completing the comprehensive Organizational Realignment and Strategic Staffing Plan as presented:

- Integration of the Housing Division within the /Development Services Department (DSD)/Community Development, unified under the Development Services Director
- Reclassification of two (2) limited-term administrative positions in the City Manager's Office to Management Analyst; one focused on communications and unhoused services coordination, and one focused on special initiatives and economic development (both through June 30, 2028)
- Reclassification of existing Human Resources Technician and Accounting Technician positions assigned to Human Resources to the Human Resources/Payroll Technician hybrid classification series

In addition to the remaining organizational changes, implementation of the Staffing Plan also requires related classification updates to ensure the City's classification structure accurately reflects the work being assigned and performed. These include amendments to the Management Analyst I/II classification, establishment of the Accounting Technician I/II classification series for future Finance Department use, elimination of the Human Resources Technician I/II classifications, and related updates to the City's classification and compensation plans.

The proposed organizational realignment builds upon the City's highly capable workforce by strengthening collaboration across departments and aligning staffing responsibilities more closely with operational functions. These adjustments improve efficiency, enhance institutional knowledge, and create expanded opportunities for cross-training and professional development.

Critically, the actions addressed in this report are not discretionary enhancements. They are necessary corrective measures to address operational vulnerabilities, formalize work that is already being performed out-of-class, and prevent the loss of essential public services that residents, businesses, and Council have come to rely upon. The consequences of inaction in each of these three areas are detailed throughout this report and summarized in the Public Service Value Impact table below.

STAFF REPORT:

The Five-Year Strategic Plan was adopted by Council in February 2025, which included input from leadership, Council, employees, and the community. It lays the framework describing what the organization stands for and what it (the City) "will" do. This important document provides the direction and focuses of the organization for the next several years, which reflects the vision and desired outcomes identified in the Strategic Plan.

A key component of the City's adopted Five-Year Strategic Plan is the Strengths, Limitations, Opportunities, and Threats (SLOT) analysis, which provides the foundation for the City's strategic goals and priorities. The organizational realignment actions addressed in this report have been intentionally designed to address issues identified within each of these areas while maintaining fiscal responsibility and minimizing impacts to the City's budget.

Below is a summary of the specific SLOT areas addressed by the remaining realignment actions:

Strengths

- Competent and Dedicated City Staff

Limitations Addressed

- Lack of Succession Planning for Staff; Directly addressed by the HR/Payroll hybrid reclassification
- City Staffing Levels; Resolved by formalizing existing out-of-class work in the CMO through proper classification and by creating redundancy in HR/Payroll through the hybrid classification
- Homelessness and Vacant Buildings; Addressed by the CMO Unhoused Services position and Economic Development focused Management Analyst role.
- Fragmented coordination between housing policy and development review; Addressed through integration of the Housing Division within the Development Services Department to improve alignment, efficiency, and decision-making

Opportunities Expanded

- Improve Image by Addressing Social Issues; Sustained through continued unhoused services oversight and proactive communications
- Enhance Economic Development; Expanded through the Economic Development Management Analyst role and associated programming
- Strengthen housing and development outcomes; Expanded through unified oversight of housing policy, land use planning, and development activity within a single department

Threats Reduced

- Increase in Homeless Population; Mitigated through continued staffed oversight of the unhoused work program
- Staffing Recruitment and Retention; Improved through succession planning in HR/Payroll and clear career pathways
- Lack of Funding for City Departments; Addressed through economic development activities that grow the City's tax base
- Risk of Housing Element non-compliance and uncoordinated development outcomes; Reduced through integrated oversight of housing and development functions

The proposed realignment reflects a deliberate and strategic review of the City's current organizational structure, informed by operational assessments, departmental needs, and input from executive leadership. If supported by Council, implementation of the realignment, listed below, would strengthen the City's organizational capacity and produce immediate and meaningful improvements in operational effectiveness and service delivery.

<u>Development Services / Community Development Department</u>

No new positions; existing staff and Director remain in place

- Integrate the Housing Division formally within the Development Services Department structure
- All Housing programming, policy oversight, and State compliance functions to report through the Development Services Director

The integration of the Housing Division within the Development Services Department represents one of the most operationally significant and fiscally responsible actions included in this Staffing Plan. Because the change involves no new positions or salary changes, it comes at essentially no direct cost, but its long-term value to the City is substantial.

Suisun City is in the active implementation phase of its State-certified Housing Element. The Element establishes specific sites, programs, and production targets that the City is legally obligated to pursue. Key development opportunities currently in various stages of consideration, entitlement, or negotiation include the Almond Gardens project, the approximately 34-acre opportunity site, and multiple California Forever-associated downtown development opportunities. Each of these projects requires a high degree of coordination between housing policy, land use planning, development review, and community engagement, functions that are currently distributed across two separate departments.

A unified department structure under one Director eliminates the organizational gap that currently exists between housing policy decisions and development review. The Development Director, with oversight of both functions, is uniquely positioned to manage the composition of housing production in real time, ensuring that the City advances affordable housing goals required by the Housing Element while simultaneously preserving the market-rate development pipeline that generates property tax revenue and supports General Fund sustainability.

This balance is not merely administrative it is fiscal. An excess of tax-exempt or below-market-rate units can materially reduce the City's property tax revenues over time and suppress market-rate development interest. Proactive management of this balance requires a unified decision-making structure. The Development Director, with unified oversight, can evaluate the cumulative impact of individual project approvals across both affordable and market-rate categories in a way that siloed departments cannot.

This integration also directly supports the City's ability to comply with California's increasingly complex State housing mandates. The unified structure improves the City's ability to monitor Housing Element compliance, fulfill annual reporting obligations to the California Department of Housing and Community Development (HCD), and pursue housing program funding opportunities, all more efficiently and with less reliance on outside consultants than the current separated structure allows.

The organizational model mirrors the structure adopted at the State level. California's Department of Housing and Community Development integrates both functions for precisely the same reason: housing policy and community development are inseparable disciplines, and their coordination produces better outcomes when unified under common leadership. Suisun City's adoption of this model reflects best practice in governmental organizational design.

<u>City Manager's Office (Fiscal Impact:</u>

- Reclassify one (1) limited-term administrative position to Management Analyst: Special Initiatives and Economic Development (through June 30, 2028)
- Reclassify one (1) limited-term administrative position to Management Analyst: Communications and Unhoused Services Coordination (through June 30, 2028)

Management Analyst - Communications and Unhoused Services Coordination

A position currently serving the City Manager's Office has, over the past year, been performing work

that substantially exceeds the scope of its current classification. This includes direct oversight and management of the City's homelessness reduction programs, day-to-day management of the City's communications consultant relationship, and increasingly, initial coordination activities related to sea level rise planning.

The results of this work have been transformational. Suisun City has achieved a reduction of more than 40% in its unhoused population on a year-over-year basis, a measurable outcome that has improved the quality of life for residents, reduced impacts on the downtown business district, the waterfront, and residential neighborhoods, and earned the City a stronger reputation for proactive social services management. These results stand in direct contrast to the conditions experienced in 2021 and 2022, when the unhoused population reached levels that generated substantial community complaints, created public safety concerns, and required emergency reactive responses rather than the structured, outcomes-focused approach that has since been implemented.

The City Council recently approved a dedicated unhoused services work program, a formal, structured initiative to continue and expand the City's progress in this area. That program exists on paper. Without the formal reclassification of this position, the City cannot legally direct the incumbent to continue performing this work on an out-of-class basis, and the program will have no staff to implement it.

This same position manages the operational relationship with the City's communications consultant. The significant improvement in the quality, consistency, and timeliness of public information that Suisun City residents and businesses have experienced over the past 12 months is a direct result of the hands-on, daily oversight that this position provides. Without a properly classified and authorized position performing this function, consultant work will proceed without adequate City direction, resulting in reduced effectiveness, delayed deliverables, and a decline in public trust built through consistent, well-managed communications.

Additionally, this position is positioned to serve as the City's primary coordinator for sea level rise planning activities, a function that has significant grant funding available but that the Public Works Department lacks the bandwidth to manage alongside its existing capital project workload. Without the reclassification, available State and federal funding will remain unspent, and sea level rise adaptation work will be deferred indefinitely, increasing future risk and cost.

Management Analyst - Special Initiatives and Economic Development

The second out-of-class position in the City Manager's Office has been performing a wide range of economic development and special initiatives work that has produced tangible, visible results for Suisun City. This position has served as the primary driver of the recently held State of the Business event; a landmark convening that brought together local business owners, City leadership, and regional economic development partners and marked a fundamental shift in how Suisun City engages with its business community.

Additional outcomes include the development of the Entertainment Zone framework, ongoing business retention and attraction activities, and the establishment of direct, sustained lines of communication between City Hall and the business community. These activities represent a material departure from the pre-2025 period, when the City had limited formal mechanisms for engaging businesses and addressing their concerns. The improvement in business community relations and confidence in City leadership is a direct result of the sustained, dedicated work of this position.

Looking forward, both positions is essential to the launch and successful operation of two major economic development initiatives: VisitSuisuncity.com, the City's new visitor-facing destination

website, and On the Harbor Podcast, an emerging media platform designed to raise Suisun City's profile and reach new audiences. Both platforms require active staff management to develop content, coordinate with partners, and maintain relevance. Without this position formally authorized to perform this work, these investments will not move forward.

The fiscal implications of halting economic development activities are significant. At a time when the General Fund requires revenue growth to sustain existing service levels, the City's ability to grow its commercial tax base through business attraction and retention is not a luxury, it is a fiscal imperative. A classified, empowered Management Analyst in this role is the mechanism by which that growth is pursued.

Human Resources Department

The reclassification of existing Human Resources Technician and Accounting Technician positions to the Human Resources/Payroll Technician I/II/Senior classification series addresses a critical operational vulnerability that has been identified and elevated by the Human Resources Department Director. This change is the direct result of a department head-initiated operational review, focused on improving efficiency, strengthening internal controls, and building succession capacity for a function that is foundational to the City's daily operations.

Payroll administration is one of the most operationally sensitive functions in any government agency. It is subject to strict legal requirements under the California Labor Code, applicable Memoranda of Understanding (MOUs), the Fair Labor Standards Act (FLSA), and IRS reporting standards. Historically, the City's payroll administration responsibilities have been concentrated within a single position a structure that creates a single point of failure with potentially severe consequences.

Should the incumbent responsible for payroll become unavailable due to illness, resignation, emergency leave, or other circumstance, the City faces a very real risk of being unable to process payroll on time. The consequences of a payroll processing failure extend beyond employee inconvenience: they include MOU violations, potential Labor Code penalties, employee grievances, and litigation exposure. The cost of a single payroll failure, in legal fees, penalties, and employee relations damage, would far exceed the total net cost of this reclassification over multiple years.

Payroll functions are also closely tied to core Human Resources functions, including employee appointments, compensation adjustments, benefits administration, and labor agreement implementation. The concentration of both payroll knowledge and HR functions within the existing classification structure means that institutional knowledge is insufficiently distributed across the team. Cross-training through the new hybrid classification series will directly address this vulnerability.

These organizational changes are supported by the establishment of the Human Resources/Payroll Technician classification series, which formalizes this structure and enables the cross-training and succession planning described above.

Classification and Compensation Actions Supporting Organizational Realignment

In addition to the organizational changes described above, several classification updates are required to fully implement the remaining components of the Organizational Realignment and Strategic Staffing Plan. These updates ensure that the City's classification structure accurately reflects assigned duties, supports operational alignment, and provides clear and consistent career pathways for employees.

Management Analyst I/II (Minimum Qualification Update)

The Management Analyst I/II classification specification will be amended to clarify minimum qualifications and allow for substitution of additional directly related experience in lieu of a portion of the education requirement. This update broadens the pool of qualified candidates while maintaining competency standards and supports internal advancement into analyst-level roles.

Human Resources Technician I/II (Classification Deletion)

The existing Human Resources Technician classification series will be deleted from the classification and compensation plans. These classifications are being replaced by the Human Resources/Payroll Technician classification series to reflect the alignment of payroll functions within the Human Resources Department and support cross-training across related functional areas.

Accounting Technician I/II (Classification Series Establishment)

The existing Accounting Technician classification will be amended to establish an Accounting Technician I/II classification series. This update provides a finance-focused technical support classification for future use within the Finance Department and establishes a clear progression between entry-level and journey-level positions. The classification series will remain represented by SCEA/SEIU and maintain the City's standard ten percent (10%) salary differential between levels.

Human Resources/Payroll Technician I/II/Senior (New Classification Series)

The Staffing Plan includes the establishment of a Human Resources/Payroll Technician classification series, consisting of Human Resources/Payroll Technician I, Human Resources/Payroll Technician II, and Senior Human Resources/Payroll Technician. This classification series is flexibly staffed and designated as confidential and unrepresented due to incumbents' access to information related to employer-employee relations.

This hybrid classification supports the alignment of payroll functions within Human Resources and addresses a critical operational need by reducing reliance on a single position for payroll administration. The structure allows for cross-training, improves operational redundancy, strengthens internal controls, and ensures continuity of this mission-critical function. Salary relationships within the classification series are consistent with the City's compensation framework, maintaining standard differentials between classification levels.

Vision, Mission, and Values

The Strategic Plan establishes the City's Vision, Mission, and Values for the 2025–2030 planning period. The adopted mission states:

"The City provides a resilient, safe, inclusive community to enhance the quality of life for community members and visitors."

The three remaining realignment actions directly support this mission. A unified CDD/Housing structure delivers more effective development services and housing policy outcomes for the community. Properly classified CMO positions protect the most vulnerable members of the community (through unhoused services) while growing economic opportunity for the business community. And a properly staffed, cross-trained HR/Payroll function ensures that the City can reliably compensate its employees, the foundation of a resilient, high-functioning organization.

One of the Strategic Plan's core values is Adaptability. The proposed realignment reflects this value by recognizing that the evolving scope of City work in housing, homelessness, economic development, and communications requires staffing structures that match the actual work being performed. Continuing to direct employees to perform out-of-class work indefinitely is not adaptable, it is unsustainable, legally uncertain, and ultimately detrimental to the employees performing the work and the organization relying on it.

The City provided notice to the affected employee organizations and offered the opportunity to meet and confer regarding the classification and organizational changes described in this report. Discussions were held with those bargaining units that requested to meet to review the impacts of the proposed adjustments, respond to questions, and address matters within the scope of representation. For those employee organizations that did not request to meet, the City nevertheless provided the opportunity to do so in accordance with its obligations under the Meyers-Milias-Brown Act.

The City will continue to make staff available to discuss any impacts associated with these changes should any bargaining unit request to meet following Council consideration of this item.

Public Service Value Lost or Eliminated if Not Approved

The table below summarizes the specific public service value lost or eliminated if the City Council does not approve the three remaining elements of the Organizational Realignment and Strategic Staffing Plan. These consequences are not speculative, they reflect the direct operational and programmatic outcomes that will result from each denial.

--SEE TABLE NEXT PAGE--

Department	Role / Classification Change	Desired Change	Public Service Value Lost or Eliminated if Not Approved
Development Services / Community Development	Housing Division Integration - No New Positions; Unified Director Oversight	Integrate the Housing Division within the Development Services Department under one Development Services Director; no position additions	• Continued siloed operations between Housing and DSD will prevent coordinated implementation of the City's State-certified Housing Element, delaying critical compliance milestones. • Projects including Almond Gardens, the 34-acre opportunity site, and California Forever downtown developments will face coordination gaps, slower entitlement processing, and fragmented stakeholder communication. • The City will lose the ability to proactively manage the balance between affordable and market-rate housing production, risking over-creation of below-market units that reduce long-term property tax revenues and General Fund sustainability. • Compliance reporting to Department of Housing and Community Development (HCD) will continue to require costly outside consultants rather than being managed in-house, increasing departmental expenditures. • Potential State sanctions, loss of housing grant funding eligibility, or Housing Element non-compliance findings could follow from lack of unified administrative capacity. • The City will continue to miss the synergy recognized at the State level between housing policy and community development, the same synergy that led California to unify these functions within the HCD.

Department	Role / Classification Change	Desired Change	Public Service Value Lost or Eliminated if Not Approved
City Manager's Office (CMO)	Management Analyst - Communications & Unhoused Services Coordination (Limited Term through June 30, 2028)	Reclassify current out-of-class position to Management Analyst to formalize oversight of unhoused services programs, communications consultant management, and sea level rise coordination	• All active unhoused oversight programs must cease immediately, the City cannot legally continue directing this employee to perform substantially out-of-class work without a formal reclassification. • The 40%+ year-over-year reduction in Suisun City's unhoused population will reverse. Without proactive oversight, the City will return to conditions experienced in 2021–2022, when visible homelessness severely impacted downtown businesses, the waterfront area, and residential neighborhoods. • The recently approved unhoused work program, a Council-directed initiative, will have no staff to manage or implement it, effectively nullifying Council's action. • Sea level rise adaptation work will stall entirely. Available State and federal grant funding will sit unspent because the Public Works Department lacks the bandwidth to manage consultant relationships and project deliverables, and no other position has the capacity to absorb this function. • Day-to-day oversight of the City's communications consultant will cease, causing delays in public information campaigns, reduced responsiveness to community concerns, and a significant decline in the quality and timeliness of public communications that have measurably improved community trust over the past 12 months. • The City's capacity to coordinate with regional agencies on homelessness, housing, and climate resilience will be materially diminished, weakening Suisun City's standing in regional partnerships and grant competitions.

Department	Role / Classification Change	Desired Change	Public Service Value Lost or Eliminated if Not Approved
City Manager's Office (CMO)	Management Analyst - Special Initiatives & Economic Development (Limited Term through June 30, 2028)	Reclassify current out-of-class position to Management Analyst to formalize management of economic development, business engagement, special initiatives, and visitor-facing programming	• All active economic development programming will halt. The momentum built through business engagement events, the Entertainment Zone initiative, and direct business-to-City communication channels will dissipate rapidly without dedicated staff. • The State of the Business event, a landmark achievement that demonstrated the City's commitment to its business community, will not be repeated, and the relationships it built will erode without sustained follow-through. • VisitSuisunCity.com and the On the Harbor Podcast, two economic development tools specifically designed to raise Suisun City's profile as a visitor destination and business-friendly community, will not launch or will be suspended, eliminating key marketing and revenue-generation assets. • The business community will lose its primary point of contact at City Hall. Businesses will return to the pre-2025 experience of limited access to City resources, reduced responsiveness to concerns, and a perception that economic development is not a City priority. • At a time when growing General Fund revenues is an essential component of the City's long-term fiscal sustainability, halting economic development activities directly undermines the City's ability to attract new business, support business growth, and expand the tax base. • New business attraction and retention activities will stop, reversing the gains of the past year and leaving Suisun City less competitive in the region for commercial investment, tourism, and visitor spending.

Department	Role / Classification Change	Desired Change	Public Service Value Lost or Eliminated if Not Approved
Human Resources Department (HR)	HR Technician & Accounting Technician Reclassification to HR/Payroll Technician Hybrid Series (Full-Time and Limited Term)	Reclass existing HR Technician and Accounting Technician positions to new HR/Payroll Technician hybrid classification series to eliminate single point of failure and enable cross-training	• Payroll administration will remain a critical single point of failure. If the primary payroll employee is unavailable due to illness, resignation, extended leave, or emergency, the City may be unable to process payroll on time, exposing the City to violations of applicable Memoranda of Understanding, the California Labor Code, and the Fair Labor Standards Act. • Legal and financial liability from payroll processing failures could include employee grievances, labor board complaints, and litigation, far exceeding the minimal net cost of the reclassification. • Institutional payroll knowledge will remain concentrated in a single individual. If that employee separates from the City, the transition period could cause significant disruption to the City's ability to compensate its workforce, impacting employee morale, retention, and the City's reputation as an employer. • Internal controls and audit readiness will remain insufficient. A single-staff payroll operation lacks the separation of duties and cross-verification mechanisms expected of governmental entities by auditors and regulators. • The City will be unable to achieve cross-training and succession planning for this mission-critical function, contradicting the Strategic Plan priorities of Workforce Stability and Retention and Organizational Resilience. • This change was specifically initiated by a Department Head to improve efficiency and resilience, denying it signals to department leadership that staff-driven operational improvements will not receive Council support.

Delaying these actions would limit the City's ability to implement the organizational structure described in this report and would prolong the operational risks and service delivery gaps the realignment is intended to address. In particular, continuing to direct employees to perform substantially out-of-class work in the City Manager's Office creates organizational and legal uncertainty that cannot be sustained indefinitely. Acting at this time allows the City to implement the remaining realignment actions in a timely and orderly manner, providing clarity to employees, departments, and the community regarding the City's service delivery structure.

STAFF RECOMMENDATION: Staff recommends that the City Council approve the completion of the proposed organizational realignment and strategic staffing plan for the remaining three functional areas, including adoption of the associated budget amendment to support the City Manager's Office

Management Analyst positions.

PREPARED BY: Bret Prebula, City Manager

ATTACHMENTS:

1. Resolution Realignment and Classification Actions
1a. Management Analyst I-II redline
1b. Management Analyst I-II clean
1c. Accounting Technician I_II Established
1d. Human Resources-Payroll Technician I_II_Senior Established
2. Resolution Salary Schedule
2a. Citywide Salary Schedule 2

RESOLUTION NO. 2026 -___

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY APPROVING AN ORGANIZATIONAL REALIGNMENT AND STATEGIC STAFFING PLAN FOR THE DEPARTMENTS OF HUMAN RESOURCES AND DEVELOPMENT SERVICES AND THE CITY MANAGER'S OFFICE, AMENDING THE CITYWIDE CLASSIFICATION PLAN SUPPORTING THE ORGANIZATIONAL REALIGNMENT AND STRATEGIC STAFFING PLAN TO ELIMINATE ACCOUNTING TECHNICIAN AND HUMAN RESOURCES TECHNICIAN I/II CLASSIFICATIONS, AMEND THE MANAGEMENT ANALYST I/II CLASSIFICATIONS, AND ESTABLISH ACCOUNTING TECHNICIAN I/II, HUMAN RESOURCES/PAYROLL TECHNICIAN I/II/SENIOR CLASSIFICATIONS

WHEREAS, the City of Suisun City maintains a classification plan that establishes and defines the various employment classifications used to administer the City's personnel system; and

WHEREAS, from time to time, it is necessary to realign and update the organizational structure to reflect organizational needs, operational priorities, and evolving service delivery requirements; and

WHEREAS, from time to time, it is necessary to amend the classification plan to reflect organizational needs, operational priorities, and evolving service delivery requirements; and

WHEREAS, the City Council is considering an Organizational Realignment and Strategic Staffing Plan intended to strengthen operational efficiency, support succession planning, and improve service delivery across multiple departments; and

WHEREAS, implementation of the organizational realignment requires several updates to the City's classification plan to ensure that classification titles, duties, and qualification requirements accurately reflect the City's organizational structure; and

WHEREAS, the Management Analyst I/II classification specification will be amended to clarify minimum qualifications required for appointment and to allow substitution of additional directly related experience in lieu of a portion of the education requirement; and

WHEREAS, the existing Human Resources Technician I and Human Resources Technician II classifications will be deleted from the classification plan to reflect the creation of a new hybrid classification series supporting both Human Resources and payroll functions; and

WHEREAS, the City will establish a new Human Resources/Payroll Technician classification series, consisting of Human Resources/Payroll Technician I, Human Resources/Payroll Technician II, and Senior Human Resources/Payroll Technician, to support the administrative alignment of payroll functions within the Human Resources Department and provide operational redundancy through cross-training; and

WHEREAS, pursuant to Government Code Section 3507.5 and the City's Employer-Employee Relations Resolution, classifications that have access to information relating to the City's administration of employer-employee relations may be designated as confidential.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUISUN CITY AS FOLLOWS:

1. The City Council hereby approves the following organizational changes for the City Manager's Office and the Human Resources and Development Services Departments, as outlined in the accompanying staff report.

   City Manager's Office

   - Delete one (1) Administrative Assistant II (Limited-Term)
   - Delete one (1) Administrative Technician (Limited-Term)
   - Add two (2) Management Analyst positions (Limited-Term through June 30, 2028)

     → 1 for Special Initiatives and Economic Development

     → 1 for Communications and Unhoused Services

   Human Resources Department

   - Reclass one (1) HR Technician to one (1) HR & Payroll Technician (Full-Time)
   - Reclass one (1) HR Technician to one (1) HR & Payroll Technician (Limited Term)
   - Reclass one (1) Account Technicians to one (1) HR & Payroll Technician (Full-Time)
   - Reclass one (1) Account Technician to one (1) HR & Payroll Technician (Limited Term)

   Development Services Department

- No position changes
- Integrate Housing Division within Development Services Department

2. Management Analyst I/II Classification Update – The classification specification for Management Analyst I/II is hereby amended to clarify minimum qualifications and allow substitution of directly related experience in lieu of a portion of the education requirement. The Management Analyst classification series shall remain represented by the Suisun City Mid-Management and Professional Employees Association (SCMPEA).

3. Accounting Technician I/II Classification Series – The existing Accounting Technician classification is hereby amended to establish the classifications of:

   - Accounting Technician I
   - Accounting Technician II

   The Accounting Technician I/II classification series shall be represented by the Suisun City Employees Association (SCEA/SEIU) and shall be subject to the compensation and benefit provisions contained within the applicable Memorandum of Understanding between the City and SCEA/SEIU.

4. Deletion of Human Resources Technician Classifications – The classifications of Human Resources Technician I and Human Resources Technician II are hereby deleted from the Citywide Classification Plan.

5. Human Resources/Payroll Technician I/II/Senior Classification Series – The City hereby establishes the Human Resources/Payroll Technician classification series, consisting of:

   - Human Resources/Payroll Technician I
   - Human Resources/Payroll Technician II
   - Senior Human Resources/Payroll Technician

   These classifications are designated as confidential and unrepresented pursuant to Government Code Section 3507.5 due to incumbents' access to information relating to the City's

administration of employer-employee relations. Employees in the Human Resources/Payroll Technician classification series shall receive compensation and benefits aligned with those provided to employees represented by the Suisun City Employees Association (SCEA/SEIU). In addition, employees in this classification series shall remain eligible to receive three percent (3%) confidential pay premium.

6. Implementation – The City Manager, or designee, is authorized to implement the provisions of this Resolution, including reclassification of affected positions and updates to the Citywide Classification Plan. The amendments to the Classification Plan authorized by this Resolution shall become effective as soon as administratively practicable after adoption by the City Council. Reclassification of affected positions shall become effective as soon as administratively practicable, and written notice shall be provided to the affected employees.

PASSED AND ADOPTED at a Regular Meeting of said City Council of the City of Suisun City duly held on Tuesday, the 21st day of April 2026, by the following vote:

AYES:	Councilmembers:	_____
NOES:	Councilmembers:	_____
ABSENT:	Councilmembers:	_____
ABSTAIN:	Councilmembers:	_____

WITNESS my hand and the seal of said City this 21st day of April 2026.

_____
Anita Skinner
City Clerk

EXHIBIT(S):

A. Management Analyst I/II Class Specification – Redline
B. Management Analyst I/II Class Specification – Amended
C. Accounting Technician I/II Class Specification – New
D. Human Resources/Payroll Technician I/II/Senior Class Specification – New

MANAGEMENT ANALYST I
MANAGEMENT ANALYST II

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

SUMMARY DESCRIPTION

The Management Analyst I/II classes are responsible to perform a wide variety of analytical and administrative duties in support of assigned functions, operations, department, and/or division including special projects, research studies, budget analysis and other specialized functions; coordinate and perform a variety of contract and grant administration duties; prepare various reports to improve the efficiency and effectiveness of operations; coordinate assigned activities with other departments, divisions, outside agencies, and the general public; and provide information and assistance to the public regarding assigned programs and services.

IDENTIFYING CHARACTERISTICS

Management Analyst I – This is the entry-level into the professional Management Analyst series. Incumbents work under close supervision. Assignments are general limited in scope and under direction of a higher-level employee. As experience is gained, the incumbent is granted more independence from supervision. This classification is flexibly staffed with the Management Analyst II. Advancement to the II level is based on demonstrated proficiency in performing the assigned functions, the completion of minimum experience and education requirements for the II level; and is at the discretion of higher level supervisory or management staff.

Management Analyst II – This is the full journey level in the Management Analyst series. Incumbents work under general supervision. Employees within this class are distinguished from the Management Analyst I by the performance of the full range of assignments and duties. Positions in this class series are flexibly staffed and are generally filled by advancement from the "I" level, or when filled from outside, require prior experience.

REPRESENTATIVE DUTIES

The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

1. Performs a wide variety of professional level research, administrative, and analytical duties in support of assigned functions, operations, department, and/or division; performs duties in support of various administrative operations and activities within assigned area of responsibility including special projects, research studies, budget analysis and other specialized functions.

2. Administers and coordinates assigned functions or projects; participates in the development and implementation of goals, objectives, and priorities for assigned functions or programs; recommends and implements resulting policies and procedures; creates and modifies policy and procedural manuals and guidelines.

3. Prepares and presents comprehensive technical, administrative, and financial analytical and statistical reports that present and interpret data, identify alternatives, and present and justify conclusions, forecasts, and recommendations based on data summaries and other findings.

4. Participates in the budget development and administration for assigned area of responsibility; analyzes proposed capital, operating, and maintenance expenditures; prepares reports and analyses related to impact of budgetary decisions; prepares financial forecasts; tracks and monitors budget expenditures.

5. Provides assistance in resolving operational and administration issues; identifies issues and conducts research to find alternative solutions; makes and assists in the implementation of recommendations.

6. Coordinates, implements, and monitors special projects within assigned area of responsibility; performs complex research and analysis of new programs, services, policies, and procedures; prepares and presents reports.

7. Plans, coordinates, and evaluates activities associated with assigned contracts; participates in research and evaluation of proposed contractual obligations and agreements; assists in contract negotiations and administration; monitors compliance with applicable contractual agreements.

8. Coordinates grant administration activities; prepares, writes, reviews, and monitors grant applications; monitors existing programs for compliance with regulations.

9. Provides staff assistance to higher-level management staff; participates on and provides staff support to a variety of committees, boards, and commissions; prepares and presents staff reports and other correspondence as appropriate and necessary.

10. Assists in the coordination of interdepartmental and departmental activities with other City departments and divisions and with outside agencies.

11. Attends and participates in professional group meetings; stays abreast of new developments within assigned area of responsibility; maintains awareness of federal, state and local regulations.

12. May oversee the work of lower-level administrative support staff.

13. Responds to and resolves difficult and sensitive citizen complaints and inquiries.

14. Performs related duties as required.

QUALIFICATIONS

The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time in order to successfully perform the assigned duties.

Knowledge of:

Operational characteristics, services and activities of assigned program area.
Organization and operation of municipal government.
Principles and practice of program development and project management.
Methods and techniques of data collection, research, and report preparation.
Methods and techniques of statistical and financial analysis.
Principles and procedures of financial record keeping and reporting.
Principles and practices of budget preparation and administration.
Principles and practices of accounting.
Office procedures, methods, and equipment including computers and applicable software applications.
Applicable civil, government and administrative codes.
Principles and practices of public sector contract administration.
Principles and practices used in grant development and administration.
Public sector employee relations theory, practice and issues.

Principles and practices of customer service.
Principles of business letter writing.
Basic principles of supervision and training.
Policies and procedures of the assigned department.
English usage, spelling, grammar, and punctuation.
Pertinent federal, state and local laws, codes and regulations.

Ability to:

Perform a full range of responsible analytical and administrative duties in support of assigned programs, functions, and/or department involving the use of independent judgment and personal initiative.
Research and analyze problems and prepare recommendations on a variety of issues.
Assess situations and make decisions; prioritize and adapt during high-pressure situations
Understand the organization and operation of assigned department and outside agencies as necessary to assume assigned responsibilities.
Interpret and apply pertinent federal, state and local laws, codes and regulations as well as City policies and procedures.
Participate in various organizational studies and analyses.
Research, analyze and evaluate programs, policies and procedures.
Collect, evaluate and interpret complex information and data.
Prepare, research, negotiate, and monitor contracts and agreements.
Prepare clear and concise administrative and financial reports.
Maintain accurate and complete records on programs and operations.
Assist with budget preparation and administration.
Interpret technical information for a variety of audiences.
Independently prepare correspondence and memoranda.
Clearly and effectively present information to a wide range of stakeholders, including elected officials
Operate office equipment including computers and supporting applications.
Adapt to changing technologies and learn functionality of new equipment and systems.
Supervise, organize and review the work of lower level staff as assigned.
Organize and prioritize work flow.
Demonstrate an awareness and appreciation of the cultural diversity of the community.
Communicate clearly and concisely, both orally and in writing.
Establish and maintain effective working relationships with those contacted in the course of work.

Education and Experience Guidelines - *Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

Management Analyst I

Education/Training:

A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or a related field.

Experience:

~~One~~ Three years of increasingly responsible administrative, analytical and/or budgetary experience related to assigned area; or two (2) years of progressively responsible administrative, analytical, and/or budgetary experience in a governmental agency. Experience working in a governmental agency is highly desirable.

Management Analyst II

Education/Training:

A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or a related field.

Experience:

Two years performing professional analytical duties at the Management Analyst I level or a total of three years performing analytical duties, if hired from outside the City. Examples of qualifying duties include compiling and organizing data, evaluating information, and preparing reports. Experience working in a governmental agency is highly desirable.

License or Certificate:

Possession of, or ability to obtain, an appropriate, valid driver's license.

Substitution:

Additional directly related experience may substitute for the required education on a year for year basis. 30 semester/45 quarter units is equivalent to one year of experience.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions.

Environment: Work is performed primarily in a standard office setting.

Physical: Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; and to verbally communicate to exchange information.

Vision: See in the normal visual range with or without correction.

Hearing: Hear in the normal audio range with or without correction.

FLSA	Exempt
Bargaining	SCMPEA
Established	October 2006 – Johnson & Associates
Amended	August 2021 – Converted to Flexibly Staffed Management Analyst I/II
Amended	4/21/2026 – Reso: 2026-__ *Updated MQ's to allow for substitution of education for experience and corrected years of experience for entry level.*

MANAGEMENT ANALYST I
MANAGEMENT ANALYST II

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

SUMMARY DESCRIPTION

The Management Analyst I/II classes are responsible to perform a wide variety of analytical and administrative duties in support of assigned functions, operations, department, and/or division including special projects, research studies, budget analysis and other specialized functions; coordinate and perform a variety of contract and grant administration duties; prepare various reports to improve the efficiency and effectiveness of operations; coordinate assigned activities with other departments, divisions, outside agencies, and the general public; and provide information and assistance to the public regarding assigned programs and services.

IDENTIFYING CHARACTERISTICS

Management Analyst I – This is the entry-level into the professional Management Analyst series. Incumbents work under close supervision. Assignments are general limited in scope and under direction of a higher-level employee. As experience is gained, the incumbent is granted more independence from supervision. This classification is flexibly staffed with the Management Analyst II. Advancement to the II level is based on demonstrated proficiency in performing the assigned functions, the completion of minimum experience and education requirements for the II level; and is at the discretion of higher level supervisory or management staff.

Management Analyst II – This is the full journey level in the Management Analyst series. Incumbents work under general supervision. Employees within this class are distinguished from the Management Analyst I by the performance of the full range of assignments and duties. Positions in this class series are flexibly staffed and are generally filled by advancement from the "I" level, or when filled from outside, require prior experience.

REPRESENTATIVE DUTIES

The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

1. Performs a wide variety of professional level research, administrative, and analytical duties in support of assigned functions, operations, department, and/or division; performs duties in support of various administrative operations and activities within assigned area of responsibility including special projects, research studies, budget analysis and other specialized functions.

2. Administers and coordinates assigned functions or projects; participates in the development and implementation of goals, objectives, and priorities for assigned functions or programs; recommends and implements resulting policies and procedures; creates and modifies policy and procedural manuals and guidelines.

3. Prepares and presents comprehensive technical, administrative, and financial analytical and statistical reports that present and interpret data, identify alternatives, and present and justify conclusions, forecasts, and recommendations based on data summaries and other findings.

4. Participates in the budget development and administration for assigned area of responsibility; analyzes proposed capital, operating, and maintenance expenditures; prepares reports and analyses related to impact of budgetary decisions; prepares financial forecasts; tracks and monitors budget expenditures.

5. Provides assistance in resolving operational and administration issues; identifies issues and conducts research to find alternative solutions; makes and assists in the implementation of recommendations.

6. Coordinates, implements, and monitors special projects within assigned area of responsibility; performs complex research and analysis of new programs, services, policies, and procedures; prepares and presents reports.

7. Plans, coordinates, and evaluates activities associated with assigned contracts; participates in research and evaluation of proposed contractual obligations and agreements; assists in contract negotiations and administration; monitors compliance with applicable contractual agreements.

8. Coordinates grant administration activities; prepares, writes, reviews, and monitors grant applications; monitors existing programs for compliance with regulations.

9. Provides staff assistance to higher-level management staff; participates on and provides staff support to a variety of committees, boards, and commissions; prepares and presents staff reports and other correspondence as appropriate and necessary.

10. Assists in the coordination of interdepartmental and departmental activities with other City departments and divisions and with outside agencies.

11. Attends and participates in professional group meetings; stays abreast of new developments within assigned area of responsibility; maintains awareness of federal, state and local regulations.

12. May oversee the work of lower-level administrative support staff.

13. Responds to and resolves difficult and sensitive citizen complaints and inquiries.

14. Performs related duties as required.

QUALIFICATIONS

The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time in order to successfully perform the assigned duties.

Knowledge of:

Operational characteristics, services and activities of assigned program area.
Organization and operation of municipal government.
Principles and practice of program development and project management.
Methods and techniques of data collection, research, and report preparation.
Methods and techniques of statistical and financial analysis.
Principles and procedures of financial record keeping and reporting.
Principles and practices of budget preparation and administration.
Principles and practices of accounting.
Office procedures, methods, and equipment including computers and applicable software applications.
Applicable civil, government and administrative codes.
Principles and practices of public sector contract administration.
Principles and practices used in grant development and administration.
Public sector employee relations theory, practice and issues.

Principles and practices of customer service.
Principles of business letter writing.
Basic principles of supervision and training.
Policies and procedures of the assigned department.
English usage, spelling, grammar, and punctuation.
Pertinent federal, state and local laws, codes and regulations.

Ability to:

Perform a full range of responsible analytical and administrative duties in support of assigned programs, functions, and/or department involving the use of independent judgment and personal initiative.
Research and analyze problems and prepare recommendations on a variety of issues.
Assess situations and make decisions; prioritize and adapt during high-pressure situations
Understand the organization and operation of assigned department and outside agencies as necessary to assume assigned responsibilities.
Interpret and apply pertinent federal, state and local laws, codes and regulations as well as City policies and procedures.
Participate in various organizational studies and analyses.
Research, analyze and evaluate programs, policies and procedures.
Collect, evaluate and interpret complex information and data.
Prepare, research, negotiate, and monitor contracts and agreements.
Prepare clear and concise administrative and financial reports.
Maintain accurate and complete records on programs and operations.
Assist with budget preparation and administration.
Interpret technical information for a variety of audiences.
Independently prepare correspondence and memoranda.
Clearly and effectively present information to a wide range of stakeholders, including elected officials
Operate office equipment including computers and supporting applications.
Adapt to changing technologies and learn functionality of new equipment and systems.
Supervise, organize and review the work of lower level staff as assigned.
Organize and prioritize work flow.
Demonstrate an awareness and appreciation of the cultural diversity of the community.
Communicate clearly and concisely, both orally and in writing.
Establish and maintain effective working relationships with those contacted in the course of work.

Education and Experience Guidelines - *Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

Management Analyst I

Education/Training:

A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or a related field.

Experience:

Three years of increasingly responsible administrative, analytical and/or budgetary experience related to assigned area; or two (2) years of progressively responsible administrative, analytical, and/or budgetary experience in a governmental agency. Experience working in a governmental agency is highly desirable.

Management Analyst II

Education/Training:

A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or a related field.

Experience:

Two years performing professional analytical duties at the Management Analyst I level or a total of three years performing analytical duties, if hired from outside the City. Examples of qualifying duties include compiling and organizing data, evaluating information, and preparing reports. Experience working in a governmental agency is highly desirable.

License or Certificate:

Possession of, or ability to obtain, an appropriate, valid driver's license.

Substitution:

Additional directly related experience may substitute for the required education on a year for year basis. 30 semester/45 quarter units is equivalent to one year of experience.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions.

Environment: Work is performed primarily in a standard office setting.

Physical: Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; and to verbally communicate to exchange information.

Vision: See in the normal visual range with or without correction.

Hearing: Hear in the normal audio range with or without correction.

FLSA	Exempt
Bargaining	SCMPEA
Established	October 2006 – Johnson & Associates
Amended	August 2021 – Converted to Flexibly Staffed Management Analyst I/II
Amended	4/21/2026 – Reso: 2026-__ *Updated MQ's to allow for substitution of education for experience and corrected years of experience for entry level.*

ACCOUNTING TECHNICIAN I/II

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

SUMMARY DESCRIPTION

Under supervision of assigned supervisory or management staff, performs variety of complex and specialized technical, para-professional level accounting duties in the preparation, maintenance, and processing of accounts payable, accounts receivable, business licenses, customer service, purchasing, cash handling and utility billing; positions assigned to this class may perform specialized or generalized duties depending on departmental needs.

IDENTIFYING CHARACTERISTICS

Accounting Technician I - This is the entry-level para-professional accounting class in the Accounting Technician class series. The Accounting Technician I is expected to perform routine statistical, financial and customer service tasks while learning more complex and difficult account entry and record keeping work. This classification is flexibly staffed with Accounting Technician II. Advancement to the "II" level is based on demonstrated proficiency in performing the assigned functions, the completion of the minimum experience and education requirements for the "II" level and is at the discretion of higher level supervisory or management staff.

Accounting Technician II – The Accounting Technician II is the full journey level technical accounting class within the accounting support series and serves as a bridge class between the clerical and professional accounting functions. Employees at this level are distinguished from the Accounting Technician I by the performance of the full range of technical accounting support duties as assigned including preparing reports related to area of assignment, and the more complex accounting clerical functions. Employees at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from a Finance Supervisor/ Manager.

May provide technical and functional supervision over clerical level staff.

REPRESENTATIVE DUTIES

The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

1. Performs a range of technical and clerical accounting duties in support of department operations; generates journal entries for input, verifies for accuracy, and inputs into system; assists with cash receipts including inputting into system, checking for accuracy, and balancing report.

2. Performs a variety of technical finance and accounting support duties in the preparation, maintenance and processing of accounting records and financial transactions; maintains the necessary accounting records to support processed transactions related to area of assignment; maintains confidential files and records.

3. Ensures the integrity of financial systems related to area of assignment.

4. Performs reconciliation of records of assigned function; researches, checks, reconciles, and adjusts assigned account activity and balances; verifies accounting entries in order to determine the accuracy of each account or record; performs complex arithmetic, financial or statistical calculations

5. Researches and assembles information from a variety of sources; networks with other cities and agencies; prepares, reviews and reconciles accounting, technical, and statistical reports and documentation related to area of assignment; compiles and prepares reports based on state and federal requirements; distributes data to appropriate departments upon completion of assigned process.

6. Provides technical support to assigned supervisory personnel and accountants; researches and compiles technical information related to area of assignment; researches, reviews, and recommends procedures in assigned areas.

7. Performs a full range of customer service duties; responds to questions and concerns from operating departments and the public regarding area of assignment; provides information to the public, other governmental agencies, and City staff requiring the use of independent judgment and the interpretation of a variety of policies, rules, and procedures.

8. Collects fees and taxes; advises businesses regarding licensing requirements, procedures and tax calculations; maintains records on businesses operating in the city; reconciles and reports sales, sales tax, transient occupancy tax, and sales and use tax to appropriate agencies; assists in the review and revision of ordinances, procedures, and other matters relating to all revenue programs.

9. Works with City Water staff and other utility staff to resolve customer inquiries.

10. Performs the full range of Account Clerk I/II/III duties on a relief or support basis; may perform fully competent Payroll relief or support, including inputs employee time sheets and verifies hours and time off; updates employee leave balances and related payroll records including use of vacation, sick leave, and related benefits; assists in processing payroll checks through financial accounting system; distributes checks; assists in the preparation of payments for third party vendors; responds to employee questions related to timesheets or use of paid leave; may perform a variety of general office support functions including typing, record keeping, proofreading, forms generation, and preparation of periodic and special.

QUALIFICATIONS

The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time in order to successfully perform the assigned duties.

Knowledge of:

Operations, services, and activities of payroll and assigned accounting system.
Responsible technical accounting principles and practices used in financial record keeping, bookkeeping, and payroll.
Methods and techniques of coding, verifying, balancing, and reconciling accounting records.
Mathematical principles.
Principles and practices used in establishing and maintaining files and information retrieval systems.
Principles and practices of fiscal, statistical, and administrative record keeping and reporting.
Methods and techniques for basic report preparation and writing.
English usage, spelling, grammar, and punctuation.
Customer service techniques, practices, and principles.
Methods and techniques of proper phone etiquette.
Modern office procedures, methods, and equipment including computers.

Computer applications such as word processing, spreadsheet, and database applications as well as financial and statistical software.
Pertinent federal, state, and local laws, codes, and regulations.

Ability to:

Perform a variety of responsible technical accounting duties in support of assigned accounting system, function, or program area.
Perform a variety of accounting, fiscal, and statistical record keeping duties including to prepare, maintain, and reconcile a variety of records and files.
Participate in the preparation of a variety of administrative and financial reports.
Review financial records, reports, and related documents, identify discrepancies, and resolve problems related to assigned area of responsibility.
Research, compile, and interpret a variety of information and make appropriate recommendations.
Work independently in the absence of supervision.
Plan and organize work to meet changing priorities and deadlines.
Perform mathematical calculations quickly and accurately including to add and subtract, multiply and divide, and calculate percentages, fractions, and decimals.
Understand the organization, operation, and services of the City and of outside agencies as necessary to assume assigned responsibilities.
Understand and apply pertinent laws, codes, and regulations as well as organization and unit rules, policies, and procedures with good judgment.
Implement and maintain filing systems.
Work under steady pressure with frequent interruptions and a high degree of public contact by phone or in person.
Compile a variety of information and records and exercise good judgment in maintaining information, records, and reports.
Deal successfully with the public, in person and over the telephone; respond tactfully, clearly, concisely, and courteously to issues, concerns, and needs.
Work cooperatively with other departments, City staff and officials, and outside agencies.
Operate and use modern office equipment including a computer and various software packages.
Use applicable office terminology, forms, documents, and procedures in the course of the work.
Type and enter data at a speed necessary for successful job performance.
Communicate clearly and concisely, both orally and in writing.
Establish and maintain effective working relationships with those contacted in the course of work.

Education and Experience Guidelines - *Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

Accounting Technician I

Education/Training:

Equivalent to the completion of an Associate's degree including college level course work in bookkeeping, accounting, business administration, or a related field.

Experience:

Two years of full-time work experience equivalent to that of Account Clerk II in the City of Suisun.

Accounting Technician II

Education/Training:

Equivalent to the completion of an Associate's degree including college level course work in bookkeeping, accounting, business administration, or a related field.

Experience:

Two years of full-time responsible accounting experience performing increasingly responsible accounting support services comparable to that of an Accounting Technician I with the City of Suisun City.

License or Certificate:

A typing certificate showing a minimum speed of 40 wpm from an accredited testing agency may be required.

A 10-key certificate demonstrating proficiency of at least 8,000 key strokes per hour (KPH) by touch from an accredited testing agency may be required.

Substitution:

Additional directly related experience may substitute for the required education on a year-for-year basis. 30 semester/45 quarter units is equivalent to one year of experience.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions.

Environment: Work is performed primarily in a standard office environment.

Physical: Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; and to verbally communicate to exchange information.

Vision: See in the normal visual range with or without correction.

Hearing: Hear in the normal audio range with or without correction.

FLSA	Non-Exempt
B.U.	SCEA/SEIU
Established	November 2014 – Accounting Technician
Amended	April 21, 2026 – Reso: 2026-__ *Establish Accounting Technician I/II series*

HUMAN RESOURCES/PAYROLL TECHNICIAN I/II/SENIOR

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

SUMMARY DESCRIPTION

Under the supervision of the Human Resources Director, provides technical, paraprofessional, and clerical support in a variety of areas related to human resources and payroll administration including recruitment and hiring, employee benefits administration, payroll processing, workers' compensation coordination, safety and risk management programs, liability claims administration, and employee development initiatives. Provides information and assistance to City employees, supervisors, applicants, and the general public regarding human resources policies, procedures, payroll practices, and employment opportunities.

Positions assigned to this classification series may perform specialized or generalized duties depending on departmental needs and may be assigned primary responsibility for either human resources or payroll functions while maintaining working knowledge of both areas.

IDENTIFYING CHARACTERISTICS

This classification series is flexibly staffed at three levels: Human Resources/Payroll Technician I, Human Resources/Payroll Technician II, and Senior Human Resources/Payroll Technician. Positions may be filled at any level depending on the needs of the department and the qualifications of the incumbent. Advancement through the series is based on demonstrated proficiency, meeting the minimum qualifications of the higher level, and the operational needs of the department.

Confidential Designation: Pursuant to the City's Employer-Employee Relations Resolution and Government Code Section 3507.5, positions in the classification of Human Resources/Payroll Technician I, II, and Senior are designated as confidential. In the course of their duties, incumbents have access to and knowledge of information relating to the City's administration of employer-employee relations. Employees in this classification are prohibited from disclosing confidential information at any time, including before, during, or after the collective bargaining process, and may not represent any recognized employee organization in negotiations or other matters involving the City.

Human Resources/Payroll Technician I

This is the entry-level classification in the Human Resources/Payroll Technician series. Positions at this level perform routine technical and clerical duties while learning City policies, procedures, and systems related to human resources and payroll administration. Work is performed under close supervision within established guidelines and procedures. Incumbents exercise limited independent judgment and discretion.

As experience is gained, employees are expected to perform duties with increasing independence and responsibility. Advancement to the Technician II level may occur upon demonstration of proficiency in performing the full range of assigned duties and meeting the minimum education and experience requirements for the higher classification.

Human Resources/Payroll Technician II

This is the full journey-level classification in the Human Resources/Payroll Technician series. Incumbents perform the full range of technical human resources and payroll duties with minimal supervision and exercise independent judgment in applying established policies, procedures, and regulations.

Positions may be assigned responsibilities primarily focused on human resources administration or payroll processing; however, incumbents are expected to gain proficiency in both functional areas through cross-training to provide operational flexibility and ensure continuity of service.

Positions at this level are distinguished from the entry level by the performance of the full range of assigned duties, exercising judgment and initiative, and receiving only occasional instruction or assistance as new or unusual situations arise.

Advancement to the Senior Human Resources/Payroll Technician level may occur upon demonstration of proficiency in performing the full range of assigned duties and meeting the minimum education and experience requirements for the higher classification. Advancement is not automatic and is contingent upon the operational needs of the department and the availability of work that supports a Senior-level position.

Senior Human Resources/Payroll Technician

This is the advanced technical and lead level in the Human Resources/Payroll Technician series. Incumbents perform the most complex and specialized human resources and payroll duties and may provide lead direction, training, and technical guidance to entry and journey-level staff.

Responsibilities may include coordinating major functional areas such as payroll administration, employee benefits administration, recruitment and selection activities, workers' compensation coordination, or other specialized human resources programs. Incumbents may review and monitor work performed by lower-level staff, assist with developing procedures and internal controls, conduct complex research and analysis, and ensure compliance with applicable laws, regulations, and City policies.

Lead responsibilities may include assigning and reviewing work of lower-level staff, providing technical guidance and training, assisting with development and documentation of procedures, monitoring workflow and deadlines, reviewing payroll or personnel transactions for accuracy and compliance, and serving as a technical resource to departments regarding human resources and payroll processes.

REPRESENTATIVE DUTIES

The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

Core Duties (Applicable to All Assignments)

1. Communicates with employees, supervisors, managers, applicants, and the public regarding a wide range of human resources and payroll matters including employment procedures, recruitment processes, benefits programs, payroll practices, leave programs, and City policies and regulations.

2. Researches, collects, organizes, and compiles information from a variety of sources; prepares reports, spreadsheets, correspondence, and other documentation; responds to requests for information from City departments, outside agencies, and other organizations.

3. Maintains strict confidentiality of personnel records, payroll information, labor relations materials, and other sensitive employee data.

4. Assists with maintaining and updating the City's human resources and payroll information systems including entering personnel transactions, maintaining employee records, and ensuring data accuracy.

5. Prepares, processes, and audits personnel transaction documents for compliance with City policies, personnel rules, memoranda of understanding, and applicable laws.

6. Assists with administration and tracking of employee leave programs including FMLA, CFRA, SDI,

PDL, PFL, workers' compensation leave, and related programs.

7. Interprets and applies provisions of bargaining unit agreements, benefit plan summaries, administrative policies, and applicable federal and state laws and regulations.

8. Provides employees with information regarding compensation, benefits, payroll procedures, leave usage, and employment policies.

9. Maintains personnel files and related human resources records; organizes and maintains logs, databases, and tracking systems used in connection with human resources and payroll activities.

10. Establishes and maintains recordkeeping systems related to assigned program areas and assists with reviewing and recommending improvements to procedures and internal controls.

11. Provides technical support for labor relations activities including assisting with salary and benefit surveys, preparing cost analyses, and compiling payroll data used in collective bargaining.

12. May be assigned to take notes during bargaining sessions, draft proposals, and conduct research to support developing management proposals.

13. Provides administrative support including preparing correspondence, reports, statistical materials, forms, and other documentation.

14. Maintains desk procedures and participates in cross-training with other Human Resources staff to ensure continuity of operations.

15. Provides backup support to other Human Resources staff and may assist with front counter operations as needed.

16. Prepares technical correspondence, memoranda, reports, and forms; reviews documents for accuracy, grammar, spelling, and formatting.

17. Remains current on applicable laws, regulations, and best practices related to human resources and payroll administration.

18. Coordinates assigned human resources or payroll program areas such as benefits administration, workers' compensation tracking, payroll reporting, recruitment coordination, or compliance programs.

Additional Duties When Assigned to Human Resources Functions

1. Assists with administration of employee benefit programs including health, dental, vision, retirement, deferred compensation, and COBRA.

2. Reviews, balances, and reconciles employee benefit records and coordinates with insurance carriers, benefits administrators, and finance staff.

3. Assists with recruitment and selection activities including preparing job announcements, screening applications for minimum qualifications, coordinating examinations and interviews, and responding to applicant inquiries.

4. Coordinates pre-employment processes including scheduling background checks, medical

examinations, and other required assessments.

5. Conducts or assists with new employee orientations and ensures completion of required employment documentation and benefit enrollments.

6. Assists with tracking and administering leaves of absence and workplace accommodations.

7. Coordinates workers' compensation claims by working with injured employees, supervisors, the City's third-party administrator, and other service providers.

8. Maintains records related to workplace injuries and Cal-OSHA reporting requirements.

9. Assists with processing liability and property claims including logging claims, maintaining files, preparing correspondence, and coordinating information requests.

10. Assists with tracking and coordinating employee training programs including mandated safety or compliance training.

11. Supports implementation and documentation of employee safety programs and regulatory compliance requirements including Department of Transportation drug testing programs where applicable.

Additional Duties When Assigned to Payroll Functions

1. Performs technical payroll duties including reviewing and verifying employee time sheets, entering payroll data, and maintaining records of hours worked and leave balances.

2. Processes payroll transactions including employee status changes, pay adjustments, retroactive payments, and wage assignments.

3. Assists with preparation and processing of the City payroll including reviewing payroll reports, balancing payroll records, and preparing supporting documentation.

4. Calculates retroactive pay adjustments and prepares documentation for payroll corrections.

5. Processes payroll payments through the financial accounting system and prepares payments for third-party vendors including retirement systems, deferred compensation plans, and benefit providers.

6. Responds to employee inquiries regarding payroll transactions, time reporting procedures, leave balances, and payroll deductions.

7. Prepares required payroll reports including federal and state payroll tax filings, quarterly reports, and annual reporting such as W-2 forms.

8. Reconciles payroll deductions and contributions including retirement contributions, deferred compensation payments, insurance deductions, and wage garnishments.

9. Ensures compliance with federal and state payroll regulations including Fair Labor Standards Act requirements and retirement system reporting requirements.

10. Performs payroll reconciliations and assists with year-end payroll processing and audit activities.

11. Reviews and verifies payroll and personnel transaction data for accuracy and completeness; identifies discrepancies and works with departments, Human Resources staff, and Finance staff to resolve issues

and ensure compliance with applicable policies, procedures, and regulatory requirements.

QUALIFICATIONS

The following generally describes the knowledge and ability required to enter the job and/or be learned in order to successfully perform the assigned duties.

Knowledge of:

Principles and practices of human resources administration and payroll processing; recruitment and selection procedures and examination techniques; best practices and techniques related to recruitment and selection, pre-placement and hiring; employee benefits administration; payroll systems and accounting practices; federal and state laws governing employment and payroll; operations, services, and activities of payroll and accounting systems; methods and techniques of coding, verifying, balancing and reconciling accounting records; methods of maintaining personnel and payroll records; principles and practices used in establishing and maintaining files and information retrieval systems; principles and procedures of record keeping, tracking and maintenance; principles and practices of fiscal, statistical and administrative record keeping and reporting; business mathematics and data analysis; office procedures and computer applications including Microsoft Office at an intermediate or greater level including but not limited to Microsoft Word, Excel, Outlook, Power Point; correct English usage, spelling, grammar, and punctuation; business letter writing and basic report presentation; and customer service techniques.

Ability to:

Interpret and apply Federal and State laws, city rules, policies, procedures and memoranda of understanding; organize and prioritize work assignments and coordinate multiple activities; work effectively under pressure of deadlines and frequent interruption; exercise sound judgment while recognizing limits of authority; exercise independent judgment and initiative in the performance of general technical and clerical work while recognizing the limits of authority in referring complex matters to higher level staff; assess a situation and determine appropriate course of action; maintain confidential records; communicate clearly and effectively both orally and in writing; project a calm and reasoning demeanor while dealing with difficult situations and upset people; adapt quickly to a variety of personalities and situations; compile a variety of information and records and exercise good judgment in maintaining information, records and reports; establish cooperative working relationships with other departments, City staff and officials and outside agencies; deal successfully with the public, in person and over the telephone; respond tactfully, clearly, concisely, and courteously to issues, concerns and needs; understand and follow oral and written instructions; maintain confidentiality of sensitive information and documents; understand the organization and operation of the City and of outside agencies as necessary to assume assigned responsibilities; compile and maintain records; communicate clearly and concisely, both orally and in writing; and operate modern office equipment and computer software.

Education and Experience Guidelines - *Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. Meeting the minimum qualifications for a higher classification does not guarantee advancement within the series. Advancement is based on demonstrated performance, availability of work at the higher level, and the operational needs of the department. A typical way to obtain the knowledge and abilities would be:*

Human Resources/Payroll Technician I

Education/Training:

Equivalent to an Associate's degree with coursework in business administration, public administration, accounting, bookkeeping, human resources, or a related field.

Experience:

Three (3) years of clerical, administrative, payroll, accounting, or customer service experience, preferably in a public agency environment. Experience performing human resources or payroll support duties in a public agency or similar organization is desirable.

Human Resources/Payroll Technician II

Education/Training:

Equivalent to an Associate's degree with coursework in business administration, public administration, accounting, human resources, or a related field.

Experience:

Two (2) years of increasingly responsible experience performing duties comparable to those of a Human Resources/Payroll Technician I with the City of Suisun City or equivalent experience performing human resources or payroll support duties in a public agency or similar organization.

Senior Human Resources/Payroll Technician

Education/Training:

Equivalent to an Associate's degree with coursework in business administration, public administration, accounting, human resources, or a related field.

Experience:

Two (2) years of increasingly responsible experience performing duties comparable to those of a Human Resources/Payroll Technician II with the City of Suisun City or equivalent experience performing advanced human resources or payroll technical duties in a public agency or similar organization.

License/Certificates:

Possession of a valid California Class C driver's license may be required.

A typing certificate showing a minimum speed of 40 wpm from an accredited testing agency may be required.

A 10-key certificate demonstrating proficiency of at least 8,000 key strokes per hour (KPH) by touch from an accredited testing agency may be required.

Substitution:

Additional directly related experience may substitute for the required education on a year-for-year basis. 30 semester/45 quarter units is equivalent to one year of experience.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the

essential job functions.

Environment: Work is performed primarily in a standard office environment; may be required to attend meetings outside of standard working hours.

Physical: Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; and to verbally communicate to exchange information.

Vision: See in the normal visual range with or without correction.

Hearing: Hear in the normal audio range with or without correction.

FLSA	Non-Exempt
Bargaining Unit	Unrepresented Confidential
Benefits Group	SCEA
Established	April 21, 2026 Reso: 2026 - __

RESOLUTION NO. 2026 -___

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY AMENDING THE CITYWIDE SALARY SCHEDULE TO SUPPORT THE ORGANIZATIONAL REALIGNMENT AND STRATEGIC STAFFING PLAN TO ELIMINATE ACCOUNTING TECHNICIAN AND HUMAN RESOURCES TECHNICIAN I/II AND ESTABLISH SALARIES FOR ACCOUNTING TECHNICIAN I/II, HUMAN RESOURCES/PAYROLL TECHNICIAN I/II/SENIOR

WHEREAS, all employers must comply with the compensation earnable and publicly available pay schedule provisions contained within California Government Code (CG) Section 20636(d) and California Code of Regulations (CCR) Section 570.5; and

WHEREAS, adoption of an amended salary schedule ensures transparency, compliance with state law, and alignment with negotiated labor agreements; and

WHEREAS, the City Council is considering an Organizational Realignment and Strategic Staffing Plan that includes the creation, modification, and elimination of several classifications within the City's organizational structure; and

WHEREAS, amendments to the Citywide Salary Schedule are necessary to establish salary ranges for new classifications and update salary ranges for amended classifications; and

WHEREAS, the salary for Accounting Technician II will remain consistent with the existing Accounting Technician salary, and the salary for Accounting Technician I will be established at approximately ten percent (10%) below the journey-level classification, consistent with the City's compensation practices for classification series; and

WHEREAS, the salary for Human Resources/Payroll Technician II will remain consistent with the current Human Resources Technician II salary, and the salary for Human Resources/Payroll Technician I will be established at approximately ten percent (10%) below the journey-level classification; and

WHEREAS, the salary for Senior Human Resources/Payroll Technician will be established at approximately ten percent (10%) above the journey-level classification consistent with the City's standard salary differentials between classification levels; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUISUN CITY AS FOLLOWS:

1. The Citywide Salary Schedule is hereby amended to establish salary ranges for the following classifications:

- Accounting Technician I – Approximately Monthly: $5,189 - $6,307
- Accounting Technician II – Approximate Monthly: $5,708 - $6,938
- Human Resources/Payroll Technician I – Approximate Monthly: $5,189 - $6,307
- Human Resources/Payroll Technician II – Approximate Monthly: $5,708 - $6,938
- Senior Human Resources/Payroll Technician – Approximate Monthly: $6,287 – $7,641

The salary ranges established for Accounting Technician I/II and Human Resources/Payroll Technician I/II/Senior shall reflect the salary relationships described in the staff report and maintain the City's standard ten percent (10%) differential between classification levels within a classification series.

2. The Citywide Salary Schedule shall be updated to remove the salary ranges associated with the following classifications:

- Accounting Technician
- Human Resources Technician I
- Human Resources Technician II

3. Publicly Available Pay Schedule – The Citywide Salary Schedule reflecting the salary ranges approved by this Resolution shall be maintained and made publicly available in accordance with California Government Code Section 20636(d) and California Code of Regulations Section 570.5, and shall identify each classification and its corresponding base salary range.

4. The City Manager, or designee, is authorized to update and publish the Citywide Salary Schedule to reflect these changes in compliance with applicable state law.

5. Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED at a Regular Meeting of said City Council of the City of Suisun City duly held on Tuesday, the 21th day of April 2026, by the following vote:

AYES:	Councilmembers:	_____
NOES:	Councilmembers:	_____
ABSENT:	Councilmembers:	_____
ABSTAIN:	Councilmembers:	_____

WITNESS my hand and the seal of said City this 21st day of April 2026.

_____
Anita Skinner
City Clerk

EXHIBIT(S):

A. Citywide Salary Schedule

City of Suisun City
Salary Schedule
Resolution Date: 4/21/2026

				Hourly					Monthly Average					
Job Code	**Job Class**	**Column2**	**Range**	**A**	**B**	**C**	**D**	**E**	**Starting**	**Ending**	**Effective Date**	**B.U.**	**B.G.**	**FLSA OT**
1610	Account Clerk I (F)		268	$24.95	$26.19	$27.50	$28.88	$30.32	$4,324	$5,256	01/02/26	SCEA	SCEA	
1612	Account Clerk II (F)		291	$27.44	$28.81	$30.25	$31.77	$33.36	$4,757	$5,782	01/02/26	SCEA	SCEA	
1614	Account Clerk III		313	$30.19	$31.69	$33.28	$34.94	$36.69	$5,232	$6,360	01/02/26	SCEA	SCEA	
1822	Accountant		362	$37.48	$39.36	$41.33	$43.39	$45.56	$6,497	$7,897	01/02/26	SCMPEA	SCMPEA	Exempt
1620	Accounting Technician I (F)		311	$29.94	$31.43	$33.00	$34.65	$36.39	$5,189	$6,307	04/21/26	SCEA	SCEA	
1622	Accounting Technician II (F)		332	$32.93	$34.58	$36.31	$38.12	$40.03	$5,708	$6,938	04/21/26	SCEA	SCEA	
1120	Administrative Assistant I (F)		285	$26.61	$27.95	$29.34	$30.81	$32.35	$4,613	$5,607	01/02/26	SCEA	SCEA	
1122	Administrative Assistant II (F)		307	$29.28	$30.74	$32.28	$33.89	$35.59	$5,074	$6,168	01/02/26	SCEA	SCEA	
1130	Administrative Technician		327	$32.20	$33.81	$35.50	$37.28	$39.14	$5,582	$6,785	01/02/26	SCEA	SCEA	
3220	Assistant Engineer (F)		389	$42.82	$44.97	$47.21	$49.57	$52.05	$7,423	$9,023	01/02/26	SCMPEA	SCMPEA	Exempt
4220	Assistant Planner (F)		361	$37.33	$39.20	$41.16	$43.22	$45.38	$6,471	$7,865	01/02/26	SCMPEA	SCMPEA	Exempt
3222	Associate Engineer/Associate Civil Engineer (F)		409	$47.11	$49.46	$51.93	$54.53	$57.26	$8,165	$9,925	03/17/26	SCMPEA	SCMPEA	Exempt
4222	Associate Planner (F)		380	$41.07	$43.12	$45.27	$47.54	$49.91	$7,118	$8,652	01/02/26	SCMPEA	SCMPEA	Exempt
7390	Background Investigator		391	-	-	-	-	$49.92	-	-	12/24/21	Temp/PT	Temp/PT	
8130	Battalion Chief (2912 annual hours)		375	$39.90	$41.89	$43.99	$46.19	$48.49	$9,682	$11,768	01/02/26	Unrep	SCPFA	
4350	Building Inspection Services Manager		421	$50.96	$53.51	$56.19	$59.00	$61.95	$8,834	$10,737	01/02/26	SCMPEA	SCMPEA	Exempt
4320	Building Inspector I (F)		320	$33.83	$35.53	$37.30	$39.17	$41.13	$5,865	$7,128	01/02/26	SCEA	SCEA	
4322	Building Inspector II (F)		341	$37.22	$39.08	$41.03	$43.08	$45.24	$6,451	$7,841	01/02/26	SCEA	SCEA	
3430	Building Maintenance Worker I (F)		272	$25.43	$26.71	$28.04	$29.44	$30.91	$4,408	$5,359	01/02/26	SCEA	SCEA	
3432	Building Maintenance Worker II (F)		296	$27.98	$29.38	$30.84	$32.39	$34.01	$4,849	$5,894	01/02/26	SCEA	SCEA	
4380	Chief Building Official		469	$64.43	$67.65	$71.04	$74.59	$78.32	$11,168	$13,575	01/02/26	Unrep	SCMPEA	Exempt
3250	City Engineer		480	$69.10	$72.55	$76.18	$79.99	$83.99	$11,977	$14,558	01/02/26	Unrep	SCMPEA	Exempt
9130	City Manager		595	$132.54	-	-	-	$141.43	$22,974	$24,515	01/02/26	EM Plan	EM	Exempt
4420	Code Enforcement Officer I (F)		310	$29.71	$31.19	$32.75	$34.39	$36.11	$5,149	$6,259	01/02/26	SCEA	SCEA	
4422	Code Enforcement Officer II (F)		330	$32.68	$34.31	$36.03	$37.83	$39.72	$5,664	$6,885	01/02/26	SCEA	SCEA	
7320	Community Services Officer I (F)		284	$26.49	$27.81	$29.20	$30.66	$32.19	$4,591	$5,580	01/02/26	SCEA	SCEA	
7322	Community Services Officer II (F)		305	$29.13	$30.59	$32.12	$33.73	$35.41	$5,050	$6,138	01/02/26	SCEA	SCEA	
1910	Computer Systems Specialist		222	$20.02	$21.02	$22.08	$23.18	$24.34	-	-	07/21/23	Temp/PT	Temp/PT	
1922	Computer Technician		358	$36.86	$38.71	$40.64	$42.67	$44.81	$6,389	$7,766	01/02/26	SCEA	SCEA	
1750	Deputy City Clerk (C)		376	$40.20	$42.21	$44.32	$46.53	$48.86	$6,967	$8,469	01/02/26	Confidential	SCMPEA	Exempt
9126	Deputy City Manager		543	$91.42	$95.99	$100.79	$105.83	$111.12	$15,846	$19,261	01/02/26	EM Plan	EM	Exempt
8250	Deputy Fire Chief		471	$65.57	$68.85	$72.29	$75.91	$79.70	$11,366	$13,815	01/02/26	SCMPEA	SCMPEA	Exempt
9116	Development Services Director		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	01/02/26	EM Plan	EM	Exempt
4190	Economic Development Consultant		441	-	-	-	-	$65.00	-	-	12/24/21	Temp/PT	Temp/PT	
9114	Finance Director		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	01/02/26	EM Plan	EM	Exempt
1850	Finance Manager		448	$57.05	$59.90	$62.89	$66.04	$69.34	$9,888	$12,019	01/02/26	SCMPEA	SCMPEA	Exempt
1810	Financial Services Specialist		222	$20.02	$21.02	$22.08	$23.18	$24.34	-	-	07/21/23	Temp/PT	Temp/PT	
8124	Fire Captain (2,912 annual hours)		350	$36.27	$38.08	$39.99	$41.99	$44.09	$8,801	$10,698	01/02/26	SCPFA	SCPFA	
9120	Fire Chief		527	$87.95	$92.35	$96.97	$101.81	$106.91	$15,245	$18,530	01/02/26	EM Plan	EM	Exempt
8122	Fire Engineer (2912 annual hours)		333	$32.97	$34.62	$36.35	$38.17	$40.08	$8,001	$9,726	01/02/26	SCPFA	SCPFA	
8350	Fire Marshal		454	$59.59	$62.57	$65.69	$68.98	$72.43	$10,328	$12,554	01/02/26	SCMPEA	SCMPEA	Exempt
8120	Firefighter (2912 annual hours)		292	$27.48	$28.85	$30.29	$31.81	$33.40	$6,668	$8,105	01/02/26	SCPFA	SCPFA	

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B.U. Bargaining Unit
B.G. Benefits Group

City of Suisun City
Salary Schedule
Resolution Date: 4/21/2026

				Hourly					Monthly Average					
Job Code	**Job Class**	**Column2**	**Range**	**A**	**B**	**C**	**D**	**E**	**Starting**	**Ending**	**Effective Date**	**B.U.**	**B.G.**	**FLSA OT**
5150	Housing Programs Manager		420	$50.76	$53.30	$55.96	$58.76	$61.70	$8,798	$10,694	01/02/26	SCMPEA	SCMPEA	Exempt
5120	Housing Specialist I (F)		306	$29.19	$30.64	$32.18	$33.79	$35.48	$5,059	$6,149	01/02/26	SCEA	SCEA	
5122	Housing Specialist II (F)		326	$32.10	$33.71	$35.39	$37.16	$39.02	$5,565	$6,764	01/02/26	SCEA	SCEA	
9110	Human Resources Administrator		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	01/02/26	EM Plan	EM	Exempt
9111	Human Resources Director		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	04/21/26	EM Plan	EM	Exempt
1210	Human Resources Specialist		222	$20.02	$21.02	$22.08	$23.18	$24.34	$3,471	$4,219	07/21/23	Temp/PT	Temp/PT	
1234	Human Resources/Payroll Technician I (F/C)		311	$29.94	$31.43	$33.00	$34.65	$36.39	$5,189	$6,307	04/21/26	Confidential	SCEA	
1236	Human Resources/Payroll Technician II (F/C)		332	$32.93	$34.58	$36.31	$38.12	$40.03	$5,708	$6,938	04/21/26	Confidential	SCEA	
9113	IT Director		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	01/02/26	EM Plan	EM	Exempt
1950	IT Services Manager		460	$61.34	$64.41	$67.63	$71.01	$74.56	$10,633	$12,924	01/02/26	SCMPEA	SCMPEA	Exempt
3420	Maintenance Worker I (F)		300	$28.54	$29.97	$31.46	$33.04	$34.69	$4,947	$6,013	01/02/26	SCEA	SCEA	
3422	Maintenance Worker II (F)		322	$31.39	$32.96	$34.61	$36.34	$38.16	$5,441	$6,614	01/02/26	SCEA	SCEA	
1710	Management Analyst I (F)		361	$37.33	$39.20	$41.16	$43.22	$45.38	$6,471	$7,865	01/02/26	SCMPEA	SCMPEA	Exempt
1712	Management Analyst II (F)		380	$41.07	$43.12	$45.27	$47.54	$49.91	$7,118	$8,652	01/02/26	SCMPEA	SCMPEA	Exempt
1340	Marketing Manager		390	$43.11	$45.26	$47.53	$49.90	$52.40	$7,472	$9,082	01/02/26	SCMPEA	SCMPEA	Exempt
1110	Office Assistant		263	$24.40	$25.62	$26.90	$28.24	$29.65	$4,229	$5,140	01/02/26	SCEA	SCEA	
4120	Permit Technician I (F)		303	$28.88	$30.32	$31.84	$33.43	$35.10	$5,005	$6,084	01/02/26	SCEA	SCEA	
4122	Permit Technician II (F)		324	$31.76	$33.35	$35.02	$36.77	$38.61	$5,506	$6,692	01/02/26	SCEA	SCEA	
4210	Planning Specialist		222	$20.02	$21.02	$22.08	$23.18	$24.34	-	-	07/21/23	Temp/PT	Temp/PT	
7160	Police Captain		516	$83.29	$87.45	$91.83	$96.42	$101.24	$14,437	$17,548	03/17/26	Unrep	SCMPEA	Exempt
9122	Police Chief		547	$95.74	$100.53	$105.55	$110.83	$116.37	$16,595	$20,171	01/02/26	EM Plan	EM	Exempt
7150	Police Commander		498	$75.73	$79.51	$83.49	$87.66	$92.05	$13,126	$15,955	01/02/26	SCMPEA	SCMPEA	Exempt
7330	Police Evidence and Property Technician I (F)		284	$26.49	$27.81	$29.20	$30.66	$32.19	$4,591	$5,580	01/02/26	SCEA	SCEA	
7332	Police Evidence and Property Technician II (F)		305	$29.13	$30.59	$32.12	$33.73	$35.41	$5,050	$6,138	01/02/26	SCEA	SCEA	
7140	Police Lieutenant		484	$70.55	$74.07	$77.78	$81.66	$85.75	$12,228	$14,863	03/17/26	SCMPEA	SCMPEA	Exempt
7140	Police Lieutenant Y-Rate		498	$75.73	$79.51	$83.49	$87.66	$92.05	$13,126	$15,955	03/17/26	SCMPEA	SCMPEA	Exempt
7122	Police Officer (F)		413	$48.69	$51.12	$53.68	$56.36	$59.18	$8,439	$10,257	01/02/26	SCPOA	SCPOA	
7110	Police Officer Trainee (F)		276	-	-	-	$28.63	$30.06	-	-	12/24/21	Temp/PT	Temp/PT	
1410	Police Records Clerk I (F)		268	$24.95	$26.19	$27.50	$28.88	$30.32	$4,324	$5,256	01/20/26	SCEA	SCEA	
1412	Police Records Clerk II (F)		291	$27.44	$28.81	$30.25	$31.77	$33.36	$4,757	$5,782	01/20/26	SCEA	SCEA	
7130	Police Sergeant		460	$61.34	$64.41	$67.63	$71.01	$74.56	$10,633	$12,924	01/02/26	SCPOA	SCPOA	
7250	Police Support Services Manager		450	$58.11	$61.02	$64.07	$67.27	$70.64	$10,073	$12,244	01/02/26	SCMPEA	SCMPEA	Exempt
4226	Principal Planner		433	$54.21	$56.92	$59.76	$62.75	$65.89	$9,396	$11,421	01/02/26	SCMPEA	SCMPEA	Exempt
3340	Project Manager		416	$49.71	$52.20	$54.81	$57.55	$60.43	$8,617	$10,474	01/02/26	SCMPEA	SCMPEA	Exempt
7230	Public Safety Dispatch/Police Records Supervisor		410	$47.95	$50.35	$52.87	$55.51	$58.29	$8,312	$10,103	01/02/26	SCPOA	SCPOA	
7220	Public Safety Dispatcher I (F)		349	$36.03	$37.83	$39.72	$41.71	$43.79	$6,245	$7,591	01/02/26	SCPOA	SCPOA	
7222	Public Safety Dispatcher II (F)		373	$39.63	$41.61	$43.69	$45.88	$48.17	$6,869	$8,350	01/02/26	SCPOA	SCPOA	
9118	Public Works Director/City Engineer		527	$87.95	$92.35	$96.97	$101.81	$106.91	$15,245	$18,530	01/02/26	EM Plan	EM	Exempt
3120	Public Works Inspector		351	$37.64	$39.52	$41.50	$43.57	$45.75	$6,524	$7,930	01/02/26	SCEA	SCEA	
3110	Public Works Specialist		222	$20.02	$21.02	$22.08	$23.18	$24.34	-	-	07/21/23	Temp/PT	Temp/PT	
3550	Public Works Superintendent		447	$56.67	$59.50	$62.48	$65.60	$68.88	$9,822	$11,939	01/02/26	SCMPEA	SCMPEA	Exempt

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** City Manager's Salary is set by Contract

B.U. Bargaining Unit
B.G. Benefits Group

City of Suisun City
Salary Schedule
Resolution Date: 4/21/2026

				Hourly					Monthly Average					
Job Code	**Job Class**	**Column2**	**Range**	**A**	**B**	**C**	**D**	**E**	**Starting**	**Ending**	**Effective Date**	**B.U.**	**B.G.**	**FLSA OT**
3520	Public Works Supervisor		380	$41.07	$43.12	$45.27	$47.54	$49.91	$7,118	$8,652	01/02/26	SCMPEA	SCMPEA	Exempt
2220	Recreation Coordinator		302	$30.93	$32.48	$34.10	$35.81	$37.60	$5,362	$6,517	01/02/26	SCEA	SCEA	
2550	Recreation Manager		412	$48.40	$50.82	$53.36	$56.02	$58.83	$8,389	$10,197	01/02/26	SCMPEA	SCMPEA	Exempt
2210	Recreation Specialist I (F)		200	$18.00	$18.54	$19.10	$19.67	$20.26	-	-	07/21/23	Temp/PT	Temp/PT	
2212	Recreation Specialist II (F)		220	$19.80	$20.39	$21.01	$21.64	$22.29	-	-	07/21/23	Temp/PT	Temp/PT	
2214	Recreation Specialist III (F)		250	$21.78	$22.43	$23.11	$23.80	$24.51	-	-	07/21/23	Temp/PT	Temp/PT	
2510	Recreation Supervisor		348	$36.21	$38.02	$39.93	$41.92	$44.02	$6,277	$7,630	01/02/26	SCMPEA	SCMPEA	Exempt
9112	Recreation, Parks & Marina Director		505	$79.06	$83.01	$87.16	$91.52	$96.10	$13,704	$16,657	01/02/26	EM Plan	EM	Exempt
1824	Senior Accountant		390	$43.11	$45.26	$47.53	$49.90	$52.40	$7,472	$9,082	01/02/26	SCMPEA	SCMPEA	Exempt
3224	Senior Associate Engineer/Senior Assoc Civil Engineer (F)		425	$51.82	$54.41	$57.13	$59.98	$62.98	$8,982	$10,917	03/17/26	SCMPEA	SCMPEA	Exempt
4324	Senior Building Inspector		397	$44.66	$46.90	$49.24	$51.71	$54.29	$7,742	$9,410	01/02/26	SCMPEA	SCMPEA	Exempt
3226	Senior Civil Engineer		448	$57.05	$59.90	$62.89	$66.04	$69.34	$9,888	$12,019	03/17/26	SCMPEA	SCMPEA	Exempt
1238	Senior Human Resources/Payroll Technician (F/C)		350	$36.27	$38.08	$39.99	$41.99	$44.09	$6,287	$7,641	04/21/26	Confidential	SCEA	
3424	Senior Maintenance Worker		344	$34.53	$36.26	$38.07	$39.98	$41.97	$5,986	$7,276	01/02/26	SCEA	SCEA	
1714	Senior Management Analyst		400	$45.17	$47.43	$49.80	$52.29	$54.91	$7,830	$9,517	01/02/26	SCMPEA	SCMPEA	Exempt
4224	Senior Planner		400	$45.17	$47.43	$49.80	$52.29	$54.91	$7,830	$9,517	01/02/26	SCMPEA	SCMPEA	Exempt
7224	Senior Public Safety Dispatcher		395	$43.59	$45.77	$48.06	$50.47	$52.99	$7,556	$9,185	01/02/26	SCPOA	SCPOA	
7310	Youth Services Specialist		356	$36.42	$38.24	$40.15	$42.16	$44.27	$6,313	$7,673	01/02/26	SCEA	SCEA	

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B.G. Benefits Group

CITY OF
SUISUN CITY

FY 2026/27

BUDGET

FY 2026/27 BUDGET

A Planned Bridge to Fiscal Independence | June 2026

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TONIGHT'S AGENDA

1. A Region Under Pressure
2. The Suisun City Plan
3. The Plan is Working
4. FY 2026/27 Budget Summary
5. Decision Points: If/Then
6. Finance Department Transition
7. FY 2026/27 Contracts
8. Positions Added
9. Department Deep Dive
10-12. Optimal Revenue Needed/Fund Balance History/

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SECTION 1

A Region Under Pressure

Solano County & Bay Area Fiscal Crisis

3

SOLANO COUNTY: A REGION-WIDE FISCAL CRISIS

Every jurisdiction in Solano County faces structural operating deficits. This is not a Suisun City problem it is a regional emergency.

$30M+	$10M+	$10M+	TBD	TBD	TBD	$20-30M+
Vallejo	Fairfield	Vacaville	Benicia	Dixon	Rio Vista	Solano County

COMBINED REGIONAL OPERATING DEFICIT: APPROACHING $80M – $100M
Current service levels are already compressed yet still require more revenue to sustain.

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SECTION 2

The Suisun City Plan

50 Years of No Growth And a Path Forward

5

SURVIVING, NOT THRIVING: THE BASELINE

50 YRS
No Meaningful Employment Center Growth

- No HWY 80 corridor growth
- Redevelopment stripped in 2012
- Residents leave daily for jobs & services
- Revenue base insufficient for current needs

The Revenue Reality

Suisun City operates on ~$30M–$33M in General Fund revenue. Benicia, a comparable city, operates on $50–60M. We run on roughly 60% of a peer city's budget.

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NOT an Expense Problem: This is a revenue problem. Our costs are not excessive; our revenue base is structurally insufficient after 50 years of stagnation. Council recognized in 2024 that reaching long-term fiscal independence requires a deliberate multi-year plan, not reactive cuts.

THREE-PILLAR RESILIENCE BRIDGE

PILLAR 1	PILLAR 2	PILLAR 3
Measure S Tax Measure	17 Infill Development Projects	Suisun City Expansion Explorations

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THE RESILIENCE PLAN — REVISITED

In June 2024, Council and staff reached a shared understanding: reaching long-term fiscal health requires a managed bridge not unplanned cuts.

The Bridge Concept

The plan anticipated a 5-year bridge period through FY 2028/29, during which planned reserve use would maintain service levels while key revenue-generating decisions matured.

Use of Reserves: Deliberate

Using reserves was never the endpoint it was the bridge. The plan called for reserves deployed only with a clear strategy and defined off-ramps tied to specific financial events.

Three Pillars

The plan rested on three pillars: (1) Measure S, (2) 17 infill development projects, and (3) the potential for city expansions. All three remain active.

The Timeline Holds

FY 2026/27 remains fully within the bridge window established in 2024. Using reserves this year is consistent with and expected by the 5-year approach.

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SECTION 3

The Plan Is Working

Every Pillar Is Active

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THE PLAN IS WORKING — EVERY PILLAR IS ACTIVE

Since June 2024, every component of the resilience plan has advanced on schedule. The plan is not aspirational — it is executing.

72%
Voter Approval
Measure S

17
Active Infill
Projects

23,873
Acres Explored
Expansion + Buzz Oates

- ✓ Measure S passed at 72% — a supermajority reflecting community trust
- ✓ Infill in progress
- ✓ 34-acre site advertising for sale — Late Summer 2026
- ✓ Suisun City Expansion Development Agreement negotiation underway and EIR release pending

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SECTION 4

FY 2026/27 Budget Summary

Revenue, Expenditures & the Planned Bridge

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FY 2026/27 GENERAL FUND BUDGET SUMMARY

Category	FY 2025/26 Budget	FY 2026/27 Proposed
Total General Fund Revenue	$30M (+ $2.8M transfers/asset sales = $32.8M)	$30.4M
Total General Fund Expenditures	$32.8M	$32.8M
Planned Use of Fund Balance	$0 (offset by asset sales)	**$(2,400,000)**
Estimated Ending Fund Balance	$8.9M Validated by Beauchaine Consulting Group pending FY 25/26 Audit	**~$6.4M (rounded down)**

Key Takeaway: Staff absorbed $500K in COLA increases, $600–$700K in contracted merit increases, and $200K in one-time FLSA payments. There are no new FTEs. $600K was added since Budget Study Session due to Beauchaine Analysis of certain Non-GF transfers that were not applicable; revised analysis from current budget process work last few months.

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FY 2026/27 REVENUE OVERVIEW

Property Tax	**+3% Increase**	*Consistent with countywide assessment growth*
Bradley Burns Sales Tax	**Flat**	*Reflects current commercial environment within city limits*
Measure S Sales Tax	**Down ~3%**	*Lower car sales; first full year of voter-approved funding*
Transient Occupancy Tax	**Flat**	*Stable hotel occupancy*
Excise Tax (Cannabis)	**Flat**	*Stable*
Fees & Licenses	**Flat**	*Fee study completion expected Fall 2026*

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SERVICE LEVEL CHANGES & REDUCTIONS

SERVICE IMPACTS

The following changes are reflected in the FY 2026/27 budget.

$200K Reduction

Employee Training & Culture
Stops employee development and culture change programs showing measurable positive impact.. Including all employee appreciation events.

$225K Reduction

Beautification Projects

Only limited projects can proceed; volunteer support cannot fill the gap.

$300K Reduction

Facility Improvements

General Fund deferred until health/safety crisis forces action.

$1.5M–$2M

Managed Vacancy Factor
Operational impact depends on which positions remain vacant throughout the year.

$450K Reduction

Contracted Services
Communications, facilities review, and general service contracts across all departments.

$175K Reduction

Services & Supplies

All non-essential items eliminated across all departments.

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SECTION 5

Decision Points: If / Then

Reserve Use, Infill Outcomes & Future Fiscal Scenarios

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FY 2026/27: THE RESERVE DECISION

IF

Council approves FY 2026/27 budget with planned $2.4M reserve use

Estimated Remaining Reserves:
~$6.0 MILLION

- Policy Level
- Within the 2024 resilience bridge window
- Service levels maintained for economic recovery
- Organizational capacity intact for infill and expansions

VS

IF NOT

Deep service cuts made to avoid reserve use

- Elimination of public safety staff increasing call times, burn out, and crime
- Elimination of Public Works Staff; reversing all the progress in city improvements immediately
- Elimination of all unhoused programs and unhoused outreach; unhoused will go back to old levels and more
- Eliminate staff throughout support departments; missing information, poor analysis, all non legally required services stopped

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SUISUN CITY INFILL DEVELOPMENT — RESIDENT SNAPSHOT

Projects moving through Review, Permitting, Construction, or early redevelopment steps.

PROJECT	LOCATION	CURRENT STATUS	DESCRIPTION
Awanta Multifamily	400 Main St.	Permit Review	20-unit two-story apartments adjacent to marina
Lotz Residences	Civic Center Blvd. & Lotz Way	Approved; construction drawings	16 single-family units with ADU above garages
Suisun City Dental	603 Lotz Way	Under Construction	4,446 sf dental office + 2,220 sf shell tenant space
Almond Garden Apartments	707-815 Almond St.	Under Construction	97-unit three-story affordable apartment project
McCoy Creek Mixed-Use	1220 & 1240 McCoy Creek Way	Construction drawings under review	31 apartments with 1,645 sf non-residential space
Olive Tree Ranch	Humphrey Dr. / Olive Ave.	Application submitted / in process	74 single-family units on approx. 10 acres
Lionext Parcels	Downtown near marina	Application received	39 multi-family units + 5,106 sf office/retail/restaurant
Parcel 13	West of Civic Center, South of Driftwood	Pre-application expected	For Sale Luxury Condos
Senior Center Site	318 Merganser Dr.	Awaiting permit submittal	Proposed interior remodel for senior living units
Dutch Bros.	N. of Hwy 12 & east of Sunset Center	Building permit ready for issuance	1,025 sf drive-through coffee business
Quick Quack	East of Sunset Ave. & north of Hwy 12	In process	3,626 sf carwash use
Cannabissary	South of Railroad Ave. & E/W Humphrey Dr.	InProgress waiting on applicant	Retail cannabis dispensary
Highway 12 Logistics Center	South of Hwy 12 at Pennsylvania Ave.	Entitled; LAFCO submittal forthcoming	1.28M sf warehousing/logistics on 63.7 acres
Suisun Logistics Center	East of Walters Rd. & south of Petersen Rd.	Planning review/applicant adjusting project	2.1M sf warehousing/logistics on 120 acres
34-Acre Site	NW corner Hwy 12 & Marina Blvd.	Sale/Marketing summer 2026	Mixed Use
California Forever Infill Parcels	Main St. & Solano Ave. parcels	Purchase & Sale Agreement in Process	Future redevelopment use to be determined
Caltrans Lot Swap	S of Hwy 12 between Main St. & CC Blvd.	Application not yet submitted	In process with State-18-month process

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INFILL DEVELOPMENT — PROJECTED COMPLETION & NET TAX REVENUE

Estimates are preliminary and may change as the project developments unfold.

PROJECT	EST. COMPLETION	ANNUAL TAX REVENUE-ALL TYPES	ONE-TIME SALE REVENUE
Awanta Multifamily	EOY 2027	$20k-$30k	
Lotz Residences	EOY 2027	$40k-$45k	
Suisun City Dental	EOY *2026*	$15k-$20k	
Almond Garden Apartments	*EOY 2027*		
McCoy Creek Mixed-Use	*EOY 2027*	$30k-$40k	
Olive Tree Ranch	EOY 2028	$55K-$65K	
Lionext Parcels	EOY 2027	$55k-$65k	
Parcel 13	EOY 2029	*$60k-$75k*	
Senior Center Site	EOY 2027	$5k-$10k	
Dutch Bros. / Quick Quack	FALL 2026	*$10k-$12K*	
Cannabissary	*TBD*	TBD	
Highway 12 Logistics Center	PHASE 1EOY 2027 PHASE 2 EOY 2032	PHASE 1 $250-$400K PHASE 2 $1M$1.2M CFD	
Suisun Logistics Center	PHASE 1 EOY 2929 PHASE 2 EOY 2033	PHASE 1 $250k-$400k PHASE 2 FULL BUILD OUT $2M	
34-Acre Site	PHASE 1- EOY 2030 PHASE 2 EOY 2034	*$1M-$2M*	**$15m-$30m**
CA Forever Infill Parcels	EOY 2029	*$150K-$175K*	
Caltrans Lot Swap	EOY 2031	$100K-$125K	***$3m-$4m***
TOTAL		**$4M-$5M-**	**$18M-$34M**

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IF INFILL DELIVERS AS ESTIMATED- THE TAXATION SCENARIO

IF Infill projects produce land sale revenues and expanded tax base as projected

THEN: Reserve Draw Rate Slows

Land sale proceeds offset reserve use in FY 2027/28, extending runway beyond the bridge window.(Some of the 34-acre sale, if not 70% of it depending on final sale price should be considered for 2nd Fire Station.

THEN: Tax Base Expands

New rooftops and commercial activity generate recurring Measure S and property tax revenue and TOT, not one-time.

THEN: Expansion Decision Is Informed

Infill results provide current service levels to be maintained into 2030, stabilized by one-time sales, but it does not solve the need for decades long revenue nor expended services as outlined in the optimal section of this presentation. Further additional taxes or expansion would still be required. No realistic way to address roads or dredging in a meaningful way with just infill

THEN: If not expansion- Public Safety and Roads Tax Needed

As discussed in 2024, infill alone cannot fill the operating and capital needs. It would take infill and something else to meet that, total need. In this scenario it means more taxes or 25% cut to total service delivery.

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IF INFILL DELIVERS AS ESTIMATED-THE EXPANSION SCENARIO

IF Infill projects produce land sale revenues and expanded tax base as projected through 2027/28:

THEN: Reserve Draw Rate Slows
Land sale proceeds offset reserve use in FY 2027/28, extending runway beyond the bridge window.(Some of the 34 acre sale, if not 70% of it depending on final sale price should be considered for 2nd Fire Station.

THEN: Tax Base Expands
New rooftops and commercial activity generate recurring Measure S and property tax revenue and TOT, not one-time.

THEN: Expansion Decision Is Informed
Infill results provide current service levels to be maintained into 2030, stabilized by one-time sales, but it does not solve the need for decades long revenue nor expended services as outlined in the optimal section of this presentation. Further additional taxes or expansion would still be required. No realistic way to address roads or dredging in a meaningful way with just infill

THEN: Expansions turns out to be a Yes
Assuming the council approves due to a variety of factors including the fiscal analysis is clear, the city receives $10M through FT 2027/28, and the Development Agreement would be negotiated in a way to add staff, start preparing for major roads and dredging in current Suisun as well as starting to increase staffing to optimum levels and beyond preparing for the population growth of the city over the next 20 to 25 years.

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BOTH SCENARIOS

- Require bridging in FY2026/27 and FY 2027/28
- Require Infill to be maximized as outlined
- Require services to not be reduced now because we set a plan to allow the cuts to happen in FY 28/29 if the plan did not work; now a more formal check in is recommended for mid cycle FY 2027/28 post 34-acre and Expansion decisions by Council
- The City to take informed risk and continue on the path we started in 2024.

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SECTION 6

Finance Department Transition

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FINANCE DEPARTMENT ANALYSIS

The City has engaged Beauchaine Consulting Group (BCG) to conduct a comprehensive assessment of the Finance Department, financial practices, and fund structure. Initial findings are already informing our path forward.

Assessment Underway

BCG has commenced a full review examining all funds, the fund structure, chart of accounts, financial presentation methodology, and internal procedures beyond what is covered in an annual audit. Returning July 7 for full contract approval.

Roadmap to Success

BCG will deliver a comprehensive roadmap to help the department succeed through transition, establish sound practices, and provide clear roadmap for the next Finance Director.

Department Assessment

A full operational and organizational assessment of the Finance Department is underway. The goal is an honest baseline — identifying both strengths and gaps with specificity.

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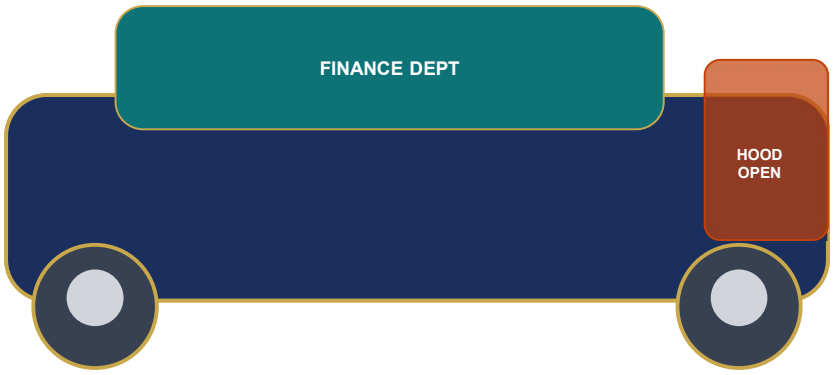
WHERE WE ARE: A CAR THAT NEEDS TO BE FULLY REPAIRED

The Finance Department is not broken beyond repair — it is a car that has deferred maintenance that accumulated over years. With the right support, the right Finance Department leader, and a clear roadmap, it can be brought to peak performance.



BCG ASSESSMENT | NEW FINANCE DIR. | PROCESS REDESIGN | FINANCIAL STRUCTURES/TECHNOLOGY IMPROVED | CAN BE FULLY REPAIRED IN TIME

With the right support, the right leadership, and time this car gets back on the road.

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FINANCE DEPARTMENT — ROADMAP TO SUCCESS

A structured, sequenced path to a high-functioning Finance Department supporting a City in growth mode.

Phase 1
Now –Winter 2026

- BCG Assessment Complete
- Immediate process corrections
- New Finance Director recruited
- CM Office absorbs budget function until FD recruited
- Formal pay period reviews launched

Phase 2
Winter 2026 – Spring 2027

- New Finance Director onboarded
- BCG roadmap implementation begins
- Tyler ERP review by new FD
- Department workflow redesigned

Phase 3
FY 2027/28 and Beyond

- Finance Department well on their way to strengthening all areas
- Strategic financial modeling capability
- Measure S allocation strategy delivered
- Long-term capital planning integrated

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SECTION 7

FY 2026/27 Contracts

Citywide Contracted Services Overview

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CONTRACT SERVICES

$35,000 CONTRACT	Tripepi Smith — Communications & Public Information
$35,000 CONTRACT	Rep'd — Community Engagement
$45,000 CONTRACT	Polymorphic — AI Services & Technology
$90,000 CONTRACT	Edge Community Church — Community Engagement

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CONTRACT SERVICES

$107,500	Apex — Staff Augmentation (2)	IT Staff Augmentation
$56,000 Budgeted	Apex — Network Security	Network & Public Safety Security
$4,000	Bluebeam	Document Management Software
$48,000	Microsoft 365 Licenses	Productivity Software
$19,000	GIS Software	Geographic Information Systems

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CONTRACT SERVICES

$45,000	Kosmont Companies	ED Consultant	*Economic development and public finance consulting*
$20,000	Terra Realty Advisors	Billboard Project	*Annual update to Cost Allocation Plan, working on Billboard analysis.*
$75,000	WC3	Inspections	Building Permit Review, Building Inspection
$254,000	City of Fairfield	Regionalization	*Battalion Chief Coverage and Fleet Maintenance of Fire Vehicles*
$45,000	Solano County	Regionalization	*County HazMat JPA and CAP Solano Payment*
$400,000	Solano County	Regionalization	*Humane Animal Services (HAS) and Solano County Animal Shelter*
$65,000	Granicus	Agenda/Website	*Agenda Management, Website Management, Public Records Act Request Portal*
$62,000	Various Public Safety	Public Safety Tech	*Tablet Command, Lexipool, Vector Solutions, Medical Director , Fire Station Alerting.*

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CONTRACT SERVICES

FY 2026/27 CONTRACTS

$61,250	**Chavan & Associates** Annual Audit	
$15,000	**MGT** Cost Allocation Plan	*Annual update to Cost Allocation Plan*
$20,000	**LSL CPA Firm** GASB 87 & 96 Compliance	*Assist with lease and GASB audit requirements (hourly estimate)*
$13,000	**Debtbook** Leases & SBITAs	*Subscription for tracking leases and subscription-based IT agreements*
$20,000	**Corbin Willits (MOMs)** Legacy Payroll Data	*Payroll and legacy data access — old system migration*
$120,000	**Tyler — ERP Pro 10** ERP Financial System	*Core financial management system — enterprise resource planning*
$34,000	**Beauchaine Consulting Group** Financial Assessment	*Initial contract for budget analysis and support-assessment and finance analysis coming in July to Council*
$100,000	**NBS** Fee Study	*Fee study vendor — analysis to be completed Fall 2026. One time agreement for this purpose.*

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CONTRACT SERVICES

$7,000	**LCW** Law Updates/Training
$35,000	**True Comp** Employee Costing
$9,000	**Concern EAP** Mental Health
$35,000	**NeoGov** Onboarding/recruiting
$40,000	**Du-All Safety** Safety Program
$60,000	**Kirsh** FLSA Analysis

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SECTION 8

Position Additions Last 3 FY's

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POSITION ADDITIONS

New | Eliminated

POSITION TITLE	DEPT	TYPE	STATUS	APPROVAL / EXPIRATION
Special Assistant to CM- Econ Dev/Strategic Initiatives	CMO	New	Limited Term	*Approved 4/21/2026 — Expires 6/30/2028*
Special Assistant to the CM- Communication/Programs	CMO	New	Limited Term	*Approved 4/21/2026 — Expires 6/30/2028*
Recreation Coordinator	REC	New	Limited Term	*Approved Midyear 2/18/2025 — Expires 11/8/2026*
Admin Technician	PD	New	Limited Term	*Approved Midyear 2/18/2025 — Expires 6/30/2028*
HR Technician	HR	New	Limited Term	*Approved Midyear 2/18/2025 — Expires 6/30/2028*
Payroll Technician	HR	New	Limited Term	*Approved Midyear 2/18/2025 — Expires 6/30/2028*

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POSITION ADDITIONS

New | Reclass | Funding

POSITION TITLE	DEPT	TYPE	STATUS	APPROVAL NOTES
Maintenance Worker I — Illegal Dumping	PW	New	Permanent	*Approved Midyear Budget 2/18/2025*
Maintenance Worker I — Illegal Dumping	PW	New	Permanent	*Approved Midyear Budget 2/18/2025*
Deputy City Manager-Project Specific	CMO	New	Permanent	*Approved 6/11/2025*
Records Clerk	PD	New	Permanent	*From Sr. MW — Midyear 3/17/2026 (3 positions)*
Firefighter	Fire	New	Permanent	*Approved Midyear 2/18/2025 & FY 24/25 Budget (3 positions)*
Police Officer	PD	New	Permanent	*Approved Midyear 2/18/2025 & 3/17/2026 (3 positions)*
Finance Manager	PW	New	Permanent	*Approved Midyear Budget 3/17/2026 (Vacant)*

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SECTION 9

Departments Deep Dive

Optimal Staffing & Items Cut /Still Needed

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CITY MANAGER'S OFFICE

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CITY MANAGER'S OFFICE — ORGANIZATIONAL CHART

CURRENT STRUCTURE

City Manager (1 FTE)

Deputy City Manager (1 FTE)-Expansion Project Dedicated
Special Assistant — Econ Dev/Strategic Initiatives (1 FTE)
Special Assist- Communications/ Programs (1 FTE)
Deputy City Clerk (1 FTE)

Current: 5 FTE

OPTIMAL / DESIRED STRUCTURE

City Manager (1 FTE)

Deputy City Manager (1 FTE)-Operations
Administrative Services Director (1 FTE)
Special Assistant - Econ Dev/Strategic Initiatives (1 FTE)
Special Assistant – Communications / Unhoused Programs (1 FTE)
Deputy City Clerk (1 FTE)
Admin Technician (1 FTE)

Optimal: 7 FTE

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CITY MANAGER'S OFFICE

COMMUNITY IMPACTS:

- Reduction of communications contract reduces consistency of public outreach
- No contingency funding for unknown programmatic needs
- Organizational development paused — impacts culture progress

ITEMS CUT /STILL NEEDED

- Communications Contract
- AI/Tech Contract
- Org Development
- Contingency Funding
- Community Engagement

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FINANCE DEPARTMENT

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FINANCE DEPARTMENT — ORGANIZATIONAL CHART

CURRENT STRUCTURE

Finance Director (VACANT)
Finance Manager (2 FTE; 1 FTE Vacant)
Senior Accountant (1 FTE)
Utility Billing Specialist (3 FTE)
Account Clerk III (1 FTE)

Current: 8 FTE

OPTIMAL / DESIRED STRUCTURE

Finance Director (1 FTE)
Senior Accountant/Accountant II (3 FTE)
Accounting Technician (2 FTE)
Utility Billing Specialist (3 FTE)
Management Analyst I/II (1 FTE)
Account Clerk III (1 FTE)

Optimal: 11 FTE

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FINANCE DEPARTMENT

COMMUNITY IMPACTS:

- BCG findings reveal process improvements needed immediately
- Legacy items from prior years remain unresolved — compounding issues

ITEMS CUT /STILL NEEDED

Budget Officer Position-Frozen until new FD hired

Advanced Financial Software cannot be added

Training

Financial System Upgrade

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POLICE DEPARTMENT

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POLICE DEPARTMENT — ORGANIZATIONAL CHART

CURRENT STRUCTURE

Chief of Police (1 FTE)

Captain (1 FTE)
Lieutenants (2 FTE)
Sergeants (4 FTE)
Officers (21 FTE)
Police Support Services Manager (1 FTE)
Supervising Dispatcher (1 FTE)
Dispatchers (10 FTE)
Property and Evidence Tech (1 FTE)
Records Clerk (2 FTE)
Community Service Officer (2 FTE)
Admin Technician (1 FTE)

Current: 46

OPTIMAL / DESIRED STRUCTURE

Chief of Police (1 FTE)

Captain (1 FTE)
Lieutenants (2 FTE)
Sergeants (5 FTE)
Officers (25 FTE)
Police Support Services Manager (1 FTE)
Supervising Dispatcher (1 FTE)
Dispatchers (12 FTE)
Records Clerk (2 FTE)
Community Services Officer (3 FTE)
Property Evidence Tech (1 FTE)
Admin Technician (1 FTE)

Optimal: 55

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POLICE DEPARTMENT

COMMUNITY IMPACTS:

- Measure S: 57% of allocation
- Staffing: .80/100 vs industry 1:1000
- Cost per Officer: $165K–$197K
- Response time: 2.5 min (2 officers) vs 5.5 min (1 officer)
- Cost to train new officer: ~$100K
- Reduced officers = slower response times; Priority 1 response time doubles with one fewer officer
- National average medical leave + turnover further reduces effective patrol coverage
- Major investigations require Council return for supplemental appropriation

ITEMS CUT /STILL NEEDED

- Proactive Policing Programs
- Directed Traffic Enforcement
- Unhoused Services Enhancement
- Special Events Coverage
- Major Investigation Funding

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FIRE DEPARTMENT

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FIRE DEPARTMENT — ORGANIZATIONAL CHART

CURRENT STRUCTURE

Administration
Fire Chief (1 FTE)
Administrative Technician (1 FTE)
Deputy Fire Chief (1 FTE)
Fire Marshal (1 FTE)

Operations
Battalion Chiefs (contract/Fairfield coverage)
Fire Captains (6 FTE)
Fire Engineers (6 FTE)
Firefighter Paramedics (3 FTE)

Current: 19 FTE

OPTIMAL / DESIRED STRUCTURE

Administration
Fire Chief (1 FTE)
Management Analyst I/II (1 FTE)
Deputy Fire Chief (1 FTE)
Fire Marshal (1 FTE)
Fire Inspector (1 FTE)

Operations
Battalion Chiefs (3 FTE)
Fire Captains (9 FTE)
Fire Engineers (9 FTE)
Firefighter Paramedics (9 FTE)

Optimal: 35 FTE

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FIRE DEPARTMENT

COMMUNITY IMPACTS:

- Fire Prevention & Public Education Initiatives Reduced
- Drone program will be slower to implement
- Equipment Replacement becomes more end of useful life than proactive
- Non mandatory training limited
- Reserve Volunteer Program reduced
- Response Time Delays
- ISO Staffing Ratio current 50% of 1 per 1,000 population
- Community events removed, Easter, Halloween Parade, Toys for Kids

ITEMS CUT /STILL NEEDED

Reserve Engine Delayed In Service

Non-Mandatory Training- Professional Development

Public Education Programs

Facility and Equipment Maintenance

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HUMAN RESOURCES

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HUMAN RESOURCES — ORGANIZATIONAL CHART

CURRENT STRUCTURE

HR Director (1 FTE)

Senior HR/Payroll Technician (1 FTE)

HR/Payroll Technician (3 FTE)

Current: 5 FTE

OPTIMAL / DESIRED STRUCTURE

HR Director (1 FTE)

HR Manager (1 FTE)

Supervising HR Analyst (1 FTE)

HR Analyst (1 FTE)

Organizational Development and Risk Management Analyst (1 FTE)

Supervising HR/Payroll Technician (1 FTE)

HR/Payroll Technicians (3 FTE)

Optimal: 9 FTE

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HUMAN RESOURCES

COMMUNITY IMPACTS:

- Elimination of leadership training citywide and professional development training citywide
- Non-compliance with State, Federal mandates creates ongoing legal exposure
- Reduced capacity/contracts for compliance training and programs results in increased employment liability exposure
- Elimination of Contract services to address decade long policy and procedure global changes needed
- Reduced risk mitigation (reactive approach) leads to more claims

ITEMS CUT /STILL NEEDED

- Contracts for training and development
- Performance Management System
- Employee Wellness Program
- Major Policy Updates
- Leave Management System

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INFORMATION TECHNOLOGY

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INFORMATION TECHNOLOGY — ORGANIZATIONAL CHART

CURRENT STRUCTURE

IT /Director (1 FTE)

IT Technician (1 FTE)

Current: 2 FTE Plus Apex

OPTIMAL / DESIRED STRUCTURE

IT Director (1 FTE)

Senior Network Systems Analyst (1 FTE)
IT Analyst (Generalist) or Apex Style Contract (1 FTE)
GIS Analyst (1 FTE)
Help Desk Technician (1 FTE)

Optimal: 5 FTE

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INFORMATION TECHNOLOGY

COMMUNITY IMPACTS:

- One cyber breach could cost $250K+ in legal, recovery, and PR costs
- Non-compliance with CJIS, HIPAA, and CPRA creates ongoing legal exposure
- Every department's service delivery depends on IT infrastructure

ITEMS CUT /STILL NEEDED

Real-Time Threat Detection (SOC)

Long-Term Technology Planning

Scheduled Device/System Upgrades

Disaster Recovery Documentation

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PUBLIC WORKS

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PUBLIC WORKS — ORGANIZATIONAL CHART

CURRENT STRUCTURE

Director of Public Works/City Engineer (1 FTE)

Superintendent (1 FTE)
PW Supervisor (3 FTE)
Maintenance Worker (16.5 FTE)
Senior Associate Engineer (1 FTE)
Associate Engineer (1 FTE)
Senior Civil Engineer (1 FTE)
Management Analyst (1 FTE)
Building Maintenance Worker (1 FTE)
Public Works Inspector (1 FTE)
Administrative Tech (1 FTE)
Administrative Assistant (1 FTE)

Current: 29.5 FTE

OPTIMAL / DESIRED STRUCTURE

Director of Public Works/City Engineer (1 FTE)

Deputy Director (1 FTE)
Superintendent (1 FTE)
PW Supervisor (3 FTE)
Sr. Maintenance Worker (3 FTE)
Maintenance Workers (19.5 FTE)
CIP Project Manager/Senior Civil Eng (1 FTE)
Senior Associate Engineer (1 FTE)
Associate Engineer (1 FTE)
Senior Management Analyst (1 FTE)
Building Maintenance Worker (3 FTE)
Admin Technician (1 FTE)
Admin Assistant (1 FTE)
Facility Coordinator (1 FTE)

Optimal: 38.5 FTE

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PUBLIC WORKS

COMMUNITY IMPACTS:

- Non-emergency repairs now take weeks instead of days resident visible
- Deferred facility maintenance compounds over time and costs more later
- Radio tower at end of useful life — public safety communication risk
- Janitorial Contracts Cancelled-staff must now handle the buildings without support
- Parks Maintenance moves to basic maintenance only beautification becomes minimal
- Special Projects eliminated unless health and safety related

ITEMS CUT /STILL NEEDED

- Janitorial Services
- Majority of Proactive Facility Maintenance
- Gates Project replaced by Roof Repair
- Roads Funding
- Beautification Projects

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RECREATION, PARKS & MARINA

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RECREATION, PARKS & MARINA — ORGANIZATIONAL CHART

CURRENT STRUCTURE

RPM Director (1 FTE)
Recreation Managers (2 FTE)
Recreation Supervisors (2 FTE)
Recreation Coordinators (3 FTE)
Management Analyst I/II (1 FTE)
Administrative Assistant (1 FTE)
CSO / Pal Program (1 FTE)
Part-Time Program Staff- 65

Current:11 FTE

OPTIMAL / DESIRED STRUCTURE

RPM Director (1 FTE)
Recreation Manager (3 FTE)
Recreation Supervisor (3 FTE)
Recreation Coordinator (5 FTE)
Senior Management Analyst (1 FTE)
Maintenance Worker (1 FTE)
CSO / Pal Program (1 FTE)
Part-Time Program Staff- 80

Optimal:16 FTE

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RECREATION, PARKS & MARINA

COMMUNITY IMPACTS:

- Community events create social cohesion elimination reduces quality of life measurably
- Arts and cultural programming reaches underserved populations; Arts Master Plan does not have funding to move it forward faster
- Zero bandwidth for new or ad hoc community requests

ITEMS CUT /STILL NEEDED

Marina continues to be a financial drag; no investment

Dredging Funding

New Programming Capacity

Marketing Investment

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DEVELOPMENT SERVICES

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DEVELOPMENT SERVICES — ORGANIZATIONAL CHART

CURRENT STRUCTURE

Director of Development Services (1 FTE)
Principal Planner (1 FTE)
Permit Technician (1 FTE)
Code Enforcement Officer (1 FTE)
Administrative Assistant (1 FTE)
Housing Programs Manager (1 FTE)
Housing Specialist (2 FTE)

Current: 8 FTE

OPTIMAL / DESIRED STRUCTURE

Director of Development Services (1 FTE)
Development Services Manager (1 FTE)
Economic Development Manager (1 FTE)
Senior Planner (1 FTE)
Associate Planner (1 FTE)
Supervising Code Enforcement Officers (1 FTE)
Code Enforcement Officer (2 FTE)
Permit Technicians (1 FTE)
Housing Programs Manager (1 FTE)
Senior Housing Specialist (1 FTE)
Housing Specialist (2 FTE)

Optimal: 13 FTE

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DEVELOPMENT SERVICES

COMMUNITY IMPACTS:

- Calculating Fees Takes Long
- Code Enforcement Backlog
- Building Permit Process will be slower
- Economic Development falls fully to CMO

ITEMS CUT / STILL NEEDED

- Permit Technology Support
- Building Services
- Parking Study
- Code Enforcement Backlog Continues
- Reduced Consultant Support

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SECTION 10-12

The Path Forward/Optimal Revenue/GF Fund Balance History

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SECTION A

General Fund Balance History

FY 2014/15 — FY 2024/25 (11-Year Review)

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GENERAL FUND BALANCE — 11-YEAR HISTORY

FISCAL YEAR	TOTAL GF BALANCE	SPENDABLE BALANCE	YOY CHANGE	NOTES
FY 2014/15	$2.67M	$2.57M	—	
FY 2015/16	$3.35M	$3.35M	▲ $684K (+25.6%)	
FY 2016/17	$3.86M	$3.86M	▲ $508K (+15.1%)	
FY 2017/18	$3.94M	$3.94M	▲ $80K (+2.1%)	
FY 2018/19	$7.16M	$7.15M	▲ $3,215K (+81.5%)	*First year above $7M*
FY 2019/20	$6.81M	$6.81M	▼ $347K (-4.8%)	*COVID-19 impacts*
FY 2020/21	$7.49M	$7.49M	▲ $684K (+10.0%)	*Recovery + ARPA inflows*
FY 2021/22	$10.19M	$10.17M	▲ $2,694K (+35.9%)	*Peak: ARPA + asset sales*
FY 2022/23	**$11.11M**	$11.09M	▲ $927K (+9.1%)	*All-time high*
FY 2023/24	**$11.09M**	$11.07M	▼ $28K (-0.3%)	*Held near peak*
FY 2024/25 *	$8.99M	$8.98M	▼ $2,092K (-18.9%)	*Audit in progress*

** FY 2024/25 audit in progress — balance shown is preliminary. | ▲ Green highlight = all-time high. | Orange = current/in-progress year.*

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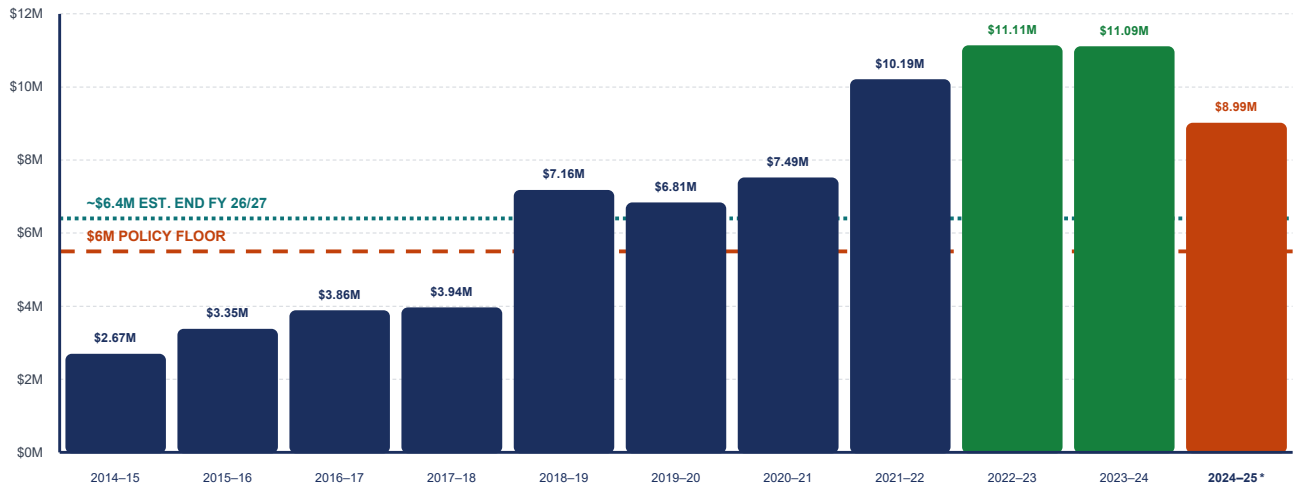
GENERAL FUND BALANCE — VISUAL TREND (FY 2014/15–2024/25)



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SECTION B

Optimum City Service Levels

What It Actually Costs to Run a High-Performing City

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WHAT DOES IT COST TO RUN THIS CITY AT FULL CAPACITY?

$33M Current GF Expenditure Base	**+$10M** Optimum Staffing & Salary Escalation	**+$7M–$10M** Annual Road Funding Need
+$2M Dredging Sinking Fund (Annual)	**+$750K** Fleet + Building Reserve Needs	**$53–56M** Total Optimum Annual Budget

Revenue Gap to Optimum: Current revenue base of ~$30.4M covers only 54–57% of optimum service cost. Closing this gap is the entire purpose of the Expansion Exploration, infill strategy, and Measure S. This is not a spending problem — it is a structural revenue gap that 50 years of no growth created.

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OPTIMUM ROAD FUNDING — $7M TO $10M PER YEAR

Suisun City's roads are its most visible public infrastructure. The current funding level falls dramatically short of what is needed to maintain and improve the network.

Current Funding Level

$1.5M–$2.5M/yr

- Gas tax (SB 1): ~$500K–$800K annual
- Measure S allocation: variable
- Occasional federal/state grants
- Result: Deferred maintenance growing
- PCI (Pavement Condition Index) declining

Minimum Adequate Funding

$4M–$5M/yr

- Maintains current condition — no improvement
- Addresses highest-priority failures only
- Backlog does not grow, but is not reduced
- Does not fund arterial reconstruction
- Does not fund complete streets improvements

Optimum Funding Target

$7M–$10M/yr

- Addresses deferred maintenance backlog
- Full network maintenance cycle (~20 yrs)
- Arterial reconstruction capacity
- Active transportation improvements
- Delivers measurable PCI improvement

Annual gap between current funding and optimum: $5M–$7.5M

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DREDGING SINKING FUND — $2M/YR FOR A $10M EVENT

The Suisun City Marina is a defining community asset. Dredging is not optional — without it, the marina becomes unusable. Proactive sinking fund investment is dramatically cheaper than reactive borrowing.

THE DREDGING MATH

Full Dredge Event Cost:	~$10,000,000
Frequency:	Every 5–6 years
Annualized True Cost:	$1.67M–$2.0M/yr
Recommended Annual Set-Aside:	**$2,000,000/yr**
5-Year Sinking Fund Balance:	$10,000,000
6-Year Sinking Fund Balance:	$12,000,000 (buffer)
Current Annual Set-Aside:	$0 (not budgeted)
Current Unfunded Exposure:	**$10M+ (next event)**

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FLEET & BUILDING RESERVES — $750K/YR COMBINED

Two often-overlooked infrastructure obligations: fleet replacement and building maintenance. Both are entirely predictable — the only question is whether we fund them proactively or reactively.

FLEET REPLACEMENT RESERVE

$500,000 / YEAR

- City fleet: ~35–50 vehicles + heavy equipment
- Police patrol vehicles: 5-year replacement cycle
- Fire apparatus: 15–20 year replacement, $600K+ each
- Public Works equipment: dump trucks, loaders
- Without reserve: equipment failure → emergency spend
- Annual reserve allows planned procurement at lower cost

BUILDING & FACILITY RESERVE

$250,000 / YEAR

- City Hall, Police Station, Fire Stations, Joe Nelson Center
- Marina facilities, maintenance yards, parks structures
- Major remodel/renovation: $1M–$5M+ per event
- At $250K/yr → $2.5M in 10 years for major work
- Can be structured as debt service reserve or savings
- Roof, HVAC, ADA compliance, electrical systems

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OPTIMUM ANNUAL BUDGET — FULL PICTURE

Adding all optimum service components to the current base reveals the true cost of running Suisun City at the level its residents deserve.

Current GF Expenditure Base	$33,000,000	*FY 2026/27 adopted budget — base operations*
+ Optimum Staffing & Salary Escalation	+$10,000,000	*New positions + annual COLA across all depts*
+ Road Maintenance & Improvement (Annual)	+$7M–$10M	*Full network maintenance cycle; eliminates backlog over time*
+ Dredging Sinking Fund (Annual)	+$2,000,000	*$10M event every 5–6 years; $2M/yr fully funds it*
+ Fleet Maintenance Reserve (Annual)	+$500,000	*35–50 vehicles + heavy equipment replacement cycle*
+ Building & Facility Reserve (Annual)	+$250,000	*Major remodels, debt service reserve, or cumulative savings*
TOTAL: OPTIMUM ANNUAL BUDGET	**$52.75M–$55.75M**	What it costs to run this city at full-service capacity

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THE REVENUE GAP — WHY GROWTH IS EXISTENTIAL

The gap between what Suisun City currently earns and what optimum service delivery costs is not a management failure. It is the direct result of 50 years without meaningful growth.

$30.4M
Current Annual General Fund Revenue

$53–56M
Optimum Annual Service Cost

ANNUAL REVENUE GAP: $22.6M – $25.6M

- **Suisun City Expansion**
- **Infill Development**
- **Measure S**
- **Buzz Oates Annexation**

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FY 2026/27 THROUGH FY 2027/28 — MULTI-YEAR PLAN

Based on timing of key financial events, staff recommends moving up the strategy refinement to the FY 2027/28 mid-cycle review.

FY 2026/27

$(2,400,000)

Planned Use of Reserves

Within original bridge window. Maintains service delivery and organizational capacity. Consistent with 2024 Council direction. Estimated reserves: ~$6.0M.

FY 2027/28

$(1.5M–$2M)

Planned Use of Reserves

Planned reserve use continues. Formal mid-cycle review evaluates expansion decision, 34-acre sale, and infill project revenues before determining FY 2028/29 forward.

MID-CYCLE 2027/28

DECISION POINT

Multi-Year Plan Reset

Council reviews actual outcomes from expansion, 34-acre sale, and infill project revenues. Next multi-year plan established from this real evidence base.

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NEW CONTROLS: FORMAL PAY PERIOD SALARY & OVERTIME REVIEW

Personnel costs represent the City's largest expenditure category. Formalizing pay period review creates an early warning system for budget variances before they become year-end surprises.

What Is Changing

Individual departments have historically reviewed payroll informally. Going forward, the City Manager's Office will institute a formal pay period review of salary and overtime across all departments — requiring formal department head and CM sign-off each pay period.

What This Achieves

Earlier detection of overtime trends, position vacancy savings, and unanticipated staff changes allows management to take corrective action within the fiscal year — not after it closes. Tighter expenditure control without reducing service capacity.

Implementation Timeline

Implementation begins in FY 2026/27. Reporting formats developed in coordination with Finance and HR. Council will receive summary-level updates through standard budget reporting.

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WHY THIS BUDGET IS THE RIGHT BUDGET

Approving this budget means continuing the plan — a plan that is working, was developed with Council, and positions Suisun City for the decisions ahead.

1 The plan was made for exactly this moment

The 2024 resilience plan anticipated a bridge period. FY 2026/27 is squarely within it. This is the plan executing — not a deviation from it.

2 The plan is executing on all fronts

Measure S passed at 72%. Construction is underway. Expansion negotiations are advancing. Every pillar is active and delivering.

3 Every alternative is worse

Cutting services to avoid reserves does not solve a revenue problem — it makes recovery harder or impossible. Managed decline is not fiscal responsibility.

4 The next decision point is defined

The mid-cycle FY 2027/28 review — informed by expansion, 34-acre sale, and infill milestones — will allow the next plan to be built on real outcomes.

5 Financial management is being strengthened

Beauchaine Consulting Group, formal pay period reviews, and City Manager-led budget leadership ensure the bridge is traveled with maximum financial rigor.

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QUESTIONS &

Recommendation is to tentatively adopt budget as presented

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CITY OF SUISUN CITY

CITY COUNCIL AGENDA ITEM

FY 2026/27 BUDGET

FISCAL IMPACT

The proposed FY 2026/27 General Fund Budget reflects total revenues of approximately $30.2 million and total expenditures of approximately $32.6 million, resulting in a planned use of fund balance reserves in the amount of $2,400,000. This planned drawdown is consistent with the multi-year Resilience Plan adopted by City Council. Projected fund balance at fiscal year 2026/27 end is approximately $6.4 million, which is slightly above the City's $6.0 million minimum reserve policy floor. The budget reflects $2.85 million in departmental reductions across personnel, services and supplies, and contracted services, achieved without elimination of core services or sworn public safety positions.

STRATEGIC PLAN ALIGNMENT

This budget and the multi-year fiscal strategy it advances align directly with the following City Council strategic priorities:

- Ensure Fiscal Sustainability: The proposed budget is the product of a deliberate, multi-year plan to achieve long-term fiscal independence through a managed bridge period. It reflects every measure of responsible stewardship, including maximum feasible expenditure reductions, while preserving the organizational and service capacity required for recovery.
- Foster Economic Growth and Diversification: The budget maintains the institutional capacity necessary to advance the Suisun City Expansion Exploration, the 17-project infill pipeline, and active economic development conversations with industrial and commercial prospects. Cutting organizational capacity at this moment would directly jeopardize these revenue generating investments.
- Provide Good Governance: The budget is accompanied by strengthened internal financial controls, including formal pay period salary and overtime review, engagement of Beauchaine Consulting Group for an independent financial assessment, and City Manager's Office assumption of direct budget leadership during the Finance Department transition.

EXECUTIVE SUMMARY

Suisun City is at a defining inflection point. After more than 50 years of structural revenue stagnation, the City is executing a deliberate, Council adopted strategy to reach long-term fiscal independence. This is not a budget crisis. This is a budget plan, and the plan is working.

The proposed FY 2026/27 General Fund Budget represents the third year of a five-year resilience bridge strategy started by City Council in June 2024. The use of $2.4 million in fund balance reserves this fiscal year is not a departure from that plan. It is the plan, executing as designed.

Three pillars of the resilience plan are all active simultaneously: Measure S passed at a 72 percent supermajority; 17 infill development projects are at various stages of active advancement; and Development Agreement negotiations with California Forever for the Suisun City Expansion Exploration are proceeding, with an Environmental Impact Report anticipated for release in late summer/fall 2026. The decision on the next multi-year framework is now projected for FY 2027/28, informed by the expansion decision, the 34-acre site sale, and infill project completion milestones. Staff believes accelerating that decision check in by one year, to the FY 2027/28 mid cycle rather than the end of FY 2028/29 as originally outlined in 2024, makes the most sense given the magnitude of the decisions planned for the next 6 to 12 months.

The alternative to this plan, cutting services to avoid using planned reserves, is not fiscal responsibility. It is managed decline. It is a choice that forecloses recovery by dismantling the organizational, service, and economic development capacity that recovery requires. Suisun City has already learned this lesson once. This Council adopted the resilience strategy in 2024 precisely to avoid repeating it.

The Core Argument in Plain Terms

This is a revenue problem, not an expense problem. Suisun City operates on approximately $30 to $33 million in General Fund revenue. Benicia, a city of comparable size and service obligations, operates on $50 to $60 million. We are running on roughly 60 percent of a peer city's budget. No amount of cutting changes that math. Only growth changes it.

PART I: REGIONAL CONTEXT | A SOLANO COUNTY FISCAL EMERGENCY

Before presenting the City's own budget numbers, it is essential to place Suisun City's fiscal position within its accurate regional context. What Suisun City is experiencing is not the result of poor management or excessive spending. It is the local manifestation of a structural fiscal crisis that is affecting every city in Solano County and the County government itself.

A. The Scale of the Regional Problem

A rigorous analysis of recent budget histories across Solano County jurisdictions reveals a pattern of recurring structural deficits, compressed service levels, deferred capital investment, and revenue bases that are insufficient for the cost of delivering even reduced public services. The aggregate picture is stark:

Jurisdiction	Estimated Structural Deficit
Vallejo	Approximately $30 million
Fairfield	Over $10 million
Vacaville	Over $10 million
Benicia	To be determined (Valero cliff)
Dixon	To be determined
Rio Vista	To be determined
Solano County	$20 to $30 million or more
Suisun City	Approximately $1.8M bridge (FY 2026/27)

The combined regional operating deficit approaches $80 million to $100 million annually across Solano County jurisdictions. When deferred capital needs for roads, parks, and public facilities are added, the regional need approaches $200 million per year, every year, simply to bring services to a functional and dignified standard.

B. The Structural Drivers Are Not Unique to Suisun City

The fiscal pressures facing Suisun City reflect state and national trends in municipal finance. Revenue compression at the local level is structural, not cyclical. State and federal funding has chronically failed to keep pace with the actual cost of services delivered at the local level. Personnel costs, including public safety compensation, retirement obligations under CalPERS, and health benefit costs, continue to outpace general revenue growth across all California municipalities. Compounding these pressures in FY 2026/27 are the federal budget reductions included in H.R. 1 and the Governor's May Revision, which create further headwinds for county and city budgets throughout California. Although we do not receive significant federal funding directly, the impact on the revenue sharing agreements tied to the various expansion discussions will influence those conversations with the County.

The Critical Distinction

Every city in Solano County is managing a structural fiscal gap. The question is not whether to manage it. The question is whether to manage it with a plan that creates the conditions for recovery, or to manage it with cuts that foreclose recovery. Suisun City made its choice in June 2024. The FY 2026/27 budget is that choice executing.

PART II: SUISUN CITY CONTEXT | 50 YEARS OF STAGNATION AND A PATH FORWARD

A. The Baseline: What Stagnation Looks Like

Suisun City has not achieved meaningful employment center growth in more than 50 years. The Highway 80 corridor, which has driven commercial and industrial development for virtually every comparable city in the region, has remained underdeveloped relative to Suisun City's access and potential. The dissolution of redevelopment in 2012 stripped the City of its primary tool for catalyzing economic development, eliminating the mechanism by which distressed or underdeveloped properties were transformed into revenue generating assets. Residents leave Suisun City daily to work, shop, and access services in neighboring communities, generating sales tax and economic activity that does not return to the City's General Fund.

The result is a General Fund revenue base of approximately $30 to $33 million annually. Benicia, a city of comparable population and comparable service obligations, operates on $50 to $60 million. Suisun City delivers public safety, parks and recreation, public works, community development, and administrative services on approximately 60 percent of what a peer city spends. This is not a testament to efficiency. It is a testament to structural underfunding that has accumulated over decades.

B. The 2024 Resilience Plan: A Deliberate Bridge

In June 2024, City Council and staff reached a shared and explicit understanding: reaching long-term fiscal health requires a managed bridge, not reactive cuts. Council adopted a multi-year resilience strategy built on three pillars and a defined timeline:

- Pillar 1: A voter approved sales tax measure to provide an immediate and sustained revenue increment for public safety and General Fund operations.
- Pillar 2: A 17-project infill development pipeline to accelerate property tax, sales tax, TOT, and fee revenue within current city limits and generate one-time capital from land sales.
- Pillar 3: A city expansion decision, specifically the Suisun City Expansion Exploration and the two Buzz Oates expansion projects, as the path to multigenerational fiscal independence.

The bridge period was explicitly anticipated to run through approximately FY 2028/29, with planned and bounded use of reserves during the period. Using reserves was never the endpoint. It was the bridge. The plan specified that reserve deployment would be conditioned on a clear strategy, defined off ramps, and specific financial events that would trigger the next multi-year framework.

C. The Plan Is Executing on All Fronts

As of this budget cycle, every pillar of the June 2024 resilience plan is active and advancing on schedule:

Status	Milestone	Significance
ACHIEVED	Measure S: 72% voter approval	Supermajority approval demonstrates extraordinary community confidence and provides sustained revenue for public safety operations.
ACTIVE	17 infill projects advancing	Lotz Way and Almond Gardens under active construction; Lionext through the Good Neighbor process; 34-acre site marketing in late summer 2026; remaining projects in various planning stages.
ACTIVE	DA negotiations with California Forever	Development Agreement negotiations underway, alongside one of the most important documents in the entire process, the EIR.
ACTIVE	Buzz Oates annexations (~1,000 acres)	West and east side annexations; one approved with a revenue sharing agreement pending; provide near-term fiscal runway.
UNDERWAY	Finance Department transition	Beauchaine Consulting Group engaged; Finance Director recruitment initiated.

PART III: THE MANAGED DECLINE TRAP | WHY CUTS DO NOT SOLVE A REVENUE PROBLEM

There is a persistent and politically tempting argument that responsible fiscal management requires cutting services whenever revenues fall short of expenditures. This argument confuses the symptom with the disease. Suisun City's fiscal gap is a revenue problem, not an expense problem. The two are not equivalent, and they do not respond to the same solutions.

A. The Mathematics of Managed Decline

When a city responds to a structural revenue deficit by cutting services, it initiates a self-reinforcing cycle with a predictable trajectory. Staff retention collapses because high performers, who have the most options, leave first. They leave because there is no organizational vision, no resources to do the work well, and no credible story about a positive future. Recruitment becomes impossible for the same

reasons. The positions that are vacated either remain open, further degrading services, or are filled by candidates who could not secure employment elsewhere. Service quality falls. Residents and businesses with options leave. The tax base contracts. The deficit deepens. The next round of cuts is larger.

This is not speculation. It is the documented trajectory of municipal fiscal failure across California. The specific details differ; the structural logic is identical. A patient with a serious systemic illness who takes half the prescribed course of treatment may feel temporarily better, well enough to believe the crisis has passed. But the underlying condition has not been resolved. It has been given time to adapt, entrench, and return, often more resistant, often more severe.

B. The Organizational Capacity Argument

Recovery from structural revenue deficiency requires active organizational capacity. The Suisun City Expansion Exploration requires sustained staff engagement with a complex Development Agreement negotiation. The 17-project infill pipeline requires active project management, permit processing, and developer engagement. Economic development conversations with industrial and commercial prospects require a credible city that presents well and responds promptly. These are not passive activities. They require people, resources, and organizational credibility.

A city that has cut to the bone cannot manage the very projects it needs to survive. The false economy of cutting staff and services to avoid using planned reserves ultimately costs more than the reserves saved, because it forecloses the revenue generating activities on which recovery depends.

C. What Suisun City Has Already Cut

It is important for Council to understand that staff is not presenting this budget as a baseline that has not been tested. Significant reductions have already been made. The FY 2026/27 budget reflects the following reductions, absorbed without increasing the reserve drawdown beyond $2.4 million:

Absorbed

- $500,000 in COLA increases absorbed within existing budget authority
- $600,000 to $700,000 in contracted merit increases absorbed without augmentation
- $200,000 in one-time FLSA compliance payments absorbed
- $225,000 in reduced beautification and citywide maintenance programs
- $200,000 in suspension of employee training and culture programs not legally mandated
- $300,000 in deferred facility improvements
- $450,000 in reduced contracted services across departments
- $175,000 in services and supplies reductions citywide
- $1,500,000 in managed vacancy factor savings

There is nothing left to cut in the General Fund without producing drastic, visible, and reputation damaging service level reductions. The reductions already made are already producing service impacts.

D. The Absolute Cost Floor: We Are Already There

Staff wants to be direct with Council about something that budget documents rarely state plainly: Suisun City has reached the structural floor of its cost structure. This is not rhetoric. It is an operational assessment based on an exhaustive review of every spending category, every position, every contract, and every program in the General Fund. There is no meaningful additional reduction available that does not directly and immediately degrade core service delivery.

To be precise: the City is not approaching the floor. It is at it. And depending on how one accounts for the service capacity that has already been quietly eroded through deferred maintenance, unfilled vacancies, and suspended programs, an honest assessment would place us below it. We are operating at negative organizational slack. Every unplanned demand, every staff vacancy, every equipment failure, and every external policy change now requires displacing something else. There is no buffer. There is no contingency. There is no reserve of organizational capacity to absorb disruption.

The Cost Floor in Plain Terms

Suisun City operates at approximately 60 percent of the General Fund budget of a comparable peer city. We have reduced that 60 percent as far as it will go. The gap between what we spend and what peer cities spend is not waste, redundancy, or inefficiency to be optimized away. It is the structural revenue deficit made visible in the form of absent services, deferred capital, and constrained organizational capacity. You cannot cut your way to the revenue base of a city that spends 40 percent more than you do.

E. Every Available Optimization Has Been Deployed

Council should have a clear accounting of what has already been done. The FY 2026/27 budget is not the starting point of a cost reduction effort. It is the endpoint of one. The following is an honest inventory of the optimization levers that have been fully pulled:

Optimization Lever	Status
Artificial Intelligence and Technology	Fully deployed. The City has maximized deployment of AI enabled tools and automation across every function where it can add service capacity without additional cost. This is not a pilot or a plan. It is operational. There is no further AI or technology lever available within current budget authority that has not already been activated.
Organizational Restructuring	Fully deployed. Development Services, the City Manager's Office, and Human Resources have been restructured. Functions have been consolidated, reporting lines rationalized, and spans of control adjusted to eliminate redundancy. There is no remaining restructuring that would produce material savings without eliminating a required function.
Program and Service Pauses	Fully deployed. Every non-essential program, initiative, and activity that could be paused has been paused. What remains in the budget cannot legally, safely, or operationally be suspended.
Employee Training and Culture Investment	Fully eliminated. All employee training and organizational culture programming that is not legally mandated or essential to basic operational function has been suspended. The City is investing nothing beyond the legal minimum in its workforce development, a cost with compounding consequences that staff flags explicitly.
Contracted Services	Maximally reduced. All contracted services have been reviewed and reduced to the minimum necessary for legal compliance and basic operational function.

Optimization Lever	Status
Bells, Whistles, and Amenities	None exist. There are no discretionary expenditures, no premium service levels, and no organizational amenities that have not already been eliminated.
Vacancy Management	Maximum feasible utilization. The vacancy factor is being managed to produce $1.5 million in savings. The City is operating with fewer people than its workload requires, and staff and residents absorb that impact daily.
Capital and Facility Investment	Deferred to the health and safety threshold. No facility improvement or capital investment is being made unless it is a health or safety necessity. Deferred maintenance is accumulating.

A Direct Statement on Fiscal Reality

If Council directs staff to identify further cuts beyond those already made, staff will comply. But Council should understand what that direction produces: the elimination of core services, the loss of the organizational capacity required to execute the resilience plan, and an acceleration of the managed decline trajectory that this Council explicitly rejected in June 2024. Staff is not aware of a responsible path to fiscal health that runs through further reducing a cost structure already operating at 60 percent of peer city levels. The path runs through revenue.

PART IV: FY 2026/27 GENERAL FUND BUDGET | REVENUES, EXPENDITURES, AND FUND BALANCE

A. Budget Summary

Budget Category	FY 2025/26 Budget	FY 2026/27 Proposed
Total General Fund Revenue	$32.8M (incl. $2.8M transfers/asset sales)	$30.4M
Total General Fund Expenditures	$32.8M	$32.8M
Planned Use of Fund Balance	$0 (offset by asset sales)	$(2,400,000)
Estimated Ending Fund Balance	Approximately $8.9M (rounded)	Approximately $6.4M (slightly above policy floor)

A. Revenue Overview

FY 2026/27 revenues are projected at $30.2 million. Key revenue trends are as follows:

Revenue Category	Trend	Notes
Property Tax	+3%	Consistent with countywide assessment increases; reflects statewide property value trends.
Bradley Burns Sales Tax	Flat	Reflects the current commercial environment within city limits; limited commercial base.
Measure S Sales Tax	Down ~3%	Slight decline driven by slower vehicle sales; remains a material contribution to public safety operations.
Transient Occupancy Tax	Flat	Stable; growth dependent on expanded hospitality development.

Revenue Category	Trend	Notes
Excise Tax	Flat	Consistent with prior year performance.
Fees and Licenses	Flat	Fee Study underway; results expected fall 2026; potential revenue uplift pending outcomes.

The flat revenue picture further underscores the diagnosis: this is a structural revenue capacity problem. The City is not experiencing a cyclical revenue dip that will self correct. Absent the transformational growth events anticipated in the resilience plan, the revenue line will remain structurally insufficient for the cost of government.

C. Expenditure Overview

Total General Fund expenditures are projected at $32.6 million, reflecting a zero increase from the FY 2025/26 budget. This reduction was achieved through departmental discipline, vacancy management, and the reductions described in detail in Part III above. No new full-time equivalent positions are proposed. Capital expenditures are limited to maintaining current service delivery infrastructure.

Personnel costs represent the largest expenditure category and have been managed through formal pay period monitoring, vacancy management, and adherence to adopted personnel cost budgets. The FY 2026/27 budget absorbed $500,000 in COLA increases and $600,000 to $700,000 in merit increases within existing appropriations. To ensure rigorous ongoing oversight, the City Manager's Office is implementing a formal bi-weekly pay period salary and overtime review with departmental sign off, replacing the informal monitoring previously in place.

D. Planned Use of Fund Balance

The $2,400,000 planned use of fund balance in FY 2026/27 is the product of a deliberate, multi-year planning process, not a response to an unanticipated shortfall. It is important for Council to understand the distinction between these two circumstances:

NOT This (Reactive Reserve Use)	THIS (Planned Bridge Reserve Use)
Using reserves with no plan or exit strategy	Planned, bounded drawdown within a defined bridge window
Indefinite reliance with no defined end point	Defined off ramps tied to specific financial events
Avoiding difficult decisions that need to be made	Maintaining service levels required for recovery to succeed
No mid-cycle review or accountability mechanism	Formal mid-cycle FY 2027/28 review built into the framework

E. Fund Balance Is One Measure of Fiscal Health, Not the Only One

Fund balance is an important indicator, but it is one element of fiscal health and not the whole picture. Council should be cautious about reading the reserve balance in isolation, because the same number can carry very different meanings depending on what produced it.

A fund balance that sits above the policy level can be a sign of strength, but it is not a guarantee of health. A reserve can also test high for the wrong reasons. Chronic vacancy savings from positions the City cannot fill, work programs that were funded but never delivered, and capital projects that were budgeted but never completed all leave money unspent at year end. That unspent money lands in

fund balance and makes the reserve look healthy, when in fact it reflects services the community paid for but did not receive and operational value the organization failed to convert into results. A high balance built that way is a negative signal, not a positive one.

The reverse is also true. Drawing the balance below the policy level is not automatically a sign of distress. When a drawdown is deliberate, bounded, tied to defined off ramps, and undertaken as part of a larger plan for long-term stability, it can be exactly the responsible choice. The 2024 Resilience Plan is precisely such a plan, and the planned reserve use in FY 2026/27 is its disciplined execution.

For FY 2026/27, the City projects an ending fund balance slightly above the policy level. That position reflects real service delivery rather than unspent appropriations, and it is paired with the operational controls described in Part VIII. The healthy reading of this budget is not the reserve number alone. It is the combination of a reserve held slightly above policy, services actually delivered, and a credible plan to close the structural revenue gap.

Reading the Reserve Correctly

Above policy is good only when it reflects delivered services and completed work; it is a warning sign when it reflects unfilled positions and unfinished projects. Below policy is a concern only when it is unplanned and open ended; it is sound management when it is a bounded, plan driven bridge. For FY 2026/27, the City is slightly above policy with services intact and a plan in motion.

PART V: WHAT IT COSTS TO RUN THIS CITY | OPTIMUM SERVICE LEVELS AND THE REVENUE GAP

To understand why growth is existential rather than optional, Council needs a clear picture of what it actually costs to run Suisun City at a high performing, fully resourced service level. The FY 2026/27 budget funds a constrained baseline. The optimum budget funds the city residents deserve. The distance between the two is the structural revenue gap that 50 years of no growth created.

A. The Optimum Annual Budget

Building up from the current General Fund expenditure base, the full cost of optimum service delivery includes optimum staffing and salary escalation, an adequate annual road funding program, a dredging sinking fund for the marina, and fleet and building reserves that are currently unfunded:

$30M-$33M Current GF expenditure base	**+$10M** Optimum staffing and salary escalation	**+$7M to $10M** Annual road funding need
+$2M Dredging sinking fund (annual)	**+$750K** Fleet and building reserve needs	**$53M to $56M** Total optimum annual budget

Optimum Budget Component	Annual Amount	What It Funds
Current GF Expenditure Base	$33,000,000	FY 2026/27 base operations as proposed.
Optimum Staffing and Salary Escalation	+$10,000,000	New positions to reach optimal department staffing plus annual COLA across all departments.

Optimum Budget Component	Annual Amount	What It Funds
Road Maintenance and Improvement	+$7M to $10M	Full network maintenance cycle that eliminates the deferred backlog over time and delivers measurable pavement condition improvement.
Dredging Sinking Fund	+$2,000,000	A roughly $10M dredge event recurs every 5 to 6 years; $2M per year fully funds it on a proactive basis.
Fleet Maintenance Reserve	+$500,000	Replacement cycle for 35 to 50 vehicles plus heavy equipment, including police patrol and fire apparatus.
Building and Facility Reserve	+$250,000	Major remodels, roof, HVAC, ADA, and electrical systems across City facilities.
Total Optimum Annual Budget	$52.75M to $55.75M	What it costs to run the City at full service capacity.

B. The Revenue Gap

Current General Fund revenue of approximately $30.2 million covers only 54 to 57 percent of the optimum service cost. The annual gap between what Suisun City currently earns and what optimum service delivery costs is approximately $22.6 million to $25.6 million. This is not a management failure. It is the direct result of years without meaningful growth, and it is the exact gap that the Suisun City Expansion Exploration, the infill pipeline, Measure S, and the Buzz Oates annexations are designed to close.

C. Roads and Dredging: The Two Largest Unfunded Obligations

Roads are the City's most visible public infrastructure. Current road funding sits at roughly $1.5 million to $2.5 million per year from gas tax, and occasional grants. Minimum adequate funding to hold current condition without improvement is $4 million to $5 million per year. The optimum target that actually reduces the deferred backlog and funds arterial reconstruction is $7 million to $10 million per year. The annual gap between current and optimum road funding alone is $5 million to $7.5 million.

The marina is a defining community asset, and dredging is not optional. A full dredge event costs approximately $10 million and recurs every 5 to 6 years, which annualizes to roughly $1.67 million to $2 million per year. The recommended annual set aside is $2 million. The current annual set aside is limited to LLD marina payments that can go towards dredging but also other related marina costs, which leaves the City without a clear funding source. Proactive sinking fund investment is dramatically cheaper than reactive borrowing.

Why Growth Is Existential

The gap between what Suisun City earns today and what optimum service delivery costs is $22.6 million to $25.6 million per year. There is no realistic way to fund roads, dredging, optimum staffing, and reserves through infill alone. Infill and Measure S stabilize the bridge. Closing the full gap requires the expansion decision and the broader growth strategy. This is the structural case for the resilience plan, stated in dollars.

PART VI: SERVICE LEVEL IMPACTS | THE COST OF THE BRIDGE

Transparency requires Council to understand precisely what service level changes are built into this budget. These are not hypothetical impacts. They are operational realities that staff, department heads, and service recipients will experience beginning July 1, 2026. They are also reversible as revenue conditions improve. They are not reversible if they produce the organizational degradation associated with managed decline.

Department / Program	Service Level Change and Operational Impact
Public Works	Non-emergency requests delayed from days to weeks. Deferred maintenance compounds annually, creating future cost escalation. Health and safety emergencies remain prioritized.
Parks and Recreation	Current scheduled programming sustained; no bandwidth for new programming, ad hoc events, or pilot initiatives. Community requests for new activities cannot be accommodated this fiscal year.
City Manager's Office	Zero contingency capacity for mid-year programmatic needs. Any unplanned service requirement displaces an existing priority. No flexible funding for emerging operational needs.
Unhoused Services	Programs maintained at current levels only. Any enhancement or expansion is contingent on grant identification and award. Response to changing conditions will lag behind need.
Visit Suisun City	VisitSuisunCity.com will be established and operational; active marketing requires grant funding before full activation. Promotional value cannot be fully realized this fiscal year.
Information Technology	Baseline operations maintained only. No capacity for strategic improvements to internal service delivery. Unforeseen technical issues risk citywide operational disruption.
Human Resources	Mandated safety programming covered. No wellness program this fiscal year. Major policy updates improving workforce retention and compliance are deferred.
Fire and Police	Foundational service levels maintained. No supplemental budget for major investigations or complex cases. Material incidents requiring additional resources will require Council return for supplemental appropriation.
Community Development	Plan review moved largely in house to reduce cost. Tradeoff is longer permit and project review timelines. Developer funded expedited review remains available as an optional pathway.
Finance / City Manager	Budget Officer position deferred pending Beauchaine Consulting analysis. City Manager assumes this function, which will pause or slow concurrent strategic initiatives. Finance Director recruitment underway.
Technology / AI	Existing AI enabled tools and programs maintained. No capacity to add new applications, expand current usage, or pilot additional automation during FY 2026/27.

These Are the Costs of the Bridge, Not the Costs of Failure

Every item in the table above represents a service impact that is the result of a responsible, bounded fiscal bridge. These same impacts, left unaddressed by successful execution of the resilience plan,

would become permanent and compounding features of a managed decline trajectory. The difference between these two trajectories is not the service impact today. It is whether the revenue conditions to reverse them are created.

PART VII: MULTI-YEAR OUTLOOK | THE PATH TO THE DECISION POINT

A. Revised Timeline: Moving the Decision Point Forward

Based on the timing of key financial events anticipated since the adoption of the June 2024 resilience plan, staff recommends advancing the formal multi-year plan reset from the end of FY 2028/29 to the mid-cycle point of FY 2027/28. This adjustment reflects the accelerated timeline of the expansion decision and the 34 acre site marketing, both of which will produce material information substantially earlier than originally projected.

Fiscal Year	Reserve Use Projection	Strategic Context
FY 2026/27 (Now)	$(2,400,000)	Within the bridge window. All three resilience pillars active. Finance management strengthened.
FY 2027/28	$(1.5M to $2.0M)	Continued bridge. Mid-cycle review triggered by known financial event outcomes. Next multi-year framework established from an evidence base.
Mid-Cycle FY 2027/28	Decision Point	Council reviews actual outcomes from the expansion decision, 34 acre sale process, and infill project revenues. Next multi-year plan built from real data.
FY 2028/29 and Beyond	To be determined	Determined by mid-cycle decision point outcomes. If expansion proceeds, the fiscal trajectory transforms materially.

B. The Three Decision Triggers

Three financial events, each with material fiscal impact, will be substantially clearer by the FY 2027/28 mid-cycle review. These are not aspirational milestones. They are active, scheduled activities with defined timelines.

- Trigger 1: Expansion Decisions. The City Council's direction on the Suisun City Expansion Exploration and the two Buzz Oates annexations will be known or substantially advanced. This decision, whether the expansion proceeds, is modified, or is declined, creates a defined financial scenario that drives the next multi-year fiscal model. A positive expansion decision could transform Suisun City's fiscal trajectory from incremental improvement to multigenerational fiscal independence.
- Trigger 2: 34 Acre Site Sale. The marketing of the 34 acre site, launching late summer 2026, will produce a one-time capital event with long-term tax base implications. Sale terms and proceeds will be a material factor in the FY 2027/28 decision point analysis.
- Trigger 3: Infill Project Milestones. Completion of construction phase infill projects through FY 2027/28 will generate property tax increment, permit fee revenue, and in some cases direct sale proceeds..

PART VIII: STRENGTHENING FINANCIAL MANAGEMENT

This budget is accompanied by a comprehensive set of financial management improvements that address structural weaknesses identified over the past year. These improvements are not cosmetic. They represent a fundamental upgrade in the rigor, transparency, and oversight with which the City manages its fiscal operations.

A. Beauchaine Consulting Group Engagement

The City Manager's Office has engaged Beauchaine Consulting Group to conduct an initial review of the City's finances and financial approach. This review examines not only the General Fund but all funds, the fund structure, the chart of accounts, and internal procedures. While the annual audit addresses certain aspects of financial operations, a comprehensive fund by fund analysis of this nature is not a standard component of the audit process. The timing is right for a dedicated, independent assessment. Initial findings will identify where additional analytical focus, if any, is warranted and will inform the Finance Director recruitment process.

B. City Manager Direct Budget Leadership

To ensure the highest level of analytical rigor and organizational alignment, the City Manager's Office is assuming direct leadership of the budget development process and financial structure analysis. This does not replace Finance Department core functions. It adds an analytical layer above them and ensures that the budget and multi-year fiscal strategy remain directly connected to the City's strategic priorities and the Council's direction. This approach produced the FY 2026/27 budget presented tonight and will govern the mid-cycle review process until a new Finance Director is selected.

C. September Return: Work Plan and Line Item Review

As part of the Finance Department transition, staff will return to Council on September 1 to outline the specific work plan accomplished through this budget and to walk Council through non-staff areas available for line item review. The purpose of that return is to give Council a precise, category by category understanding of where the City's non-staff appropriations actually go, so that any future direction on reductions is grounded in operational reality rather than the assumption that meaningful discretionary room remains.

The structure of the budget makes this clear. The FY 2026/27 budget is comprised of approximately $25 million in direct and indirect staff costs. This includes salaries and employee benefits, along with indirect staff related costs such as General Liability insurance and mandated training. That figure represents roughly 80 percent of total General Fund appropriations. Of the remaining roughly 20 percent, a vast majority pays for fleet costs, including vehicle leases and the maintenance, repair, and fuel for those vehicles, along with general building system mandates and required safety service checks. These are obligations the City cannot simply elect not to fund.

That leaves a comparatively small band of remaining General Fund expenditures, on the order of $3 million to $4 million, that will be the primary focus of the September line item review. These dollars fund operating equipment and field supplies that keep front line staff functional: for the Police Department, items such as duty ammunition, service firearms, and related law enforcement equipment; for the Fire Department, the equivalent field, medical, and apparatus supplies; and for Public Works, the parallel set of mandated operational supplies. Although these dollars are classified

as services and supplies, and therefore appear discretionary on paper, they have been reduced to a level much closer to mandated field need than to true discretionary spending. The intent of flagging this now is to prepare Council for that reality in advance. Staff will provide department by department detail on September 1.

D. Formal Pay Period Salary and Overtime Review

Beginning in FY 2026/27, the City Manager's Office will institute a formal pay period review of salary and overtime across all departments. Department heads and the City Manager will provide formal sign off each pay period. This protocol replaces an informal monitoring practice and provides an early warning system for budget variances before they become year end surprises. Earlier detection of overtime trends, vacancy savings, and unanticipated staffing changes allows management to take corrective action within the fiscal year.

E. Measure S Allocation Strategy Development

Council has identified the goal of developing a long-term pathway for allocating a portion of Measure S revenue to infrastructure needs, including roads, as fiscal conditions allow. The City Manager's Office is developing this strategy. The transition will not occur in FY 2026/27 or FY 2027/28, as the bridge period requires continued operational support. Any reallocation must be modeled carefully to ensure it does not create service impacts at critical infrastructure. A strategy proposal will be presented to Council toward the end of calendar year 2026.

PART IX: BACKGROUND AND PRIOR COUNCIL ACTIONS

The following prior Council actions are directly relevant to and form the foundation of the FY 2026/27 budget as presented:

- June 2024: City Council and staff reached a shared understanding that a deliberate multi-year resilience bridge strategy was necessary to achieve long-term fiscal independence.
- November 2024: Measure S approved by Suisun City voters at a 72 percent supermajority, exceeding the two-thirds threshold required for a special tax. The measure provides ongoing revenue dedicated primarily to public safety operations.
- June 2025: FY 2025/26 General Fund Budget adopted, reflecting the second year of the bridge strategy, with reserves fully offset by planned asset sales and transfers.
- Ongoing 2025 through 2026: Development Agreement negotiation framework established with California Forever; EIR release and a decision on expansion anticipated in late 2026 and early 2027. Infill project pipeline advanced. Buzz Oates annexations progressed.

GANN APPROPRIATIONS LIMIT

In November 1979, California voters approved Proposition 111, “The Gann Initiative” which is incorporated in Article XIIIB of the California State Constitution. Proposition 111 limits the amount of tax revenue that State and local government agencies can appropriate. A jurisdiction’s annual appropriations limit is calculated based upon the level of appropriations in fiscal year 1978-79 and subsequent changes in the local population and cost of living.

A jurisdiction may choose between two population growth factors and two cost of living factors when calculating its appropriations limit. The choice offered regarding population growth is between the growth in city or county population. The California State Department of Finance (DOF) provided the 2026 population growth rates for the City of Suisun City and Solano County as 1.07% and -0.37%, respectively. The City used the City population growth factor, which was 1.07%. The choice offered for the annual cost of living factor is between the growth in California per capita income and the growth in non-residential assessed valuation due to new construction within the City. The City used the growth in California per capita income, which was 4.95%.

The City is required, by the State Constitution, to annually establish and adhere to a limit on the amount of its appropriations. The limit is prescribed by a State formula. For the fiscal year (FY) 2026/2027, staff has calculated that the appropriations limit is $25,022,938. Per the adopted budget, the City expects to collect, and has budgeted to appropriate, $17,733,825 of Proposition 111 covered revenue, $7,289,113 below the appropriations limit.

FY 2026-27 Allowed Appropriations Limit	$ 25,022,938
FY 2026-27 Appropriations Subject to Limit	$ 17,733,825
Balance Over (Under) Available Limit	$ (7,289,113)

CONCLUSION | WHY THIS IS THE RIGHT BUDGET

Approving this budget means continuing the plan. A plan that is working, that was developed collaboratively with Council, and that positions Suisun City to make the transformational decisions ahead from a position of organizational strength and service credibility rather than institutional exhaustion.

1	The plan was made for exactly this moment. The 2024 resilience plan explicitly anticipated a bridge period including planned reserve use. FY 2026/27 is squarely within that window. This is not a deviation from the plan. This is the plan.
2	Every pillar of the plan is executing. Measure S passed at 72 percent. Construction is underway. Expansion negotiations are advancing. The infill pipeline is moving. No pillar has failed or stalled.
3	Every alternative is worse. Cutting services to avoid planned reserve use does not solve a revenue problem. It makes recovery harder, then impossible. The cities that optimized cautiously within existing constraints are the ones now managing decline. Suisun City made a different choice in 2024.
4	The next decision point is defined and approaching. The mid-cycle FY 2027/28 review, informed by the expansion decision, the 34 acre sale, and infill project milestones, will allow the next multi-year plan to be built on real outcomes rather than projections.
5	Financial management is being fundamentally strengthened. The Beauchaine review, the September work plan and line item review, pay period oversight, and direct City Manager budget leadership represent a meaningful upgrade in fiscal governance that will serve the City well through the bridge period until a new Finance Director is hired and onboarded.

STAFF RECOMMENDATION

It is recommended that the City Council adopt the FY 2026/27 General Fund Budget as presented, consistent with the multi-year Resilience Bridge Strategy adopted by City Council in June 2024, authorizing a use of $2,400,000 in fund balance reserves during the bridge period; and that the City Council, Housing Authority Board, and Successor Agency each adopt the following resolutions:

a. Council Adoption of Resolution No: 2026-___: Adopting the Appropriations Limit for Fy 2026-27.
b. Council Adoption of Resolution No: 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.
c. Housing Adoption of Resolution No. HA 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.
d. Successor Agency Adoption of Resolution No. SA 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.

ATTACHMENTS:

1. Council Adoption of Resolution No: 2026-___: Adopting the Appropriations Limit for Fy 2026-27.
2. Council Adoption of Resolution No: 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.
3. Housing Adoption of Resolution No. HA 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.
4. Successor Agency Adoption of Resolution No. SA 2026-___: Adopting the Annual Budget for the Fiscal Year 2026-27.

RESOLUTION NO. 2026-___

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY ADOPTING THE APPROPRIATIONS LIMIT FOR FY 2026-27

WHEREAS, on November 6, 1979, the voters of California added Article XIIIB to the State Constitution, placing limitations on the appropriations of the proceeds of taxes generated by state and local governments; and

WHEREAS, Article XIIIB and Proposition 111 provide that the appropriations limit for the Fiscal Year 2026-27 be calculated by adjusting the base year appropriations of Fiscal Year 1978-79 for changes in the California per capita income, as well as the population percentage change for Suisun City; and

WHEREAS, the City of Suisun City has complied with all of the provisions of Article XIIIB in determining the appropriations limit for Fiscal Year 2026-27.

NOW, THEREFORE, BE IT RESOLVED that the appropriations subject to limitation for the City of Suisun City shall be as follows:

Appropriation Limit Fiscal Year 2026-27	$25,022,938
Appropriations Subject to Limit	17,733,825
Balance Over (Under) Available Limit	($7,289,113)

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Suisun City, duly held on the 23rd day of June 2026 by the following vote:

AYES:	Councilmembers:	_____
NOES:	Councilmembers:	_____
ABSENT:	Councilmembers:	_____
ABSTAIN:	Councilmembers:	_____

WITNESS my hand and the seal of said City this 23rd day of June 2026.

_____
Anita Skinner
City Clerk

CITY OF SUISUN FY 2026-27 ANNUAL BUDGET
EXHIBIT A: Allocation of Revenue for Gann Limit Calculation

Budget Activity	010 & 012 Proceeds of Taxes	010 & 012 Non-Proceeds	Total
Beginning Balance	$ -	$ 2,461,800	$ 2,461,800
Property Taxes/VLF	$ 6,645,864	$ -	$ 6,645,864
Transient Occup Tax	$ 750,000		$ 750,000
Sales & Use Taxes	$ 9,922,961	$ -	$ 9,922,961
Property Transfer Taxes	$ 100,000	$ -	$ 100,000
Business License Taxes	$ 315,000	$ -	$ 315,000
Off-Highway Motor Vehicle	$ -	$ -	$ -
Franchise Fees	$ -	$ 1,395,500	$ 1,395,500
In Lieu Sales Tax	$ -	$ -	$ -
Licenses & Permits	$ -	$ 844,000	$ 844,000
Fines & Forfeitures	$ -	$ 226,700	$ 226,700
Use of Money and Property	$ -	$ 255,000	$ 255,000
Intergovernmental Revenues	$ -	$ 250,000	$ 250,000
Charges for Services	$ -	$ 6,782,041	$ 6,782,041
Other Misc Revenues		$ 1,355,120	$ 1,355,120
Transfer-In	$ -	$ 1,223,518	$ 1,223,518
Total Resources	**$ 17,733,825**	**$ 14,793,679**	**$ 32,527,504**
Total Use of Resources			
Operating Costs	$ 17,733,825	$ 13,502,156	$ 31,235,981
Capital Costs	$ -	$ -	$ -
Transfer to Other Funds	$ -	$ 1,291,523	$ 1,291,523
Debt Service Costs	$ -	$ -	$ -
Contingencies & Reserves	$ -	$ -	$ -
Total Use of Resources	**$ 17,733,825**	**$ 14,793,679**	**$ 32,527,504**

EXHIBT B: Calculation of Gann Spending Limit

Fiscal Year	CPI/PCI	Population	Allowed Limit	Proceeds of Taxes
1985-86	1.0374	1.0222	2,444,778	1,642,502
1986-87	1.0230	1.1081	2,771,366	1,455,056
1987-88	1.0347	1.0688	3,064,819	1,548,634
1988-89	1.0466	1.0642	3,413,570	1,856,964
1989-90	1.0519	1.0949	3,931,495	2,095,784
1990-91	1.0421	1.0993	4,503,844	2,436,169
1991-92	1.0414	1.0589	4,966,562	2,413,941
1992-93	1.0162	1.0333	5,215,086	2,280,000
1993-94	1.0272	1.0245	5,488,181	2,290,000
1994-95	1.0071	1.0329	5,708,991	2,292,331
1995-96	1.0472	1.0354	6,190,092	2,385,800
1996-97	1.0467	1.0160	6,582,836	2,304,000
1997-98	1.0467	1.0163	7,002,566	2,435,010
1998-99	1.0415	1.0175	7,420,803	2,644,030
1999-00	1.0453	1.0222	7,929,170	2,782,240
2000-01	1.0491	1.0196	8,481,535	3,152,650
2001-02	1.0782	1.0099	9,235,324	3,483,510
2002-03	0.9873	1.0100	9,209,216	3,379,230
2003-04	1.0231	1.0103	9,518,995	3,189,640
2004-05	1.0328	1.0197	10,024,893	3,310,280
2005-06	1.0526	1.0085	10,641,896	4,057,440
2006-07	1.0396	1.0053	11,121,951	4,556,720
2007-08	1.0442	1.0123	11,756,387	4,490,400
2008-09	1.0429	1.0122	12,410,317	4,498,800
2009-10	1.0062	1.0294	12,854,387	4,279,800
2010-11	0.9746	1.0061	12,604,306	3,902,700
2011-12	1.0251	0.9985	12,901,293	3,957,300
2012-13	1.0377	0.9995	13,380,978	4,270,900
2013-14	1.0512	1.0042	14,125,161	4,051,300
2014-15	0.9977	1.0063	14,181,457	4,481,300
2015-16	1.0382	1.0105	14,877,782	5,941,800
2016-17	1.0537	1.0057	15,766,076	6,411,500
2017-18	1.0369	1.0044	16,419,775	8,501,800
2018-19	1.0367	1.0014	17,046,212	9,172,300
2019-20	1.0385	1.0000	17,702,491	8,678,800
2020-21	1.0373	0.9969	18,305,870	9,081,726
2021-22	1.0573	0.9991	19,337,377	11,087,097
2022-23	1.0755	0.9874	20,535,302	13,602,564
2023-24	1.0444	0.9883	21,196,139	14,114,054
2024-25	1.0362	1.0104	22,191,859	14,367,177
2025-26	1.0644	0.9987	23,590,307	17,595,487
2025-26	1.0495	1.0107	25,022,938	17,733,825

RESOLUTION NO. 2026 -_____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY ADOPTING THE ANNUAL BUDGET FOR THE FISCAL YEAR 2026-27

WHEREAS, all requisite public hearings relating to the budget have been duly held, and all necessary findings have been made.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL:

PART I

THAT the amounts set forth for the purposes described in the Annual Budget Business and Financial Plan for Fiscal Year 2026-27 City of Suisun City, California, presented for City Council review and attached hereto shall, upon the adoption of this Resolution, become the budget for the City of Suisun City for Fiscal Year 2026-27; and

PART II

THAT the general provisions governing this Resolution shall be as follows:

SECTION 1. APPROPRIATION OF THE FY 2026-27 ANNUAL BUDGET. Monies are hereby appropriated from each of the several funds of the City to each department of the City in the amounts set forth herein for personnel services, supplies & services, interdepartmental charges, non-recurring costs, special activities, and capital improvements.

SECTION 2. TRANSFERS BETWEEN APPROPRIATIONS AND INCREASE IN APPROPRIATIONS.

a. Consistent with the Financial Policies of the City that are contained in the City of Suisun City FY 2026-27 Annual Budget, any adjustments in the amounts appropriated for the purposes indicated herein at the department/fund level shall be made only upon the motion to amend this Resolution adopted by the affirmative votes of at least three members of the City Council. Administrative changes within the department/fund level may be made without the approval of the City Council pursuant to Section 2(d) of this Part.

b. For accounting and auditing convenience, accounts may be administratively established to receive transfers of appropriations from department appropriations for capital improvements and special activities in two or more different funds for the same project.

c. Department appropriations in Internal Service Funds (ISF) may be administratively adjusted, provided no amendment to this Resolution would be required to adjust the appropriation in the department receiving the service from the ISF.

d. Any adjustments made pursuant to Subsections (a), (b) or (c) of this Section shall be made consistent with written guidelines established by the City Manager.

SECTION 3. TRANSFER WITHIN AN APPROPRIATION. The funds allocated to the respective accounting object classes comprising the total appropriation for each program or department are for purposes of budgeting consideration and convenience only and are not intended to constitute separate appropriations; provided, however, that funds allocated to an

object class may be expended for the purposes of any other object class if such expenditures are within the written guidelines established by the City Manager.

SECTION 4. CONTRADICTORY PROVISIONS OF PREVIOUS RESOLUTIONS. Any other prior Resolution or provision thereof of the City Council respecting the appropriation and administration of the FY 2026-27 Annual Budget which is in contradiction with this Resolution is hereby superseded. Notwithstanding any other provisions of this Resolution, no funds appropriated into the Reserves of the City shall be expended, transferred, obligated, used, encumbered or otherwise disposed of except as specifically authorized by previously approved bonded indebtedness or until the City Council reallocates such appropriations by amending this Resolution as provided in Section 2(a) of this Part.

SECTION 5. ADMINISTRATION. The City Manager or his/her designee shall maintain all changes to this Resolution and shall cause to be filed with the City Clerk and the Finance Director a copy of, and subsequent amendments to, this Resolution following its adoption by the City Council.

SECTION 6. CLERICAL CORRECTIONS. The adoption of this Resolution implements the motions and actions of the City Council with respect to the proposed Budget, as amended by those motions and actions, if any, for the direction in drafting this Resolution. By adoption of this Resolution, the City Council hereby directs responsible City staff members to make necessary technical and clerical corrections to this Resolution and attachments to implement the intent of the City Council. Such corrections shall not alter, in any manner, the substance or intent of the City Council's adoption of this Resolution.

PASSED AND ADOPTED by the City Council of the City of Suisun City at a regular meeting thereof held on the 23rd day of June 2026 by the following vote:

AYES:	Councilmembers:	_____
NOES:	Councilmembers:	_____
ABSENT:	Councilmembers:	_____
ABSTAIN:	Councilmembers:	_____

WITNESS my hand and the seal of said City this 23rd day of June 2026.

_____
Anita Skinner
City Clerk

RESOLUTION NO. HA 2026 -_

RESOLUTION OF THE SUISUN CITY HOUSING AUTHORITY ADOPTING THE ANNUAL BUDGET FOR THE FISCAL YEAR 2026-27

WHEREAS, all requisite public hearings relating to the budget have been duly held, and all necessary findings have been made.

NOW, THEREFORE, BE IT RESOLVED BY THE SUISUN CITY HOUSING AUTHORITY:

PART I

THAT in order to ensure that administrative and accounting procedures consistent with the City's practices are utilized, Suisun City Housing Authority (hereinafter "Authority") hereby adopts its Annual Budget in a manner consistent with the procedure used by the City of Suisun City (hereinafter "City").

THAT the amounts set forth for the purposes described in the Annual Budget Business and Financial Plan for Fiscal Year 2026-27 City of Suisun City, California, presented for City Council/Authority Board review and attached hereto shall, upon the adoption of this Resolution, become the budget for the Authority for Fiscal Year 2026-27; and

PART II

THAT the general provisions governing this Resolution shall be as follows:

SECTION 1. APPROPRIATION OF THE FY 2026-27 BUDGET. Monies are hereby appropriated from each of the several funds of the Authority to each department of the Authority in the amounts set forth herein for personnel services, supplies & services, interdepartmental charges, non-recurring costs, debt service, capital improvements, and special projects.

SECTION 2. TRANSFERS BETWEEN APPROPRIATIONS AND INCREASE IN APPROPRIATIONS.

a. Consistent with the Financial Policies of the Authority that are contained in the City of Suisun City FY 2026-27 Annual Budget, any adjustments in the amounts appropriated for the purposes indicated herein at the department/fund level shall be made only upon the motion to amend this Resolution adopted by the affirmative votes of at least three members of the Authority Board. Administrative changes within the department/fund level may be made without the approval of the Authority Board pursuant to Subsection (d) of this Section.

b. For accounting and auditing convenience, accounts may be established to receive transfers of appropriations from department appropriations for capital improvements & special projects in two or more different funds for the same project.

c. Any adjustments made pursuant to Subsections (a) or (b) of this Section shall be made consistent with written guidelines established by the City Manager of the City.

SECTION 3. TRANSFER WITHIN AN APPROPRIATION. The funds allocated to the respective accounting object classes comprising the total appropriation for each program or department are for purposes of budgeting consideration and convenience only and are not intended to constitute separate appropriations; provided, however, that funds allocated to an object class may be expended for the purposes of any other object class if such expenditures are within the written guidelines established by the City Manager.

SECTION 4. CONTRADICTORY PROVISIONS OF PREVIOUS RESOLUTIONS. Any other prior Resolution or provision thereof of the Authority respecting the appropriation and administration of the FY 2026-27 Budget which is in contradiction with this Resolution is hereby superseded. Notwithstanding any other provisions of this Resolution, no funds appropriated into the Reserves of the Authority shall be expended, transferred, obligated, used, encumbered or otherwise disposed of except as specifically authorized by previously approved bonded indebtedness or until the Authority Board reallocates such appropriations by amending this Resolution as provided in Subsection 2(a) of this Part.

SECTION 5. ADMINISTRATION. The Executive Director or his/her designee shall maintain all changes to this Resolution and shall cause to be filed with the Authority Secretary and the Finance Officer a copy of, and subsequent amendments to, this Resolution following its adoption by the Authority Board.

SECTION 6. CLERICAL CORRECTIONS. The adoption of this Resolution implements the motions and actions of the Authority Board with respect to the proposed Budget, as amended by those motions and actions, if any, for the direction in drafting this Resolution. By adoption of this Resolution, the Authority Board hereby directs responsible Authority staff members to make necessary technical and clerical corrections to this Resolution to implement the intent of the Authority Board. Such corrections shall not alter, in any manner, the substance or intent of the Authority Board's adoption of this Resolution.

PASSED AND ADOPTED at the Regular Meeting of the Suisun City Housing Authority duly held on Tuesday, the 23rd day of June 2026, by the following vote:

AYES:	Board Members: _____
NOES:	Board Members: _____
ABSENT:	Board Members: _____
ABSTAIN:	Board Members: _____

WITNESS my hand and seal of the said Housing Authority this 23rd day of June 2026.

_____
Anita Skinner
City Clerk

RESOLUTION NO. SA 2026 -_

A RESOLUTION OF THE SUISUN CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF SUISUN CITY ADOPTING THE ANNUAL BUDGET FOR THE FISCAL YEAR 2026-27

WHEREAS, all requisite public hearings relating to the budget have been duly held, and all necessary findings have been made.

NOW, THEREFORE, BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SUISUN CITY:

PART I

THAT pursuant to Section 33606 of the California Health & Safety Code, redevelopment agencies are required to adopt administrative and accounting procedures consistent with the city or county government with which they are associated. Accordingly the Successor Agency to the Redevelopment Agency of the City of Suisun City (hereinafter "Agency") is required to adopt and administer its Annual Budget in a manner consistent with the procedure used by the City of Suisun City (hereinafter "City").

THAT the amounts set forth for the purposes described in the Annual Budget Business and Financial Plan for Fiscal Year 2026-27 City of Suisun City, California, presented for City Council/Agency Board review and attached hereto shall, upon the adoption of this Resolution, become the budget for the Agency for Fiscal Year 2026-27; and

PART II

THAT the general provisions governing this Resolution shall be as follows:

SECTION 1. APPROPRIATION OF THE FY 2026-27 BUDGET. Monies are hereby appropriated from each of the several funds of the Agency to each department of the Agency in the amounts set forth herein for personnel services, supplies & services, interdepartmental charges, non-recurring costs, debt service, capital improvements, and special projects. The Agency determines that funds expended from the Housing Set-Aside Fund for planning and administrative expenditures are necessary for the production, improvement and preservation of low- and moderate-income housing for FY 2026-27.

SECTION 2. TRANSFERS BETWEEN APPROPRIATIONS AND INCREASE IN APPROPRIATIONS.

a. Consistent with the Financial Policies of the Agency that are contained in the City of Suisun City FY 2026-27 Annual Budget, any adjustments in the amounts appropriated for the purposes indicated herein at the department/fund level shall be made only upon the motion to amend this Resolution adopted by the affirmative votes of at least three members of a quorum of the Agency Board. Administrative changes within the department/fund level may be made without the approval of the Agency Board pursuant to Subsection (d) of this Section.

b. For accounting and auditing convenience, accounts may be administratively established to receive transfers of appropriations from department appropriations for capital improvements and special projects in two or more different funds for the same project.

c. Any adjustments made pursuant to Subsections (a) or (b) of this Section shall be made consistent with written guidelines established by the City Manager of the City.

SECTION 3. TRANSFER WITHIN AN APPROPRIATION. The funds allocated to the respective accounting object classes comprising the total appropriation for each program or department are for purposes of budgeting consideration and convenience only and are not intended to constitute separate appropriations; provided, however, that funds allocated to an object class may be expended for the purposes of any other object class if such expenditures are within the written guidelines established by the City Manager.

SECTION 4. CONTRADICTORY PROVISIONS OF PREVIOUS RESOLUTIONS. Any other prior Resolution or provision thereof of the Agency respecting the appropriation and administration of the FY 2026-27 Budget which is in contradiction with this Resolution is hereby superseded. Notwithstanding any other provisions of this Resolution, no funds appropriated into the Reserves of the Agency shall be expended, transferred, obligated, used, encumbered or otherwise disposed of except as specifically authorized by previously approved bonded indebtedness or until the Agency Board reallocates such appropriations by amending this Resolution as provided in Subsection 2(a) of this Part.

SECTION 5. ADMINISTRATION. The Executive Director or his/her designee shall maintain all changes to this Resolution and shall cause to be filed with the Agency Secretary and the Finance Officer a copy of, and subsequent amendments to, this Resolution following its adoption by the Agency Board.

SECTION 6. CLERICAL CORRECTIONS. The adoption of this Resolution implements the motions and actions of the Agency Board with respect to the proposed Budget, as amended by those motions and actions, if any, for the direction in drafting this Resolution. By adoption of this Resolution, the Agency Board hereby directs responsible Agency staff members to make necessary technical and clerical corrections to this Resolution to implement the intent of the Agency Board. Such corrections shall not alter, in any manner, the substance or intent of the Agency Board's adoption of this Resolution.

PASSED AND ADOPTED at the Regular Meeting of the City Council Acting as the Successor Agency to the Redevelopment Agency of the City of Suisun City duly held on Tuesday, the 23rd day of June 2026, by the following vote:

AYES:	Board Members:	_____
NOES:	Board Members:	_____
ABSENT:	Board Members:	_____
ABSTAIN:	Board Members:	_____

WITNESS my hand and seal of the said Agency this 23rd day of June 2026.

_____
Anita Skinner
City Clerk