



DATE: October 12, 2011

TO: Honorable Mayor and City Councilmembers

FROM: Financial Services Department

SUBJECT: **ADOPTION OF NEW CITY COUNCIL POLICY 200-13, FINANCIAL POLICIES; REVISED CITY COUNCIL POLICY 300-07, PROPERTY MANAGEMENT; AND REVISED CITY COUNCIL POLICY 100-31, ALLOCATION OF FUNDS FOR CITY COUNCIL, COUNCIL AIDE, CITY CLERK AND CITY TREASURER LITIGATION EXPENSES**

SYNOPSIS

Staff recommends that City Council adopt the new City Council Policy 200-13, Financial Policies; revised City Council Policy 300-07, Property Management; and revised City Council Policy 100-31, Allocation of Funds for City Council, Council Aide, City Clerk and City Treasurer Litigation Expenses.

BACKGROUND

The City Council utilizes a City Council Policy Manual to set certain policies and procedures related to City Council operations. Financial policies are a highly recommended component of any government financial management program. The Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting (NACSLB) recommend that governments develop financial policies.

ANALYSIS

Adoption of formal financial policies has several advantages: (1) they usually outlive their creators, and thus, promote stability and continuity; (2) they can increase efficiency by standardizing operations; (3) bond-rating agencies look favorably upon formal policies; (4) formal policies educate decision makers who may not have a background in government financial management; and (5) formal policies promote long-term and strategic thinking by framing policy options and establishing goals.

The proposed financial policies will serve as guidelines for operational and strategic decision-making related to the City's financial matters. The goal is to maintain the City



of Oceanside's financial stability in order to sustain and enhance a sound fiscal condition. The "Financial Policies" (200-13) should be considered a living document and be reviewed annually during the budget process to ensure continued relevance and identify any gaps that need to be addressed with new policies.

City Council Policy 300-07, Property Management, was last revised in November 2001. The proposed revision will eliminate reference to the revenues of rentals and leases since it will conflict with the "revenue policies" in Council Policy 200-13.

The Allocation of Funds for City Council, Council Aide, City Clerk and City Treasurer Litigation Expenses (100-31) was last revised in December 2001. It authorizes the City Attorney to settle claims or litigation on a case-by-case basis in an amount not exceeding \$35,000 per action. This policy is being amended to formalize the current practice that authorizes the City Manager to settle claims or litigation on a case-by-case basis in an amount not exceeding \$50,000 per action. This correlates with the City Manager's signature authority for procurement of goods and services.

FISCAL IMPACT

No fiscal impact.

COMMISSION/COMMITTEE REPORT

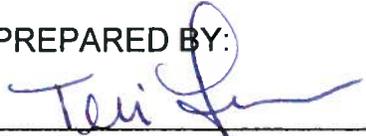
Does not apply.

CITY ATTORNEY'S ANALYSIS

The referenced documents have been reviewed by the City Attorney and approved as to form.

RECOMMENDATION

Staff recommends that City Council adopt the new City Council Policy 200-13, Financial Policies; revised City Council Policy 300-07, Property Management; and revised City Council Policy 100-31, Allocation of Funds for City Council, Council Aide, City Clerk and City Treasurer Litigation Expenses.

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SUBMITTED BY:


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City Manager

REVIEWED BY:

Michelle Skaggs-Lawrence, Deputy City Manager



Attachments:

- City Council Policy 200-13, Financial Policies
- City Council Policy 300-07, Property Management
- City Council Policy 100-31, Allocation of Funds for City Council, Council Aide, City Clerk and City Treasurer Litigation Expenses

DRAFT

SUBJECT:
Financial Policies

POLICY NUMBER 200-13
ADOPTED 10-12-11

It is the policy of the City Council of the City of Oceanside to establish a comprehensive set of financial policies for the City that will serve as a guideline for operational and strategic decision-making related to financial matters. The goal is to maintain the City's financial stability in order to sustain and enhance a sound fiscal condition.

Operating Budget Policies

Preparation of the City's operating budget is guided by the following policies:

- OB-1** All budgetary procedures will conform to state regulations and generally accepted accounting principles (GAAP).
- OB-2** The City Council shall adopt an annual operating budget by resolution at a fund level prior to June 30. The Council may amend or supplement the budget at any time after its adoption by majority vote of the Council. The City Manager has the authority to transfer monies appropriated within the same fund for the same department provided the total amount within a fund has not changed. The City Manager has the authority to appropriate up to \$10,000 for each one-time funding source received from private foundations, community donations or other unanticipated miscellaneous revenue provided the revenue is received in advance.
- OB-3** It is the intent of this policy that the budget be structurally balanced (a) at the time of adoption, (b) throughout the budget year, and (c) at year-end. A structurally balanced budget requires that operating revenues must fully cover operating expenditures, including debt service. Beginning fund balance (i.e., "reserves") can only be used to fund capital assets or projects, or other "one-time" non-recurring expenditures. Total estimated resources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance).
- OB-4** The City will take corrective actions on a quarterly basis during the fiscal year if expenditure and revenue estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of reserves.
- OB-5** In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the planned use of fund balance (i.e., reserves) to balance the budget is permitted. In the

event that a budget shortfall is projected to continue beyond one year, the planned use of fund balance must be developed as part of a corresponding strategic financial plan to close the gap through revenue increases and/or expenditure decreases.

- OB-6** If, during the annual budget process, it is determined that there will be ongoing projected revenues for the General Fund which will exceed proposed budgeted expenditures, the excess revenues will be budgeted as follows:
- a. 35 percent to enhance the unassigned fund balance
 - b. 35 percent to reduce long-term unfunded liabilities
 - c. 30 percent to enhance operations such as new programs or employee salary/benefit increases
- OB-7** The annual budget review process should include an assessment to determine if funds are available to operate and maintain proposed capital facilities and other public improvements. If funding is not available for operations and maintenance costs, the City will delay construction of new projects. Funding for new programs and services in operating funds should be limited to the extent that they can be reasonably funded over the near-to-long-term given the current revenue stream (see Council Policy 200-01, Budget Implications of Proposed Programs).
- OB-8** The City will use “prudent revenue and expenditure assumptions” in the development of the operating budget. Revenue estimates will be prepared on a conservative basis to minimize the economic fluctuations that could imperil ongoing service programs during the upcoming budget cycle. Revenue increases greater than inflation (i.e., CPI-U semi-annual index for San Diego, CA) will require additional documentation. Debt financing will not be used for operating expenses.
- OB-9** Recognizing that personnel-related expenditures represent the largest portion of the City’s operating budget, methods to increase effectiveness and efficiencies of the delivery of City services through technology improvements should receive priority funding if it can forestall the addition of permanent staff. Regular employee positions will be budgeted only in the City’s operating funds.

Fund Balance Policies

Reporting of Fund Balance (defined as the excess of assets over liabilities) is guided by the following policies:

- FB-1** Effective June 30, 2010, the City is complying with Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. GASB 54 defines five separate components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent:
- a. Nonspendable fund balance (not in spendable form such as inventories, prepaids, long-term receivables or non-financial assets held for resale).
 - b. Restricted fund balance (externally enforceable limitations on use such as debt covenants, grantors, contributors, or laws and regulations of other governments).
 - c. Committed fund balance (constrained to specific purposes by a formal action of the City Council such as an ordinance, resolution or Council Policy).
 - d. Assigned fund balance (limited to the Council's intent to be used for a specific purpose, but not restricted or committed such as economic stabilization or continuing appropriations).
 - e. Unassigned fund balance (residual net resources, either positive or negative, in excess of the other four fund balance components). Unassigned amounts are available for any purposes with City Council approval.
- FB-2** The City will maintain a Healthy City Reserve Fund (see Council Policy 200-08, Fiscal Adversity and Healthy City Reserves) of at least 12 percent for the General Fund. If this amount falls below 12 percent, the City will set aside a minimum rate of 1 percent over the next three future years' General Fund budgets to meet the required reserve amount until the Healthy City Reserve Fund reaches the 12 percent minimum. The Healthy City Reserve Fund is classified as a committed fund balance.
- FB-3** Council may designate specific fund balance levels for future development of capital projects which it has determined to be in the best long-term interests of the City (see Council Policy 200-06, Capital Projects Advance Fund). The Infrastructure Reserve Fund is classified as an assigned fund balance.
- FB-4** An Economic Stabilization Reserve Fund of at least 3 percent of the General Fund is set aside for the purpose of stabilizing the delivery of City services

during periods of operational budget deficits including any impact the State's budget may have on the City including the deferral of state remittances. This balance will be reviewed annually during each budget cycle. The Economic Stabilization Reserve Fund is classified as an assigned fund balance.

- FB-5** When expenditures are incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) fund balances are available, the City's policy is to first apply restricted fund balance. When expenditures are incurred for purposes for which committed, assigned, or unassigned fund balances are available, the City's policy is to first apply committed fund balance, then assigned fund balances, and finally unassigned fund balance.
- FB-6** This policy delegates to the Financial Services Director the authority to assign unrestricted fund balance amounts where the City's intent is for those amounts to be used for specific purposes. This delegation of authority is for the sole purpose of reporting these amounts in the annual financial statements.
- FB-7** Should a portion of any unrestricted fund balance (i.e., committed, assigned and unassigned combined) of the General Fund ever exceed an excess of 30 percent of annual revenues resulting from the previous fiscal year's operations, the City Council will consider such one-time fund balance surpluses to be used to retire existing debt and/or fund future liabilities.
- FB-8** A Post Employment Leave Reserve Fund will be established to fund post-employment leave liabilities (i.e., payment of certain earned leave balances to employees who have separated or retired from service). The amount will be based on 8 percent of the prior year's compensated absences balance for governmental activities as identified in the Comprehensive Annual Financial Report. This balance will be reviewed annually during each budget cycle. The Post Employment Leave Reserve Fund is classified as an assigned fund balance.

Revenue Policies

A revenue system to assure reliable and sufficient revenue stream to support desired City services will be guided by the following policies:

- RE-1** Timely collection and reporting of revenues is essential to provide the resources needed to fund current year appropriations (see Council Policy 200-10, Revenue Control and Management Policy).

- RE-2** Strive to maintain a diversified and stable revenue system to shelter the City from short-term fluctuations or legislative shifts in any one revenue source.
- RE-3** Systematically review user fees and rates and consider adjustments as necessary to take into account the effects of additional service costs and inflation (see Council Policy 600-05, Cost-Recovery Plan for Recreation Activities). User fees should recover the full cost of services provided, except when the City Council determines that a subsidy from the General Fund is in the public interest. Enterprise and Internal Service fees will be on a 100 percent cost-recovery basis with no General Fund subsidy. The City will maintain a comprehensive schedule of all fees and charges.
- RE-4** All non-restricted revenues will be deposited into the General Fund and appropriated by the budget process. Program revenues will be deposited in the corresponding business unit to offset program expenditures. Specific revenue sources will not be dedicated for specific purposes unless required by law or generally accepted accounting principles (GAAP). This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- RE-5** One-time revenues will be used only for one-time expenditures, debt reduction or reserve enhancement since they cannot be relied on in future budget periods. Examples of one-time revenues are: sale of government assets, bond refunding savings, litigation settlement, other unexpected revenues; examples of one-time expenditures are: startup costs of new program, rate stabilization fund, early debt retirement, capital purchases. If revenues from one time or limited duration sources are used to balance the City's annual operating budget, it is to be fully disclosed and explained at the time the budget is presented.

Expenditure Policies

Expenditures of available resources are guided by the following policies:

- EX-1** Expenditures may not legally exceed appropriations at the department and fund level. Primary responsibility and authority for the expenditure of monies according to the adopted budget will be vested by the City Manager in the department heads. The Financial Services Department has secondary responsibility to review and audit all expenditures to confirm the mathematical accuracy along with verification that all expenditures are for a City of Oceanside public purpose and are supported by complete and accurate documentation.

- EX-2** The City's goal is to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated revenues (refer to OB-8).
- EX-3** Long-term debt or bond financing shall not be used to finance operating expenditures.
- EX-4** The City shall avoid budgetary procedures which rely on financial strategies that defer payment of current operating expenses to future years.
- EX-5** All compensation planning and collective bargaining will focus on the total cost of compensation, which includes direct salary, health care benefits, pension contributions, and other benefits of a non-salary nature which are a cost to the City.
- EX-6** Capital expenditures may be funded from special revenues (i.e., developer impact fees, grants, bond financing, etc.), one-time operating revenues or fund balances.
- EX-7** Other Post-Employment Benefits (OPEB) are funded on a pay-as-you-go basis.

DRAFT

SUBJECT:
Property Management

POLICY NUMBER 300-07
ADOPTED 8-10-83
REVISED 11-28-01
REVISED 10-12-11

It is the policy of the City Council that:

1. All land owned or administered by the City which is not actively utilized for municipal services shall be made available for revenue production.
- ~~2. The revenues from rentals, leases and other utilizations of such lands be placed into a property management fund and that the City Council disburse surplus monies from this account from time to time, as appropriate.~~
32. An inventory of all the City's land holdings shall be presented to City Council on an annual basis for review for the purpose of declaring unneeded land surplus and arranging for its disposition.

DRAFT

SUBJECT:
**Allocation of Funds for City Council,
Council Aide, City Clerk and
City Treasurer Litigation Expenses**

POLICY NUMBER 100-31
ADOPTED 8-27-86
REVISED 12-12-01
REVISED 10-12-11

It is the policy of the City Council of the City of Oceanside to allocate funds for City litigation expenses on a case-by-case basis as such expenses occur, as it is difficult to budget costs in anticipation of litigation.

The City Attorney is authorized to settle claims or litigation on a case-by-case basis in an amount not exceeding \$35,000 per action. With the consent of the City Attorney, the City Manager is authorized to settle claims or litigation on a case-by-case basis in an amount not exceeding \$50,000 per action. The City Attorney shall notify the City Council of any such claims or actions paid or settled in excess of \$5,000 as soon as possible.

It is the policy of the City Council that no funds will be allocated for individual City Councilmembers, their Council Aides, the City Clerk or City Treasurer, for litigation expenses without prior approval by the City Council at an open meeting or closed session depending upon the recommendation of the City Attorney.