

CITY OF Rancho  
Cordova  
*Incorporated July 1, 2003*





10 YEARS—STRONG, SOUND & STABLE





CITY OF RANCHO CORDOVA

**CALIFORNIA**

*Incorporated 2003*



# **CITY OF RANCHO CORDOVA CALIFORNIA**

## **ADOPTED BUDGET**

### **FISCAL YEAR 2012—2013**

#### **CITY COUNCIL**

David M. Sander, Mayor  
Linda Budge, Vice Mayor  
Dan Skoglund, Council Member  
Ken Cooley, Council Member  
Robert J. McGarvey, Council Member

#### **CITY MANAGER**

Ted A. Gaebler

#### **MANAGEMENT TEAM**

Joe Chinn, Assistant City Manager  
Rosanne Richeal, Chief of Police  
Adam Lindgren, City Attorney  
Mindy Cuppy, City Clerk  
Curt Haven, Economic Development Director  
Stacy Leitner, Executive Assistant  
Donna Silva, Finance Director  
Stacey Peterson, Human Resources Manager  
Jay Hadley, Information Technology Manager  
Kerry Simpson, Neighborhood Services Manager  
Paul Junker, Planning Director  
Troy Holt, Public Information and Legislative Affairs Manager  
Cyrus Abhar, Public Works Director/Chief Building Official  
Kathy Garcia, Public Works/Sr. Engineer  
Stephanie Snyder, Senior Management Analyst



# TABLE OF CONTENTS

---

## Introduction

City Manager’s Budget Message .....	i
Organizational Chart.....	1
Citywide Goals.....	2
GFOA Budget Award .....	4
Community Profile .....	5
Financial Management Policies .....	11
Accounting Structure and Principles .....	15
Budget Policies and Procedures .....	17
FY 2012-13 Budget Schedule .....	19
Fund Descriptions.....	20
Diagram of Funds Used in the City .....	21

## Summaries

Budget Summary .....	23
Where the Money Comes From .....	24
Where the Money Goes .....	25
FY 2012-13 Estimated Sources & Uses of Funds - Summary .....	26
FY 2011-12 Estimated Sources & Uses of Funds - Detail .....	27
FY 2012-13 Estimated Sources & Uses of Funds - Detail .....	28
Major Revenues.....	29
Major Expenses .....	35

## Operations

General Fund.....	37
Legislative.....	41
City Council.....	42
Boards and Commissions .....	43
City Attorney .....	45
City Clerk .....	54
Elections .....	58
General Government .....	61
City Manager .....	62
Administrative Support.....	67
Communications/Public Information/Community Relations .....	70
Human Resources .....	75
Finance .....	81
Information Technology.....	88
Risk Management.....	92

## TABLE OF CONTENTS (CONT.)

---

Public Safety .....	95
Police Department.....	96
Community Development.....	103
Planning.....	104
Building and Safety .....	111
Facilities Management .....	115
Economic and Neighborhood Development .....	119
Economic Development.....	120
Housing .....	126
Neighborhood Services (Code Enforcement and Animal Services) .....	130
Public Works.....	139
Non-Departmental.....	149
Special Revenue Funds	
Housing.....	153
Impact Fees .....	155
State and Federal Grants .....	161
State and County Subventions .....	165
Assessment Districts, Special Tax District and Landscaping/Lighting Districts .....	171
Other Special Revenue Funds .....	176
Capital Projects Funds.....	179
Debt Service Funds .....	185
Enterprise Funds.....	189
Internal Service Funds .....	191
Successor Agency .....	197
Trust and Agency Funds .....	203
<b>Supporting Schedules</b>	
Debt Schedules.....	213
Long-Term Debt Detail 2007 Certificates of Participation City Hall Facility Acquisition Project .....	214
Long-Term Debt Detail 2005 Certificates of Participation City Operations Facility Acquisition Project .....	215
Long-Term Debt Detail Sunridge Anatolia CFD (Series 2003).....	216
Long-Term Debt Detail Sunridge Anatolia CFD (Series 2005).....	217
Long-Term Debt Detail Sunridge Anatolia CFD (Series 2007).....	218
Long-Term Debt Detail Sunridge Park Area CFD (Series 2007).....	219
Transfers In and Transfers Out .....	220
Position Summary.....	221
Full-Time Position Allocation–City Employees .....	222
Full-Time Equivalent–Contract Employees.....	226
FY 11-12 Position and Salary Range .....	229
FY 12-13 Position and Salary Range .....	230

## TABLE OF CONTENTS (CONT.)

---

Resolution 20-2004.....	231
Salary Plan .....	233
City Budget Resolution .....	248
Successor Agency to the Community Redevelopment Agency Budget Resolution .....	249
GANN Resolution .....	251
GANN Calculations – Schedule 1 through 8 .....	252
Frequently Asked Questions .....	260
Glossary of Terms .....	263
Acronyms.....	269





## City Manager's Budget Message

**“If you do not know where you are going, you’ll end up someplace else.”  
- Yogi Berra**

For the last nine years the City of Rancho Cordova has been pursuing a vision of its future. The path to realizing this vision – to “Build a City,” giving our residents a vibrant place to live and businesses an innovative place to work – is gradually becoming clearer. Along the way, the City has set goals as markers and signposts to not only help us keep on course, but to help us recognize our achievements as we go. Our City Council has distilled the City’s original goals from a list of 13 to a concise six. We have checked off the goals achieved over the last decade and are refining the steps necessary to continue our forward progress.

The new City Goals are:

1. Promote the positive image of Rancho Cordova
2. Ensure a safe, inviting and livable community
3. Empower responsible citizenship
4. Establish logical City boundaries that provide regional leadership and address financial challenges
5. Ensure the availability of the best public services in the region while practicing sound financial management
6. Drive diverse economic opportunities

These are not goals that City Hall can achieve alone. These are goals that need the support and participation of the community - you - to make a difference. It will also take a diverse set of tools to make progress toward these goals, and our budget is just one of those tools. As you look through this year’s budget, you will see that the City departments have linked their projects and activities toward the achievement of these six goals.

**“Big results require big ambitions.”  
- Heraclitus**

Our vision to “Build a City” is a grand ambition. Over the last nine years we have had some very significant successes. These achievements have laid a great foundation for our continued journey. Last year was no different. Some of the accomplishments achieved last year include community projects, capital improvement projects, grant awards, and special recognition.

## **Community Projects**

- City Council and staff supported the construction and opening of the Sacramento Children’s Museum, adjacent to City Hall, which has already become a destination attraction for the City.
- During the holiday season, the City teamed with the Cordova Community Council to sponsor an ice rink and ferris wheel as well as the annual Christmas tree lighting ceremony.
- Along with the very successful airshow and the well-attended Fourth of July celebration, the City worked with various community and neighborhood groups to support charity drives, food drives, toy drives, and Kid’s Day in the Park.
- The Growing Strong Neighborhoods partnership between Neighborhood Services, Rancho Cordova Police Department, Sacramento County Probation Department, and other City departments have had significant success in addressing residential blight such as abandoned vehicles and graffiti, working with property owners to ensure existing structures meet health and safety standards, and that residential neighborhoods are secure.
- The City completed its third Resident Satisfaction Survey since incorporation. The survey results help to guide City Council in the resource allocation and decision making process.

## **Capital Improvement Projects**

- The City began the Folsom Boulevard streetscape. This includes new sidewalks, medians, and street lights, improved landscaping and beautification, and will soon also include new street surfacing and striping.
- The City coordinated with the County of Sacramento to facilitate the completion of the Zinfandel Drive extension project that finally linked through to Douglas Road.
- The City completed the Crossings @ New Rancho, a LEED Gold affordable apartment complex built in partnership with a non-profit developer.

## **Grants and Recognition**

- The City was successful at winning a number of federal and state grants – including \$2.3 million from Sacramento Area Council of Governments (SACOG) for four street and trail projects, a CalHOME grant to help fund the City’s home rehabilitation program, a Civic Engagement grant from Pepperdine University, and a CalGRIP gang intervention grant.
- The City and staff were honored with several awards and notices of recognition, such as a Playful City USA award, the Chief Financial Officer of the Year award from the Sacramento Business Journal, and a runner up for the Sacramento Workplace Excellence Leader Award.

Accomplishments usually come with challenges, and how we approach our challenges often says as much about the kind of City we want to be as our accomplishments themselves.

**“The significant problems of our times cannot be solved by the same level of thinking that created them.”**  
**– Albert Einstein**

The City of Rancho Cordova takes an innovative approach to its budget process on multiple levels. Our budget is like an explorer’s map, constantly changing as we add detail and adjust for changes based on real time data. It is a living document that works as an active part of governing procedure. It doesn’t just help us get where we need to go, it shows what kind of government – and what kind of community – the City of Rancho Cordova aspires to be. And by creating a budget map that responds to changes in the economic climate, we are able to truly focus on our results.

Our budget process also helps the City to explore the unique needs of the community. Departments are encouraged to think outside of the limits, and present projects and programs that are either recognized best practices or examples of out-of-the box thinking that drives innovation. Management uses these prioritized “wish lists” to draw up a final budget. Some items stay on the list, some get moved to either the current or next fiscal year, some get funded from a different source, some get trimmed, and some get cut. Instead of a sense of limitation and restriction, City departments are encouraged to approach the budget process with a sense of possibility and opportunity.

It is this innovative process, combined with a sensible spending mentality that has allowed the City to produce annual operating surpluses, even in the currently tight economy. The money saved in previous years is one source of funding for several capital improvement projects proposed for the Fiscal Year (FY) 2012-13. The \$84.2 million FY 2012-13 budget utilizes General Fund revenues of \$40.3 million for standard operating expenses, and taps into alternative sources of money as well as state and federal grants for one-time activity expenses.

### **General Fund Operations**

Projects and activities budgeted in the General Fund include:

- The continuation of last year’s successful pilot probation program: the Neighborhood Services division will continue to have the assistance of two dedicated Probation Officers. Neighborhood Services will also be hiring up to four new Code Enforcement Officers to participate in Code Enforcement and community outreach throughout the City.
- The Economic Development department is planning an innovation scorecard activity and an innovation summit, designed to help guide the City in identifying how to attract new and innovative businesses to the City.
- The Economic Development Department is also conducting a marketing campaign and a retail site plan.
- A committee of community members, with City support, is planning a big outreach for the City’s 10 year Anniversary, which will include street banners and events.
- City staff will no longer be furloughed, allowing City Hall to resume normal operating hours.

There are a number of efforts that do not require a major funding source, but rather a reorganization of existing resources. For example, the Resident Satisfaction Survey identified addressing panhandling as an area for improvement. The City is working on a panhandling plan that will leverage the existing Code Enforcement and Probation staffing to partner with local businesses to effectively and humanely address the problem.

Another opportunity for low-cost efforts that will potentially have a large impact is helping to re-align the public perception of the City with the facts. Crime rates have fallen significantly since City incorporation in 2003. A public outreach effort showing how crime rates have changed in the City over the years will add a great deal of social value and contribute to community pride.

The City has also created a volunteer program that matches volunteers to opportunities. By fostering the volunteer ethos and leveraging it with our other community resources, the City hopes to build a strong volunteer network that can help support neighborhoods and encourage community engagement. These efforts do not have a high price tag, but they do have a big impact.

### **Alternatively Financed Projects**

This year several projects will be funded outside of the General Fund. These projects include a wide range of operations across several City departments.

- Regular street maintenance projects, totaling about \$9 million, are scheduled to take place in neighborhoods across the City, upgrading or resurfacing many residential streets in need of repair.
- The Information Technology department will be making several upgrades to the City's operating technology.
- Rancho Cordova Police Department's building will be purchasing a new generator, and repairing the current elevator.
- The Public Works department is planning to spend \$6.5 million for improvements along White Rock Road, including adding lanes and medians.

For the first time since incorporation, sales taxes in Rancho Cordova have outpaced property taxes as the primary source of revenue due to the continued depressed housing market. At the same time, massive budget deficits at the State and Federal level mean that local governments can count on less State and Federal monies to help fund maintenance needs and new projects. It is crunch time in the public sector, and all levels of government are tightening belts, downsizing, and cutting the fat. We've done some of that. However, cuts are not the only means of balancing a budget.

The City approaches most fiscal problems from a different perspective. City staff operate as facilitators instead of service providers. This distinction is critical to successful operation and consistent service levels in this City. We do not get bogged down in the logistics and the overhead inherent in providing services. We work with contractors and third parties who are competitively bid and who can have economies of scale that are not possible in Rancho Cordova alone. This gives us, as your City Manager and staff, the flexibility and agility that allows for quick responses to issues, effective resource management, and significant fiscal savings.

Working as facilitators also allows us to bring a lot of creative thinking to the way that we fund the public services that our residents deem most important. To do this, we must keep a finger on the pulse of our community. City staff and Council work closely with several community groups and programs such as the Cordova Community Council and the Rancho Cordova Chamber of Commerce. By partnering with our community groups, we are able to leverage our money and our staff to achieve impressive goals. Leveraging community engagement and local initiatives helps us to get the most bang for our buck. It also means that we must look to our citizens to help Rancho Cordova stay true to our collective vision.

**“If the wind will not serve, take to the oars.”  
– Latin Proverb**

Tune into any media source and you will likely hear about the “new normal”. The new normal may be a lot of things, but new or normal aren’t on the list. The truth is that economic stability is an anomaly – and the “new normal” is just a snapshot view of the long term economic cycle. At the same time, many jurisdictions seem to be operating under the notion that there is a “recovery” looming on the horizon and that eventually municipal revenues will return to their “correct” levels and business will return to normal. They are staring at their limp sails in the middle of a dead calm sea.

We are taking to our oars. We have our navigation tools, a sense of where we’ve been and where we’re going, and the drive to get there. We are poised to harness the momentum of the next gathering economic wave. We look forward to having you join us on our journey.

**“Individually, we are one drop. Together, we are an ocean.”  
– Ryunosuke Satoro**

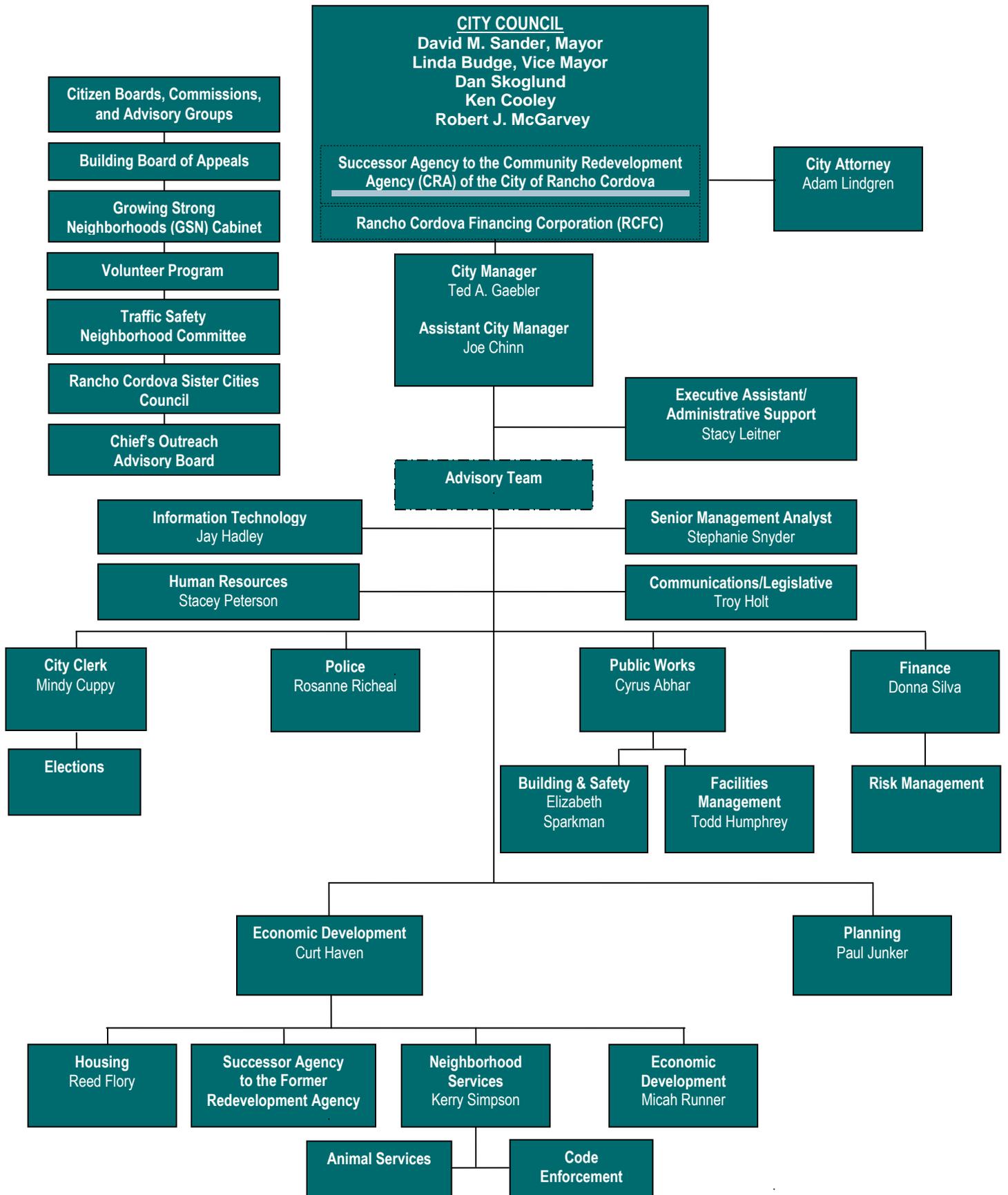
I must, once again, show great appreciation for the level of collaboration and effort that goes into crafting this budget. Primary responsibility for ensuring this document gets presented on time and within balance rests with our Finance Director Donna Silva and Senior Accountant Liisa Behrends. They are supported by a top notch staff whose efforts help to ensure we have a strong, transparent, and accountable fiscal structure.

Additional recognition needs to be provided to our Advisory Team members Assistant City Manager Joe Chinn, Public Works Director Cyrus Abhar, and City Clerk Mindy Cuppy. Efforts from our Human Resource Manager Stacey Peterson, and Administrative Assistant Stacy Delaney were all equally critical to the production of this budget. Housing Services Assistant Jessica Hayes assisted with the budget message and I thank her. Finally, I applaud all the staff who too often go unrecognized for their help in preparing each department’s budget. I thank them all for their dedication to sound fiscal management.

**Ted A. Gaebler  
City Manager**



# ORGANIZATION CHART - CITY OF RANCHO CORDOVA



# **Citywide Goals Used During Fiscal Year 2011-12**

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- 1. Foster a Positive Image of Rancho Cordova**
- 2. Improve Transportation and Connectivity**
- 3. Champion Employee Development and a High Performance Work Environment**
- 4. Ensure the Availability of the Best Public Services in the Region**
- 5. Establish a Vibrant Downtown**
- 6. Ensure a Safe Community**
- 7. Improve the Quality of Housing in Rancho Cordova**
- 8. Sustain a Livable Community**
- 9. Drive Diverse Economic Opportunities**
- 10. Foster Responsible Citizenship**
- 11. Practice Sound Fiscal Management**
- 12. Establish Logical (City) Boundaries**
- 13. Continue to Provide Regional Leadership**

# **New Citywide Goals Effective March 27, 2012**

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- 1. Promote the Positive Image of Rancho Cordova**
- 2. Ensure a Safe, Inviting and Livable Community**
- 3. Empower Responsible Citizenship**
- 4. Establish Logical City Boundaries that Provide Regional Leadership and Address Financial Challenges**
- 5. Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management**
- 6. Drive Diverse Economic Opportunities**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Rancho Cordova  
California**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson*      *Jeffrey P. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rancho Cordova, California for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

# Community Profile

## Introduction

This section of the FY 2012-13 budget document provides general information about the City of Rancho Cordova, its demographics and its economic climate. The goal of this section is to inform the reader about the environment in which City leaders make decisions during the budget process. This section will also make it easier to examine and understand other sections of this budget document, highlighting the needs and desires of City residents and how City services can meet those needs.

Rancho Cordova's budget is a policy document that reflects the City's policies, goals and priorities. It is also a communications tool, informing residents of the short and long-term issues and challenges confronting the City. The budget document reflects the goals of citizens and leaders alike, bearing in mind the resources the City has available.

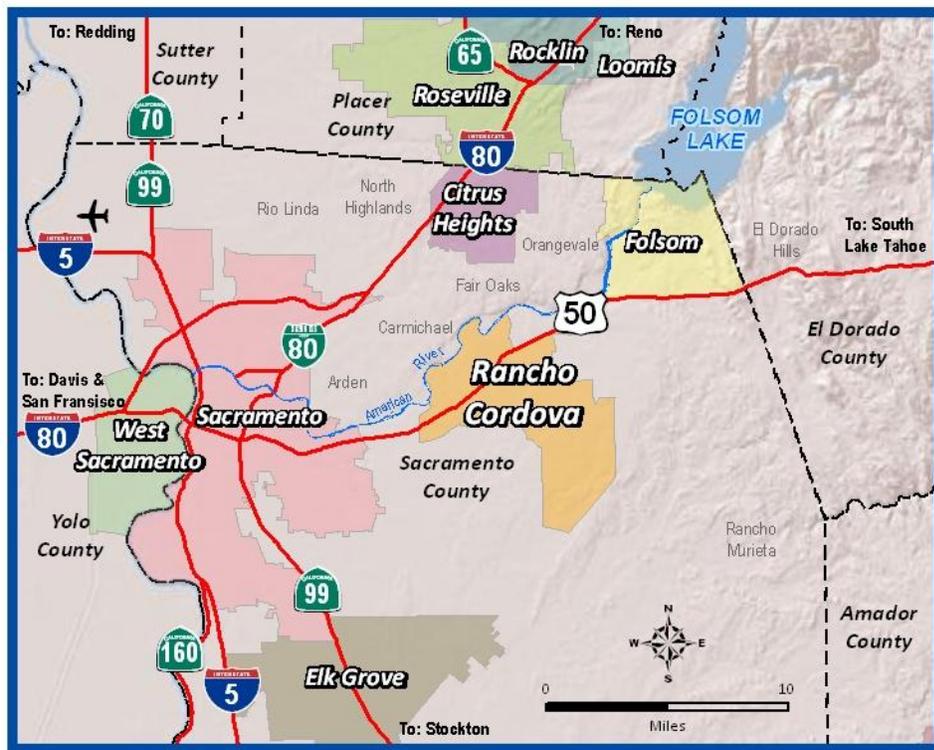


Figure 1: The Sacramento Region (Source: Mapquest.com)

## Location and Demographics

The City of Rancho Cordova was incorporated on July 1, 2003, and encompasses 34.8 square miles on the Highway 50 corridor between the City of Sacramento and the City of Folsom. It is bound by the American River to the North.

According to the California State Department of Finance, the City of Rancho Cordova has a population of 66,093. The community has grown 20% since 2000<sup>1</sup>.

<sup>1</sup> Source: California Department of Finance. <http://www.dof.ca.gov/research/demographics/reports/estimates/e-1/view.php>

## **Residents**

According to a 2002 study by the Public Policy Institute of California, Rancho Cordova experienced the most dramatic increase in diversity (out of all California cities) during the 1990s<sup>2</sup>. Rancho Cordova continues to be a community rich in diversity. This attribute presents valuable assets as well as unique challenges. The four major non-English languages spoken in Rancho Cordova are Spanish, Ukrainian, Russian, and Armenian, in addition to many other languages.

## **Education**

Rancho Cordova students are served by four school districts, with the majority of schools in the Folsom Cordova Unified School District. Two elementary schools and one high school in the Sacramento Unified School District serve students in the western portion of Rancho Cordova, and students in the recently developed Anatolia area are served by Elk Grove Unified School District. A small number of students attend schools in the San Juan Unified School District.

Data on the educational status of Rancho Cordovans shows that approximately 85% of residents 25 years or older have a high school education and 22% of residents hold some type of college or post-secondary school degree. In Sacramento County, 85% of residents 25 years or older have a high school education and 28% of residents hold some type of college or post-secondary school degree. In the State of California, 80% of residents 25 years or older have a high school education and 30% of residents hold some type of college or post-secondary school degree<sup>3</sup>.

## **Housing**

According to a 2010 estimate, the total household number is 25,479 with 15,669 single family units<sup>4</sup>. Rancho Cordova saw a rapid increase in single family home production during the first few years of incorporation. Following the nationwide slowdown in the housing market, the number of single family home permits issued has decreased each year since 2008. Rancho Cordova has been affected by the foreclosure crisis that has affected many communities in the nation, but at a slower rate than other cities.

<b>Year</b>	<b>Single Family Home Permits Issued</b>
July 2008 – June 2009	324
July 2009 – June 2010	244
July 2010 – June 2011	149
July 2011 – April 30, 2012	117

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<sup>2</sup> Source: “Who’s Your Neighbor: Residential Segregation and Diversity in California” *California Counts*, Public Policy Institute of California, Vol. 4 N. 1, August 2002.

<sup>3</sup> Source: US Census Bureau, American Fact Finder. 2005-2009 American Community Survey 5-Year Estimates for Rancho Cordova CDP, Sacramento County and state of California. <http://factfinder.census.gov>.

<sup>4</sup> Source: US Census Bureau, 2010 Census for Rancho Cordova CDP. <http://factfinder2.census.gov>.

## **Economy and Jobs**

### ***State Economy and Budget***

The State's unemployment rate is 11.5% as of February 2012. The number of jobs increased by 1.2% during the 12 months ending February 2012 – a gain of 169,000 jobs – decreasing the unemployment rate by 0.8% since February 2011.

The negative effects of the prolonged economic recession are compounded by the uncertainty that continues to surround the California state budget. The proposed budget for FY 2012-13, submitted in January, reflected a \$9.2 billion budget problem and future annual budget gaps of \$5 billion or less. The proposed budget revision submitted in May reflects a \$15.7 billion budget problem and future annual budget gaps of \$8 billion or less. The May revision estimates a \$6.5 billion increase in the budget problem as a result of prior revenue forecasted too high, Proposition 98 spending increase, and Federal Government and Courts blocking budget cuts. Governor Brown “proposes \$16.7 billion in budget-balancing measures to address the state's immediate budget problem and build a prudent \$1 billion reserve.”<sup>5</sup>

To close the budget gap, the Governor relies on a combination of spending cuts primarily to the Health and Human Services and Education sectors, and a ballot measure to temporarily increase taxes. The November measure temporarily increases the personal income tax on the state's wealthiest taxpayers for seven years and increases sales tax by 1/4 percent for four years, guaranteeing new revenues to schools and protecting local public safety funding. If the ballot measure does not pass, Brown has proposed further spending cuts to education and public safety<sup>6</sup>. The issues within the State budget can unfortunately lead to solutions that could impact city revenues.

### ***Sacramento Region Economic Health***

The unemployment rate in the Sacramento Region is 12.1% as of February 2012, slightly higher than the State's unemployment rate of 11.5%. The gap between the annual rate of change in the total labor force and employed residents is getting smaller, indicating improving economic health in the Sacramento region. The six-county Sacramento Region lost 0.5% of its job base during the 12 months ending February 2012 – an absolute decline of 4,100 jobs<sup>7</sup>.

Six major sectors in the Sacramento Region, including two of the largest sectors Trade, Transportation, and Utilities and Educational and Health Services, experienced job gains from February 2011-12 resulting in positive job growth. The Leisure and Hospitality, Government, and Construction sectors experienced the largest decrease in jobs.

A number of forecasts show slow job growth for the state and nation for the rest of 2012 with steady growth in 2013. This broader momentum should benefit the Region to a certain extent, but the slow recovery and other internal conditions such as mixed business sentiment and overconcentration in unstable sectors (like Government) will likely continue to hold back economic performance in Sacramento<sup>8</sup>.

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<sup>5</sup> Source: 2012-13 California Budget, Governor's Revised Budget Summary. [www.ebudget.ca.gov](http://www.ebudget.ca.gov).

<sup>6</sup> Source: 2012-13 California Budget, Governor's Revised Budget Summary. [www.ebudget.ca.gov](http://www.ebudget.ca.gov).

<sup>7</sup> Source: California Employment Development Department, Labor Market Info. March 2012 Data. <http://www.labormarketinfo.edd.ca.gov/?PAGEID=94>.

<sup>8</sup> Source: Center for Strategic Economic Research, Quarterly Economic Report. Q4 2011.

## ***Redevelopment Agency***

On December 29, 2011, the State Supreme Court upheld ABX1 26 abolishing redevelopment in California. ABX1 27, the bill that would have allowed agencies to continue after making a payment to the state, was struck down. As a result, the Community Redevelopment Agency (RDA) of the City of Rancho Cordova was abolished.

The City of Rancho Cordova opted to be the Successor Agency to the former RDA. The actions of the Successor Agency are subject to review and approval of the Oversight Board, which is comprised of representatives of the local agencies that serve the former City of Rancho Cordova RDA project area: the City, County, special districts, and K-14 educational agencies. Oversight board members have a fiduciary responsibility to holders of enforceable obligations, as well as to the local agencies that would benefit from property tax distributions from the former redevelopment project area.

The primary goal of the Successor Agency is to expeditiously wind down the affairs of the former RDA with the aim of maximizing asset value. Put simply, the Successor Agency must sell all assets of the former RDA and work to satisfy all existing debts and obligations.

In this document the Redevelopment Agency is now referred to as the Successor Agency to the former Redevelopment Agency or the "Successor RDA".

## ***Rancho Cordova***

The City of Rancho Cordova is fortunate to have a strong and diverse employment base. There are approximately 50,000 employees in the various business parks located throughout the City, and this large employment base will continue to drive both residential and commercial growth within the City. Rancho Cordova attracts businesses and economic development into the area based on attributes of:

- Affordable and seismically-stable land
- Large business park environment
- Strong workforce
- Access to infrastructure and air cargo services
- Synergistic clusters of business industries such as home improvement and manufacturing

The largest industries in Rancho Cordova are professional and business services, healthcare services, financial activities, and wholesale and retail trade.

Company	Employees	Industry
State of California	3,000	Government
Health Net Inc	2,500	Health Insurance
Veterans Affairs Medical Center	2,300	Medical Services
Vision Service Plan (VSP)	1,900	Health Insurance
Aerojet/GenCorp	1,600	Manufacturing
Sutter Health	1,400	Healthcare Services
Delta Dental	1,300	Health Insurance
Verizon Wireless	1,000	Telecommunications
Franklin Templeton Investor	1,000	Financial Services
Bank of America	800	Commercial Bank
Dignity Healthcare	700	Healthcare
Volcano Corp	600	Health Equipment Manufacturing
BloodSource	500	Laboratory/Blood Bank
Progressive Insurance	450	Insurance Agent/Broker
Sprint Communications	350	Telecommunications
Cisco Systems	350	Software Development
Teledyne	350	Electronic Equipment Manufacturing
Motion Control Engineering	300	Elevator Manufacturing
Core Logic	200	Data and Technology Services
Pearson School	200	Software Development

Figure 2: Top 20 Employers in Rancho Cordova

## Transportation and Land Use

Rancho Cordova is fortunate to have excellent transportation access along its major thoroughfares. Sacramento Regional Transit (RT) provides transit services to Sacramento County by light rail and bus. Light rail services traverse the Interstate 50 Corridor, and include four stations in Rancho Cordova. RT is responsible for maintaining this infrastructure. The Rancho CordoVan also provides a transit connection to business and residential communities on the south side of Highway 50, and is expanding that service to the Anatolia neighborhood in the summer of 2012. The City's Public Works department plans for future development, the revitalization of existing infrastructure, and contracts with private firms to make routine repairs to existing streets.

In March of 2011, the Bicycle and Pedestrian Master Plans were adopted. Along with the 2006 Transit Master Plan, the 2005 Americans with Disabilities Transition Plan and the 2006 neighborhood Traffic Management Plan, these documents provide a foundation for transportation infrastructure and services that will meet the needs of existing City residents and will provide attractive options for new residents and businesses.

## The Region

The Sacramento Valley region consists of six contiguous counties, centered around Sacramento County. The area saw rapid growth in housing and jobs, prior to the great recession, as both businesses and residents left the high-priced San Francisco Bay Area in search of more affordable land and housing options. Increased growth brought both prosperity and greater strain on infrastructure, agriculture and the environment in the region. Organizations such as the Sacramento Area Council of Governments (SACOG) and non-profit group Valley Vision were formed to create and implement guiding policies and goals region-wide to ensure responsible growth.

The City of Rancho Cordova is an active participant in regional organizations and maintains a commitment to continue to provide regional leadership.

The City is served by a number of different regional organizations, including:

- Sacramento Regional Transit: transportation services
- Sacramento Metropolitan Fire District: fire protection services
- Sacramento Municipal Utility District: electricity provider
- Golden State Water Company, California American Water, Southern California Water, Sacramento City Water and Sacramento County Water: water services
- Sacramento Regional Sanitation District: sewer services
- Allied Waste: garbage services
- Contract Sweeping Service
- Cordova Recreation and Park District: parks, open space and recreation activities
- Folsom Cordova Unified School District, Elk Grove Unified School District, Sacramento City Unified School District and San Juan Unified School District: school districts

# Financial Management Policies

## General Policies

- All current operating expenditures will be paid for with current revenues.
- Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the citizens of public safety and properly maintained infrastructure.
- The budget will strive to provide sufficient funding for adequate maintenance and orderly replacement of capital facilities and equipment.
- The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.
- Future maintenance needs for all new capital facilities will be identified with the inclusion of the capital project.
- Strong customer service and productivity improvements with a focus on cost savings remain important budgetary goals.

## Revenue Policies

- A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.
- Revenues will be conservatively estimated.
- Intergovernmental assistance in the form of grants and loans will be used to finance only:
  - Those capital improvements which can be maintained and operated over time; or
  - Operating programs that can either be sustained over time or have a limited horizon.
- In general, one-time revenues will be used only to support capital or other non-recurring expenditures. One-time revenues may be used for operating programs only after an examination determines if they are subsidizing an imbalance between operating revenues and expenditures; and then only if a long-term forecast shows that the operating deficit will not continue.
- Development process costs and related administrative expenses will be totally offset by development fees.
- The City will identify basic tax-provided services and will establish user fees and charges for services provided in excess of basic services and/or to non-taxpaying users.

## Reserve Policies

- A minimum fund balance reserve in the General Fund will be maintained at all times. The minimal, optimal level required for this reserve will be 20% of the General Fund operating budget. The reserve will be drawn down as a funding source of last resort and used only after other reserve accounts have been accessed.
- The actual and final General Fund surplus will first be used to fully fund the required General Fund reserve. At the City Managers discretion, 75% of any remaining General Fund surplus will be automatically appropriated as a transfer out of the General Fund, 50% to the Capital Facilities Internal Service Reserve fund and 25% to the Infrastructure Internal Service Reserve Fund. This will ensure that reserves for technology enhancements, infrastructure, equipment, and facilities are funded each year a surplus exists.
- The unappropriated fund balance in the General Fund will be maintained at a level sufficient to provide adequate working capital and to accommodate required adjustments to other reserve accounts, including the reserves for advances to other funds, deposits and prepaid items.
- Funding levels of General Fund reserves will be reviewed during periods of economic stagnation to avoid reductions in operating service levels.
- Appropriations or use of funds from any designated reserves will require City Council approval.

## Cash Management

- Investments and cash management will be the responsibility of the Finance Director.
- In accordance with Section 53646 of the Government Code, the City Council will review and update annually an investment policy. The primary purpose of this policy is to set forth the City's investment philosophy and objectives. The City's investment objectives are, in order of priority: safety; compliance with federal, state and local laws; liquidity; and yield. The policy also specifically outlines authorized investments, the maximum maturities allowed for each investment instrument, and the criteria used to determine qualified depositories and/or dealers.
- The City invests all idle cash as determined by analysis of anticipated cash flow needs. Specific emphasis will be placed on future cash requirements when selecting maturity dates to avoid forced liquidations and the potential corresponding loss of investment earnings.
- In order to maximize yields from the overall portfolio, the City will consolidate cash balances from all funds for investment purposes, and will allocate investment earnings to each fund that has a positive cash balance.
- The City will maintain the investment portfolio under the "Prudent Person Standard." The "Prudent Person Standard" is as follows: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The investment officer, acting in accordance with written

procedures and the investment policy and exercising due diligence, shall be relieved of personal responsibility for the credit risk of an individual security or market price changes, provided deviations from expectations are reported within 30 days and appropriate action is taken to control adverse developments.

- To protect against potential losses by collapse of individual securities and/or dealers, and to enhance access to securities, interest payments and maturity proceeds, all securities owned by the City will be held in safekeeping by a third party bank trust department, acting as the City's agent.
- The Finance Director will generate a quarterly report to the City Council in accordance with all state laws and City investment policy requirements.

## **Debt Policy**

- It is the intent of the City of Rancho Cordova to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.
- The General Fund currently does not have any general obligation bonds and does not anticipate issuing such debt.
- When the City finances capital projects by issuing bonds, it will pay back the bonds within a period that is consistent with the useful life of the project.
- The City will not use long-term debt financing for any recurring purpose such as current operating and maintenance expenditures. Short-term debt instruments such as revenue tax or bond anticipation notes shall be excluded from this limitation.
- The City will generally conduct debt financing on a competitive basis. However, negotiated issues may be used due to market volatility or the use of an unusual or complex financing or security structure.
- The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- The City will operate under the provisions of Proposition 13, the California Constitutional Amendment that limits the incurrence of "general obligation" debt. To incur this debt, the City must receive a two-thirds (2/3) vote of the voters at a general election.

## **Cost Allocation**

- The City has established internal service funds. Currently these funds are utilized to accumulate resources for specified needs and to fund those needs as they arise via transfers in and out to/from the General Fund. In the future, the internal service funds may be used to charge the departments for those resources accounted for in the internal service funds.

## **Risk Management**

- The City is self insured for the first \$100,000 on each general liability claim and has no deductible on worker's compensation.
- Third party coverage is currently maintained for general liability claims greater than \$100,000 up to a limit of \$15 million. For worker's compensation claims the limit is \$200 million.
- The City maintains a comprehensive risk assessment program and annual hazard survey to identify areas that may pose liability issues.
- The City has a policy of vigorously defending claims filed against the City of Rancho Cordova and continues to maintain an excellent loss history.

## **Annual Audit**

- Sound accounting practices suggest that an annual audit is a prudent business decision.
- The City requires an annual audit by a qualified independent accountant of the books of account, financial records, inventories and reports of all City officers and employees involved in the handling of financial matters.
- The independent auditing firm will be selected by the City based on a competitive proposal process. It is the policy of the City that the most qualified firm is selected and therefore the "lowest cost" approach is not the defining method of selecting an auditing firm.
- The City shall issue a Request for Proposal for audit services at least every five years.

# **ACCOUNTING STRUCTURE AND PRINCIPLES**

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## **City Government Reporting Entities and Services**

The budget includes all of the funds and account groups of the City of Rancho Cordova. The City provides the following municipal services directly:

- Building Permit/Plan Approval
- Community Development
- Emergency Services
- Engineering
- Planning and Zoning
- Public Safety (Parks and Recreation and Fire being provided by a Special District)
- Street Maintenance
- Neighborhood Services
- Economic Development

## **Accounting System and Budgetary Control**

In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition; and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a specific control feature should not exceed the benefits likely to be derived and the evaluation of costs and benefits require estimates and judgments by management.

All evaluations of the City's internal control will continue to occur within the above framework. The City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

## **Basis of Accounting**

The budgets of all governmental and fiduciary fund types are prepared on a modified accrual basis. Under the modified accrual basis, revenue is recognized when susceptible to accrual (e.g., when it becomes both measurable and available). "Measurable" means the amount can be determined and "available" means collectible within the current period or soon enough thereafter to pay current liabilities. This is generally within sixty (60) days after the end of the fiscal year. Expenditures are recognized when the related fund liability is incurred.

The budgets of the proprietary funds (enterprise and internal service funds) are prepared on an accrual basis. Under this method, revenue is recognized when earned, expenses are recognized at the time the liability is incurred and depreciation for fixed assets is budgeted.

## **GASB 34**

Beginning with the fiscal year ending on June 30, 2004, the City implemented the provisions of GASB 34 with the publication of our Comprehensive Annual Financial Report (CAFR). The CAFR presents the status of the City's finances on the basis of Generally Accepted Accounting

Principles (GAAP). In most cases, this conforms to the way the City prepares its budget with the following exceptions:

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budget basis.
- Capital outlays within the Enterprise and Internal Service Funds are recorded as assets on a GAAP basis and expended on a budget basis.
- Inventory is recorded as an expenditure at the time it is used.

The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

# **BUDGET POLICIES AND PROCEDURES**

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## **Policy**

The City Manager shall submit a proposed budget to the City Council each year by May 31. The proposed budget balanced either through the matching of ongoing revenues with proposed expenditures or the use of existing reserves.

## **Budget Basis**

The budgets of general government type funds (for example, the General Fund itself, and Gas Tax Funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the City are budgeted as expenses, but revenues are recognized only when measurable and available.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of Generally Accepted Accounting Principles (GAAP). In most cases, this conforms to the way the City prepares the budget. One exception is the treatment of compensated absences. Compensated absences, including accrued but unused Universal Time Off (UTO) are treated slightly different in the budget than in the CAFR.

## **Responsibility**

The departments are responsible for preparing their budgets in accordance with the guidelines provided by the City Manager and Finance Director. The Finance Department provides cost experience data as required by City departments. The Finance Director prepares all revenue, debt service and reserve estimates.

## **Operating Budget**

Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the City from fluctuating services levels and avoids crises when one-time revenues are reduced or removed. Listed below are some corollaries to this policy:

- Fund balances or contingency accounts should be used only for one-time expenditures, such as capital equipment and capital improvements.
- Ongoing maintenance costs, such as street resurfacing and trail maintenance, should be financed through recurring operating revenues rather than through bond issuance.
- In addition, at least \$1 million of transportation related funding should annually fund the annual overlay and slurry program.
- Fluctuating federal grants should not be used to fund ongoing programs.

## **Budget Review**

During the budget review phase, the City Manager's Office, in conjunction with the Finance Department, analyzes new positions, operating and capital budget requests. This information is compiled and the City Manager, Assistant City Manager and Finance Director hold meetings with each department to review their estimated expenditures for the current fiscal year and the proposed baseline requests and enhancements for the proposed budget year.

At the completion of these meetings, the Finance Director again compiles all the financial data and presents the proposed budget to the City Manager for review.

### **Budget Adoption**

The City Manager presents, via publicly noticed study sessions, the budget to the City Council. Public hearings are held and after modifications and revisions, the budget is adopted by resolution (the “adopted budget”).

### **Budget Implementation**

A budgetary control system will be maintained to ensure compliance with the budget. The Finance Department is responsible for setting up the budget for tracking purposes and is charged with ensuring fund availability during the year to cover expenditures and appropriations. Reports comparing the budget with expenditures are generated and sent to departments on a monthly basis.

### **Budget Revision**

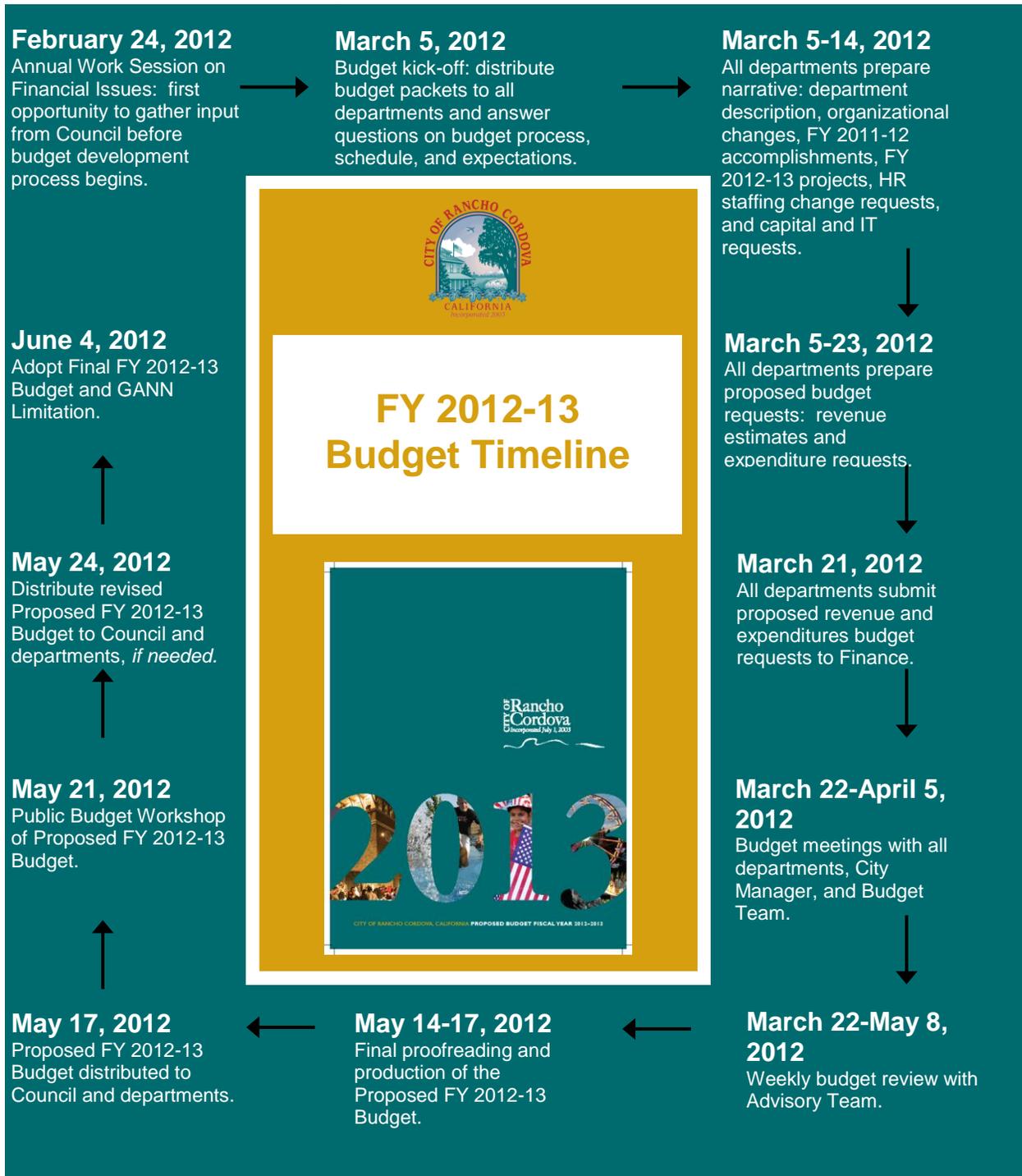
Actual expenditures may not exceed budgeted appropriations at the fund level. The City Manager or his/her designee is authorized to transfer budgeted amounts at the department and category level. The City has the following programs accounted for through its governmental funds: Legislative, General Government, Public Safety, Community Development, Public Works and Non-Departmental. Use of unappropriated reserves must be specifically approved by the City Council.

# FY 2012-2013 BUDGET SCHEDULE

## The Budget Preparation Process

The budget process is the formal method through which the City establishes its goals, priorities and desired service levels for the upcoming fiscal period, and identifies the resources necessary to achieve them. Essentially, it is a process through which policy is made, plans are articulated and resources are identified in order to put them into effect. The chart below summarizes the process for FY 2012-13.

**Budget Process Flowchart FY 2012-13**



# FUND DESCRIPTIONS

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The City of Rancho Cordova uses fund accounting to track revenues and expenditures.

## Governmental Funds

Governmental funds typically include those activities which are financed through the use of tax-supported activities. The major categories within this fund type are the General Fund, Special Revenue Funds, Debt Service Funds and Redevelopment Agency. This category also includes Capital Project Funds and Permanent Funds. Permanent funds are not budgeted in the City.

**General Fund:** this fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. All general operating revenues not restricted as to use are recorded in this fund. Please see page 37 for further analysis of the General Fund.

**Special Revenue Funds:** used to account for activities supported by the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes. Please see page 151 for a description of each fund and its respective budget.

**Capital Project Fund:** used to account for the accumulation of resources and payment of expenses related to specific capital projects (other than those financed by proprietary funds). The budget for this fund can be found on page 179.

**Debt Service Funds:** used to account for the accumulation of resources and payment of long-term debt principal and interest. The budget for this fund can be found on page 185.

**Successor Agency to the former Redevelopment Agency:** used to account for revenues and expenditures for the City's former Redevelopment Agency. See page 197 for more on the Successor Agency budget.

## Proprietary Funds

Proprietary Funds include Enterprise Funds and Internal Service Funds.

**Enterprise Funds:** may be used to report any activity for which a fee is charged to external users for goods or services. The Kilgore Cemetery is our only Enterprise Fund and it can be found starting on page 189.

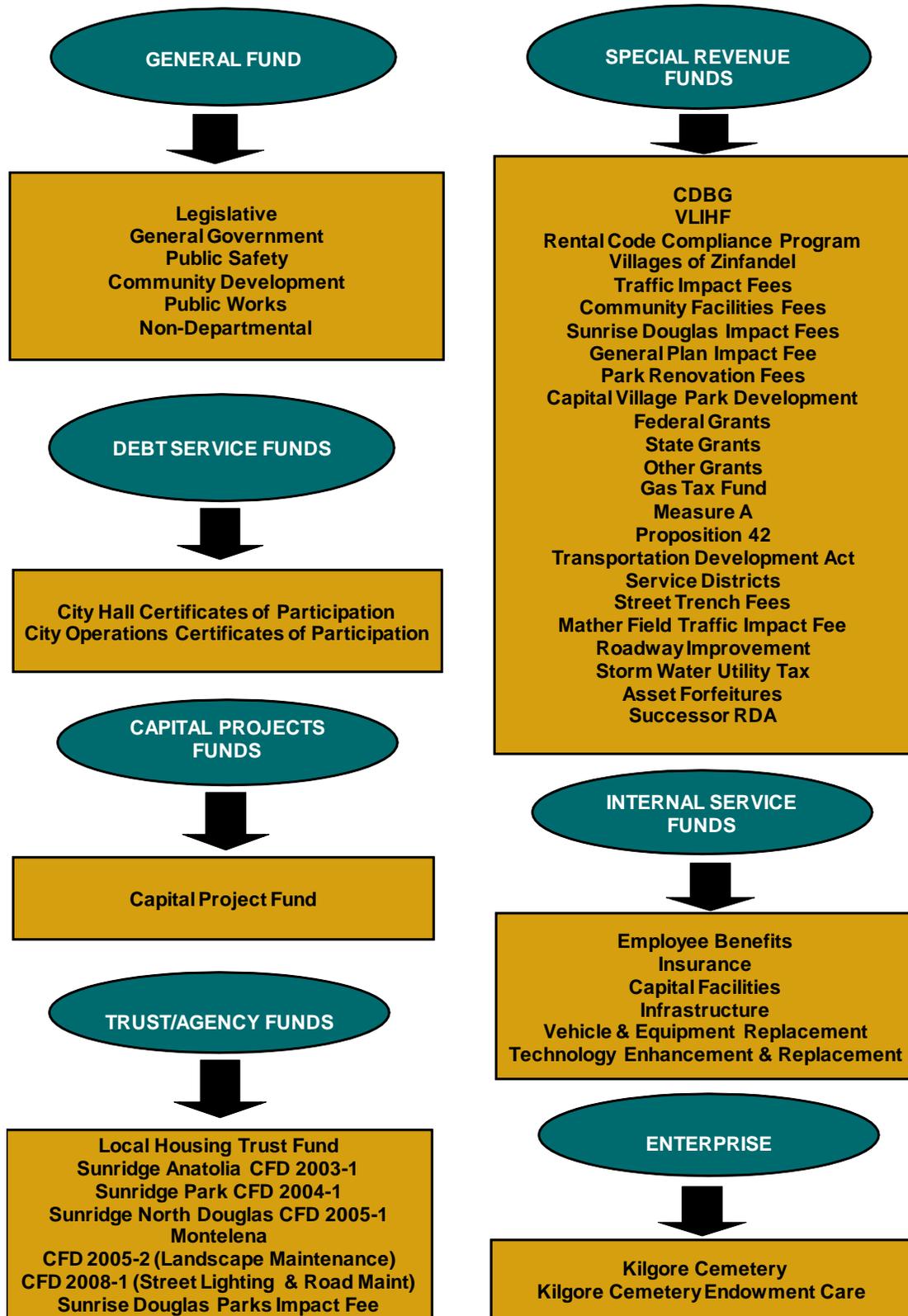
**Internal Services Funds:** used to account for the services that are provided to all departments and is used to accumulate reserves to fund future acquisition and expenses. The City maintains six (6) internal service funds, starting on page 191.

## Trust and Agency Funds

Agency funds are typically used when a government is a temporary custodian of assets and is required by GAAP to account for debt service transactions involving special assessment debt in which the government is not obligated in any manner. Please see page 203 for the Trust and Agency Funds budgets.

# DIAGRAM OF FUNDS USED IN THE CITY

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## **BUDGET SUMMARY**

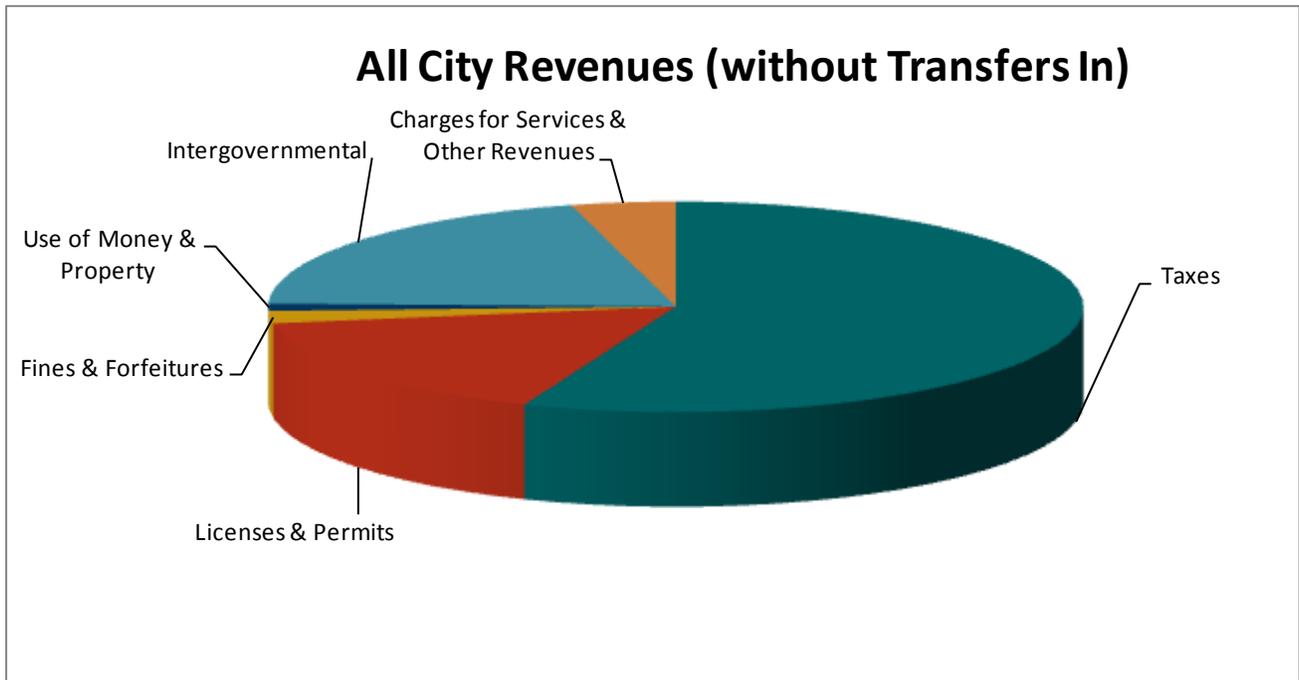
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The annual expenditure budget for the City of Rancho Cordova is divided into five (5) major components which include all of the appropriations for the City. Those divisions are:

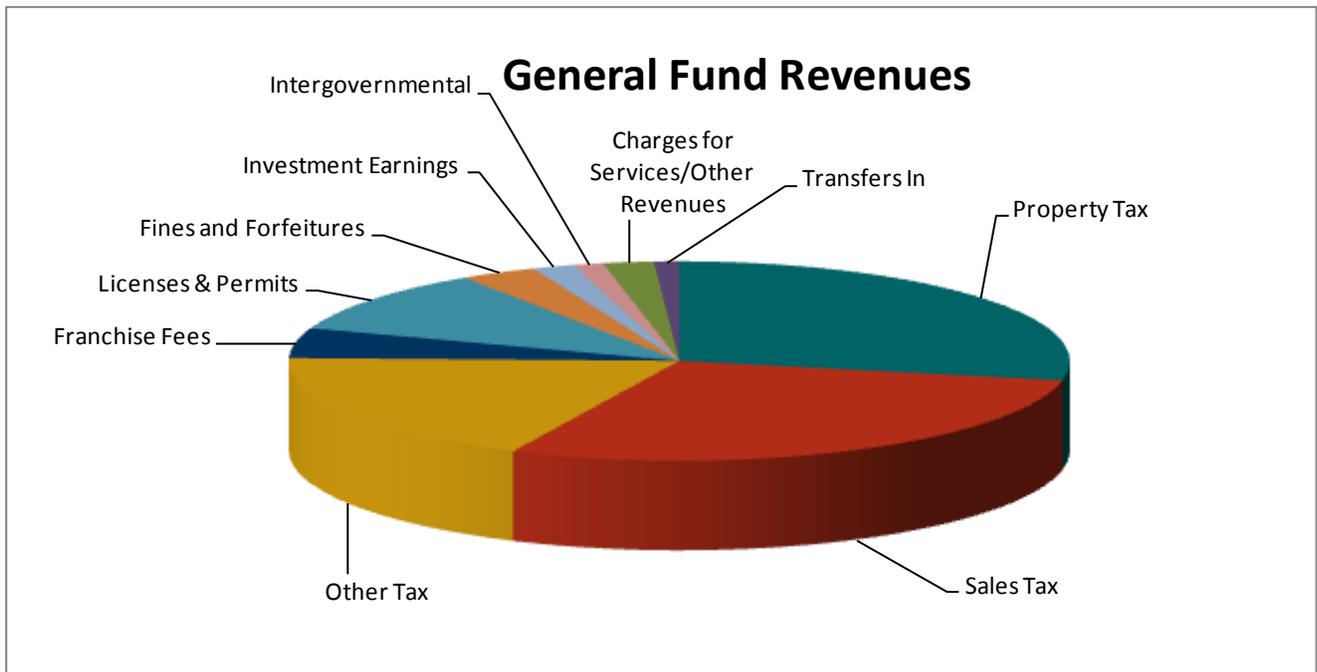
- Salaries and Benefits (Personnel).
- Operating Expenses: day-to-day expenses associated with operating a multi-million dollar corporation. Included in this section are the large contracts that the City has with Pacific Municipal Consultants (Planning), County of Sacramento (Police) and Meyers Nave (Legal).
- Capital Outlay: finances the infrastructure projects that are proposed in this budget.
- Debt Service: provides the resources to pay for the ongoing debt service of the City. In FY 2012-13 those debts include Community Facilities District (CFD) debt and the debt service on City Hall as well as the Kilgore properties.
- Transfers In/Out to Other Funds: provides a means of moving money between the various funds to finance the ongoing operations of the City. This is a self-balancing component in that transfers out always equal transfers in on an entity wide basis.

## WHERE THE MONEY COMES FROM

### ALL CITY FUNDS \$67,196,900

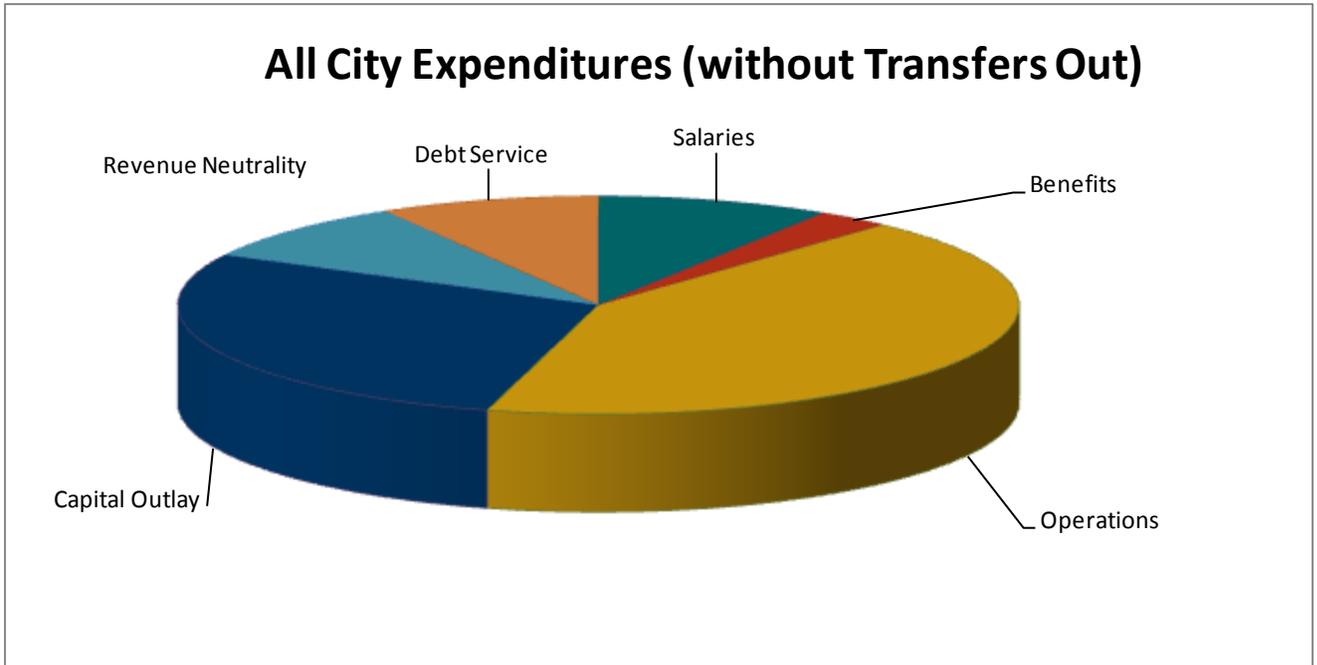


### GENERAL FUND \$40,257,900

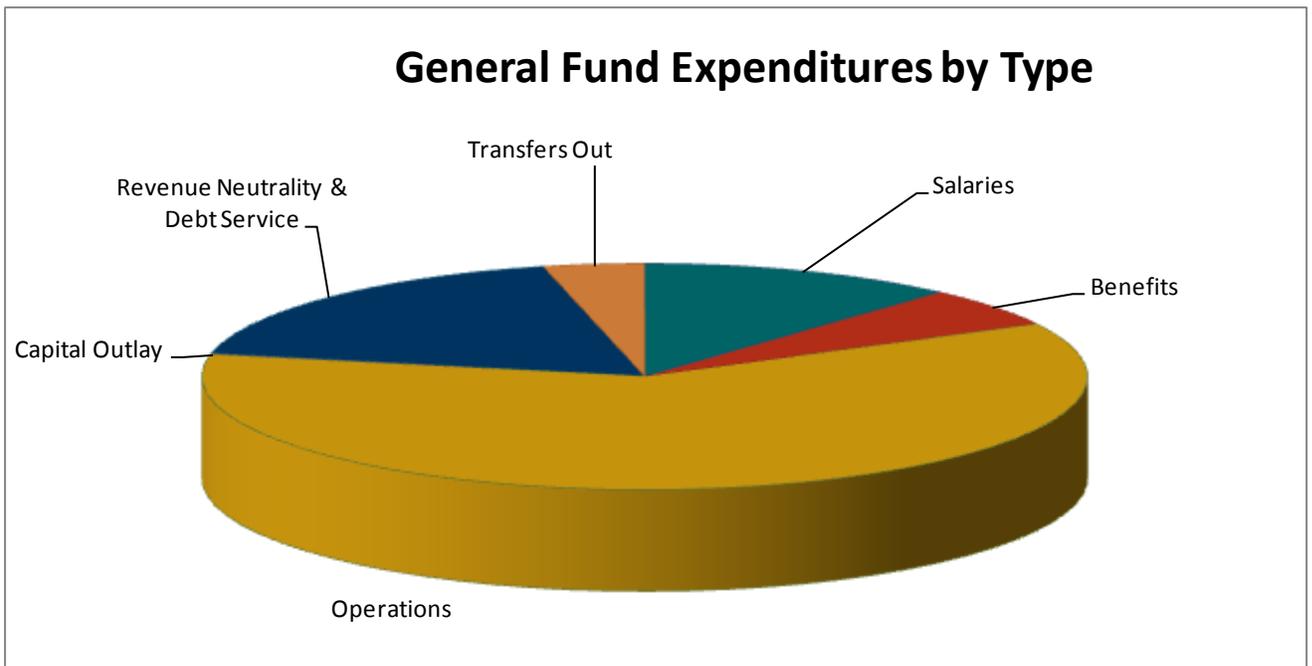


## WHERE THE MONEY GOES

### ALL CITY FUNDS \$81,836,025



### GENERAL FUND \$40,257,300



## FY 2012-13 ESTIMATED SOURCES & USES OF FUNDS - SUMMARY

	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Service	Successor RDA	Agency	Total City Funds
Est. Beginning Fund Balance	\$ 25,981,879	\$ 45,552,546	\$ 3,605,632	\$ 1,863,987	\$ (134,518)	\$ 2,585,621	\$ (6,420,599)	\$ 25,786,829	\$ 98,821,376
<b>Revenues:</b>									
Taxes	\$ 30,399,800	\$ 1,664,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,592,000	\$ 37,656,100
Licenses & Permits	4,173,200	6,084,900	-	-	7,500	-	-	759,000	11,024,600
Fines & Forfeitures	1,281,500	-	-	-	-	-	-	-	1,281,500
Use of Money & Property	687,400	-	-	-	-	-	54,000	-	741,400
Intergovernmental	506,200	12,905,000	290,000	-	-	-	-	-	13,701,200
Charges for Services & Other Revenues	2,792,100	-	-	-	-	-	-	-	2,792,100
<b>Total Revenues</b>	<b>\$ 39,840,200</b>	<b>\$ 20,654,200</b>	<b>\$ 290,000</b>	<b>\$ -</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ 54,000</b>	<b>\$ 6,351,000</b>	<b>\$ 67,196,900</b>
<b>Other Sources:</b>									
Transfers In	\$ 419,700	\$ 500,000	\$ 24,075,700	\$ 1,945,800	\$ -	\$ 25,000	\$ -	\$ -	\$ 26,966,200
Proceeds from Debt	-	-	-	-	-	-	-	-	-
<b>Total Other Sources</b>	<b>\$ 419,700</b>	<b>\$ 500,000</b>	<b>\$ 24,075,700</b>	<b>\$ 1,945,800</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,966,200</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 40,259,900</b>	<b>\$ 21,154,200</b>	<b>\$ 24,365,700</b>	<b>\$ 1,945,800</b>	<b>\$ 7,500</b>	<b>\$ 25,000</b>	<b>\$ 54,000</b>	<b>\$ 6,351,000</b>	<b>\$ 94,163,100</b>
<b>Expenditures:</b>									
Salaries	\$ 4,676,400	\$ 1,930,200	\$ 567,400	\$ -	\$ -	\$ -	\$ 123,200	\$ 32,700	\$ 7,329,900
Benefits	2,303,300	-	-	-	-	3,406	58,300	-	2,365,006
Operations	24,481,500	5,691,800	4,060,100	5,200	68,600	108,200	184,900	102,600	34,702,900
Capital Outlay	34,700	1,151,219	19,808,200	-	-	1,366,800	-	858,200	23,219,119
Capital Improvements	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 31,495,900</b>	<b>\$ 8,773,219</b>	<b>\$ 24,435,700</b>	<b>\$ 5,200</b>	<b>\$ 68,600</b>	<b>\$ 1,478,406</b>	<b>\$ 366,400</b>	<b>\$ 993,500</b>	<b>\$ 67,616,925</b>
<b>Other Uses:</b>									
Transfers Out	\$ 1,483,700	\$ 22,907,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,574,700	\$ 26,966,200
Revenue Neutrality	7,264,000	-	-	-	-	-	-	-	7,264,000
Principal & Interest	13,700	-	-	1,940,600	-	-	588,500	4,412,300	6,955,100
<b>Total Other Uses</b>	<b>\$ 8,761,400</b>	<b>\$ 22,907,800</b>	<b>\$ -</b>	<b>\$ 1,940,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 588,500</b>	<b>\$ 6,987,000</b>	<b>\$ 41,185,300</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$ 40,257,300</b>	<b>\$ 31,681,019</b>	<b>\$ 24,435,700</b>	<b>\$ 1,945,800</b>	<b>\$ 68,600</b>	<b>\$ 1,478,406</b>	<b>\$ 954,900</b>	<b>\$ 7,980,500</b>	<b>\$ 108,802,225</b>
Difference	\$ 2,600	\$ (10,526,819)	\$ (70,000)	\$ -	\$ (61,100)	\$ (1,453,406)	\$ (900,900)	\$ (1,629,500)	\$ (14,639,125)
<b>Est. Ending Fund Balance</b>	<b>\$ 25,984,479</b>	<b>\$ 35,025,727</b>	<b>\$ 3,535,632</b>	<b>\$ 1,863,987</b>	<b>\$ (195,618)</b>	<b>\$ 1,132,215</b>	<b>\$ (7,321,499)</b>	<b>\$ 24,157,329</b>	<b>\$ 84,182,251</b>

## FY 2011-12 ESTIMATED SOURCES & USES OF FUNDS - DETAIL

Fund Description	Beginning Balance July 1, 2011	FY 2011-12 Estimated Revenues	FY 2011-12 Estimated Expenditures	FY 2011-12 Transfers In/(Out) Net	Estimated Fund Balance June 30, 2012
General Fund	\$ 25,775,079	\$ 39,073,900	\$ 38,576,600	\$ (290,500)	\$ 25,981,879
<b>Special Revenue Funds:</b>					
Rental Code Compliance	-	65,000	-	(65,000)	-
Community Facilities Fees	2,791,013	536,700	5,200	(1,008,400)	2,314,113
General Plan Impact Fee	(1,562,053)	43,000	105,000	-	(1,624,053)
Very Low Income Housing	101,819	175,000	74,000	(35,600)	167,219
Park Renovation Fund	1,354,648	134,700	675,000	(2,700)	811,648
Sunrise-Douglas Impact Fee	13,165,925	2,506,400	934,700	(4,988,000)	9,749,625
Traffic Mitigation Impact Fee	19,281,002	2,028,000	638,000	(4,005,700)	16,665,302
Villages of Zinfandel Impact Fee	468,118	40,900	3,100	(20,000)	485,918
Trench Cut Fee	242,553	55,000	-	-	297,553
Mather Field Traffic Impact Fee	47,196	-	-	-	47,196
Capital Village Park Development Fee	43,788	-	-	-	43,788
Federal Grants	(710,603)	8,817,000	3,820,000	(4,997,000)	(710,603)
State Grants	553,690	3,607,800	203,900	(3,403,900)	553,690
Other Grants	-	-	-	-	-
CDBG	(26,969)	784,500	517,500	(267,000)	(26,969)
Gas Tax	4,281,551	1,611,300	1,112,500	(1,736,800)	3,043,551
Measure A	1,150,082	6,515,500	1,237,500	(5,196,300)	1,231,782
Prop 42	26,391	-	-	(26,391)	-
Transportation Development Act	307,371	37,860	-	-	345,231
Transit Related Services (Zone 1)	251,140	88,000	90,200	-	248,940
Transit Related Services (Zone 2)	1,837,780	388,000	175,900	-	2,049,880
Transit Related Services (Zone 3)	320,426	118,000	133,800	-	304,626
Landscape & Lighting 2005-1	501,861	83,000	170,200	(6,700)	407,961
Road Maintenance Fund	1,533,458	373,000	103,000	-	1,803,458
Storm Water Utility Tax	(301,283)	2,570,000	300,000	-	1,968,717
Rancho Cordova Lighting District	-	-	-	-	-
Asset Forfeiture	31,275	-	25,000	-	6,275
Roadway Improvement	5,348,540	94,160	-	(75,000)	5,367,700
<b>Total Special Revenue Funds</b>	<b>51,038,717</b>	<b>30,672,820</b>	<b>10,324,500</b>	<b>(25,834,491)</b>	<b>45,552,546</b>
<b>Capital Projects Fund</b>	<b>3,708,032</b>	<b>526,000</b>	<b>25,928,416</b>	<b>25,300,016</b>	<b>3,605,632</b>
<b>Debt Service Funds:</b>					
City Hall COP	1,334,460	-	1,334,700	1,334,700	1,334,460
City Operations Facility COP	580,752	-	617,100	565,875	529,527
<b>Total Debt Service Funds</b>	<b>1,915,212</b>	<b>-</b>	<b>1,951,800</b>	<b>1,900,575</b>	<b>1,863,987</b>
<b>Enterprise Funds:</b>					
Kilgore Cemetery	(67,918)	4,500	71,100	-	(134,518)
<b>Total Enterprise Funds</b>	<b>(67,918)</b>	<b>4,500</b>	<b>71,100</b>	<b>-</b>	<b>(134,518)</b>
<b>Internal Service Funds:</b>					
Employee Benefits	3,406	-	-	-	3,406
Insurance	501,877	-	25,000	-	476,877
Capital Facilities	1,315,130	-	178,000	-	1,137,130
Infrastructure	1,129,554	-	243,400	(554,400)	331,754
Vehicle & Equipment Replacement Fund	377,201	-	-	-	377,201
Technology Enhancement & Repl. Fund	259,252	-	-	-	259,252
<b>Total Internal Service Funds</b>	<b>3,586,421</b>	<b>-</b>	<b>446,400</b>	<b>(554,400)</b>	<b>2,585,621</b>
<b>Successor RDA</b>	<b>(2,126,883)</b>	<b>81,732</b>	<b>4,124,548</b>	<b>(250,900)</b>	<b>(6,420,599)</b>
<b>Agency Funds:</b>					
CFD 2003-1 Sunridge Anatolia	7,932,399	4,124,600	3,918,400	(206,200)	7,932,399
CFD 2004-1 Sunridge Park	10,936,022	1,282,400	1,218,300	(64,100)	10,936,022
CFD 2005-1 Sunridge North Douglas	44,840	-	-	-	44,840
Montelena	10,054	-	-	-	10,054
Citywide Landscape Maint. CFD	17,082	38,000	40,500	-	14,582
Road Maintenance CFD	30,473	33,000	43,300	-	20,173
Sunrise Douglas Parks Impact Fee	6,357,760	523,000	52,000	-	6,828,760
<b>Total Agency Funds</b>	<b>25,328,629</b>	<b>6,001,000</b>	<b>5,272,500</b>	<b>(270,300)</b>	<b>25,786,829</b>
<b>Total - All City Funds</b>	<b>\$ 109,157,288</b>	<b>\$ 76,359,952</b>	<b>\$ 86,695,864</b>	<b>\$ -</b>	<b>\$ 98,821,375</b>

## FY 2012-13 ESTIMATED SOURCES & USES OF FUNDS - DETAIL

Fund Description	Estimated Beginning Balance July 1, 2012	FY 2012-13 Budgeted Revenues	FY 2012-13 Budgeted Expenditures	FY 2012-13 Budgeted Transfers In/(Out) Net	Estimated Fund Balance June 30, 2013
General Fund	\$ 25,981,879	\$ 39,840,200	\$ 38,773,600	\$ (1,064,000)	\$ 25,984,479
<b>Special Revenue Funds:</b>					
Rental Code Compliance	-	80,000	-	(80,000)	-
Community Facilities Fees	2,314,113	838,800	-	(1,007,400)	2,145,513
General Plan Impact Fee	(1,624,053)	60,000	62,500	-	(1,626,553)
Very Low Income Housing	167,219	-	167,219	-	-
Park Renovation Fund	811,648	183,000	486,200	(3,700)	504,748
Sunrise-Douglas Impact Fee	9,749,625	2,693,800	917,200	(650,400)	10,875,825
Traffic Mitigation Impact Fee	16,665,302	1,672,700	1,481,300	(6,889,900)	9,966,802
Villages of Zinfandel Impact Fee	485,918	7,900	3,000	(175,000)	315,818
Trench Cut Fee	297,553	54,500	-	-	352,053
Mather Field Traffic Impact Fee	47,196	-	-	-	47,196
Capital Village Park Development Fee	43,788	-	-	-	43,788
Federal Grants	(710,603)	7,579,000	160,000	(7,419,000)	(710,603)
State Grants	553,690	547,600	547,600	-	553,690
Other Grants	-	100,000	-	(100,000)	-
CDBG	(26,969)	803,000	717,400	(85,600)	(26,969)
Gas Tax	3,043,551	1,758,100	77,500	(4,567,400)	156,751
Measure A	1,231,782	2,077,400	1,508,100	(1,619,400)	181,682
Prop 42	-	-	-	-	-
Transportation Development Act	345,231	39,900	-	-	385,131
Transit Related Services (Zone 1)	248,940	89,400	92,800	-	245,540
Transit Related Services (Zone 2)	2,049,880	394,400	238,200	-	2,206,080
Transit Related Services (Zone 3)	304,626	120,100	65,400	-	359,326
Landscape & Lighting 2005-1	407,961	49,700	160,100	-	297,561
Road Maintenance Fund	1,803,458	395,700	103,000	-	2,096,158
Storm Water Utility Tax	1,968,717	300,000	1,270,700	(50,000)	948,017
Rancho Cordova Lighting District	-	315,000	315,000	-	-
Asset Forfeiture	6,275	-	-	-	6,275
Roadway Improvement	5,367,700	494,200	400,000	240,000	5,701,900
Total Special Revenue Funds	<u>45,552,546</u>	<u>20,654,200</u>	<u>8,773,219</u>	<u>(22,407,800)</u>	<u>35,025,727</u>
<b>Capital Projects Fund</b>	<u>3,605,632</u>	<u>290,000</u>	<u>24,435,700</u>	<u>24,075,700</u>	<u>3,535,632</u>
<b>Debt Service Funds:</b>					
City Hall COP	1,334,460	-	1,332,000	1,332,000	1,334,460
City Operations Facility COP	529,527	-	613,800	613,800	529,527
Total Debt Service Funds	<u>1,863,987</u>	<u>-</u>	<u>1,945,800</u>	<u>1,945,800</u>	<u>1,863,987</u>
<b>Enterprise Funds:</b>					
Kilgore Cemetery	(134,518)	7,500	68,600	-	(195,618)
Total Enterprise Funds	<u>(134,518)</u>	<u>7,500</u>	<u>68,600</u>	<u>-</u>	<u>(195,618)</u>
<b>Internal Service Funds:</b>					
Employee Benefits	3,406	-	3,406	-	-
Insurance	476,877	-	25,000	25,000	476,877
Capital Facilities	1,137,130	-	790,000	-	347,130
Infrastructure	331,754	-	323,000	-	8,754
Vehicle & Equipment Replacement Fund	377,201	-	95,000	-	282,201
Technology Enhancement & Repl. Fund	259,252	-	242,000	-	17,252
Total Internal Service Funds	<u>2,585,621</u>	<u>-</u>	<u>1,478,406</u>	<u>25,000</u>	<u>1,132,215</u>
<b>Successor RDA</b>	<u>(6,420,599)</u>	<u>54,000</u>	<u>954,900</u>	<u>-</u>	<u>(7,321,499)</u>
<b>Agency Funds:</b>					
Local Housing Trust Fund	-	200,000	92,800	-	107,200
CFD 2003-1 Sunridge Anatolia	7,932,399	4,205,800	3,995,500	(210,300)	7,932,399
CFD 2004-1 Sunridge Park	10,936,022	1,307,900	1,242,500	(2,364,400)	8,637,022
CFD 2005-1 Sunridge North Douglas	44,840	-	-	-	44,840
Montelena	10,054	-	-	-	10,054
Citywide Landscape Maint. CFD	14,582	40,000	38,400	-	16,182
Road Maintenance CFD	20,173	38,300	27,900	-	30,573
Sunrise Douglas Parks Impact Fee	6,828,760	559,000	8,700	-	7,379,060
Total Agency Funds	<u>25,786,829</u>	<u>6,351,000</u>	<u>5,405,800</u>	<u>(2,574,700)</u>	<u>24,157,329</u>
<b>Total - All City Funds</b>	<u>\$ 98,821,376</u>	<u>\$ 67,196,900</u>	<u>\$ 81,836,025</u>	<u>\$ -</u>	<u>\$ 84,182,251</u>

# MAJOR REVENUES

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In order to assist in understanding the fiscal trends facing the City of Rancho Cordova, and the assumptions utilized in preparing this budget, the following discussions of Major Revenues are presented. The discussion is limited to those revenues that are ongoing or recurring in nature and are generally used to fund ongoing operations. These particular revenues are recorded in the City's General Fund. The City receives significant revenues from other sources as well, including the Gas Tax, Measure A and a variety of Federal and State Grants. However, these revenues are generally used to fund capital improvements rather than operations and therefore are not discussed in this section. Information on these revenues is available in their respective fund sections of this document.

## Property Tax

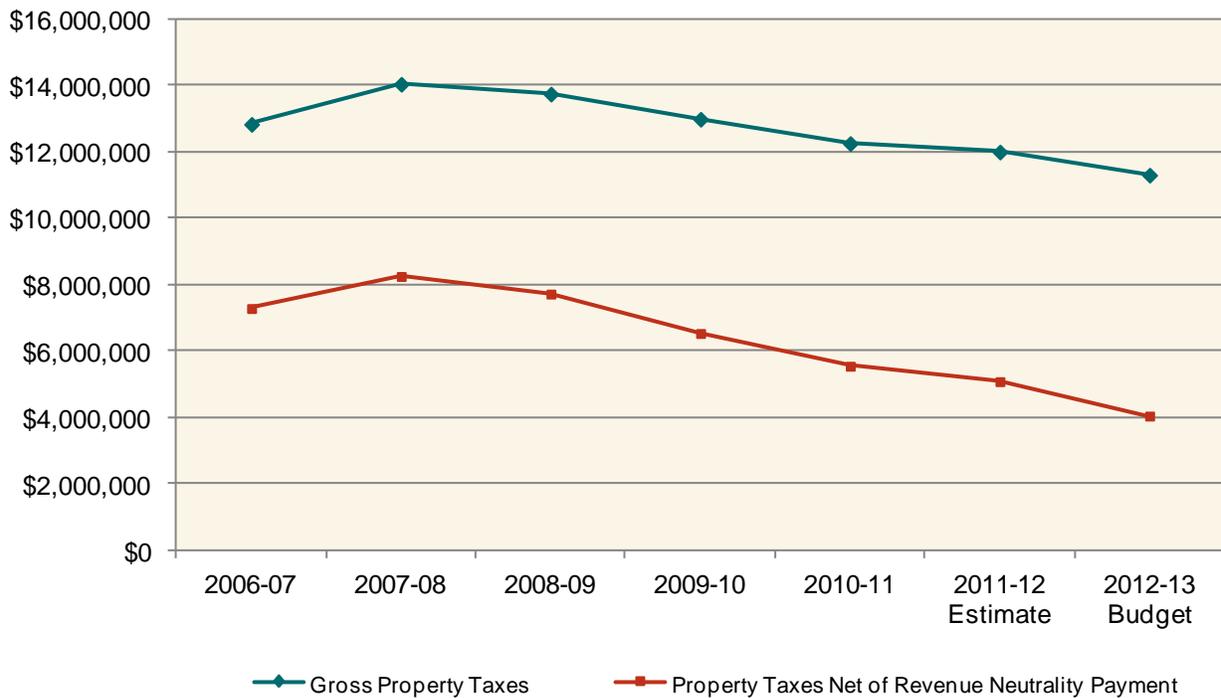
Property Tax, once the City's largest source of revenue, is imposed upon all real property (land and buildings) and personal property (movable property). The tax is based upon the assessed valuation of the property, as determined by the County Assessor. The tax rate is limited to 1% of the assessed value plus rates imposed to fund indebtedness approved by the voters.

The City and County entered into a revenue neutrality agreement pursuant to Government Code Section 56845 as a means of mitigating the financial impacts of the incorporation of the City in 2003 on the County's general fund. In accordance with the terms of the agreement a certain portion of the City's property taxes are shared with the County through FY 2027-28. The fixed schedule increases 2% to 4% each year.

The budget for FY 2012-13 anticipates a decline in Property Tax revenues of 20% from the peak in FY 2007-08. While the overall economy has emerged from the great recession, housing in the City of Rancho Cordova, like many other cities of the inland region, has not followed suit. The City continues to face declining assessed valuation combined with automatic increases in the revenue neutrality payment to the County. This creates significant downward pressure on our ability to fund services, as Property Taxes were historically our largest revenue source. Based on information from the County Assessor's Office we are expecting a 7% decline in assessed valuation which yields a decline in revenues of approximately \$857,000 from the prior year. Due to the continued declines in property tax revenue, Sales Tax revenue has now become the largest source of revenue for the City's General Fund.

The chart and table below show Property Tax Revenues at their full amount and net of the revenue neutrality payment to the City.

## Property Tax Revenue



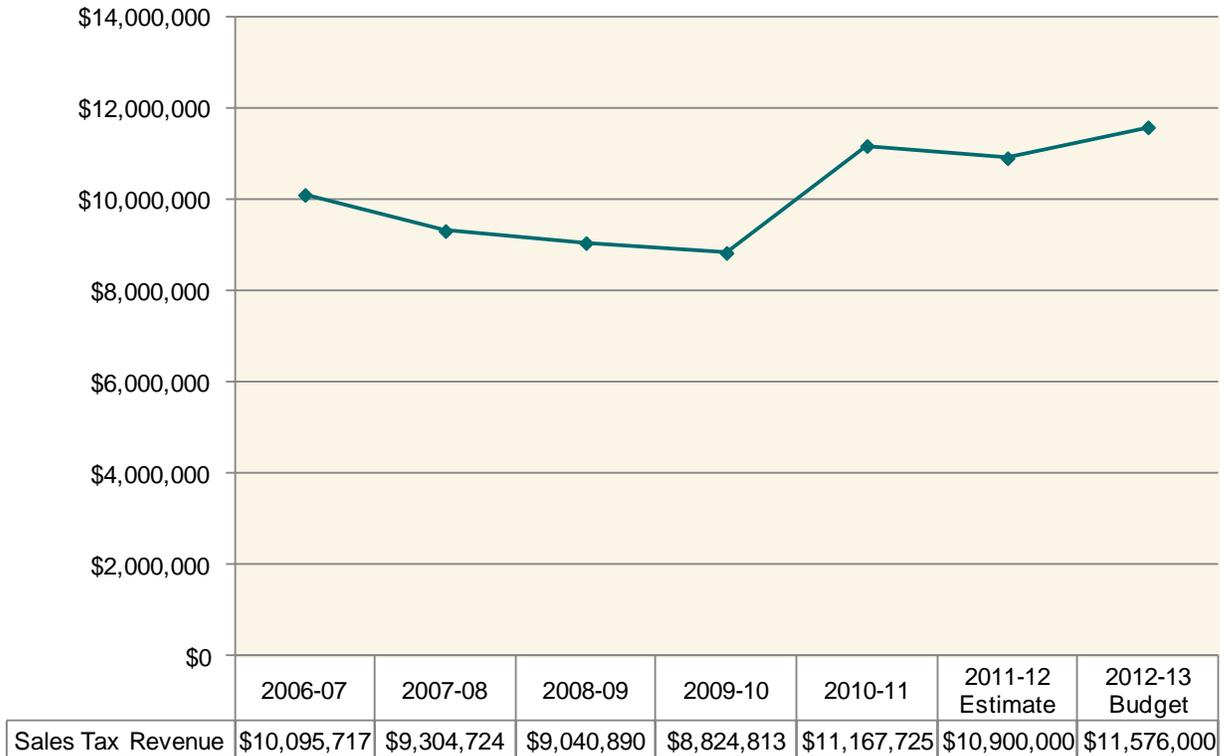
Fiscal Year	Gross Property Taxes	Property Taxes Net of Revenue Neutrality Payment
2006-07	\$12,834,826	\$7,280,334
2007-08	\$14,043,341	\$8,246,453
2008-09	\$13,746,790	\$7,716,976
2009-10	\$12,988,381	\$6,528,155
2010-11	\$12,255,995	\$5,541,380
2011-12 Estimate	\$11,999,600	\$5,075,600
2012-13 Budget	\$11,302,000	\$3,978,000

### Sales Tax

Sales taxes are imposed on the transfer of tangible personal property in California, with some exceptions, including food. One percent of the sale price is collected by the State Board of Equalization and then allocated back to cities and counties based on a point-of-sale formula. The Use tax complements the sales tax (at the same rate) and is imposed for transactions in which sales taxes are not collected, usually on a self reporting and self remitting basis.

Due to continued decline of assessed valuation sales taxes are now our largest source of revenue, a position that has historically belonged to Property Taxes.

## Sales Tax Revenue

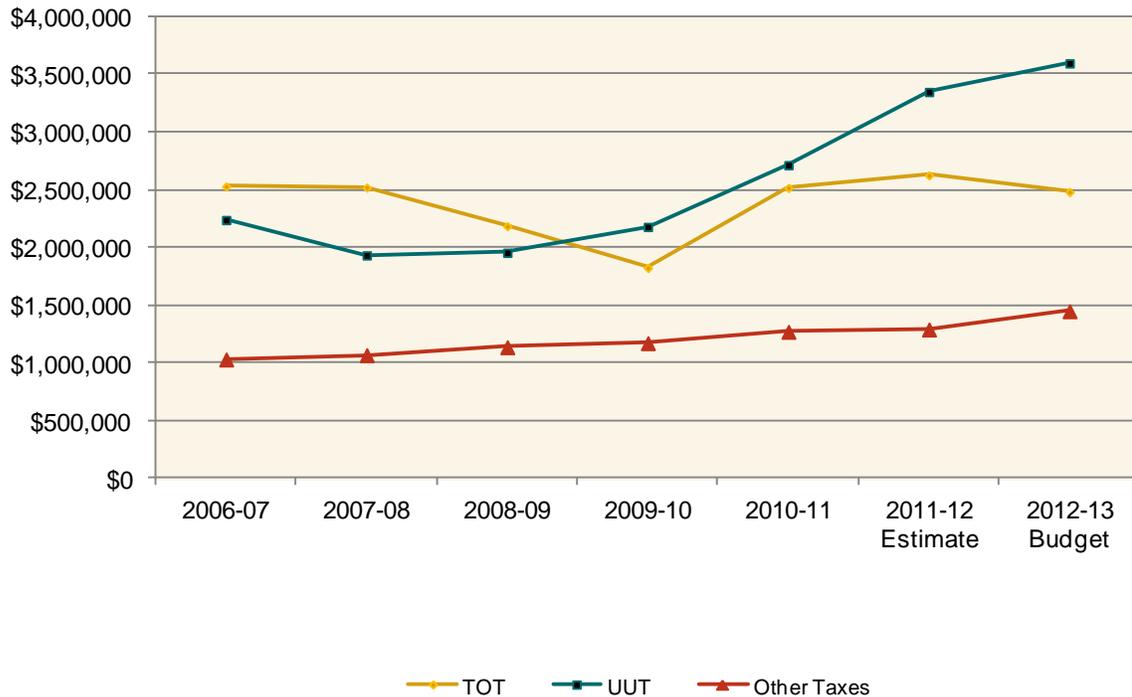


Prior to the great recession, our peak Sales Tax year was FY 2006-07. By the end of FY 2009-10 we had experienced a decline of 13% or \$1.2 million. The graph above depicts a dramatic increase in sales tax revenues for FY 2011-12. This was due in part to some modest recovery in the sales tax revenue, but primarily due to the annexation of a sales tax rich area, effective July 1, 2010. Under the terms of this annexation, the City is able to recoup its cost of providing services to the area and 25% of the revenues in excess of cost. The figures shown above are net of this revenue sharing with the County. Sales Taxes are expected to continue to gradually increase and we expect that trend to continue for the next few years as the economy slowly improves.

### Other Taxes

Other Taxes consist primarily of the Transient Occupancy Tax (TOT) and the Utility Users Tax (UUT).

## Other Taxes



Fiscal Year	TOT	UUT	Other Taxes
2006-07	\$2,528,209	\$2,236,886	\$1,028,478
2007-08	\$2,518,771	\$1,930,878	\$1,066,154
2008-09	\$2,183,506	\$1,953,249	\$1,134,897
2009-10	\$1,821,607	\$2,177,275	\$1,170,055
2010-11	\$2,514,866	\$2,712,564	\$1,268,416
2011-12 Estimate	\$2,624,000	\$3,347,000	\$1,288,400
2012-13 Budget	\$2,480,000	\$3,595,000	\$1,446,800

A 12% tax is assessed upon all hotel guests, for stays of less than 30 days, for the privilege of occupancy in any hotel in the City of Rancho Cordova. There are currently 16 hotels in the City of Rancho Cordova, five of which are in the annexation area. The TOT from the hotels in the annexation area subject to sharing with the County. The City retains 25% of the TOT from those hotels, after recouping our cost of providing services to the annexation area. The travel and tourism industry was hit pretty hard in the recession, as depicted by the yellow line in chart below. With fewer people traveling the hotels were lowering prices to attract customers. That resulted in a steep decline in our TOT revenues. The large jump experienced in FY 2010-11 is due to the inclusion of the hotels in the annexation area. The industry is expecting small but consistent growth into and past FY 2011-12 and our budget reflects that assumption. We are expecting a 2% increase in TOT revenues in FY 2012-13; however the chart above depicts a decline. The City will be recouping its costs from the annexation area out of sales tax revenue instead of TOT, thereby decreasing the net amount of TOT to be received, in spite of an increase in the gross revenues.

A Utility User Tax of 2.5% is assessed on users of Gas, Electricity, Communications, Cable and Sewer. This revenue source remained stable through the recession. On November 2, 2010 the voters of Rancho Cordova approved Measure E, a ballot measure which both protected our

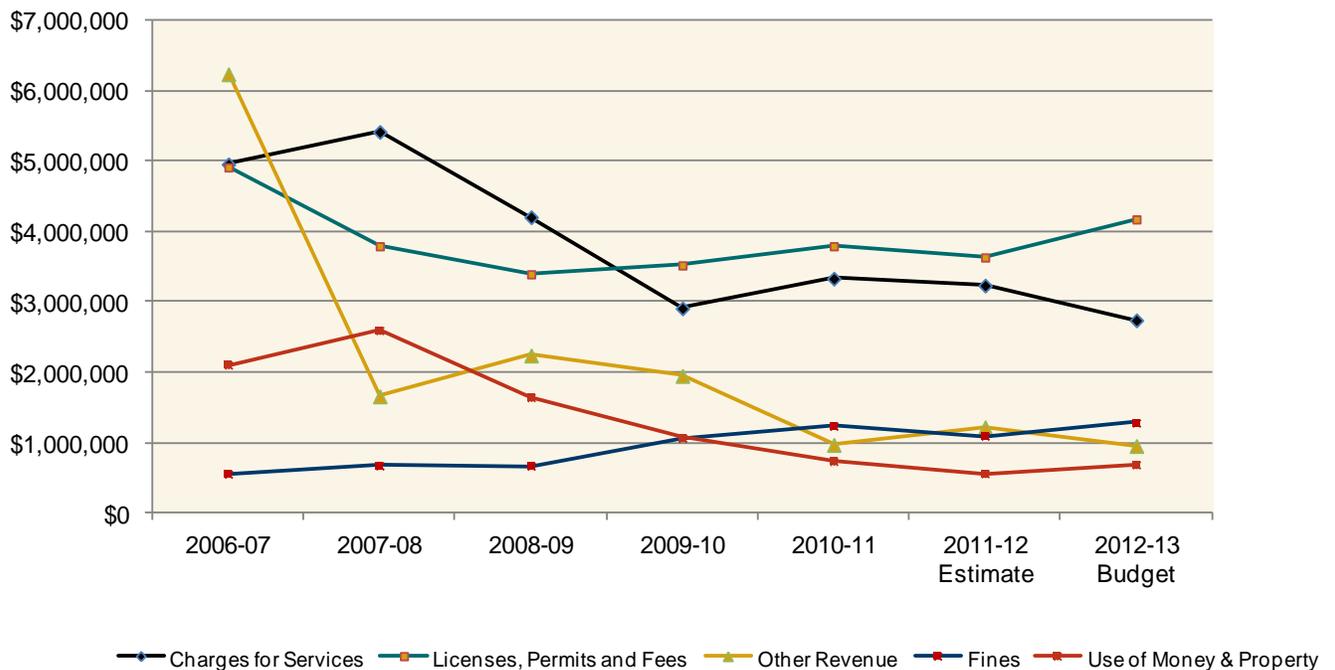
existing tax and expanded it to include modern communication technologies such as cell phones. As a result, our revenues from the UUT increased dramatically in FY 2011-12. We are expecting this growth to continue at a slower pace in FY 2012-13.

Other taxes include Homeowners Subvention, Police Tax and Property Transfer Taxes. As shown by the red line above, these revenues have remained steady through the recession and we anticipate a slight increase for FY 2012-13.

## Other Revenues

Other revenues include Charges for Services, Licenses, Permits and Fees, Other, Fines and Use of Money and Property (lease income and investment and/or interest income).

### Other Revenues



	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Estimate	2012-13 Budget
Charges for Services	\$4,955,221	\$5,415,270	\$4,204,001	\$2,908,646	\$3,331,235	\$3,232,900	\$2,739,200
Licenses, Permits and Fees	\$4,911,840	\$3,791,783	\$3,393,123	\$3,519,432	\$3,791,920	\$3,632,400	\$4,173,200
Other Revenue	\$6,234,766	\$1,658,918	\$2,239,124	\$1,949,307	\$968,891	\$1,220,000	\$953,800
Fines	\$554,146	\$671,907	\$668,109	\$1,063,016	\$1,235,159	\$1,094,800	\$1,281,500
Use of Money & Property	\$2,103,892	\$2,593,488	\$1,641,311	\$1,068,991	\$734,300	\$560,800	\$687,400

The largest component of Charges for Services is cost recovery work on development projects. This revenue source is driven by the expenses incurred in processing development projects and has seen a dramatic decline as a result of the bursting of the housing bubble. Since this revenue source moves with expenses it doesn't generally have a large impact on the City's fiscal condition.

Licenses, Permits and Fees include charges for building permits, business licenses, animal licenses, etc. Again, the bursting of the housing bubble has caused a dramatic decline in the number of building permits issued. Outside of building permits, all other revenues in this

category have remained relatively stable. We expect little to no growth in building permits in fiscal year.

Other revenues contain a myriad of small revenues, not large enough to warrant their own category. The large amount in FY 2006-07 was a result of the renegotiation of the revenue neutrality agreement with the County, which resulted in the refund of prior year overpayments.

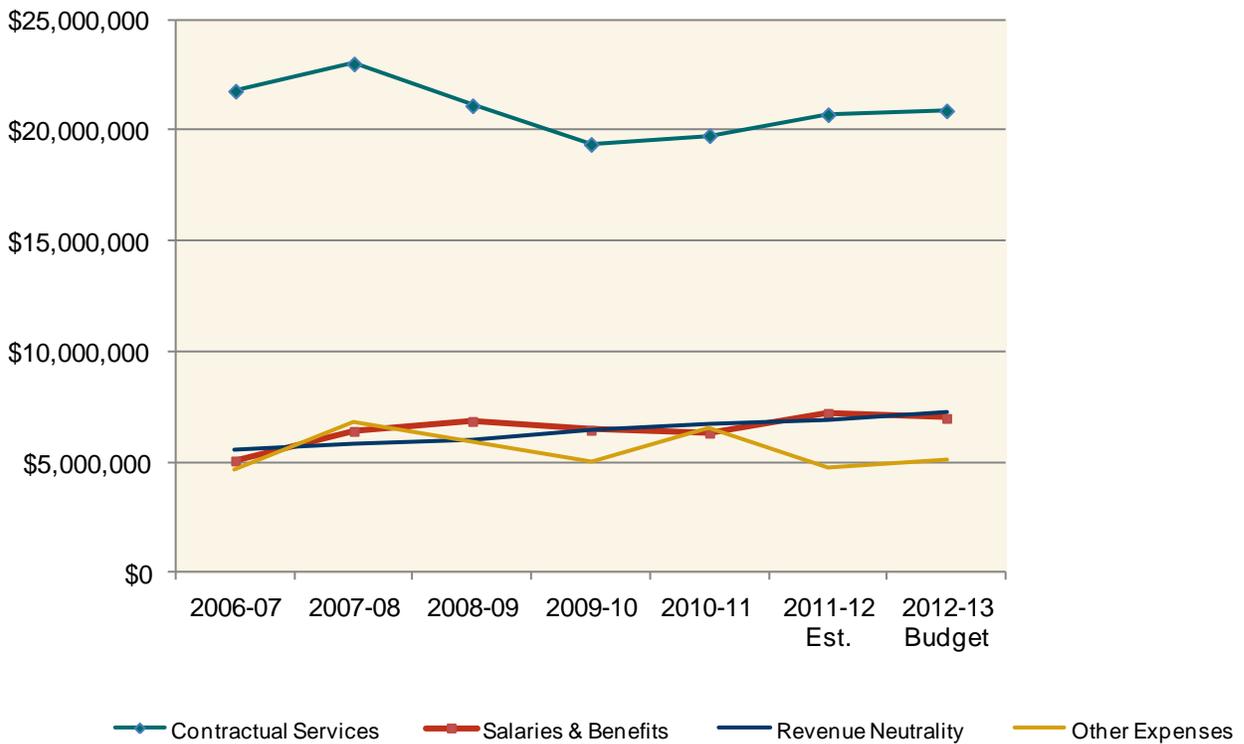
Fine revenue continues to increase as the City places an ever increasing focus on code enforcement in our housing stock and neighborhoods.

Use of Money and Property includes rent income, interest income and other investment income. This category has been in a continual decline through the recession and we don't expect significant increases until interest rates start to rise.

# MAJOR EXPENSES

The largest expenditure category in the General Fund is Contractual Services. One of the ways in which the City maintains the ability to quickly respond to changing economic conditions is its heavy reliance on contract staff instead of direct employees. The use of contract staff affords us the ability to quickly ramp up or down, as needed. The largest component of contractual services is Public Safety. The City contracts with the County of Sacramento Sherriff's Department to staff our Police Department. We are currently dealing with rising costs of public safety personnel and while we recently renegotiated the contract to increase the City's ability to retain high performing officers and reduce non-personnel costs, further talks may be necessary to control rising personnel costs. As the green line below illustrates, our Contractual Services declined as we responded to the recession and is now slowly increasing, mostly due to the increased cost of Public Safety.

## General Fund Expenditures



	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Est.	2012-13 Budget
Contractual Services	\$21,766,629	\$22,997,001	\$21,106,592	\$19,359,379	\$19,754,204	\$20,702,400	\$20,874,600
Salaries & Benefits	\$5,054,435	\$6,392,287	\$6,842,011	\$6,441,340	\$6,311,306	\$7,204,600	\$6,979,700
Revenue Neutrality	\$5,554,492	\$5,796,888	\$6,029,814	\$6,460,226	\$6,714,615	\$6,924,000	\$7,264,000
Other Expenses	\$4,690,500	\$6,809,110	\$5,909,588	\$4,994,096	\$6,572,178	\$4,774,600	\$5,139,000

Our next highest expense category is Revenue Neutrality is the fixed payment schedule between the City and the County, sharing property tax revenues lost by the County upon city incorporation. These payments increase by 2% - 4% per year until the final payment in FY 2027-28.

Controlling Salaries and Benefits costs, while still remaining an attractive employer is a challenge facing all government entities. The City has implemented a combination of short term and long term solutions to control this cost through the recession and into the future. We implemented 10 furlough days in FY 2010-11, reduced them to five days for the next fiscal year and have eliminated them for FY 2012-13. We have been phasing in increases to the portion of the employee retirement contribution paid by the employee. Starting with FY 2012-13 the employees will be paying their full share of the retirement contribution.

Other Expenses include a myriad of expenses that are individually immaterial to the financial condition of the City. As a whole they are budgeted to increase only 1% in FY 2012-13 from the previous year.

# GENERAL FUND

The General Fund is the largest of the City's operating funds, accounting for all financial resources except those required to be accounted for in another fund. Its revenues and expenditures are outlined in this section.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	General Fund
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ 25,981,879
<b>Revenues:</b>	
Taxes	30,399,800
Licenses & Permits	4,173,200
Fines & Forfeitures	1,281,500
Use of Money & Property	687,400
Intergovernmental	506,200
Charges for Services & Other Revenues	2,792,100
Total Revenues	39,840,200
<b>Other Sources:</b>	
Transfers In	419,700
Proceeds from Debt	-
Total Other Sources	419,700
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 40,259,900</b>
<b>Expenditures:</b>	
Salaries	4,676,400
Benefits	2,303,300
Operations	24,481,500
Capital Outlay	34,700
Capital Improvements	-
Total Expenditures	31,495,900
<b>Other Uses:</b>	
Transfers Out	1,483,700
Revenue Neutrality	7,264,000
Principal & Interest	13,700
Total Other Uses	8,761,400
<b>Total Expenditures &amp; Other Uses</b>	<b>40,257,300</b>
<b>Surplus/(Deficit)</b>	<b>2,600</b>
<b>Fund Balance - 6/30/13 (est)</b>	<b>\$ 25,984,479</b>

# GENERAL FUND SUMMARY

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Adopted Budget
Beginning Fund Balance	\$26,821,839	\$26,401,113	\$25,146,311	\$25,775,079	\$25,775,079	\$25,981,879
Revenues:						
Property Taxes						
Property Taxes - Secured - Current	7,661,312	7,367,601	7,042,851	7,044,000	6,752,000	6,262,000
Property Taxes - Unsecured - Current	330,282	351,141	308,117	311,000	257,000	247,000
Property Taxes - Supplemental	173,552	60,464	21,777	4,000	10,000	10,000
Property Taxes - Secured/Unsecured - Prior	483,842	327,900	216,036	215,000	141,900	137,000
Property Taxes - Motor Vehicle In-Lieu	5,097,792	4,881,275	4,667,214	4,585,000	4,838,700	4,646,000
Total Property Taxes	13,746,780	12,988,381	12,255,995	12,159,000	11,999,600	11,302,000
Other Taxes						
Sales Tax In-Lieu	2,321,736	1,997,612	2,230,770	3,880,000	3,641,000	3,598,000
Sales Tax	6,719,154	6,827,201	7,986,734	5,689,000	6,714,000	7,164,000
Sales Tax Annexation Area	-	-	1,749,623	4,430,000	2,580,000	2,825,000
Sales Tax Annexation Area Sharing	-	-	(799,402)	(3,455,000)	(2,035,000)	(2,011,000)
Transient Occupancy Tax	2,183,506	1,821,607	1,853,247	1,900,000	2,000,000	2,040,000
Transient Occupancy Tax Annexation Area	-	-	1,490,016	1,450,000	1,687,000	1,730,000
Transient Occupancy Tax Annexation Area Sharing	-	-	(828,398)	(900,000)	(1,063,000)	(1,290,000)
Utility Users Taxes	1,953,249	2,177,275	2,623,314	3,069,000	3,295,000	3,544,000
Utility Users Taxes Annexation Area	-	-	204,000	204,000	205,000	206,000
Utility Users Taxes Annexation Area Sharing	-	-	(114,750)	(153,000)	(153,000)	(155,000)
Homeowners' Subventions	109,740	112,617	110,269	110,000	110,000	110,000
Police Tax	768,138	911,883	984,173	1,004,000	1,028,400	1,076,800
Property Transfer	257,019	145,555	173,973	150,000	150,000	150,000
Other Taxes	-	-	-	-	-	110,000
Total Other Taxes	14,312,542	13,993,749	17,663,571	17,378,000	18,159,400	19,097,800
Franchise Fees						
Metro Cable Franchise Fee	319,918	485,079	515,948	420,000	420,000	475,000
Residential Waste Franchise Fee	415,372	461,448	460,469	434,000	434,000	434,000
Commercial Waste Franchise Fee	335,910	285,441	491,638	490,000	490,000	890,000
PG&E Franchise Fee	79,663	60,544	67,208	74,000	74,000	83,000
Other Franchise Fee	62,733	67,157	74,069	67,900	67,900	70,000
Total Franchise Fees	1,213,596	1,359,669	1,609,331	1,485,900	1,485,900	1,952,000
Licenses, Permits and Fees						
Animal Licenses	49,930	60,483	74,705	65,000	60,000	50,000
Alarm Permits	35,995	37,300	36,244	35,000	35,000	35,000
General Business License	130,791	136,029	224,199	250,000	250,000	230,000
Special Business License	27,143	26,325	32,895	40,000	40,000	31,000
Employee Permits	5,648	17,680	25,344	20,000	20,000	22,000
Tobacco License	-	-	10,824	8,300	8,300	7,000
Rental Housing Bus. License	-	81	52,643	40,000	60,000	140,000
Licenses - Other	8,060	6,880	38,300	-	9,000	9,000
Building Permits	1,058,899	1,134,847	746,450	650,000	650,000	600,000
Commercial Building Permits	589,695	451,554	648,838	475,000	650,000	650,000
Other Permits	18,894	15,751	21,044	19,300	18,100	58,600
Planning Fees	12,683	8,260	13,934	9,800	12,100	10,200
City Hall Rental Fees	59,310	51,464	60,313	65,000	60,000	60,000
Street Sweeping Fees	157,239	189,711	178,097	185,000	180,000	185,000
Passports	14,797	12,287	13,255	-	-	-
Other Fees	7,243	10,411	5,504	41,900	94,000	133,400
Total Licenses, Permits and Fees	2,179,527	2,159,763	2,182,589	1,904,300	2,146,500	2,221,200

## GENERAL FUND SUMMARY (CONT.)

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Adopted Budget
<b>Fines and Forfeitures</b>						
Traffic Citations	187,832	314,704	323,824	324,000	310,000	444,000
Criminal Fines	1,451	1,088	1,152	1,000	1,800	1,500
Parking Fines	167,092	201,595	231,104	240,000	143,000	157,000
False Alarm Fines	65,923	40,235	52,899	60,000	60,000	60,000
Code Enforcement Fines	36,190	168,002	302,409	440,000	300,000	370,000
Other Fines	209,621	337,392	323,772	330,000	280,000	249,000
Total Fines and Forfeitures	668,109	1,063,016	1,235,159	1,395,000	1,094,800	1,281,500
<b>Use of Property</b>						
Real Property Leases	958,373	610,558	393,225	485,700	414,800	486,400
LAIF Investment Earnings	56,106	23,721	21,120	10,000	10,000	5,000
CAMP Investment Earnings	159,695	154,745	114,929	50,000	50,000	60,000
MBIA Investment Earnings	62,249	112,969	81,895	40,000	20,000	50,000
Other Investment Earnings	404,888	166,990	514,199	30,000	66,000	86,000
Gain on Sale of Investments	-	-	(391,068)	-	-	-
Total Use of Money & Property	1,641,311	1,068,983	734,300	615,700	560,800	687,400
<b>Intergovernmental</b>						
Sacramento County Intergovernmental	147,670	170,018	7,466	138,000	138,000	431,000
Intergovernmental Other Receipts	184,688	-	418	-	-	45,200
Mandated Cost Recovery	30,327	26,639	16,407	-	13,300	-
MVLF Direct Payments	243,892	203,927	156,739	200,000	174,200	30,000
Grants	-	-	193,193	-	-	-
Pass Throughs	1,902	1,050	142	-	-	-
Other Intergovernmental Receipts	5,000	-	-	-	-	-
Total Intergovernmental	1,237,574	911,307	374,365	338,000	325,500	506,200
<b>Charges for Services</b>						
Legal Cost Recovery	719,331	264,990	313,036	302,900	314,600	297,100
Planning Cost Recovery	903,604	719,275	1,222,139	712,000	625,900	645,200
Public Works Cost Recovery	608,135	271,874	216,065	250,000	250,000	190,000
Other Cost Recovery	127,431	2,311	102,138	379,600	361,600	376,100
Cost Recovery Labor	429,438	240,981	251,413	903,200	828,200	272,100
Overhead	1,229,093	1,190,929	978,331	694,100	655,200	752,500
Police Reports	15,309	13,230	14,735	14,000	14,000	15,000
Police - Towing Administration	62,316	68,251	99,629	90,000	90,000	100,000
Police - Towing Rotational	10,656	122,373	133,715	125,000	93,400	91,200
Other Charges for Services	36	391	34	-	-	-
Total Charges for Services	4,204,001	2,908,645	3,331,235	3,470,800	3,232,900	2,739,200
<b>Other Revenue</b>						
Miscellaneous Revenue Other	148,108	32,404	364,978	53,100	68,500	52,900
Donations	599	80	196	-	-	-
Debt Proceeds	-	-	55,365	-	-	-
Total Other Revenues	148,707	32,484	420,539	53,100	68,500	52,900
Transfers In	852,853	655,309	173,986	828,700	770,800	419,700
<b>Total Revenues &amp; Other Sources</b>	<b>40,205,000</b>	<b>37,141,307</b>	<b>39,981,071</b>	<b>39,628,500</b>	<b>39,844,700</b>	<b>40,259,900</b>

## GENERAL FUND SUMMARY (CONT.)

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Adopted Budget
Expenditures:						
Legislative:						
City Council	379,780	303,255	296,068	328,600	327,500	322,200
Boards & Commissions	285,870	238,598	272,369	251,200	250,900	250,900
City Attorney	784,848	781,307	739,505	962,000	1,005,200	672,800
City Clerk	388,113	364,755	347,762	347,700	295,800	290,600
Elections	98,301	2,458	34,216	200	200	32,200
Total Legislative	<u>1,936,912</u>	<u>1,690,372</u>	<u>1,689,920</u>	<u>1,889,700</u>	<u>1,879,600</u>	<u>1,568,700</u>
General Government:						
City Manager	1,074,362	988,940	896,711	965,700	995,400	924,900
Administrative Support	398,911	386,324	323,883	364,700	372,500	368,900
Communications	305,623	318,211	326,273	381,700	409,200	464,100
Human Resources	425,237	393,166	434,469	485,800	472,700	470,000
Finance	1,127,088	1,162,785	1,052,542	1,160,800	1,113,200	1,135,900
Information Technology	838,089	798,952	737,685	901,300	899,500	830,600
Risk Management	226,710	208,513	190,928	209,100	185,100	206,300
Total General Government	<u>4,396,020</u>	<u>4,256,891</u>	<u>3,962,491</u>	<u>4,469,100</u>	<u>4,447,600</u>	<u>4,400,700</u>
Public Safety:						
Police	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
Community Prosecutor	141,441	-	-	65,000	65,000	-
Total Public Safety	<u>15,868,172</u>	<u>15,108,810</u>	<u>15,184,269</u>	<u>15,896,800</u>	<u>15,933,100</u>	<u>16,487,500</u>
Community Development:						
Planning	1,662,984	1,403,239	1,803,598	1,384,300	1,260,800	1,302,600
Building & Safety	1,559,303	1,170,730	1,048,289	1,091,000	1,209,400	1,053,100
Facilities Management	1,237,793	944,621	1,301,975	1,306,500	1,351,500	1,238,000
Economic Development	337,913	363,059	329,620	416,900	448,300	526,800
Housing	186,262	23,391	28,006	440,400	238,600	173,200
Animal Services	503,278	534,584	459,783	528,200	512,300	511,700
Code Enforcement	510,581	498,875	416,299	612,300	618,500	955,400
Total Community Development	<u>5,998,114</u>	<u>4,938,499</u>	<u>5,387,569</u>	<u>5,779,600</u>	<u>5,639,400</u>	<u>5,760,800</u>
Public Works	2,631,162	2,347,854	2,237,832	3,206,500	3,105,100	2,502,600
Non-Departmental	642,609	601,472	1,140,608	618,600	634,100	775,600
Total Expenditures	<u>31,472,989</u>	<u>28,943,898</u>	<u>29,602,689</u>	<u>31,860,300</u>	<u>31,638,900</u>	<u>31,495,900</u>
Other Uses:						
Transfers Out	1,954,230	1,500,701	3,034,999	820,200	1,061,300	1,483,700
Debt Service	430,973	-	-	13,700	13,700	13,700
Revenue Neutrality Payment	6,029,814	6,460,226	6,714,615	6,924,000	6,924,000	7,264,000
Total Other Sources	<u>8,415,017</u>	<u>7,960,927</u>	<u>9,749,614</u>	<u>7,757,900</u>	<u>7,999,000</u>	<u>8,761,400</u>
Total Expenditures & Other Uses	<u>39,888,006</u>	<u>36,904,825</u>	<u>39,352,303</u>	<u>39,618,200</u>	<u>39,637,900</u>	<u>40,257,300</u>
Surplus/(Deficit)	<u>\$ 316,994</u>	<u>\$ 236,482</u>	<u>\$ 628,768</u>	<u>\$ 10,300</u>	<u>\$ 206,800</u>	<u>\$ 2,600</u>
Ending Fund Balance	\$27,138,833	\$26,637,595	\$25,775,079	\$25,785,379	\$25,981,879	\$25,984,479

# LEGISLATIVE SUMMARY

## DESCRIPTION

Through the Legislative function, the Mayor and City Council govern the City of Rancho Cordova by enacting and enforcing all laws and regulations concerning municipal affairs, subject to limitations and restrictions of the State constitution. The Council is supported by the City Attorney and the City Clerk and the following (Boards and Commissions: Neighborhood Traffic Safety Committee, Building Board of Appeals, and Rancho Cordova Sister Cities Council.)

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
Source of Funds:						
General Fund	\$ 1,255,585	\$ 1,413,013	\$ 1,363,273	\$ 1,585,900	\$ 1,564,900	\$ 1,269,600
Licenses, Permits & Fees	14,797	12,297	13,400	800	100	100
Charges for Services & Other Revenues	666,530	265,062	313,247	303,000	314,600	299,000
<b>Total Sources of Funds</b>	<b>\$ 1,936,912</b>	<b>\$ 1,690,372</b>	<b>\$ 1,689,920</b>	<b>\$ 1,889,700</b>	<b>\$ 1,879,600</b>	<b>\$ 1,568,700</b>
Use of Funds:						
Salaries	\$ 256,070	\$ 234,127	\$ 234,991	\$ 234,200	\$ 205,400	\$ 212,700
Benefits	122,452	160,783	151,557	176,700	137,200	133,200
Operations	1,558,390	1,295,463	1,303,372	1,478,800	1,537,000	1,222,800
<b>Total Uses of Funds</b>	<b>\$ 1,936,912</b>	<b>\$ 1,690,372</b>	<b>\$ 1,689,920</b>	<b>\$ 1,889,700</b>	<b>\$ 1,879,600</b>	<b>\$ 1,568,700</b>

# CITY COUNCIL

## DESCRIPTION

The City Council consists of five representatives elected at large to four-year overlapping terms. Council Members must be residents of the City. The positions of Mayor and Vice Mayor are chosen by the City Council through policy direction determined by the City Council. The Mayor conducts the Council meetings and represents the City on ceremonial occasions.

The Council is the policy and legislative body of the City and formulates policies in response to the needs, values and interest of the citizens of Rancho Cordova.

The Council hires the City Manager and City Attorney and makes appointments to boards and commissions. The Council acts to influence local, regional and state policies favorable to the City of Rancho Cordova through various action groups and organizations, including actively pursuing leadership roles in regional, state and national level advocacy and policy organizations.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 379,780	\$ 303,255	\$ 296,068	\$ 328,600	\$ 327,500	\$ 322,200
Total Sources	379,780	303,255	296,068	328,600	327,500	322,200
<b>Use of Funds:</b>						
Salaries	30,000	30,000	30,000	30,000	30,000	30,000
Benefits	29,161	44,916	48,360	79,700	64,100	61,400
Operations	320,619	228,339	217,709	218,900	233,400	230,800
Total Uses	\$ 379,780	\$ 303,255	\$ 296,068	\$ 328,600	\$ 327,500	\$ 322,200

# BOARDS & COMMISSIONS

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## DESCRIPTION

Boards & Commissions provide advice to the City Council.

In order to streamline the development process and encourage economic development, the City Council eliminated the Planning Commission function in May, 2011. All land use projects come directly to the City Council, which removes one of the major steps in the development process.

Two citizen committees are currently in place to provide input on important issues when needed:

- Neighborhood Traffic Safety (NTS) Committee – The NTS Committee reviews and prioritizes petitions received by residents who wish to have traffic calming measures installed on their streets. The committee is comprised of three residents and one representative each from the Rancho Cordova Police Department and Sacramento Metropolitan Fire District. This committee furthers the City’s Strong Neighborhoods Initiative.
- Building Board of Appeals – In FY 2007-08, the City Council appointed members to a Building Board of Appeals in order to hear and decide appeals of orders, decisions, or determinations made by the Building Official relative to the application and interpretation of the technical codes. During FY 2008-09, the responsibility of hearing appeals of administrative citations issued for Code Enforcement violations was accepted by this Board. The Board consists of six seats, and members serve a two-year overlapping term. Members have expertise in general contracting, engineering (electrical, plumbing, mechanical, civil or structural), architecture, law, or utilities, and interested public members at large are also included.

This budget also includes funding for support to two important non-profit organizations that extend the ability of the City to enhance capacity-building in the community:

- The third year of another 3-year grant to the Cordova Community Council to provide a professionally managed umbrella organization for Rancho Cordova non-profits that will include volunteer management, fundraising and community event support. During the first grant cycle, the Community Council focused on structuring the organization more professionally while enhancing existing and adding new community events such as iFest (the International Festival originated by the Leadership Rancho Cordova class of 2008) and outdoor summer concerts and movies in partnership with the Cordova Recreation and Park District.

The focus on this 3-year grant is sustainability and securing long-term funding sources to gradually decrease and eventually replace City funding. To that end, the \$250,000 in grant funds included in this budget will require a specific amount be set aside to start an endowment fund, the principal of which cannot be used for operational needs. The portion of the annual contribution restricted to the endowment increases each year of the grant.

- Minor support for the Rancho Cordova Sister Cities (RCSC) Council, a non-profit organization comprised of volunteers from the community dedicated to the value of people-to-people diplomacy and cultural, educational and business exchanges. The City supports the RCSC Council by maintaining membership in Sister Cities International

and providing staff support while the new organization determines how to structure itself and grow. The first sister city of Turrialba, Costa Rica was formally recognized in a signing ceremony in conjunction with the City's Fifth Anniversary celebration on July 1, 2008.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 285,870	\$ 238,598	\$ 272,369	\$ 251,200	\$ 250,900	\$ 250,900
Total Sources	285,870	238,598	272,369	251,200	250,900	250,900
<b>Use of Funds:</b>						
Salaries	11,100	12,600	11,400	-	-	-
Operations	274,770	225,998	260,969	251,200	250,900	250,900
Total Uses	\$ 285,870	\$ 238,598	\$ 272,369	\$ 251,200	\$ 250,900	\$ 250,900

# CITY ATTORNEY

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## DESCRIPTION

The City Attorney's Office provides legal service, advice, and representation to the Mayor, City Council, City Manager, City departments, and City Boards and Commissions. The City Attorney works closely with the City Manager and his staff to carry out the Council's goals. Ongoing responsibilities of the City Attorney's Office include:

- Serve as General Counsel for all other agencies after being formed by the City.
- Advocate the City's interest in lawsuits filed against or on behalf of the City, its officers, employees, and agencies in administrative venues, before boards and commissions, and in the state and federal court systems.
- Assist the City's insurers in the investigation and defense of claims for damages filed against the City.
- Provide legal advice in the areas of finance, land use, personnel, elections, conflicts of interest, open government laws, economic development, redevelopment and code enforcement, among others.
- Provide legal services such as drafting and reviewing contracts, ordinances, resolutions, and other documents.
- Provide counsel to and attend meetings of the Council, Commissions (as required), and subcommittees (as required).
- Train staff, the Council and Commissions on compliance with critical laws.

## FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Attorney's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the City Attorney's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Improve Transportation & Connectivity – Goal #2

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents, including the Memorandum of Understanding (MOU) with the County on the scope, alignment, funding issues and environmental clearance for intersection improvements on the widening of Sunrise Boulevard project from Kiefer Boulevard to State Route 16/Jackson Highway. (CP07-2038)

***On hold.*** *The Sunrise widening project is currently on hold due to lack of funding.*

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to City limits. (CP07-2055)

**Completed.** The CEQA document has been completed and staff is currently working on the EIR/EA work for the White Rock widening. No legal review will be necessary.

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the Capital Southeast Connector project.

**Completed.** The environmental document for the Capital Southeast Connector (CSC) was recently certified by the Board. CSC legal staff is working through legal challenges on this project and Public Works does not anticipate any involvement from the City Attorney's Office on this project.

## **Ensure a Safe Community and Sustain a Livable Community - Goals #6 & 8**

- The City Attorney's Office will continue to provide support to the Code Enforcement Department with enforcement matters.

**Completed and ongoing.** The City Attorney's Office continued to support the Code Enforcement Department with enforcement matters.

- The City Attorney's Office will assist the City in further addressing panhandling, which will remain an important goal for FY 2011-12. The City Attorney's Office will also participate in the Vagrancy/Panhandling Task Force.

**In progress.** The City Attorney's Office worked with the Strong Neighborhoods team to prepare the current panhandling education and enforcement program. The City Attorney's Office prepared a draft ordinance to give additional authority to enforce panhandling in additional areas, but is now reconsidering the ordinance in light of major new case law decided in late 2011 that potentially requires major modification to and additional support for the current and draft panhandling ordinances.

- The City Attorney's Office will continue to provide support to the Code Enforcement Department with animal control matters.

**Completed and ongoing.** The City Attorney's Office continued to provide support to the Neighborhood Services Division with animal control matters, as well as assisted the Division with complex animal seizure cases.

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails) (CP10-2084).

**Completed.** The "UP Spur" Pedestrian ADA and Safety Improvements were completed. Public Works is in a feasibility process and anticipates that once defined, the environmental clearance will not require legal review.

## **Improve the Quality of Housing in Rancho Cordova - Goal #7**

- The City Attorney's Office will continue to work with the Building Department to enforce Building Code violations and to assist in permit appeals, but in a very limited capacity as a result of budget cuts.

**Completed and ongoing.** The City Attorney's Office continued to provide assistance to the Building Department with the enforcement of violations, including the First Value Inn.

*The City Attorney's Office is currently working with staff to require the abatement of the First Value Inn and payment of code enforcement and building code violation fines owed to the City.*

- The City Attorney's Office will provide limited assistance to the Planning Department and Housing staff on critical legal issues necessary to make minor modifications to the certified Housing Element. With the State's elimination of redevelopment, the level of activity on affordable housing may be reduced.

***On hold.*** *The City Attorney's Office has not been requested to provide legal assistance regarding the Housing Element this fiscal year. This is currently anticipated and budgeted for the upcoming fiscal year.*

### **Sustain a Livable Community - Goal #8**

- The City has identified the need to update its General Plan to increase land planned for employment generating uses. The City Attorney's Office will work with Staff to prepare amendments to the General Plan and new or amended Specific Plans to implement this direction.

***Completed.*** *The Specific Plans for the Arboretum, Suncreek and Montelena projects have all been modified to increase non-residential uses.*

- An important and continuing responsibility for the City Attorney's Office will be to assist senior development staff and the Council in monitoring, commenting on, and negotiating to ensure that a number of major County projects and areas adjacent to the City limits are designed and conditioned to limit or avoid any negative impacts on the City of Rancho Cordova. Development of these unincorporated areas has a significant potential to affect the daily lives of Rancho Cordova residents by generating traffic, creating demands for parks, and resulting in fiscal impacts to the City. Properly planned, the impacts of this development on the City could be positive. The City Attorney's Office will provide assistance to the City Manager and Development Services Team in the form of providing advice and legal comments, and when necessary, litigation, relating to County development projects adjacent to existing City boundaries in order to be consistent with critical City goals and plans. This activity will continue through the entire fiscal year and into at least the next fiscal year. The budgeted amount for this priority allows the support from the City Attorney's Office to be in a critical, but still limited, role. Extensive participation on multiple projects or litigation will require additional budget authorization.

***Completed and ongoing.*** *The City Attorney's Office provided detailed comments on potential environmental impacts on the Lopez Composting facility; facilitated an update from the rendering plant on its development and relocation plan; and engaged in litigation and negotiation to secure substantial mitigation from County mining projects. The City Attorney's Office also assisted in the preparation of a TMP Agreement with the proposed mining operations, and successfully prevented legal challenges with the County.*

- The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with at least two separate zoning ordinances, potentially including new sign regulation, update and modification to various sections, and an additional ordinance to provide economic support.

**Completed and ongoing.** Prepared two amendments to the Folsom Boulevard Specific Plan to increase the flexibility of development standards, expedite design approvals and support existing industrial businesses. Various City regulations were also amended in the Zoning Code in response to economic challenges faced by businesses and property owners.

- Climate change laws and regulations have been one of the most rapidly evolving bodies of law in recent years. The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with plans, policies and guidelines to comply with these laws.

**Completed.** Consulted with Planning Department on merging ideas and policies with SB375.

- The City is expected to process two amendments to the General Plan.

**On hold.** Regulations were updated in the Zoning Code, but none required changes to the General Plan in this fiscal year.

- The City Attorney will continue to litigate and negotiate on behalf of the City to acquire property to expand and improve City roads, including litigating *City of Rancho Cordova v. Simon Building*.

**In progress.** The City Attorney's Office is working closely with Public Works; this case will be in mediation in May.

- The City Attorney's Office will provide assistance to the Planning Department to incorporate Open Space Standards within the City's development standards and regulations.

**In progress.** Open Space Guidelines have been drafted, and it is anticipated that they will be presented to Council in FY 2012-13.

- The City Attorney's Office will provide assistance to the Planning Department in processing the Specific Plans for the Suncreek, Westborough and Arboretum projects.

**In progress.** The City Attorney's Office has assisted Planning and other City departments with the environmental review of three major development applications. The Arboretum and Suncreek projects are the furthest along in the review process, and The Ranch application was reactivated in March 2012. The Westborough Special Plan remains on hold.

- The City Attorney's Office will assist the Redevelopment Agency on a number of projects, which may include Mills Station, Olson Island, Crossings at New Rancho, and Veterans Village.

**On hold.** These projects made limited progress and were placed on hold as a result of the State's decision to eliminate redevelopment agencies.

- The City Attorney will also continue to litigate and negotiate on behalf of the Redevelopment Agency to acquire property in an aggressively contested acquisition of property for the Los Rios Community College project (*Rancho Cordova RDA v. Lily Company*) that is presently expected to go to trial.

**Completed and ongoing.** *The eminent domain portion of the litigation concluded as the State eliminated the City's redevelopment agency, and the agency elected not to proceed with the acquisition. The litigation on a cross-complaint filed by Lily is ongoing and expected to be resolved in the summer of 2012.*

- *Rancho Cordova RDA v. Land IDM/Stagger Inn.* The City Attorney's Office will continue to litigate and negotiate on behalf of the Redevelopment Agency to acquire property on the site formerly known as the Stagger Inn for construction of a senior housing project.

**Completed.** *This matter proceeded to trial on May 23, 2011. Also on May 23, 2011, the Court entered Judgment in Condemnation as to the real property described in the Complaint in Eminent Domain in the amount of \$405,000 as full and just compensation for the property so taken. Pursuant to the Judgment in Condemnation, the sum of \$440,000 withdrawn by Shinhan Bank America (the lien-holder) was credited upon the judgment and interest (in the amount of \$2,687.68), and was considered full payment upon the judgment and said interest. The Court also entered the Final Order in Condemnation on May 23, 2011, and we immediately sought recordation of that Final Order with the County. The recordation of that Final Order transferred title of the subject property to the Agency.*

*The Agency was required to seek from Shinhan reimbursement of the difference between the withdrawn deposit (\$440,000) and the judgment for \$405,000, minus interest. Shinhan would not agree to return the excess deposit voluntarily. Taking into account the interest, the total amount that was owed to the Agency from Shinhan was \$32,312.32. The Court granted the Agency's request for return of the excess deposit on January 19, 2012, and again on January 25, 2012 (per Shinhan's request that the Court reconsider its ruling). Shinhan was required to reimburse the Agency by February 6, 2012. Reimbursement was made, and the Agency used the funds to clear the property taxes owed on the parcel. No further action is anticipated.*

#### **Practice Sound Fiscal Management – Goal #11**

- The City Attorney's Office will have a limited supporting role in helping the City Manager's Office and Finance Department to identify and comply with the legal requirements to implement additional revenue sources for the City.

**Completed and ongoing.** *The City Attorney's Office drafted an ordinance and tax to generate additional revenues from cardrooms, and to resolve a current fee dispute with one cardroom in particular. The City Attorney's Office assisted staff in drafting a resolution adopting updated fees for solar panel installations in the City. We also assisted the Finance Department with a major rewrite of the City's purchasing ordinance to conform it to current City practices and further streamline City operations.*

- The City Attorney's Office will assist the Public Works Department in preparing the new Residential Solid Waste Franchise Ordinance and Agreement.

**Completed.** *The City Attorney's Office assisted in drafting the agreement with Allied Waste. The agreement expanded solid waste services to residential households by including the recycling of syringes, batteries, and to assist in being an extra set of eyes and ears to keep Rancho Cordova streets safe. The term of the contract is for 6-years, running through December of 2017.*

### **Continue to Provide Regional Leadership – Goal #13**

- The City Attorney's Office will provide legal support to the Planning Department in SACOG's development of a Sustainable Community Strategy under SB375.

**Completed.** *Consulted with Planning Department on merging ideas and policies with SB375.*

### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget:**

- *The City Attorney's Office assisted Public Works in the environmental review on the 2012 Sunrise Boulevard Street Rehabilitation Project. Goal #1*
- *The City Attorney's Office assisted the Strong Neighborhoods Team in redrafting and expanding the City's graffiti abatement ordinance. Goal #1*
- *The City Attorney's Office assisted staff with drafting the agreements for the Rancho Cordova Holiday Ice Rink. Goals #1 & 9*
- *The City Attorney's Office assisted Public Works in the design, permitting and agreement with the Bureau of Reclamation for the construction of the Douglas Road Bike and Pedestrian Safety Improvement project to connect a bike trail to the Folsom South Canal. Goal #2*
- *The City Attorney's Office completed its annual AB1234 ethics training for staff and included an expanded discussion and training on new FPPC regulations. Goal #3*
- *The City Attorney's Office taught staff and Council about new State requirements regarding the distribution of tickets and passes. Staff also drafted a policy to implement the requirements, and worked with the City Clerk's Office to implement and refine the policy. Goal #3*
- *The City Attorney's Office assisted in the execution of an agreement with the County of Sacramento for transition of drainage services. Goal #4*
- *The City Attorney's Office assisted the Planning Department in completing several project reviews, including Amendments to the Montelena project approvals; Walgreen's Design Review; UC Davis Medical Center Design Review, and the Sacramento Children's Museum approvals. Goal #8*
- *The City Attorney's Office assisted with a series of amendments to the Zoning Code to meet current City practices, to enhance the review of development projects, and to clarify regulations that apply to proposed development and existing properties within the City. Goals #8 & 9*
- *The City Attorney's Office assisted staff and Council in making a number of important process and streamlining changes, including expediting project reviews, expanding administrative approvals, and temporarily eliminating the Planning Commission. Goal #9*
- *The City Attorney's Office assisted staff with numerous major contracts, including the restructuring of the City's loan with the Chamber of Commerce. Goal #11*

## FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. The City Attorney's Office will continue to provide legal support to the Planning Department in Sacramento Area Council of Governments (SACOG) development of a Sustainable Community Strategy under SB375.

### **Ensure a Safe, Inviting and Livable Community - Goals #2**

2. The City Attorney's Office will continue to provide support to the Code Enforcement Department with enforcement matters.
3. The City Attorney's Office will continue assisting the City in further addressing panhandling, which will remain an important goal for FY 2012-13. The City Attorney's Office will also participate in the Vagrancy/Panhandling Task Force.
4. The City Attorney's Office will continue to provide support to the Code Enforcement Department with animal control matters.
5. The City Attorney's Office will explore opportunities to work with the District Attorney and perhaps to collaborate with area City Attorneys to give the City greater authority to identify resources and priorities for criminal prosecution. Solutions may include either the establishment of a City prosecutor or re-hiring a Community Prosecutor from the District Attorney.
6. The City Attorney's Office will work with Planning and other staff to complete the processing of two major specific plan development projects Suncreek and The Arboretum. Work may also continue as directed by the applicants on The Ranch and Westborough.
7. The City Attorney's Office will continue to work with the Building Department to enforce Building Code violations and to assist in permit appeals, but in a very limited capacity as a result of budget cuts.
8. The City Attorney's Office will assist in preparing a Housing Element Update required by State law.
9. The City Attorney's Office will assist staff in preparing affordable housing plans as needed.
10. The City Attorney's Office may assist staff in considering and possibly developing a fee in lieu of affordable housing.
11. The City Attorney's Office will provide work on specific projects including Veterans Village and Horizon's.

12. The City has identified the need to update its General Plan to increase land planned for employment generating uses. The City Attorney's Office will work with Staff to prepare amendments to the General Plan and new or amended Specific Plans to implement this direction.
13. The City Attorney's Office will continue to assist senior development staff and the Council in monitoring, commenting on, and negotiating to ensure that a number of major County projects and areas adjacent to the City limits are designed and conditioned to limit or avoid any negative impacts on the City of Rancho Cordova. Development of these unincorporated areas has a significant potential to affect the daily lives of Rancho Cordova residents by generating traffic, creating demands for parks, and resulting in fiscal impacts to the City. Properly planned, the impacts of this development on the City could be positive. The City Attorney's Office will continue to provide assistance to the City Manager and Community Development Management Team in the form of providing advice and legal comments, and when necessary, litigation, relating to County development projects adjacent to existing City boundaries in order to be consistent with critical City goals and plans. The budgeted amount for this priority allows the support from the City Attorney's Office to be in a critical, but still limited, role. Extensive participation on multiple projects or litigation will require additional budget authorization.
14. The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with at least two separate zoning ordinances, including an update to sign regulations, and a major overhaul of the Folsom Boulevard Specific Plan.
15. The City Attorney's Office will provide assistance to the Planning Department to incorporate Open Space Standards within the City's development standards and regulations.
16. The City Attorney will continue to work on behalf of the City to acquire property to expand and improve City roads as needed.
17. The City Attorney will also continue to work on Rancho Cordova RDA v Lily Company.

**Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

18. The City Attorney's Office will assist the Public Works Department in preparing the environmental documents, including the Memorandum of Understanding (MOU) with the County on the scope, alignment, funding issues and environmental clearance for intersection improvements on the widening of Sunrise Boulevard project from Kiefer Boulevard to State Route 16/Jackson Highway. (CP07-2038)
19. The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the Capital Southeast Connector project.
20. The City Attorney's Office will continue to help the City Manager's Office and Finance Department to identify and comply with the legal requirements to implement additional revenue sources for the City.
21. The City Attorney's Office will assist the Public Works Department to finalize the update to the water franchise ordinance and agreement for the Golden State Water Company.

22. The City Attorney's Office will work with staff in the City Clerk's Office and the Finance Department to improve the efficiency and reduce the cost of City purchases by updating and drafting template contracts for professional services, purchase of supplies, equipment, goods and non-professional services.

**Drive Diverse Economic Opportunities – Goal #6**

23. The City Attorney's Office will work with Economic Development to negotiate the development of a new entertainment facility in the City.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 119,748	\$ 516,317	\$ 426,469	\$ 659,100	\$ 690,600	\$ 375,700
Charges for Services & Other Revenues	665,100	264,990	313,036	302,900	314,600	297,100
<b>Total Sources</b>	<b>784,848</b>	<b>781,307</b>	<b>739,505</b>	<b>962,000</b>	<b>1,005,200</b>	<b>672,800</b>
<b>Use of Funds:</b>						
Operations	784,848	781,307	739,505	962,000	1,005,200	672,800
<b>Total Uses</b>	<b>\$ 784,848</b>	<b>\$ 781,307</b>	<b>\$ 739,505</b>	<b>\$ 962,000</b>	<b>\$ 1,005,200</b>	<b>\$ 672,800</b>

# CITY CLERK

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## DESCRIPTION

The City Clerk's Office strives for exceptional responsiveness to the citizens of Rancho Cordova, our policy makers, colleagues and fellow staff. Our forward thinking focus provides the framework for an open and neutral approach to conducting City Council meetings, recording and maintaining accurate City history, conducting impartial elections, and efficient processing of administrative duties in accordance with applicable laws and regulations. We are committed to continually expanding our knowledge to better support the community we serve. We pride ourselves in being an innovative team with remarkable customer service.

The mission of the City Clerk's Office is to provide extraordinary service to our customers, to conduct ourselves with individual excellence, and to focus on building professional relationships with City Council members, colleagues and the public.

The City Clerk's Office strives to be:

- Proactive and forward thinking
- Accurate and efficient
- Open, neutral, and impartial
- Exceptionally responsive
- Continually expanding knowledge
- Collaborative for win-win results
- Conducting duties of the City Clerk with excellence, professionalism, and integrity

Ongoing responsibilities of the City Clerk's Office include:

- **Council Business** – Serving as the Council's ambassador for citizens to participate in the public meeting process by managing the agenda process and notifying the public of City Council meetings; preparing minutes of Council proceedings and preparing staff reports, proclamations, resolutions and other official business documents.
- **Boards and Commissions** – Coordinating citizen appointments to Boards and Commissions that act as advisors to the City Council and staff. Collaborating with boards that our council serves on in our region.
- **Public Records** – Responding to public requests for records by managing the intake and provision of public records requests within the legal timeline.
- **Elections and Financial Disclosures** – Serving the community as its Elections Official by managing the process of Council Member elections, coordinating the electorate's right to direct recalls, referendums, and initiatives with the City Attorney and the County Registrar of Voters, and supporting the electorate's will of campaign and economic interest disclosure of their elected and City officials by notifying officials of their financial disclosure filing requirements under the Political Reform Act.
- **Municipal Code** – Providing access to the City's Municipal Code to the public to ensure the local standards, rules and regulations regarding building, fire safety, electrical, waste disposal, noise abatement, business licenses, etc., are easily acquired.

- **Records Management** – Ensuring the public’s vital and historic business records of the City are preserved and archived via a comprehensive system that effects efficient retrieval.
- **Claims** – Coordinating the intake and disbursement of the public’s claims for damages against the City with the City’s Risk Manager and maintaining a chronicle of claims for sound business practices.
- **Bid Openings** – Developing the public’s trust by assuring the integrity of bid openings and records.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Clerk’s Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served and a status is provided to update the public on the City Clerk’s Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren’t identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Foster a Positive Image of Rancho Cordova – Goal #1**

- Will look for proactive ways to increase the communication of Council actions and activities both inside our organization and to our citizens.

***Completed and ongoing.** We have established a City Hall Events Outlook calendar that is constantly updated and communicated to staff and council to ensure that everyone is aware of events in our community.*

- Partner with the League of California Cities staff in revitalizing the Sacramento Division City Clerk’s group.

***On hold.** Instead of creating a new division of the City Clerks organization, we have actively encouraged expanding educational opportunities for the Northern Division of the City Clerks Association of California (NCCCA). City Clerk, Mindy Cuppy has served on the Northern Division Board as Program Chair and has doubled participation in training sessions this past year.*

### **Ensure the Availability of the Best Public Services in the Region – Goal #4**

- Partner with the Information Technology department to implement a comprehensive City Council agenda management system and Electronic Document Management System (EDMS).

***Completed and ongoing.** This year we have identified a comprehensive package for agenda management, video streaming, and electronic document management. We have installed software and are fully functional on the agenda management and video streaming components. We have migrated all vital records and have made them available to the public through the online portal on the City’s website.*

- Partner with the Administrative Support division to create a comprehensive training program for interns, temporary support staff, and internal staff to ensure those new to covering our reception desks are trained and prepared to deliver exceptional service.

**Completed and ongoing.** This year we have created a structured orientation program for interns and temporary support staff. During this orientation, new employees have the opportunity to learn from all the departments at City Hall and our Neighborhood Services Center. We also held four session trainings on Customer Service for our front desk staff.

#### **Sustain a Livable Community – Goal #8**

- In conjunction with the Information Technology department explore opportunities to expand the use of electronic media for agenda packets in order to reduce paper consumption and waste.

**Completed and ongoing.** This year we began distributing our City Council agenda packets electronically. This has greatly decreased our paper consumption and made us more responsive to immediate changes and updates.

- In order to preserve the legislative history of our City, this year we will transfer City Council Ordinances, Resolutions and Minutes to archival quality paper and storage.

**Completed.** We have preserved City Council Meeting Minutes, Resolutions and Ordinances on archival quality paper and placed them in archival quality binders. All future vital records will be preserved in the same manner.

#### **Foster Responsible Citizenship – Goal #10**

- Increase communication of Council Meetings by utilizing the City's social media tools such as Facebook. Explore usage of other social media tools to increase the community's awareness of Council business.

**Completed and ongoing.** We have posted all City Council meeting agendas to Facebook and encouraged followers. We will continue to pursue other social medial tools to increase awareness.

#### **Practice Sound Fiscal Management – Goal #11**

- In conjunction with the Risk Manager, the City Clerk's department will review options for outsourcing the management of our contracts. This contract would include a review of all contracts for compliance with the insurance requirements set forth within the contract. While this work is currently done manually in house, outsourcing and automating this function could result in a significant increase in the detection and correction of contracts not in compliance with current insurance requirements.

**On hold.** We have decided not to outsource the management of our contracts and insurance. We have installed software, migrated data and are perfecting our processes for automatically ensuring insurance on active contracts is up-to-date.

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- City Clerk Mindy Cuppy was elected to the Northern Division of the City Clerks Association of California Board and served as Program Chair this past year. During her tenure in that role, she has doubled attendance at training sessions. Mindy also serves on the City Clerks Association of California Mentor Committee and Professional Development Committee. Goal #1

## FISCAL YEAR 2012 – 2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. We will serve as leaders in our community and our professional organizations. We will be significant contributors at the state and regional level on the City Clerk Association of California (CCAC) and to the division level of the International Association of Administrative Professionals (IAAP).

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

2. We will be leaders in training on using iPads to reduce the dependence on paper mediums. In coordination with the IT department, we will continue to look for tools to streamline processes and make us more efficient.
3. In order to expand instant availability of public records, we will continue to migrate records into our Electronic Records Management System (EDMS) so they can be searchable online.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 373,261	\$ 352,386	\$ 334,252	\$ 346,800	\$ 295,700	\$ 290,500
Licenses, Permits & Fees	14,797	12,297	13,400	800	100	100
Charges for Services & Other Revenues	55	73	111	100	-	-
<b>Total Sources</b>	<b>388,113</b>	<b>364,755</b>	<b>347,762</b>	<b>347,700</b>	<b>295,800</b>	<b>290,600</b>
<b>Use of Funds:</b>						
Salaries	214,970	191,527	193,591	204,200	175,400	182,700
Benefits	93,291	115,866	103,197	97,000	73,100	71,800
Operations	79,852	57,362	50,974	46,500	47,300	36,100
<b>Total Uses</b>	<b>\$ 388,113</b>	<b>\$ 364,755</b>	<b>\$ 347,762</b>	<b>\$ 347,700</b>	<b>\$ 295,800</b>	<b>\$ 290,600</b>

# ELECTIONS

## DESCRIPTION

The citizens of Rancho Cordova elect their City Council Members every two years in even-numbered years. The electorate has opted to have five directly-elected Council Members at large. The positions of Mayor and Vice Mayor are selected from among Council Members for one-year terms. The position of Mayor is thought to be a chief among equals for a time. Full Council Member terms are four years in duration with terms staggered so that two Council Member seats are voted on during an election year and three seats are voted on two years later. Three Council Member seats will be voted on in the November 2012 election.

The citizens of Rancho Cordova practice fiscal prudence by consolidating their Council Member elections with the statewide election held in November via contracting with the Sacramento County Voter Registration and Elections Division to provide election services; however, the City Clerk is responsible for the overall administration of all municipal elections and serves as the Elections Official.

Acting on the electorate's behalf for administering Council candidate elections, the City Clerk also has statutory responsibility to process initiatives, referendums and recall petitions filed by the electorate in accordance with provisions of the California Elections Code.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Attorney's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the City Attorney's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *This year we have scanned and stored all Fair Political Practices Commission (FPPC) campaign and economic interest disclosure forms so that they can be accessed electronically. Goal #4*

## FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### Promote the Positive Image of Rancho Cordova – Goal #1

1. Will work to ensure that our citizens are aware of candidates and measures on that may appear on the November 2012 ballot by assisting with educational materials and printing notices in a newspaper of general circulation in the city.

**Empower Responsible Citizenship – Goal #3**

2. Will coordinate the November 2012 Election for City Council Candidates and any measures placed on the ballot by the City Council or the community.
3. Will ensure that the process for City Council candidates to run for office is well defined, easy to maneuver and transparent.
4. Will streamline our City Council candidate education so that candidates have access to any information regarding City business and are indoctrinated into the City culture as quickly as possible.
5. Will create a comprehensive orientation program for new City Council members to ensure that we can quickly and efficiently educate them on current policy, procedure and culture in order to maximize their success and contribution to our community.

**Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

6. Staff will continue to educate themselves in conducting a municipal election by attending seminars, consulting the California Elections Code, and conferring with colleagues on best practices.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 96,926	\$ 2,458	\$ 34,116	\$ 200	\$ 200	\$ 30,300
Charges for Services & Other Revenues	1,375	-	100	-	-	1,900
<b>Total Sources</b>	<b>98,301</b>	<b>2,458</b>	<b>34,216</b>	<b>200</b>	<b>200</b>	<b>32,200</b>
<b>Use of Funds:</b>						
Operations	98,301	2,458	34,216	200	200	32,200
<b>Total Uses</b>	<b>\$ 98,301</b>	<b>\$ 2,458</b>	<b>\$ 34,216</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 32,200</b>

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# GENERAL GOVERNMENT SUMMARY

## DESCRIPTION

Through the General government function, the City Manager implements the policies that are set by the City Council. Additionally, the City Manager acts as the Chief Executive/Administrative Officer of the City and is responsible for the day-to-day administration of the City's business. The General Government function also includes Communications, Human Resources, Administrative Support, Finance, Information Technology and Risk Management.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 3,971,734	\$ 3,679,203	\$ 3,270,038	\$ 3,759,200	\$ 3,788,800	\$ 3,648,500
Licenses, Permits & Fees	171,642	186,995	384,205	358,300	387,300	439,000
Intergovernmental	5,123	-	-	-	-	45,200
Charges for Services & Other Revenues	57,521	-	305,445	-	14,900	6,000
<b>Total Revenues</b>	<b>4,206,020</b>	<b>3,866,198</b>	<b>3,959,688</b>	<b>4,117,500</b>	<b>4,191,000</b>	<b>4,138,700</b>
<b>Other Sources:</b>						
Transfers In	190,000	390,693	2,803	365,300	270,300	275,700
<b>Total Other Sources</b>	<b>190,000</b>	<b>390,693</b>	<b>2,803</b>	<b>365,300</b>	<b>270,300</b>	<b>275,700</b>
<b>Total Sources of Funds</b>	<b>\$ 4,396,020</b>	<b>\$ 4,256,891</b>	<b>\$ 3,962,491</b>	<b>\$ 4,482,800</b>	<b>\$ 4,461,300</b>	<b>\$ 4,414,400</b>
<b>Use of Funds:</b>						
Salaries	\$ 2,020,847	\$ 1,976,587	\$ 1,877,004	\$ 2,006,900	\$ 2,008,200	\$ 2,110,500
Benefits	852,750	867,423	784,284	880,000	863,800	846,100
Operations	1,413,181	1,255,289	1,150,863	1,522,700	1,485,100	1,437,900
Capital Outlay	109,242	157,592	150,340	59,500	90,500	6,200
<b>Total Expenditures</b>	<b>4,396,020</b>	<b>4,256,891</b>	<b>3,962,491</b>	<b>4,469,100</b>	<b>4,447,600</b>	<b>4,400,700</b>
<b>Other Uses:</b>						
Principal & Interest	-	-	-	13,700	13,700	13,700
<b>Total Other Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,700</b>	<b>13,700</b>	<b>13,700</b>
<b>Total Uses of Funds</b>	<b>\$ 4,396,020</b>	<b>\$ 4,256,891</b>	<b>\$ 3,962,491</b>	<b>\$ 4,482,800</b>	<b>\$ 4,461,300</b>	<b>\$ 4,414,400</b>

# CITY MANAGER

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## DESCRIPTION

The City Manager's role is to leverage available resources, whether fiscal, social, or political, towards uses with maximum benefit to the community. In doing so, he or she spurs the organization to accomplish Council goals and citizen satisfaction by providing strong administrative leadership and fostering successful working relationships between the City Council, the public and the staff.

As the City's Chief Executive Officer, the City Manager and staff pursue excellence and professionalism in providing leadership to and management for all departments and services by maintaining transparency, flexibility, clarity, and accountability of the organization to the Council, to the public, and to other agencies. The City Manager is responsible for the enforcement of all laws and City ordinances; appointment of department heads; and submission of the annual budget to the City Council. In addition, the City Manager and staff recommend policies and programs to the City Council based on sound research and advocate Council policy and City interests. A significant portion of the City Manager's office time is spent representing the City in local, regional, and statewide venues.

The City Manager's Office will:

- Translate Council policy direction, vision and decisions into reality.
- Support the Council's policy making role by ensuring that the Council is provided with timely, accurate, and complete information based on sound research.
- Raise the bar of expectations for Rancho Cordova's future.
- Drive fiscal performance to exceed citizen expectations.
- Provide support, guidance and inspiration to City departments.
- Direct research and analysis aimed at increasing the responsiveness of government.
- Direct the development of special programs that are aligned with the priorities established by the community and the City Council.
- Hire and develop City department heads and staff and ensure work performance.
- Coordinate an ambitious range of activities that serve Rancho Cordova residents.
- Provide leadership in solving regional issues and challenges.
- Negotiate contracts for the City, such as: police services, street maintenance, solid waste, animal control, planning, building and legal services.
- Provide legislative analysis, legislative relations, and coordination of National and California League of Cities events and information sharing.
- Provide public education and communicate relevant information to the public, City Council and staff about goals, accomplishments, plans and activities.

- Explore state of the art technology solutions for providing services and two-way communications with citizens and businesses within the community.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Manager's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served and a status is provided to update the public on the City Manager's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Ensure the Availability of the Best Public Services in the Region – Goal #4

- Evaluate the desirability of renegotiating the police services contract in accordance with the contract provisions.

***In progress.** On an ongoing basis, staff continued to evaluate the services received under the contract along with the costs; evaluated the effectiveness of services over time through measurable criteria, public surveys, and discussions; and, reviewed staffing and costs of our contract versus other cities' provision of police service. Based on review of the performance, the City extended the contract to June 30, 2013.*

- Conduct a biennial public opinion survey to determine the level of citizen satisfaction with City services and compare trending data from previous surveys.

***Completed.** The biennial survey of citizen satisfaction was completed and presented to the City Council, staff and the public in January 2012, and results are represented in the decisions found in this budget. In addition, an image survey was completed with trending data on the opinion of others in the region outside of the City. This survey is planned to be conducted and reported every five years.*

- Using the role of broker, facilitator, catalyst and educator, collaboratively extend assistance to community partners and sister agencies such as Cordova Recreation and Park District, school districts within the City boundaries, and community-based organizations, when appropriate and needed in order to leverage the City's assets in the community.

***Completed and ongoing.** During this year, City staff extended significant resources to the Cordova Recreation and Park District, as well community-based organizations such as the Rancho Cordova Chamber of Commerce, Cordova Community Council, California Capital Airshow, etc. The nature of this assistance and its recipients are tailored to the time and challenge, but will continue as needed and the City is able.*

### Practice Sound Fiscal Management – Goal #11

- In conjunction with the Finance Department, continue to safeguard the public's funds by monitoring and maintaining a balanced budget and keeping City Council and community priorities for services despite continuing challenging economic times.

**Completed and ongoing.** The City Manager's Office takes an active role in regular fiscal reviews and presentations to the City Council and the public, including the award-winning Annual Corporate Report. Once again, FY 2010-11 ended with General Fund revenues in excess of expenses and FY 2011-12 is also projected to end with General fund revenues greater than expenses.

- Provide leadership for a multi-departmental, rigorous approach to identify and collaboratively capture outside funding through grants wherever feasible.

**Completed and ongoing.** During this fiscal year, the City Manager's Office proactively and collaboratively worked with a defined City grants team and outside grants consultant in an effort to search for and bring in significant grant revenues. Grant funding approvals in FY 2012-13 totaled \$3,178,000 for transportation, public safety, and housing, some of which may have resulted from this concentrated effort. In addition, almost \$2,100,000 in grants including funds for public safety officers is still pending decisions by grant makers. The City Manager's Office is analyzing the costs and benefits of using certain grant research tools and consultants, and it is clear that ongoing efforts to seek additional revenue through grants will definitely continue throughout City departments.

#### **Establish Logical City Boundaries – Goal #12**

- Explore the possibility of additional annexation.

**In progress.** Based on residents' requests, staff began to conduct an initial feasibility analysis related to the possibility of annexing the area between the existing City boundary to Watt Avenue between the American River and Jackson Highway. Staff gathered background information on the land use, demographics, and economic base of the Rosemont, Butterfield-Riviera East Community Association (BRECA), and College Greens east area. The financial impact analysis to the City related to potentially annexing this area is anticipated to be complete by June 30, 2012.

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- Assisted the Sacramento Children's Museum in finally opening in August 2011, providing a regional attraction that will attract 100,000 visitors to Rancho Cordova during its first year. Goal #1
- Assisted the City Council in reviewing and revising the 13 City goals originally adopted in 2005 to a net set of six City goals which were approved March 27, 2012 by City Council. Goal #1
- Nurtured the pilot Rancho Cordova Community Alliance Project in a unique partnership with the Sacramento County Probation Department, leveraging City staff's ability to target law enforcement and code enforcement objectives as part of the Growing Strong Neighborhoods Initiative. Goals #1 & 4
- Received the honor of being designated as a Playful City USA by the national Kaboom! organization, in recognition of the City's role in partnering with sister agencies and non-profit service providers to ensure ongoing and planned healthy play spaces for children in the Rancho Cordova community. Goals #1 & 8

- *Provided leadership and resources to guide the California Capital Airshow through challenging times and economic uncertainty with the goal of retaining for the Sacramento region a world class event, and continuing to preserve Rancho Cordova's long and cherished aeronautical history. Goals #1 & 13*
- *Assisted City Council and staff in making a number of important process and streamlining changes, including expediting project review, expanding administrative approvals, and temporarily eliminating the Planning Commission. Goal #5*
- *Joined with Rancho Cordova students of A. M. Winn Elementary School and their families to successfully fight the potential closure of the school due to declining enrollment, which would have resulted in dangerous travel routes for children to the alternative school. Goals #6 & 8*
- *The City has identified the need to update land east of Sunrise for more employment generating land uses. The City Manager's Office led a staff team in discussions including the March 1, 2011 and October 11, 2011 City Council Work Sessions. The Specific Plans for Suncreek, The Arboretum, and Montelena have all been modified to increase non-residential uses in the plans. Goals # 8 & 9*
- *Received a \$15,000 grant from the Davenport Institute of Pepperdine University to undergo staff training in civic engagement as part of the Growing Strong Neighborhoods Initiative. Goal #10*
- *Encouraged access for City residents to Nextdoor, a free, private social website that promotes community building by neighborhoods and has promise to greatly enhance the revitalization efforts of Rancho Cordova's Neighborhood Watch Program. Goal #10*
- *Protected Rancho Cordova from the threat of identity loss and confusion over emergency service providers by making a successful argument with the United States Postal Service to leave unincorporated land adjacent to the City's eastern boundary in the 95670 "Rancho Cordova" zip code. Goals #12 & 13*
- *Successfully influenced sensible boundaries during County redistricting resulting from 2010 Census data. Goals #12 & 13*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Continue innovative strategies to improve Rancho Cordova's image, including supporting: community events; locally-based regional amenities like the Sacramento Children's Museum; future large capital projects that would enhance the community and create a regional draw for the public.

**Empower Responsible Citizenship – Goal #3**

2. Actively support the interdisciplinary work of the Growing Strong Neighborhoods Initiative and team, particularly the efforts dedicated to communications with the public, community outreach and civic engagement.

**Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

3. Renegotiate a renewed contract with the Sacramento Sheriff’s Department for police services as Rancho Cordova Police Department, sharing command headquarters with the Sheriff’s East Division.
4. Using the role of broker, facilitator, catalyst and educator, continue to collaboratively extend assistance to community partners and sister agencies such as Cordova Recreation and Park District, school districts within the city boundaries, and community-based organizations, when appropriate and needed in order to leverage the City’s assets in the community.
5. In conjunction with the Finance Department, continue to safeguard the public’s funds by monitoring and maintaining a balanced budget.
6. Explore options for adjusting the revenue neutrality payment schedule with the County of Sacramento with a goal of maintaining City Council and community priorities for services.
7. Continue to provide leadership for a multi-departmental, rigorous approach to identify and collaboratively capture outside funding through grants (federal, state, regional, and foundations) wherever feasible.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 1,063,719	\$ 988,940	\$ 886,021	\$ 965,700	\$ 992,300	\$ 924,900
Charges for Services & Other Revenues	10,643	-	10,690	-	3,100	-
<b>Total Sources</b>	<b>1,074,362</b>	<b>988,940</b>	<b>896,711</b>	<b>965,700</b>	<b>995,400</b>	<b>924,900</b>
<b>Use of Funds:</b>						
Salaries	598,005	558,654	522,066	533,500	552,000	543,500
Benefits	227,066	207,898	177,656	205,300	213,600	190,500
Operations	249,291	222,388	196,989	226,900	229,800	190,900
<b>Total Uses</b>	<b>\$ 1,074,362</b>	<b>\$ 988,940</b>	<b>\$ 896,711</b>	<b>\$ 965,700</b>	<b>\$ 995,400</b>	<b>\$ 924,900</b>

# ADMINISTRATIVE SUPPORT

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## DESCRIPTION

The Administrative Support Division provides high-level administrative and clerical assistance to the City Manager's Office, City Council and several City departments (Finance, City Attorney, Communications, Information Technology, and Human Resources). A special focus for this team is the coordination and utilization of resources to accomplish daily, weekly, and monthly tasks assigned by various departments. One example of resources is the internship and student work study programs established by the Administrative Support Division. We currently have two full-time students working in our division part-time to gain work experience and to provide additional administrative support to our internal customers. The responsibilities of this division include: leadership, meeting preparation and coordination, planning and prioritizing, problem solving, travel arrangements, conference registration and coordination, minute-taking, follow-up, and the ability to serve people (external customers and internal employees).

The division provides receptionist coverage. Our Customer Support Specialist serves as the face of the City by being the first to respond to customers at the front desk, directing phone calls, responding to emails, processing incoming and outgoing mail, and serving the community and our internal employees.

## FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Administrative Support Division's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Administrative Support Division's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova – Goal #1

- Create and administer an online survey to poll internal customers on continued overall satisfaction.

***Anticipated completion by June 30th.*** *The Administrative Support Division will gather feedback from City Council members, management team members, and some internal staff.*

### Champion Employee Development and a High Performance Work Environment – Goal #3

- Redesign the high school and college internship program that serves the Administrative Support Division to ensure that goals and objectives for the intern are defined at the start of the internship and that feedback is given regularly.

***Completed.*** *The Administrative Support Division has created a comprehensive training schedule for the high school and college interns assigned to the division. In addition to the training schedule, a packet of information has been assembled with supporting documentation and hyperlinks to information available online. Feedback is given as each section of the training is completed.*

- Strengthen relationships between departments by hosting internal meetings/trainings with administrative support staff and/or their managers once per quarter.

**Anticipated completion by June 30th.** *The Administrative Support Division hosted four trainings for our front line customer service personnel. In addition, we have helped to facilitate three lunch meetings with administrative support from the City of Rancho Cordova, Rancho Cordova Chamber of Commerce, Cordova Parks and Recreation District, Meyers Nave, and Rancho Cordova Police Department. Two additional trainings with City administrative support staff and their managers will be held prior to June 30, 2012.*

#### **Ensure the Availability of the Best Public Services in the Region – Goal #6**

- Partner with the City Clerk’s Office to create a comprehensive training program for interns, temporary support staff, and internal staff to ensure those new to covering our reception desks are trained and prepared to deliver exceptional service.

**Completed and ongoing.** *This year we have created a structured orientation program for interns and temporary support staff. During this orientation, new employees have the opportunity to learn from all the departments at City Hall and our Neighborhood Services Center. The City Clerk’s Office took the lead on this orientation with input from staff in Administrative Support. We also held four training sessions on customer service for our front desk staff. In addition, our Customer Service Specialist has provided a more thorough training for our high school intern.*

#### **Foster Responsible Citizenship – Goal #10**

- Increase the usage of the City’s social media tools by reviewing and adding content to the City’s Facebook page weekly.

**Completed and ongoing.** *Two members of our Administrative Support Division will be partnering with the Communications Department to provide ongoing review and content for the City’s Facebook page.*

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *All employees in the Administrative Support Division have accepted responsibility to serve on the Technology Tribe, or serve as champions in partnership with the Technology Tribe for technologies such as Comcate and TrackIT. Champions have been asked to take responsibility to educate and train employees on information technology systems frequently used by all departments. Goal #3*
- *Implemented the use of “gold sheets” as a tool to efficiently and effectively communicate with Council members to determine their interest in attending community events, conferences and trainings. Goal #3*
- *Partnered with the City Clerk’s office to provide City Council and staff information as it relates to event attendance in order for the City to remain in compliance with the Fair Political Practices Commission (FPPC) Statement of Economic Interests reporting. Goal #5*

## FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Deliver four presentations about the important roles that administrative professionals play in today's 21<sup>st</sup> century workplace.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

2. Partner with all City departments to add file names and file locations in the footer to all regularly used City documents.
3. Integrate a professional development training series into the existing comprehensive training program for the interns, temporary support staff, and internal staff to further increase their administrative, professional, and communications skills.
4. All members of the Administrative Support Division will continue to serve on the Technology Tribe or will serve as champions in partnership with the Technology Tribe for technologies such as Comcate, Social Media, and TrackIT. We will use, promote, report back to management team and/City Council, and train staff on the following technologies: Comcate, Facebook, and HelpDesk.
5. Organize the first floor supply/copy room so that it coincides with the second floor supply/copy room providing all employees easy access to office supplies needed to complete projects in an efficient and timely manner.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 398,911	\$ 386,324	\$ 323,883	\$ 364,700	\$ 372,500	\$ 368,900
Total Sources	398,911	386,324	323,883	364,700	372,500	368,900
<b>Use of Funds:</b>						
Salaries	251,788	229,781	200,033	219,000	234,800	236,600
Benefits	127,216	129,007	103,500	111,900	109,900	105,700
Operations	19,907	27,537	20,350	33,800	27,800	26,600
Total Uses	\$ 398,911	\$ 386,324	\$ 323,883	\$ 364,700	\$ 372,500	\$ 368,900

# COMMUNICATIONS/PUBLIC INFORMATION/ LEGISLATIVE AFFAIRS

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## DESCRIPTION

The Communications Department, within the City Manager's Office, is central to building community pride by communicating the many activities, services and accomplishments of the City of Rancho Cordova, its elected officials, staff and community leaders.

Communications methods are primarily, but not limited to, ongoing media relations and community relations. Other responsibilities, such as special events, graphics development and maintenance and crisis communications also come under the purview of this department. Activities and interactions of the Communications Department are local, regional and national in scope.

The department also manages legislative affairs. This includes building and maintaining relationships with local, state, and federal representatives and agencies, and advocacy for both funding pursuits and legislative issues.

Ongoing responsibilities of Communications, Public Information, and Legislative Affairs include:

### Media Relations

- Publicity of Council Member activities demonstrating their commitment as elected officials.
  - Local, regional, state and national committee work that benefits Rancho Cordovans.
  - Special events that reflect their continuous, active engagement in the community.
- Publicity of accomplishments and projects by City staff in support of Council initiatives and goals.
- Generating stories which detail the high quality and quantity of work conducted for the benefit of residents and businesses in Rancho Cordova.
- Responding to media inquiries about issues in or about Rancho Cordova to ensure balanced, accurate and informed reports.
- Function as City's spokesperson or, when appropriate, coordinate with other authoritative sources, either as subject matter experts for background or in support of their spokesperson roles.
- Provide media training to staff as needed for general knowledge and for specific interviews to assist in effective communications to the community of City's roles and positions.
- Strategic communications planning and implementation.
- Overall communications strategizing to ensure a positive and accurate image is conveyed consistently within and outside the community.

- Working with key management and staff to develop specific strategic positions on major and/or controversial projects to ensure accuracy.
- Crisis Communications.
- Working cooperatively with internal and external resources to develop and maintain a comprehensive crisis contingency program to be used in conjunction with or in place of the federal emergency operations plan, as appropriate to the crisis.
- Function as City's spokesperson in critical situations, acquiring information from reliable authoritative sources and working directly with the media, coordination among various internal and external departments and agencies.
- Maintaining ongoing contacts with key Public Information Office staff in other agencies for better relations in times of crisis.
- Implement City's crisis communications plan as needed.

### **Community Relations**

- Ensuring residents, the public, elected officials and decision-makers within and outside Rancho Cordova have a positive and informed concept of Rancho Cordova by developing and maintaining strong, positive relationships with the community.
- Proactive interactions with established community groups, committees, etc.
- Initiate the development of new groups as warranted to fill needs in the community for improved communications and interactions.
- Offer public education about City events, activities and services, through personal contact, brochures, participation in forums, community events, etc.
- Assistance to Council and staff through the preparation of written materials, both content and graphics.
- Planning and executing events that highlight the City's services and accomplishments.
- Unified application of graphic images, seal, logo and/or future graphics across all departments for effective graphic communications to the community.
- Publishing and distributing a quarterly City Newsletter.
- Design and maintenance of an informative, attractive and user-friendly website.

### **Legislative Affairs**

- Build and maintain relationships with local, state, and federal representatives and agencies.
- Advocate at local, regional, state, and federal levels for City funding pursuits.
- Monitor legislation and advocate City's position.

- Advise staff and Council on legislative issues that are salient to City's legislative platform.
- Advise staff and Council on advocacy strategies to advance City projects through regional, state, and federal governments.

## FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Communications Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Communications Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Foster a Positive Image of Rancho Cordova – Goal #1**

- Continue to develop and respond to media inquiries concerning positive news in Rancho Cordova. Ensure reporters have access to accurate and timely information, enabling them to present sensitive or controversial issues in a balanced manner.

***In progress.** Staff continues to work closely with reports from all types of media, including television, radio, newspaper, and community blogs.*

- Support other departments' activities such as groundbreakings, ribbon-cuttings, public works projects impacting the public, economic development, housing, and animal services events.

***In progress.** Staff supported events and activities for projects in Public Works (International Bridge grand opening), Police (new headquarters building grand opening), Housing (The Crossings grand opening), and Facilities (Arbor Day). Additionally, staff assisted (then) Mayor Robert J. McGarvey during his State of the City speech.*

- Work as liaison with the Cultural Arts Steering Committee.

***Completed.** Staff worked with the Cultural Arts Steering Committee leading up to a City Council work session. During that work session, Council directed the Cultural Arts Steering Committee to seek the advice and assistance of the Cordova Community Council in the same manner as the Rancho Cordova Historical Society.*

- Support and publicize efforts of the Growing Strong Neighborhoods Initiative.

***In progress.** Staff maintains membership on the Growing Strong Neighborhoods cabinet and has facilitated the promotion of the initiative in several articles in local print news, television news, radio interviews, and the City Views newsletter.*

- Work on redesign of the website for a more attractive, dynamic and user-friendly site.

***In progress.** The website redesign is scheduled for completion by May 30, 2012.*

## **Foster Responsible Citizenship – Goal #10**

- Participate in community outreach relative to the Growing Strong Neighborhoods efforts, working with specific groups on specific projects to improve the quality of life in Rancho Cordova.

***In progress.** Communications staff has been instrumental in the Growing Strong Neighborhoods outreach efforts via social media, Nextdoor, and the Pepperdine University grant (and associated outreach effort).*

- Work with various partner agencies in projects to benefit the community.

***In progress.** Communications staff has worked with several agencies, including County Probation to promote the partnership results between the City and Probation, Regional Transit to promote ridership on the Rancho Cordova, the Sacramento Children's Museum to show the benefit of having the regional children's museum right in Rancho Cordova.*

## **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- Staff coordinated with ICMA to produce a video that highlights how Rancho Cordova is managed differently from other cities – and the benefits to the residents as a result. Goal #1
- Staff developed the FY 2011-12 legislative platform and supported City Council efforts to advocate for projects and funding in Washington, DC. Goal #4
- Staff prepared legislative advocacy positions for various state and federal bills during the year. Goal #4
- Supported Council's highly successful advocacy efforts to retain our community of interest in a single Supervisorial District. Goal #12
- Staff supported the Sacramento Valley Division of the League of California Cities, City Managers' Area Group. Goal #13
- Serve as a member of the California Capital Airshow and as a Transportation Team Co-Chair for the Cap-to-Cap regional advocacy effort. Goal #13

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Continue to develop and respond to media inquiries concerning positive news in Rancho Cordova. Ensure reporters have access to accurate and timely information, enabling them to present sensitive or controversial issues in a balanced manner.

2. Support other departments' activities such as groundbreakings, ribbon-cuttings, public works projects impacting the public, economic development, housing, animal services, etc.
3. Support and publicize efforts of the Growing Strong Neighborhoods Initiative.
4. Work on redesign of the website for a more attractive, dynamic and user-friendly site.
5. Represent Rancho Cordova in regional funding and legislative advocacy forums, such as the Cap-to-Cap federal advocacy program through the Sacramento Metropolitan Chamber of Commerce.
6. Work with various partner agencies in projects for the benefit the Rancho Cordova community (e.g., the California Capital Airshow).
7. Develop the FY 2012-13 legislative platform and project list for federal advocacy.

**Ensure a Safe, Inviting and Livable Community – Goal #2**

8. Advocate for public safety funding to ensure quality police services in Rancho Cordova.

**Empower Responsible Citizenship – Goal #3**

9. Participate in community outreach efforts relative to the Growing Strong Neighborhoods Initiative, working with specific groups on specific projects to improve the quality of life in Rancho Cordova.

**Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

10. Advocate for infrastructure funding to improve transportation network in Rancho Cordova.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 305,623	\$ 318,211	\$ 326,273	\$ 381,700	\$ 409,200	\$ 464,100
Total Sources	305,623	318,211	326,273	381,700	409,200	464,100
<b>Use of Funds:</b>						
Salaries	89,106	80,432	100,161	99,300	104,600	106,000
Benefits	42,523	39,368	42,671	55,800	56,800	53,800
Operations	173,994	198,412	183,441	226,600	247,800	304,300
Total Uses	\$ 305,623	\$ 318,211	\$ 326,273	\$ 381,700	\$ 409,200	\$ 464,100

# HUMAN RESOURCES

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## DESCRIPTION

Under the management and general direction of the City Manager's Office, the Human Resources Department plays a major role in creating a collaborative team of City employees and contract staff that provide high quality service to the community. The Human Resources Department takes great pride in its employees who are up to the challenge of creating something different, who think beyond the traditional boundaries of "how it's always been done", who dare to want to make a difference, and who can have fun, while providing exceptional customer service. With this being said, the City is committed to maintaining and attracting a talented team of qualified employees.

Aside from providing the City with talented and motivated employees, the department is responsible for developing and maintaining a high-quality of work life, adhering to equitable and ethical personnel standards, updating and composing job descriptions for City positions, and providing employee development opportunities. Human Resources staff ensures that performance is appropriately rewarded and that employees receive salary and benefits competitive with the marketplace. The mission of Human Resources is to develop a workforce philosophy that embraces the City Council's vision, citywide goals and core values in daily decision making.

Ongoing responsibilities require staff to:

- Process payroll for City employees and Council Members, including the end of year W-2 administration.
- Maintain a classification plan that contains accurate and up-to-date job descriptions for City positions.
- Work closely with departments to assess staffing needs and coordinate the recruitment and selection process to attract hard working, talented and engaged employees that fit within our culture.
- Orient new employees, prepare personnel action documentation and maintain employee records in accordance with established regulations.
- Maintain confidential personnel and position control data in the Human Resources Information System (HRIS).
- Conduct salary surveys to ensure that the established salary ranges for City job classes remain competitive with the marketplace.
- Evaluate and provide training on an effective performance management and employee development program to encourage excellence, provide valuable feedback and opportunities for professional growth and ensure good performance is recognized and appropriately rewarded.
- Develop the City's workforce by assessing departmental training needs and delivering professional growth opportunities for staff including: skills enhancement training, management and supervisory training, safety training and mandated training.

- Administer the City's benefit program including contract renewals and maintenance of the contract for the City's health insurance and retirement program with the California Public Employees Retirement System.
- Administer the annual "open enrollment" for health and associated benefits in conjunction with a Wellness Fair.
- Coordinate the Employee Advisory Team (E.A.T.), to obtain input on new policies that will impact employees, provide opportunities for contribution to the community and charitable organizations, plan activities that promote teamwork and collaboration across departments, and leadership development for employees on the E.A.T. team who volunteer to take the lead on various E.A.T. activities.
- Provide proactive leadership and clear advice to support departments when employee relations issues arise and provide guidance on personnel policies and regulations.
- Maintain a high level of communication, cooperation and understanding among all levels of City staff with regard to Human Resources policies and programs.
- Review and maintain the Human Resources manual and create policies, employee guidelines, procedures and forms necessary for the effective and legal operation of the organization.
- Coordinate the worker's compensation program and administer a leave of absence program, adhering to federal and state guidelines.
- Administer volunteer and student internship programs.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Human Resources Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Human Resources Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova – Goal #1

- The Human Resources Department will identify at least one opportunity to publicly highlight the great culture and team that has been developed in the City.

**Completed.** *The Human Resources Department submitted a nomination for the Sacramento Workplace Excellence Leader award and the City was honored as the Runner-up in the small to medium government category. This award allows us to highlight our positive culture that engages and retains our talented employees and produces positive outcomes for our community.*

### Champion Employee Development and a High Performance Work Environment – Goal #3

- Improve the information provided on the Human Resources Department internet and intranet webpage to increase the ease of accessing website information and keep up to date with new information.

**Completed and ongoing.** *HR staff have updated documents and added information to the HR intranet and identified opportunities for improving information on the HR internet. Documentation needs to be drafted to enhance the internet website information.*

- Develop a workforce planning process to assess risk of loss of critical employees.

**On hold.** *Workforce planning materials were collected; however, other organizational priorities delayed further progress on this project.*

- Develop a recruitment campaign and process for internships and create a streamlined intern on-boarding process to ensure department needs are met and opportunities are made available to provide professional development to those interested in public sector careers.

**Completed and ongoing.** *Local colleges were contacted to prepare a distribution list for recruitment flyers to create a broader outreach when the need arises. A new contract was established with Heald to expand the opportunity for interns into additional City departments, and on-boarding was streamlined.*

- Evaluate an employee leave donation program to determine implications and legal requirements.

**Completed.** *An employee leave donation program was implemented in compliance with Internal Revenue Service guidelines.*

- Research and evaluate options for an online performance management tool.

**Anticipated completion by June 30th.** *A number of systems were evaluated and a cost effective solution was selected for implementation to create efficiencies, improved feedback and organizational goal setting.*

- In conjunction with the Employee Advisory Team, implement non-monetary benefits requested by City employees.

**Completed and ongoing.** *The Human Resources Department has partnered with our Employee Advisory Team members to offer non-monetary benefits such as four barbecues in the warm summer months, wellness activities (i.e., garden in planter boxes), lunch and learns, and financial planning seminars to make this a rewarding place to work.*

- Complete the creation of a new employee orientation document to help provide easy access to necessary forms and documents that will allow a smooth transition into City service upon hire.

**Completed.** *A new employee orientation document was created and implemented, including a welcome letter from the City Manager, links to important information on the intranet and shortcuts to shared computer folders to help new employees find forms and information quickly.*

- The Human Resources Department will complete the review of job classifications to ensure compliance with the Fair Labor Standards Act.

**Partially completed.** *Several new job classes were evaluated and determinations made to ensure compliance with the Fair Labor Standards Act. Additional job classes need to be evaluated.*

- Human Resources staff will finalize the Injury and Illness Prevention Plan and establish a safety committee to ensure effective administration of ongoing safety needs.

**Completed.** *An Injury and Illness Plan was finalized and implemented to City staff to ensure a comprehensive understanding of responsibilities under the City safety program. It was determined that the City will utilize safety representatives in each department to support the program and a safety committee is not required.*

- Coordinate and implement a training plan based on the employee Master Training schedule.

**Completed and ongoing.** *The Human Resources Department staff have identified training topics requested in an employee survey, are evaluating organization development needs, and developed a training plan for 2012, which covers safety, wellness, benefits, financial/retirement planning, personal self-mastery topics, and core competency and leadership development.*

- Provide training on performance management to help our supervisors coach and mentor better performance or innovation and align individual goals with broader organizational goals.

**Completed.** *Training was provided to support managers and supervisors in their performance management role and to provide them with tools for assisting their team members with developing SMART goals that would align with the revised City goals established by the City Council.*

- Increase participation in professional development classes by 5% annually.

**On hold.** *The Human Resources Department needs to develop a process for tracking participation before this measurement can be reported.*

- Provide four resources on training opportunities to the City Future Leaders and Innovators Team (FLITe) to develop future public sector leaders.

**Completed.** *The FLITe team was offered two in-person trainings, links to the online ICMA Manager's Corner articles, invites to numerous webinars put on by the Alliance for Innovation, and numerous articles related to leadership development.*

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Implemented and trained employees on a new online timesheet entry process in the project module of Great Plains. Goal #3*
- *Implemented a newsletter to update, educate and inspire employees. Goal #3*

- *Implemented the Elevations assessment tool to help employees understand their strengths and improve personal effectiveness and productivity in the organization. Goal #3*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. The Human Resources Department will generate at least one positive story that highlights the great culture and team that has been developed in the City.
2. Partner with local high schools to orient students to opportunities in the public sector and help inspire the next generation of workers to thinking about how they can become involved in the community or the City volunteer program.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

3. Assess the Human Resources records retention practices and establish a records retention policy.
4. Conduct an audit of personnel records to ensure required documentation is filed in appropriate sections and complete or updated records have been received.
5. Partner with the Information Technology Department to implement electronic filing of personnel records in the new SIRE records management system.
6. Create reporting and tracking efficiencies by merging data from separate spreadsheets into our Human Resources Information System.
7. Review the use of independent contractors for compliance with federal regulations.
8. Develop and implement a workforce planning process to incorporate with our succession planning.
9. Determine a method to track the level of participation in professional development classes so the Human Resources Department can evaluate the effectiveness of efforts to increase participation annually.
10. Conduct an employee survey to gather employee input on team functioning, ideas for improving the work experience in the City, training needs, and employee engagement.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 424,589	\$ 393,166	\$ 434,469	\$ 485,800	\$ 472,700	\$ 470,000
Charges for Services & Other Revenues	648	-	-	-	-	-
<b>Total Sources</b>	<b>425,237</b>	<b>393,166</b>	<b>434,469</b>	<b>485,800</b>	<b>472,700</b>	<b>470,000</b>
<b>Use of Funds:</b>						
Salaries	235,206	243,518	249,044	257,500	259,300	262,500
Benefits	101,060	100,982	104,688	113,400	111,500	103,800
Operations	88,971	48,666	80,738	114,900	101,900	103,700
<b>Total Uses</b>	<b>\$ 425,237</b>	<b>\$ 393,166</b>	<b>\$ 434,469</b>	<b>\$ 485,800</b>	<b>\$ 472,700</b>	<b>\$ 470,000</b>

# FINANCE

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## DESCRIPTION

As a steward of public funds, the Finance Department is responsible for the fiscal health of the City as well as the collection and expenditure of funds in accordance with all applicable laws and regulations. This includes managing the processes and recording for day to day transactions, providing accurate reporting to the City Council, City Manager and other departments as well as performing high level, broad fiscal analysis of current activities, trends and steering us into the future. As such, the department is best viewed as providing two levels of service, internal operations and fiscal analysis and advisory services.

The Finance Department provides both long-term financial planning and advisory services for the City and day to day operations and implementation of existing policies and programs.

In its capacity as long term fiscal planner and advisor, the Finance Department fulfills the following roles and is responsible for the following tasks:

- Primary advisor to the City Manager and City Council on fiscal and financial matters.
- Long range financial planning, including forecasting and budgeting.
- Ongoing investigation and identification of fiscal opportunities such as significant sources of new revenues or expense reductions.
- Participate in the Financial and Accounting Industry in order to stay aware of Industry Best Practices and identify opportunities for effecting change.
- Provide leadership in the development and implementation of citywide financial policies.
- Administer the City's Investment and Debt Portfolios.

The Finance Department supports ongoing City operations and is responsible for the implementation and management of several programs. In carrying out these duties, the Department:

- Provides general accounting services including recording and reporting transactions in accordance with Generally Accepted Accounting Principles (GAAP).
- Ensures optimum cost recovery by providing project accounting services, which includes tracking expenses on a project by project basis, billing third parties for cost reimbursement and maintaining customer statements and account history.
- Provides timely financial detail and summary reports to City management and the City Council to assist them in managing the activities of their respective departments.
- Designs and implements an effective system of internal controls for the purpose of safeguarding the City's assets.
- Manages the annual budget preparation.
- Prepares and manages the Annual Independent Fiscal Audit.

- Prepares the Comprehensive Annual Financial Report (CAFR) and Citizens' Financial Report.
- Provides grant compliance and reporting services in conjunction with other city departments.
- Administers the Community Facility Districts and Assessment Districts.
- Administers the Business License Program.
- Ensures fees are set at the appropriate levels to carry out the City Councils cost recovery policies.
- Manages the current annual Budget; which includes not only providing reports to departments but meeting with the various departments to discuss their performance to the budget on a regular basis throughout each fiscal year.
- Assists the City Clerk's office with contract administration.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Finance Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Finance Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Improve the Quality of Housing in Rancho Cordova – Goal #7

- In conjunction with the Information Technology Department, the Finance Department will create a permit for medical cannabis cultivation. This will allow us to implement the cannabis cultivation tax approved by the voters in November 2010 and will allow us to ensure that the cultivation of medical marijuana does not degrade our housing stock or jeopardize the health of safety of our residents.

***On hold.*** *There are a number of related court cases working their way through the California Supreme Court relative to California's Medical Marijuana laws. Resolution of those cases will provide the legal clarity necessary for use to either move forward with, or abandon this work effort.*

- In conjunction with the City Manager's office, the Finance Department will identify funding strategies for potential large capital projects which would enhance the community and create a regional draw.

***Completed.*** *The Finance Department and City Manager's office reported on a variety of funding strategies for large capital projects.*

### Practice Sound Fiscal Management – Goal #11

- In conjunction with the Economic Development Department, the Finance Department will work with interested parties to recommend a cannabis cultivation tax rate to the City Council.

**On hold.** *Systems need to be in place to assess and collect the tax prior to determining the amount and assessing the tax. There are a number of related court cases working their way through the California Supreme Court relative to California's Medical Marijuana laws. Resolution of those cases will provide the legal clarity necessary for use to either move forward with, or abandon this work effort.*

- The Finance Department will continue to monitor the proposed elimination of Redevelopment Agencies in the State of California and provide the City Council and the community with updates as to the fiscal impact of the likely outcome, as it becomes known.

**Completed.** *The Redevelopment Agency has been dissolved effective January 31, 2012. The Finance Department continues active involvement in the wind down of the affairs of the former Redevelopment Agency and the formation and operation of the new Successor Agency.*

- In order to ensure that our post employment retirement benefits liability remains fully funded, the Finance Department will engage a qualified consultant to perform our second actuarial study for this liability.

**Completed.** *This actuarial study is required every two years. The result of the study this year was a reduction in our required annual contribution of approximately \$10,000 for each of the next two years. The plan continues to be fully funded.*

- The Governmental Accounting Standards Board (GASB) issued Statement #54 which establishes new fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The Finance Department will implement these new reporting classifications in FY 2011-12 for the FY 2010-11 Comprehensive Annual Financial Report.

**Completed.**

- In order to ensure that all businesses in Rancho Cordova are operating under a valid business license, the Finance Department will utilize the Franchise Tax Board (FTB) City Business Tax Program to identify those businesses in Rancho Cordova that are not currently licensed.

**In progress.** *When we attempted to enroll in the program we realized that in order to participate we must provide the FTB with the tax identification numbers of the businesses who currently maintain a Rancho Cordova Business License. This information was not historically collected on the license application form. We added the field to both the initial application and the renewal application form and will have to wait a full year to ensure that we have this data for all licenses before we can participate in their program.*

- In order to improve operating efficiency, the Finance Department will work with the Public Works Department to identify and implement a new methodology for the accounting for capital improvement projects.

**Partially completed.** *The Finance and Public Works Departments have brainstormed the benefits and drawbacks of both our current methodology and a proposed new methodology. While the benefits of the new methodology are attractive it was decided that the current methodology, while cumbersome and inefficient in many ways affords us a transparency that is critical for a system fraught with glitches. We will not change methodologies until we have at least a full year with no system errors.*

- In order to improve operating efficiencies, the Finance Department will evaluate ways in which to improve the use of our financial software system relative to the development of annual budgets. Any process improvements identified will be implemented by the start of the FY 2012-13 budget cycle.

**Completed.** *Modifications to our existing report downloads both decreased the budget files preparation time and enhanced information to the departments.*

- The City's existing financial software does not meet the needs of our capital projects. In conjunction with the Information Technology Department, the Finance Department will complete a systems needs assessment. This exercise will help us determine exactly what is needed out of either a new financial system or a new project module and will guide us through the system selection process.

**In progress.** *The Finance, Public Works and Information Technology Departments have held an initial meeting and identified a timeline and a strategy for this project. Due to the prioritization of back logged projects in the Information Technology Department this project began in March 2012, making completion by June 30, 2012 unlikely.*

- In order to identify ways in which the Finance Department can improve services to its internal (and potentially external) customers, we will conduct a customer service satisfaction survey and utilize the results to implement improvements needed, as identified in the survey results.

**Completed.** *The Survey was distributed in May 2012 and the results will be analyzed by the end of June 2012. The analysis will be used in the next year to identify ways in which we can improve our processes and efficiencies.*

- Conduct an in-house Grant Management training class for all departments who either are currently managing grants or are considering applying for grant funding.

**Anticipated completion by June 30<sup>th</sup>.**

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Donna Silva, the City's Finance Director was named CFO of the Year, Public Sector, by the Sacramento Business Journal. Goal #1*
- *Received the Distinguished Budget Presentation Award for the FY 2011-12 budget, from the Government Finance Officers Association (GFOA). This award is the highest form of recognition in governmental budgeting. Goals #1 & 11*
- *Assessed and revised the Finance Departments Record Retention Policy. Goal #3*
- *Created the Financial Matters Manual for New Hires booklet to educate new hires on our fiscal policies, practices and procedures. Goal #3*
- *Updated the Intranet with 11 different finance manuals, forms and reports, such as the Chart of Accounts, Collections Manual, Check Request form, etc. to consolidate and streamline access to finance related information. Goal #3*
- *Participated in bringing the first outdoor Holiday Ice Skating Rink to Rancho Cordova. This amenity served over 15,000 patrons during the holiday season. Goal #4*

- *Implemented the use of on-line timesheets for all City employees, eliminating the need for manual paper timesheets, resulting in increased operating efficiencies. The system also allows us greater flexibility and ability to track time spent on specific projects. Goal #11*
- *Conducted an analysis of the revenues and expenses associated with the Rental Housing Inspection Program. We determined that the current combination of fines and Code Compliance fees are not fully funding the program, as intended. Instead of recommending a fee increase we analyzed the number of properties on the County Assessors property tax rolls that appeared to be rentals, to the properties for which we have issued rental licenses. This analysis resulted in the mailing of over 2,000 applications for the Rental Housing Inspection Program. Before recommending a fee increase we will complete our efforts to ensure that all rental properties are participating in the program and paying the Code Compliance Fee. Once we have completed this process we will re-analyze the revenues and expenses of the program to determine if a fee increase is still necessary to support the program. Goal #11*
- *Increased business license enforcement. Analyzed licensed properties to County tax rolls to locate potentially unlicensed rental properties. As of April 2012, our efforts resulted in over 500 new licenses. These properties will now be included in the rental housing inspection program. The new licenses generated over \$100,000 of funding for the inspection and licensing program.*
- *Implemented an electronic payment option for our Accounts Payable, wherein our vendors can choose, for a small fee, to receive their payments electronically instead of receiving a traditional check in the mail. This speeds up payment processing and generates revenues for the City. Current year revenues are estimated to be \$10,000, just for paying our bills! Goal #11*
- *Secured a Tolling Agreement with the County of Sacramento. This agreement secures our claim for a refund of approximately \$400,000 potentially overpaid prior year Property Tax Administrative charges imposed and collected by the County of Sacramento. The issue is currently being heard by the California Supreme Court. Goal #11*
- *Paid of a balance due to CalPERS, resulting in a savings of over \$200,000. Goal #11*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Ensure a Safe, Inviting and Livable Community – Goal #2**

1. If the California Supreme Court decides that the State's position on medical marijuana is legal, then, in conjunction with the Information Technology Department, the Finance Department will create a permit for medical cannabis cultivation. This will allow us to implement the cannabis cultivation tax approved by the voters in November 2010 and will allow us to ensure that the cultivation of medical marijuana does not degrade our housing stock or jeopardize the health or safety of our residents.
2. In conjunction with the Neighborhood Services Division, Finance will re-evaluate the revenues and expenses pertaining to the Rental Housing Inspection Program to

determine if an adjustment to the Rental Code Compliance fee is necessary, given the additional licenses issued as a result of our outreach in FY 2011-12.

### **Empower Responsible Citizenship – Goal #3**

3. In conjunction with the Information Technology Department, the Finance Department will ensure necessary modifications are made to our Business Licensing software to allow for the issuance of permits for Unattended Donation Boxes, as required by council ordinance.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

4. Partner with the Information Technology Department to implement electronic filing of financial records, as prescribed by the Records Retention Policy.
5. If the California Supreme Court decides that the State's position on medical marijuana is legal, then the Finance Department will work with the Economic Development Department and other interested parties to recommend a cannabis cultivation tax rate to the City Council.
6. In order to ensure that all businesses in Rancho Cordova are operating under a valid business license, the Finance Department will utilize the Franchise Tax Board (FTB) City Business Tax Program to identify those businesses in Rancho Cordova that are not currently licensed.
7. The City's existing financial software does not meet the needs of our capital projects. In conjunction with the Information Technology Department, the Finance Department will complete a systems needs assessment. This exercise will help us determine exactly what is needed out of either a new financial system or a new project module and will guide us through the system selection process.
8. In conjunction with the City Manager's office, Finance will negotiate and execute a new contract for the provision of Police Services.
9. The Finance Department will work in conjunction with Economic Development to find new and creative ways to capture additional Sales Tax revenues. Specifically we will be examining programs to capture use tax on out-of-state purchases and on large construction projects where the sales tax proceeds would otherwise go to the state and county pools for sharing amongst all the taxing entities.
10. Conduct an audit of the utility providers to ensure that all utility providers are correctly assessing and remitting our Utility Users' Tax.
11. Consider revisions to the Annual Citizens' Financial Report to provide a document that is accessible and meaningful to the citizens of Rancho Cordova.
12. Enter into negotiations with the County of Sacramento regarding possible revisions to the Revenue Neutrality Settlement Agreement.

13. Implement new records retention policy. Part of the implementation of the new policy will include scanning paper records for electronic retention.

**Drive Diverse Economic Developments – Goal #6**

14. In conjunction with the City Manager’s Office and the Economic Development Department, the Finance Department will finalize plans and agreements to build a state of the art entertainment center in Rancho Cordova.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 719,533	\$ 711,289	\$ 370,779	\$ 532,200	\$ 443,800	\$ 415,200
Licenses, Permits & Fees	171,642	186,995	384,205	358,300	387,300	439,000
Intergovernmental	123	-	-	-	-	-
Charges for Services & Other Revenues	45,790	-	294,755	-	11,800	6,000
Total Revenues	937,088	898,285	1,049,739	890,500	842,900	860,200
Other Sources:						
Transfers In	190,000	264,500	2,803	270,300	270,300	275,700
Total Other Sources	190,000	264,500	2,803	270,300	270,300	275,700
Total Sources	1,127,088	1,162,785	1,052,542	1,160,800	1,113,200	1,135,900
<b>Use of Funds:</b>						
Salaries	665,553	681,843	628,073	708,100	666,800	701,800
Benefits	281,176	323,479	283,300	315,700	294,000	288,000
Operations	180,359	157,463	141,169	137,000	152,400	146,100
Total Uses	\$ 1,127,088	\$ 1,162,785	\$ 1,052,542	\$ 1,160,800	\$ 1,113,200	\$ 1,135,900

# INFORMATION TECHNOLOGY

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## DESCRIPTION

Information Technology (IT) provides support for the City's computing systems including desktop, network, and other information technology hardware, software, and services, and assists with monitoring and controlling telecommunications costs and configurations.

Standard ongoing responsibilities of Information Technology include:

- Providing and managing all support and maintenance for computing resources, the wide area network, Internet connectivity and all data security.
- Providing telephone services on an organization-wide basis.
- Providing maintenance of computer equipment, networking and software applications and hosted services through contracts with outside vendors/consultants.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Information Technology Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Information Technology Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Champion Employee Development & a High Performance Work Environment – Goal #3

- Virtual desktop deployment: Implement Phase II of our Desktop Deployment project. Install and configure virtual desktops to cover over 80% of our users, 20% of our users will continue to use laptops. This fits in with our disaster recovery plan and allows us to quickly recover desktops off-site in the event that a major disaster occurs at City Hall. This will also allow us to maintain business continuity involving any of our data systems.

**Completed.** *We have deployed Virtual Desktops to 85% of our users. This now allows users to work at any workstation and maintain their original desktop. This also gives us the ability to recover from issues and virtually eliminate any downtime for users caused by software issues.*

- Laptop replacement: To maintain a high level of technology we will be replacing all laptops that are due for refresh. We will also work with individuals to assess the needs for a laptop or possibly move them into a virtual desktop.

**Completed.** *We have refreshed the laptops for users that require mobility including our staff that works out in the field such as Code Enforcement and Animal Services. This is in alignment with our policy of maintaining a high level of technology and providing a high performance work environment.*

- Document management system: Working with the City Clerk's Department, we will be implementing an Electronic Document Management System. First Phase of this project will be to implement an agenda workflow process to help streamline the agenda process. Also, we will be designing a contracts management flow to the system to allow the storing and tracking of City contracts. This will also be designed for and used by the Housing Department to provide them with a needed function to track loans associated with the Residential Rehabilitation Loan Program (REHAB-O).

**Anticipated completion by June 30th.** We have installed SIRE Document Management System and worked with the City Clerk's Department to automate the Agenda process. We are now internally hosting the streaming of our City Council meeting videos house through the SIRE system. This saved almost \$12,000 per year. Via SIRE, we are also internally hosting the public access to our document search tool for resolutions, ordinances, meeting minutes, and agendas and eliminated an outside service which saved an additional \$7,500 per year. Staff can now scan paper documents and make them fully text searchable. We worked with Housing staff to create a way for them to track and maintain documents related to programs they are administering.

- Intranet: IT will be working on developing and changing our current intranet. Will be working with departments to create a viable intranet to provide staff and Council with access to viable and relevant information and data.

**In progress.** We are testing and configuring new intranet software that will allow staff to maintain control over their content through a Content Management System (CMS) without needing much IT assistance.

- Hansen process review: Meetings will be scheduled with each department and a review of the Hansen System will be done. We will be looking for any addition functionality, training, and configuration changes needed.

**Completed and ongoing.** We held meetings with each department to cover processes and functionality within the Hansen system. Changes were made to some system functions, and additional training was done with staff. Periodic reviews will take place going forward.

#### **Ensure the Availability of the Best Public Services in the Region – Goal #4**

- Off-site data and systems replication center: After the completion of the Police Building at Kilgore we will build our server room at this location to be a backup data center and replication center for disaster recovery. This will allow us to recover from a disaster involving the City Hall Building which may disable or interrupt our network services.

**Completed.** IT staff built a complete system at the new Police Building on Kilgore Road to house redundant mission critical systems and data. Systems at City Hall are replicated daily to the server room at Kilgore. This will allow IT staff to recover from a disaster at City Hall. This also allows us to maintain an off-site copy of all electronic data.

- Mobile device applications (Citizen and staff use): We will be reviewing and working with a vendor to develop a mobile application for citizen's and staff to use via a mobile device such as an iPhone or Android phone to capture service requests and information. We will be looking at how we can integrate this application into our current Customer Relationship Manager (CRM) system (Comcate).

**Partially completed.** IT worked with Comcate to develop an iPhone app that allows anyone to take a photo and submit a case directly into our current CRM. An Android app is being released soon.

- Website makeover: IT will be assisting in the makeover of our current website. Our current website vendor has agreed to provide the City a website makeover at no cost. We will be working with our Website Users Group and Vision Internet to develop a new updated website.

**In progress.** Several City staff members are working together to complete a redesign of the City's website. We are currently reviewing new designs and expect to complete the redesign soon.

## FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

1. With the installation of several systems and departments moving more into the direction of storing documents electronically, IT will need to add an additional central storage to handle this increase. Storage will also be increased at the Kilgore Building. This will allow IT to maintain a high level of availability and recovery of information to our staff.
2. Since deploying our Hansen 7 system, Hansen 8 has been released. Hansen 8 is built on newer technology which utilizes a web interface and has added functionality. Based on user feedback, Hansen 8 will provide many things that the users are asking for. This includes a larger interface, better menus, adhoc reporting, and faster access. With the new web version this will allow easier integration for developing online access for external customers. Part of this implementation will be to configure online access via the City's website.
3. With the explosion of web enabled devices on the market, IT will be researching and working on development of a tablet application to replace our current Blackberry phone application for the Building Department's inspectors. A major complaint with this current product is the size of the screen. A new application built on the Android platform would allow us to transition this application to a tablet with a much larger screen.
4. Data cleanup: A focus this year for IT staff will be to work with the departments in doing a data cleanup and organization of information. We will pull reports and help define unneeded data on networks.
5. City Hall Intranet: IT has been researching intranet software. IT will work to develop a system that users can easily update and manage information. A focus of this effort is to add functionality to streamline internal processes such as absence requests, check requests, etc.
6. IT Technician: IT will be filling a position created to help sustain a proactive IT environment. We are also working with the Cordova Park and Recreation District

(CRPD) to provide IT support to their users. CRPD will be contributing financially to the cost of this new position to add the capability of providing support to them. This person will work primarily in City Hall and IT staff will do most of the support to CRPD remotely.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 832,878	\$ 672,760	\$ 737,685	\$ 820,000	\$ 913,200	\$ 799,100
Intergovernmental	5,000	-	-	-	-	45,200
Charges for Services & Other Revenues	211	-	-	-	-	-
<b>Total Revenues</b>	<b>838,089</b>	<b>672,760</b>	<b>737,685</b>	<b>820,000</b>	<b>913,200</b>	<b>844,300</b>
<b>Other Sources:</b>						
Transfers In	-	126,193	-	95,000	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>126,193</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>838,089</b>	<b>798,952</b>	<b>737,685</b>	<b>915,000</b>	<b>913,200</b>	<b>844,300</b>
<b>Use of Funds:</b>						
Salaries	181,189	182,360	177,627	189,500	190,700	260,100
Benefits	73,709	66,689	72,469	77,900	78,000	104,300
Operations	473,949	392,311	337,248	574,400	540,300	460,000
Capital Outlay	109,242	157,592	150,340	59,500	90,500	6,200
Capital Improvements						
<b>Total Expenditures</b>	<b>838,089</b>	<b>798,952</b>	<b>737,685</b>	<b>901,300</b>	<b>899,500</b>	<b>830,600</b>
<b>Other Uses:</b>						
Principal & Interest	-	-	-	13,700	13,700	13,700
<b>Total Other Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,700</b>	<b>13,700</b>	<b>13,700</b>
<b>Total Uses</b>	<b>\$ 838,089</b>	<b>\$ 798,952</b>	<b>\$ 737,685</b>	<b>\$ 915,000</b>	<b>\$ 913,200</b>	<b>\$ 844,300</b>

# RISK MANAGEMENT

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## DESCRIPTION

Risk Management administers the City program to minimize harm to the physical, human, and fiscal resources of the City and to minimize the total cost of risk to the City of Rancho Cordova.

Risk Management provides the following services for the City:

- Management of all insurance operations for the City, and review of insurance contract language to ensure the best liability protection for the City
- Coordination of the information flow between the City's insurance adjusters and City personnel
- Advice on loss control and insurance for City management
- Management oversight on all open liability claims which are filed against the City
- Provide oversight of the City's Workers' Compensation program

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Risk Management Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Risk Management Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Practice Sound Fiscal Management – Goal #11

- In conjunction with the City Clerk's office, Risk Management will review options for outsourcing the management of our contracts. This contract would include a review of all contracts for compliance with the insurance requirements set forth within the contract. While this work is done manually in house, outsourcing and automating this function could assist in the detection and correction of contracts not in compliance with current insurance requirements.

**Completed.** *In FY 2011-12, the City Clerk's department implemented the use of a new document management system which allows us to perform this function more efficiently and effectively in-house. We determined that outsourcing was no longer necessary.*

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 226,481	\$ 208,513	\$ 190,928	\$ 209,100	\$ 185,100	\$ 206,300
Charges for Services & Other Revenues	229	-	-	-	-	-
<b>Total Sources</b>	<b>226,710</b>	<b>208,513</b>	<b>190,928</b>	<b>209,100</b>	<b>185,100</b>	<b>206,300</b>
<b>Use of Funds:</b>						
Operations	226,710	208,513	190,928	209,100	185,100	206,300
<b>Total Uses</b>	<b>\$ 226,710</b>	<b>\$ 208,513</b>	<b>\$ 190,928</b>	<b>\$ 209,100</b>	<b>\$ 185,100</b>	<b>\$ 206,300</b>

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# PUBLIC SAFETY SUMMARY

## DESCRIPTION

The Public Safety function is comprised of the budget for the Rancho Cordova Police Department.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Budget	Forecast	Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 14,058,188	\$ 12,709,029	\$ 12,680,892	\$ 13,535,800	\$ 13,679,600	\$ 14,094,000
Taxes	808,418	911,883	984,173	1,004,000	1,028,400	1,076,800
Licenses, Permits & Fees	35,995	37,300	36,244	35,000	35,000	35,000
Fines & Forfeitures	610,449	880,071	896,267	925,000	764,800	887,500
Use of Money & Property	2,710	14,134	30,098	-	-	-
Intergovernmental	147,670	196,657	212,765	138,000	147,900	148,000
Charges for Services & Other Revenues	140,298	218,064	248,079	229,000	197,400	206,200
<b>Total Revenues</b>	<b>15,803,728</b>	<b>14,967,137</b>	<b>15,088,517</b>	<b>15,866,800</b>	<b>15,853,100</b>	<b>16,447,500</b>
<b>Other Sources:</b>						
Transfers In	64,444	141,672	95,752	30,000	80,000	40,000
<b>Total Other Sources</b>	<b>64,444</b>	<b>141,672</b>	<b>95,752</b>	<b>30,000</b>	<b>80,000</b>	<b>40,000</b>
<b>Total Sources of Funds</b>	<b>\$ 15,868,172</b>	<b>\$ 15,108,810</b>	<b>\$ 15,184,269</b>	<b>\$ 15,896,800</b>	<b>\$ 15,933,100</b>	<b>\$ 16,487,500</b>
<b>Use of Funds:</b>						
Operations	15,868,172	15,108,810	15,184,269	15,896,800	15,933,100	16,487,500

# POLICE DEPARTMENT

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## DESCRIPTION

The Rancho Cordova Police Department (RCPD) subscribes to a Community Oriented Policing (C.O.P.) philosophy. This philosophy includes a management style and organizational strategy that promotes pro-active problem solving and police-community partnerships. There are six major principles that are critical to the Community Oriented Policing philosophy:

- Partnerships and Community Empowerment
- Philosophy and Organizational Strategy
- Accountability, Ethics, Responsibility, and Trust
- Proactive Problem Solving
- Service Orientation
- Investing in the future

The department is operated as a shared command police agency with the Sacramento Sheriff's Department and is responsive to the needs of the City residents and businesses. The personnel for the department are obtained through a contract with the Sacramento County Sheriff's Department.

The Rancho Cordova Police Department focuses efforts on producing the following desired outcomes:

- Order and civility in public places
- Reduction of crime and victimization
- Offenders held accountable
- Efficient and effective use of resources (operational and financial)
- Quality service and customer satisfaction
- Solutions to quality of life issues
- Youth development through interaction and mentoring

The above outcomes are produced through the following six functional areas:

- Office of the Chief of Police – responsible for effective management and coordination of police and community services.
- Administrative Services Bureau – responsible for training, finance and facility operations, and provides the essential support functions needed to carry out daily operations.
- Field Operations Bureau – performs a wide variety of patrol functions, including: responding to life threatening emergencies and in-progress criminal activity, accident investigation and traffic enforcement, addressing quality of life issues in neighborhoods and business districts, and performing peacekeeping activities.
- Investigations and Community Services Bureau – includes investigations, problem-oriented policing, school resource officers, volunteer services, traffic enforcement, crime prevention, crime and traffic analysis, and fingerprinting services; this includes follow-up investigations on both criminal and traffic related cases; traffic enforcement, accident investigation and takes crime reports from the public; and problem solving, youth development, and community relations.

- Communications and Records Services – provided by the Sheriff’s Technical Services Division, this division is responsible for handling calls-for-service from the community and the dispatching of officers, and provides processing, routing, storage, and retrieval of police reports and citations.
- Program Support Services – consists of a menu of fee-for-service support such as major crime investigation, helicopter patrol, canine units, crime scene investigation, SWAT Team, Homeland Security and hazardous material response.

Additional standard ongoing services provided by the Rancho Cordova Police Department include:

- Report-taking (telephone and walk-in)
- Applicant fingerprinting
- Access to the Megan’s Law computer
- Crime analysis
- Neighborhood Watch
- Business Watch
- Business security survey
- Vacation house checks
- Crime prevention meetings
- Community meeting room
- Victims case updates/notifications
- Youth Services and Mentoring

## FISCAL YEAR 2011-2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Police Department’s projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Police Department’s progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren’t identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Ensure the availability of the Best Public Services in the Region – Goal #4**

- Move into new Police Department building. The new police building is scheduled to be completed by June 2011, moving into the building is planned to be completed before July 2011.

**Completed.** *The new Police Department building was operational on June 27, 2011. The public grand opening took place on August 29, 2011.*

- Secure a building for the Rancho Cordova Police Activities League (PAL). The PAL program works with schools and business owners to find a suitable location to lease or purchase with grant funds. The building will provide a central meeting place for kids’ activities and more room for storage and events.

**Completed and ongoing.** *RCPD was given a mobile classroom from Modesto and is finalizing the agreement with FCUSD to put it at Cordova Lane Center, the former site of Cordova Lane Elementary School. The site is conveniently located and a thriving center.*

## Ensure a Safe Community – Goal #6

- Provide cyber bullying training and awareness in the school system. RCPD will be incorporating some cyber bullying education for schools within the City.

**Completed and ongoing.** RCPD School Resource Officers have provided two on site education sessions to classes on identifying, reporting and preventing bullying. More sessions are planned as time permits in officers' schedules.

- Support the Growing Strong Neighborhoods effort within the City. RCPD will initiate meetings with Code Enforcement, neighborhood citizens and business owners in order to identify problem housing areas and work toward improving those target areas.

**Completed and ongoing.** The City has identified 50 problematic areas (Focus on 50); RCPD POP Officers, Probation Officers and Neighborhood Services has been working as a team to address the issues. The list of areas is being updated, as many of the former locations are no longer problematic and other areas have developed. Officers will continue to collaborate with Probation and Neighborhood Services to reduce crime from these areas as part of the Strong Neighborhoods Initiative. RCPD will continue to play an active role in Blight Busters (or the evolved CityZen).

- Continue to enforce panhandling ordinance.

**Completed and ongoing.** RCPD uses existing officers on overtime to patrol areas for transient enforcement where panhandling has been reported. So far this fiscal year, the Transient Enforcement Detail (TED) has made 70 contacts and issued 34 citations for panhandling activity. POP Officers have developed a comprehensive PowerPoint presentation to educate the community on the City's panhandling ordinance and the benefits of the "Have a Heart, Donate Smart" campaign. This presentation was recently unveiled at a Community Neighborhood Watch meeting and received positive feedback. POP will continue to present this information throughout the year to educate both businesses and community groups in an effort to reduce the number of panhandlers in the City.

- Mobile surveillance cameras. Two mobile surveillance cameras will be placed in problem areas and used as needed. Additional cameras have been purchased and will be used once the technological interface issues are resolved. Two additional cameras were purchased with COPS funding, making a total of four cameras in the surveillance fleet.

**In progress.** Cameras are being deployed to problem areas, providing 24 hour recorded surveillance. The cameras have been beneficial in identifying suspects and deterring criminal behaviors.

- Increase visibility by creating citizen patrol with volunteers. Volunteers will patrol areas within the City and provide greater visibility and information to patrol officers on intelligence and in progress crimes and incidents. *Citizens on Patrol* has been a successful tool in other departments. These efforts should help reduce crime.

**In progress.** The volunteer workforce has been increased during the fiscal year. Applicants pass a background and are trained in report writing, as well as offered time out in the field. This fiscal year, volunteers have spent 785 hours in the field, 187 hours more than FY 2010-11. Volunteers who spend their time in the office have worked 4,847 hours, 215 hours more than FY 2010-11. They have written 1061 reports (73 more than FY 2010-11).

- Crime Prevention Officers will increase Neighborhood Watch meetings in order to increase public awareness and strengthen the relationship and communication between citizens and the department. These efforts should help reduce crime.

**Completed and ongoing.** *The Crime Prevention Officer is a shared position who handles all city and east Neighborhood Watch meetings. The Crime Prevention Officer established 5 new Neighborhood Watch groups within the City during FY 2010-11. So far in FY 2011-12, she has started eight new groups. There are currently 65 Neighborhood Watch groups within the City of Rancho Cordova. Previously, Zone Meetings were held every six months. The model has now been changed to a monthly meeting where all citizens are invited. The times, dates and topics of upcoming meetings are published on the Rancho Cordova Police Department's website.*

- Reduce crime in FY 2011-12 by increasing patrol officer visibility, conducting frequent sweeps for parolees and other violators, expediting communication of problem areas to special teams such as POP and CSU, in spite of budget constraints during difficult economic times.

**In progress.** *Violent crime dropped 13% in 2011 from 2010 continuing the decrease each year since 2006. Property crimes dropped 17% in 2011 from 2010 after increasing in 2010 over 2009 levels. POP and CSU teams conducted several sweeps within the City for parolees and warrants, worked with outside agencies and Federal agents in order to identify, arrest and deport illegal aliens who traffic drugs and commit gang violence. CSU, an unfunded team, was used until budget constraints required them to be returned to patrol. POP continues to partner with Probation Officers in order to conduct special operations and sweeps.*

- In order to reduce traffic collisions and increase adherence to the traffic laws, the Traffic Unit will conduct speed enforcement operations, establish red-light camera enforcement and other activities during the year.

**Completed and ongoing.** *OTS grant #20313 was awarded for \$230,000, between October 1, 2011 and September 30, 2012. RCPD works in partnership with Mercy Hospital to provide updated car seat training to Russian, Hmong and Spanish speaking citizens; \$99,000 of the funding pays for officers on overtime to conduct multiple DUI and speed saturation patrols, in addition to DUI and Drivers License checkpoints. RCPD participates in the Avoid the 17 grant award which is a combined effort of 17 cities to hold additional checkpoints and DUI patrols, effectively reducing drunk driving accidents, and death or injury caused by traffic collisions.*

*Efforts are combined between traffic and patrol officers to reduce violations which cause accidents, injury or death. Red Light camera enforcement will provide significant assistance in reducing accidents and saving lives. So far during FY 2011-12, four speed enforcement operations have been conducted, up from two the previous year. Sixty six citations were written this year as opposed to 30 citations last year. Two Red Light enforcement operations were conducted during FY 2010-11 with eight citations issued. During FY 2011-12, there have also been two operations with 14 citations issued.*

*Though enforcement efforts have increased, we have not seen a significant reduction in traffic collisions this fiscal year. Three fatal and 205 injury collisions occurred in FY 2010-11. So far in FY 2011-12, there have been three fatal and 155 injury collisions*

*in approximately 10 months. Using a straight line projection, the fiscal year should end with 186 collisions (19 below the previous year.)*

### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Initiated hookup for public use computers to offer citizens the ability make reports, look up Megan's Law information, find Landlord/Tenant help and peruse the Police and Sheriff services on line while in the RCPD building. Goal #4*
- *Applied for and awarded CalGrip federal grant funding for gang prevention, enforcement operations, community awareness and education. \$250,000 is awarded to RCPD for education, prevention, materials, equipment and officer overtime in gang related enforcement. Portions of this grant will be used in support of anti-gang education within the PAL organization. CalGrip is a 2-year grant between January 2012 and December 2013. Goal #6*
- *Applied for and awarded Homeland Security funding for special team operations within the City. POP and CSU teams worked with Federal agents to identify and deport illegal aliens who deal drugs and participate in gangs. Overtime of \$18,000 was federally reimbursed to RCPD in order to achieve the partnership of agents working with RCPD. Operations were conducted between July 2011 and October 2011. Goal #6*
- *Applied for and awarded ABC mini-grant for \$5,000 to perform undercover operations reducing the sale of alcohol to minors; there were five operations conducted over a six month period. Ten arrests were made and businesses with liquor licenses were provided with 4 hours of training on how to prevent sales to minors and identify false ID cards. Goal #6*
- *Completed planning and organization of Locating At-risk Missing Person's (LAMP) Project to expedite law enforcement's quick location of at-risk missing persons within the City. Project has been demonstrated by RCPD staff to surrounding agencies and is in progress of implementation. Goal #6*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Ensure a Safe, Inviting and Livable Community – Goal #2**

1. We will increase our volunteer pool to better accommodate the service center demands and improve customer service to the community.
2. Initiate the LAMP Project within City of Rancho Cordova. At-risk missing persons with medical impairments can wear an EMfinders device which sends a location signal to dispatch upon activation by law enforcement. The signal allows for law enforcement officers to respond to a specific location; thus, reducing equipment usage and the man-power hours. The project is gradually being accepted and implemented by other agencies.

3. The Rancho Cordova Police Department will establish an agreement to utilize the A Child Is Missing (ACIM) alert program. The program is a no cost service that facilitates the safe recovery of missing children, the elderly (Alzheimer's/dementia), the disabled, and college students missing on campus. The service is activated at the request of a sworn officer who contacts ACIM in order to activate its rapid-response alert program. The officer will provide accurate and appropriate descriptive information regarding the missing person, enabling ACIM to launch geographically-targeted alert phone calls to the surrounding area the missing person was last seen.

**Ensure the availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

4. Form a partnership with the Anatolia community for the use of a clubhouse office. The use of the clubhouse will allow an on-duty officer a location to perform daily functions while maintaining an increased visibility and law enforcement presence in the community.
5. Re-evaluate staffing models and resource deployment to ensure adequate operational coverage.
6. RCPD will be an active participant in the newly formed IMPACT Division of the Sacramento County Sheriff's Department. The IMPACT Division was developed out of a growing need for law enforcement to become preventative instead of reactive towards youth and gang violence in the Sacramento region. With the Rancho Cordova Police Department being part of the regional effort to combat gang violence, the Sacramento Sheriff's Department IMPACT Division, Youth Services and Gang Units are active in the City of Rancho Cordova. Their efforts in the City, use intelligence based policing and education to prevent and reduce gang violence and activity in our community.
7. RCPD will continue to take part in the City's Growing Strong Neighborhoods' "Focus on 50" program by combining resources, knowledge and experience of Neighborhood Services, Sacramento County Probation Officers and POP Officers, using a multifaceted approach to solving a variety of complaints and issues.
8. Enhance and support the effectiveness of Neighborhood Watch by encouraging businesses to sign up for Business Watch and attend meetings for education and crime prevention techniques.
9. Reduce crime in FY 2012-13 by utilizing patrol officers to proactively enforce high crime areas in between their regular patrol calls; increase visibility with volunteers in marked vehicles.
10. RCPD will utilize the three E's (Education, Enforcement, and Engineering) in order to evaluate and identify issues and implement methods to further reduce traffic collisions.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 13,916,747	\$ 12,709,029	\$ 12,680,892	\$ 13,470,800	\$ 13,614,600	\$ 14,094,000
Taxes	808,418	911,883	984,173	1,004,000	1,028,400	1,076,800
Licenses, Permits & Fees	35,995	37,300	36,244	35,000	35,000	35,000
Fines & Forfeitures	610,449	880,071	896,267	925,000	764,800	887,500
Use of Money & Property	2,710	14,134	30,098	-	-	-
Intergovernmental	147,670	196,657	212,765	138,000	147,900	148,000
Charges for Services & Other Revenues	140,298	218,064	248,079	229,000	197,400	206,200
Total Revenues	15,662,287	14,967,137	15,088,517	15,801,800	15,788,100	16,447,500
Other Sources:						
Transfers In	64,444	141,672	95,752	30,000	80,000	40,000
Total Other Sources	64,444	141,672	95,752	30,000	80,000	40,000
Total Sources	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
<b>Use of Funds:</b>						
Operations	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
Total Uses	\$ 15,726,731	\$ 15,108,810	\$ 15,184,269	\$ 15,831,800	\$ 15,868,100	\$ 16,487,500

# COMMUNITY DEVELOPMENT SUMMARY

## DESCRIPTION

The Community Development function includes:

- Planning
- Building and Safety
- Facilities Management
- Economic & Neighborhood Development Department (with divisions of Economic Development, Housing, and Neighborhood Services)

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 1,743,066	\$ 1,509,269	\$ 1,765,518	\$ 2,312,500	\$ 2,281,600	\$ 2,548,100
Licenses, Permits & Fees	1,786,771	1,725,137	1,558,875	1,283,600	1,502,500	1,386,100
Fines & Forfeitures	57,660	182,945	338,893	470,000	330,000	394,000
Use of Money & Property	976,680	610,558	393,225	515,700	476,800	566,400
Intergovernmental	22,023	1,050	142	-	-	80,000
Charges for Services & Other Revenues	1,033,505	834,179	1,267,485	785,000	680,900	706,200
<b>Total Revenues</b>	<b>5,619,705</b>	<b>4,863,139</b>	<b>5,324,137</b>	<b>5,366,800</b>	<b>5,271,800</b>	<b>5,680,800</b>
<b>Other Sources:</b>						
Transfers In	378,409	75,360	63,432	412,800	367,600	80,000
<b>Total Other Sources</b>	<b>378,409</b>	<b>75,360</b>	<b>63,432</b>	<b>412,800</b>	<b>367,600</b>	<b>80,000</b>
<b>Total Sources of Funds</b>	<b>\$ 5,998,114</b>	<b>\$ 4,938,499</b>	<b>\$ 5,387,569</b>	<b>\$ 5,779,600</b>	<b>\$ 5,639,400</b>	<b>\$ 5,760,800</b>
<b>Use of Funds:</b>						
Salaries	\$ 1,467,551	\$ 1,169,114	\$ 1,109,533	\$ 1,661,500	\$ 1,590,900	\$ 1,690,900
Benefits	751,475	724,911	640,748	698,500	670,000	771,400
Operations	3,409,316	3,022,689	3,408,731	3,125,600	3,264,500	3,270,000
Capital Outlay	369,772	21,785	228,557	294,000	114,000	28,500
<b>Total Uses of Funds</b>	<b>\$ 5,998,114</b>	<b>\$ 4,938,499</b>	<b>\$ 5,387,569</b>	<b>\$ 5,779,600</b>	<b>\$ 5,639,400</b>	<b>\$ 5,760,800</b>

# PLANNING

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## DESCRIPTION

To ensure a well planned, attractive and sustainable community and to respond to the needs of the community, the Planning Department provides a broad array of services pursuant to City Council and City Manager direction, adopted City policies and state law. The Department also works in coordination with other City departments to implement the City's goals and objectives.

The Planning Department focuses efforts on producing the following desired outcomes:

- Positive community image that promotes community investment and enhancement.
- Existing neighborhoods that are attractive and desirable.
- New development projects that establish a positive sense of place.
- Clear policies, standards and guidelines that facilitate building a Destination City.
- Balanced housing choices that serve the community and support economic development.
- Thoughtful integration of residential, commercial and employment uses that creates a vibrant community.
- Expedited delivery of public facilities to serve the community's needs.
- Community design that promotes bicycle, pedestrian and transit circulation.
- Protection of the environment, natural resources and wildlife.
- Recognition of City as a Regional Leader.

The above outcomes are produced through the following seven major functions:

**Advance Planning** – Taking the lead in advance planning projects that guide development activities in Rancho Cordova toward the Council and citizen vision.

**Current Planning** – Managing the development application review process to effectively and efficiently process project applications and to implement the City Council's vision and policies for urban growth.

**Environmental Review** – Providing a full range of services related to complying with state and federal environmental laws. When warranted, additional consultant resources are obtained to augment staff resources.

**General Plan Implementation** – Working in conjunction with other City departments to complete the implementation programs of the City's General Plan.

**Regional Coordination** – Providing ongoing representation within regional forums to promote regional coordination and to support Rancho Cordova's regional interests.

**Support to City Departments** – Providing technical and professional support to City departments for a broad range of planning and development related issues and projects.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Planning Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Planning Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Foster a Positive Image of Rancho Cordova – Goal #1**

- Participate in the Growing Strong Neighborhoods programs, including providing technical support, visioning and program implementation. Focus on key projects as identified by the Strong Neighborhoods Cabinet, will likely include "Focus on 50" properties, community involvement programs and City Beautification focusing on public facilities.

***In progress.** Have provided ongoing support to Strong Neighborhoods programs, including general technical support in the following areas: Support to Rancho Cordova Association of Neighborhoods (RCAN), support to Nextdoor efforts, preparation of Davenport Institute Grant application and managing subsequent Civic Engagement efforts, and management of expanded City volunteer programs.*

### **Champion Employee Development and A High Performance Work Environment – Goal #3**

- Support the City Matrix Teams to deliver excellent performance and improve employee development by participating in the Employee Advisory Team, Future Leaders and Innovators Team (FLITe) and the Development Services Team Groups.

***In progress.** Planning Department staff have remained actively involved in a variety of Matrix Teams within the City, including the Employee Advisory Team (E.A.T.), the Future Leaders and Innovators Team (FLITe), the Development Services Team, the Community Development Management Team, the Leadership Rancho Cordova Steering Committee, the City's 10<sup>th</sup> Anniversary Committee and the Management Staff Retreat and Council/Staff Retreat Committees.*

### **Ensure the Availability of the Best Public Services in the region – Goal #4**

- Amend the General Plan Implementation Table. Amend the 2006 General Plan implementation actions to reflect the Council's current priorities and to assign tasks to the proper departments.

***On hold.** This effort was placed on hold for FY 2011-12 due to budget limitations.*

- Amend Special Planning Area documents to eliminate references to the Sacramento County Zoning Code. This effort is not intended to revise development standards within the SPA's, but rather to ensure the City Zoning Code and its SPA's are presented as an organized and stand alone document.

***In progress.** An update to the South Sunrise Special Planning Area was completed in FY 2011-12 to better reflect and support businesses within this district. Additional updates to other SPA's will follow in coming years.*

- Coordinate with Sacramento County to obtain the files for projects and properties within the City that were subject to County approvals prior to City incorporation.

***On hold.*** Due to staffing reductions, County staff has been unable to provide any support on transfer of historic project files.

### **Sustain a Livable Community – Goal #8**

- Incorporate Open Space Standards into the City's development standards and regulations. The effort will likely result in revisions to the General Plan, the City's Comprehensive Design Guidelines and possibly other regulatory documents.

***In progress.*** Planning staff has worked with other City departments, affected agencies and representatives of the development community to prepare draft Open Space Guidelines. It is anticipated that the draft Open Space Guidelines will be presented to Council early in FY 2012-13.

- Conduct at least one City Council/City staff tour to a location outside the Sacramento region to visit innovative and high quality development projects.

***On hold.*** This effort was placed on hold for FY 2011-12 due to budget limitations

- Continue work on proposed specific plans such as Suncreek, Westborough, The Arboretum, and The Ranch.

***In progress.*** Review of the Suncreek Specific Plan is expected to be completed in FY 2012-13. Work efforts on the other major projects (The Ranch Special Planning Area, the Westborough Specific Plan and the Arboretum Specific Plan) have been stopped at the direction of the project applicants and review of these projects will restart when so directed by the applicants.

### **Drive Diverse Economic Opportunities – Goal #9**

- Evaluate, identify and implement process changes to facilitate quicker review and construction of development projects. Options shall address the entire process from initiation of discretionary review to completion of project construction.

***Completed.*** A variety of process changes were completed in FY 2011-12, including the City Council assuming Planning Agency roles and authorities, Zoning Code amendments to streamline project reviews, and establishment of expanded Administrative Approval authorities for the Planning Director.

- Participate in efforts to review and possibly amend City regulations, improvement standards and related development fees to respond to challenging economic conditions.

***Completed and ongoing.*** Various City regulations, including provisions of the Zoning Code and the Folsom Boulevard Specific Plan, have been amended in response to the economic challenges faced by businesses and property owners. These efforts will likely continue into FY 2012-13.

- Working with City Council and development partners, identify and implement adjustments to planned land uses east of Sunrise Boulevard to provide an appropriate jobs/housing balance in the new development area, maintain the City fiscal viability and capitalize on opportunities created by the City's existing jobs base and strategic location.

**Completed and ongoing.** Substantial efforts have been completed on determining current and potential capacity for employment uses and adjustments have been incorporated into two major projects, Suncreek and Arboretum. Discussions on the Westborough project are ongoing.

### **Continue to Provide Regional Leadership – Goal #13**

- Continue to participate in the South Sacramento Habitat Conservation Plan (SSHCP). Submit Draft SSHCP to state and federal regulatory agencies for formal review by September 2011. Receive final agency approval and issuance of incidental take permits by late 2012. Adopt a development impact fee to fund all SSHCP costs incurred by the City.

**In progress.** City staff remains engaged in the South Sacramento HCP process. Efforts on the HCP were delayed as a project manager was secured in 2011. Efforts will continue through FY 2012-13.

- Coordinate City department participation within the Sacramento Regional Consortium. This effort will support SACOG's development of a Sustainable Community Strategy, as required under SB 375, and will address land use, transportation and housing issues on a regional level. Work within the Consortium will continue through FY 2011-12 and into the following fiscal year.

**Completed and ongoing.** Planning staff has coordinated with SACOG throughout the Regional Consortium program and a City site, Mather Mills, was identified as one of five key Transit Priority Areas within the six county SACOG jurisdictions.

### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- Planning staff has provided key support in the Pepperdine Grant/Civic Engagement program, including supporting the preparation of a successful grant application and managing the current Civic Engagement efforts. City staff training is underway and the first round of neighborhood Civic Engagement meetings has been completed. This program will continue forward with Civic Engagement efforts to be conducted in additional neighborhoods. Goal #1
- Planning Department staff have been actively engaged in support of community programs in Rancho Cordova, with major contributions to: Cordova Pride Scholarship; Rancho Cordova Relay for Life; United Way fundraisers; Cordova Food Locker; Rancho Cordova Mayor's Walks; and, Cordova Community Council/Rancho Cordova Holiday Ice Rink. Goal #3
- Planning staff has initiated a City Volunteer program that expands opportunities for residents to assist the City as volunteers through valuable public service projects. An administrative structure has been developed that covers volunteer program procedures, various volunteer opportunities have been identified, and an outreach promotion is underway. Goal #4
- The Planning Department completed several project reviews in an expedited manner to facilitate City goals, including: Amendments to the Montelena project approvals; Walgreens Design Review; UC Davis Medical Center Design Review; and the Sacramento Children's Museum approvals. Goal #4

- *Completed two updates to the Folsom Boulevard Specific Plan (FBSP) that support businesses and new development within the City. New provisions were added to establish a UR-3 District that supports existing industrial businesses within the FBSP boundaries. Language was added to the FBSP to provide flexibility on meeting development standards and to expedite Design Review approvals when existing buildings are replaced with new structures. Goal #9*
- *Zoning Code Amendments. A series of amendments to the Zoning Code were completed to update the Code to meet current City practices, to enhance the review of development projects and to clarify regulations that apply to proposed development and existing properties within the City. Goal #9*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Provide support to Code Enforcement and POP Officer activities, conduct community outreach to neighborhood associations and community groups and provide general support to the Growing Strong Neighborhoods Initiative.
2. Continue to participate in the South Sacramento Habitat Conservation Plan (SSHCP). Submit Draft SSHCP to state and federal regulatory agencies for formal review by Summer/Fall 2012. Receive final agency approval and issuance of incidental take permits by late 2013. Adopt a development impact fee to fund all SSHCP costs incurred by the City.
3. Coordinate with Sacramento Area County of Governments (SACOG) on regional planning issues, including the Sacramento Regional Consortium, Regional Housing Needs Allocations (RHNA) and other regional planning efforts that affect the City.

### **Ensure a Safe, Inviting and Livable Community – Goal #2**

4. Incorporate Open Space Standards into the City's development standards and regulations. The effort will likely result in revisions to the General Plan, the City's Comprehensive Design Guidelines and possibly other regulatory documents.

### **Empower Responsible Citizenship – Goal #3**

5. Planning staff, working with various City Departments, will conduct a series of Civic Engagement programs within Rancho Cordova neighborhoods. This effort will rely upon and implement the Davenport Institute Civic Engagement training.

### **Establish Logical City Boundaries that Provide Regional Leadership and Address Financial Challenges – Goal #4**

6. Planning staff will prepare a summary report for Council consideration that will:
  - 1) Identify relevant Local Area Formation Commission (LAFCo) policies and procedures related to Sphere of Influence (SOI) expansions; and
  - 2) Define sub-areas within the City's Planning Area that could be the subject of SOI expansions.

## **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

7. Support the City Matrix Teams to deliver excellent performance and improve employee development by participating in the E.A.T., FLITe and the Development Services Team Groups.
8. Amend Special Planning Area documents to eliminate references to the Sacramento County Zoning Code. This effort is not intended to revise development standards within the SPA's, but rather to ensure the City Zoning Code and its Special Planning Areas (SPA's) are presented as an organized and stand alone document.
9. Coordination and development of the City's Volunteer Program. This effort will result in growing a more robust program with more volunteers, developing a recognition program for our volunteers, and possibly combining efforts with other non-profit agencies in the City.
10. Complete the reviews of the Suncreek Specific Plan and the Arboretum Specific Plan. Continue work on the Westborough Specific Plan and The Ranch Specific Planning Areas as directed by the project applicant.
11. Coordinate with Sacramento County to obtain the files for projects and properties within the City that were subject to County approvals prior to City incorporation and incorporate these files with the City's records system.

## **Drive Diverse Economic Opportunities – Goal #6**

12. Participate in efforts to City staff, developer interests and the City Council to review and possibly amend City regulations, improvement standards and related development fees to respond to challenging economic conditions.
13. Complete any actions required to implement a strategy of balancing residential and employment land uses east of Sunrise Boulevard. Potential actions include adjusting land uses within projects currently under review and/or amending the General Plan to accommodate more employment generating uses.
14. Sign Code Update. Planning will initiate a comprehensive Sign Code Update, which will include outreach meetings with local businesses, staff level analysis and City Council work sessions. The results of this effort will be incorporated into a Zoning Code update.
15. Continue to participate in the SSHCP. Submit Draft SSHCP to state and federal regulatory agencies for formal review by Summer/Fall 2012. Receive final agency approval and issuance of incidental take permits by late 2013. Adopt a development impact fee to fund all SSHCP costs incurred by the City.
16. Coordinate with SACOG on regional planning issues, including the Sacramento Regional Consortium, RHNA and other regional planning efforts that affect the City.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 682,433	\$ 668,986	\$ 580,590	\$ 647,700	\$ 617,200	\$ 635,300
Licenses, Permits & Fees	22,601	14,978	24,069	24,600	23,500	22,100
Charges for Services & Other Revenues	957,950	719,275	1,198,939	712,000	620,100	645,200
<b>Total Sources</b>	<b>1,662,984</b>	<b>1,403,239</b>	<b>1,803,598</b>	<b>1,384,300</b>	<b>1,260,800</b>	<b>1,302,600</b>
<b>Use of Funds:</b>						
Operations	1,662,984	1,403,239	1,803,598	1,384,300	1,260,800	1,302,600
<b>Total Uses</b>	<b>\$ 1,662,984</b>	<b>\$ 1,403,239</b>	<b>\$ 1,803,598</b>	<b>\$ 1,384,300</b>	<b>\$ 1,260,800</b>	<b>\$ 1,302,600</b>

# BUILDING AND SAFETY

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## DESCRIPTION

The Building and Safety Division ensures that building construction within the City of Rancho Cordova meets state and local standards for safety, accessibility, green building, energy conservation and storm water pollution prevention.

Standard, ongoing responsibilities of the Building and Safety Division include:

- Reviewing building plans, issuing building permits and inspecting buildings to ensure conformance with safety codes, green building codes, energy efficiency and accessibility regulations.
- Inspecting job sites to ensure that pollutants associated with building do not enter waterways.
- Assuring that various state and local laws and ordinances are enforced regarding zoning, property ownership rights, contractor laws, engineering and architecture laws relative to construction of buildings.
- Public education on building code, building safety, energy conservation, and other relevant topics.
- Investigating complaints of work without permits and non-compliant occupancy.

## FISCAL YEAR 2011 – 2012 PROJECTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Building and Safety Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Building and Safety Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Ensure the Availability of the Best Public Services in the Region – Goal #4**

- The Building and Safety Division will work to devise a plan to administer an electronic survey at the time of project completion. The intent is to encourage our customers to provide feedback pertaining to the permit process in its entirety that the Building & Safety Division can use to identify ways to better serve our customers and the delivery of services.

*In progress. The Building and Safety Division has been exploring options for an electronic customer satisfaction survey. The Division has developed an online form and has purchased a survey license via Survey Monkey. Developing the process to administer the online survey is listed as a current year goal.*

- The City's residents, business, and property owners need the ability to access past permit records. The City needs to maintain certain records to remain in compliance with state law. The scanning of the backlog of commercial plans was completed, and the next

steps in the 5-year implementation plan are to stay current with the scanning of commercial plans and begin scanning residential permit records.

**Completed.** All commercial plans and production home permits have been scanned, indexed and are retrievable online. The Building and Safety Division has worked with the Information Technology Division to arrange a monthly pickup for records to be scanned and indexed in order to stay current with the scanning and indexing of commercial plans. In addition, the Building Division has reviewed over 10,000 residential permit records and those have been scanned, indexed and are retrievable online. The next phase of the 5-year implementation plan is outlined in the FY 2012-13 goals.

- Complete the Resource Center reconfiguration to include easy access to forms and handouts, along with a workstation to view the City's website and print additional information as needed.

**Partially completed.** The reconfiguration of the Resource Center is complete. However, the goal to have a public workstation available to customers and residents is still in progress. The Information Technology Division is currently testing kiosk and printing software for the workstation. Once a software selection has been made, we can move forward with implementing the workstation.

- In an ongoing effort to enhance customer service and simplify resource materials, the Building and Safety Division will review all current forms and handouts and make the appropriate modifications. In addition, the updated handouts will be available in the City's newly reorganized Resource Center and at the permit counter.

**Partially completed.** The Building Division has reviewed and revised all frequently used forms and handouts. The updated materials are available on our website and at the permit counter. The Division will continue to review and modify the remaining handouts in FY 2012-13, once the public workstation is available to residents and customers, all necessary forms, and handouts will be available at the workstation. Maintaining and updating the forms and handouts will be an ongoing effort as the building code is modified frequently.

- In an effort to provide effective and useful information relating to permit fees, the Building & Safety Division will update and enhance the information contained in the Residential and Commercial Fee Booklets (Fee Schedules).

**Anticipated completion by June 30th.** The Development Related Processes and Fee Booklet will be complete by the end of FY 2011-12. Copies will be available on our website, at the Resource Center and by request.

## **Ensure a Safe Community – Goal #6**

- The Building and Safety Division worked diligently to reduce the backlog of building code violations and work without permit cases. Now that the remaining cases have been narrowed down to only those egregious in nature, the Division will work to refine and streamline the violations process in order to actively mitigate the existing cases and to implement an effective process to track and resolve new cases through the Hansen software to support the Growing Strong Neighborhoods effort.

**Partially completed.** The Building Division has worked hard to reduce the backlog of violations and work without permit cases to fewer than 200. Those cases have been

*identified as a life and safety concern and will be actively pursued for compliance. Discussions pertaining to the violations process have been well underway and will continue into FY 2012-13.*

- Building and Safety Division staff will be participating in and serving as a resource to the Growing Strong Neighborhoods' "Focus on 50" concept.

**Completed and ongoing.** *The Building and Safety Division will continue to be available as needed to support the Growing Strong Neighborhoods Initiative.*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Ensure a Safe, Inviting and Livable Community – Goal #2**

1. The Growing Strong Neighborhoods Initiative is a high priority for the City Council Members. The Building and Safety Division staff will be available to serve as a resource to the Growing Strong Neighborhoods' "Focus on 50" concept.
2. The Building and Safety Division has recognized the financial impact of accessibility requirements on our business owners. Staff has worked diligently to outline a long-term accessibility program and policy. The goal of the program is full site compliance, while not affecting the issuance and inspection of individual tenant improvements and would allow business owners to "phase" disabled access requirements over a period of time. The next step is to make the long-term accessibility program a reality by finalizing the program development and implementing it.
3. The Building and Safety Division will continue to work to refine and streamline the violations process in order to eliminate all long-standing violations to active cases only.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

4. The Building and Safety Division will continue to work to administer an electronic survey at the time of project completion if the funding for upgraded software is available. The intent is to encourage our customers to provide feedback pertaining to the permit process in its entirety so the City can identify ways to better serve our customers and the delivery of services.
5. The City's residents, business, and property owners need the ability to access past permit records. The City needs to maintain certain records to remain in compliance with state law. The scanning of the backlog of commercial plans and production homes is completed, residential permit records are currently being scanned and the next steps in the 5-year implementation plan are to stay current with the scanning of commercial plans and production homes, finish scanning all residential permit records, and begin scanning microfiche cards.
6. In order to stay abreast with the latest technology and provide the best services in the region, the Building and Safety Division will implement an electronic plan review

program for its customers. The option to utilize electronic plan review will improve efficiency, reduce the waste associated with traditional review processes, and significantly decrease the processing time for our residents and customers. The City has purchased the plan review software, the next step is to work with the Information Technology Division to configure the software to meet the Building and Safety's Division needs and create processes guidelines for our customers to follow.

7. The Building and Safety Division currently uses a permitting system that is outdated and expensive to maintain and does not perform all the necessary functions needed for accurate reporting. Transitioning to web based permitting software will allow the Building Division more flexibility to design and maintain accurate records and reports.
8. The Building Division will work to increase education and outreach efforts to our residents and customers. In order to be effective and timely with the outreach efforts, the Division will research the idea of creating a Building and Safety specific newsletter, update the website frequently with important news and reports, participate in regional events specific to the building industry, and hold community meetings as needed on hot topic items.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits & Fees	1,650,544	1,594,927	1,395,788	1,125,000	1,300,000	1,250,000
Intergovernmental	1,776	1,050	142	-	-	-
Charges for Services & Other Revenues	33,830	28,602	5,197	-	5,200	-
<b>Total Sources</b>	<b>1,686,150</b>	<b>1,624,578</b>	<b>1,401,127</b>	<b>1,125,000</b>	<b>1,305,200</b>	<b>1,250,000</b>
<b>Use of Funds:</b>						
Salaries	582,642	428,884	471,460	518,800	482,100	456,400
Benefits	263,853	167,643	157,691	185,200	170,300	144,500
Operations	712,808	574,203	419,139	387,000	557,000	452,200
<b>Total Uses</b>	<b>\$ 1,559,303</b>	<b>\$ 1,170,730</b>	<b>\$ 1,048,289</b>	<b>\$ 1,091,000</b>	<b>\$ 1,209,400</b>	<b>\$ 1,053,100</b>

# FACILITIES MANAGEMENT

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## DESCRIPTION

Facilities Management is responsible for all electrical, mechanical, structural, custodial and related repairs and maintenance to all City facilities. The buildings served by Facilities Management include all buildings on the City Hall property, the Kilgore property, the Kilgore Cemetery, and the Gold Tailings property.

Facilities Management provides the following services for the City:

- Management of the maintenance and repair of facilities and grounds through contract and employee services.
- Collaboration with leasing activities.
- Management of the improvements for City leased or owned space.
- Management of rentable meeting space to the community, which is not only an extra revenue source to the City, but a source of revenue to local hotels and restaurants.
- Provision of a healthy and productive working environment (i.e. ergonomics, air quality, amenities).
- Ensure all facilities and their operations comply with current laws and regulations for the safety of all building occupants and visitors.
- Implementation and tracking of sustainable building operations and preventative maintenance programs.
- Support of external City sponsored community events.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Facilities Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Facility Services Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### **Ensure the availability of the Best Public Services in the Region - Goal #4**

- Provide project coordination and space management services for the remodel of the self help center at City Hall to improve accessibility to resources for public and staff.

**Completed.** *Installed public work surface area intended for customers to review their plans, fill out paperwork, and look up information on the computer. Coordinated with various departments to install new work surfaces inside the cashier's booth allowing for a more flexible workspace. Installed new speak through window and framed opening in the wall to allow for better ventilation.*

- Manage the project coordination for the carpet replacement project at City Hall. Removing worn existing carpet and replace with a new eco-friendly carpet tile product.

**Anticipated completion by June 30<sup>th</sup>.** Staff completed the carpet replacement in the south hall corridor. The stairwell and second floor lobby will be completed by June 30, 2012.

#### **Ensure a Safe Community - Goal #6**

- Facilities will manage the development and implementation of a comprehensive operations and maintenance plan designed to monitor and sustain all building systems, equipment and day to day operations for the new police station located at 2897 Kilgore Road.

**Completed.** Facilities setup and managed building systems through a Building Automation System to help track and monitor energy consumption.

- Facilities will manage the development and implementation of a comprehensive operations and maintenance plan designed to monitor and sustain all building systems, equipment and day to day operations for the Rancho Cordova Neighborhood Services and police automotive operations facility.

**Anticipated completion by June 30<sup>th</sup>.** The software will be implemented by June 30, 2012.

#### **Sustain a Livable Community - Goal #8**

- Establish process to track energy management sub-metering data and reduce utility usage by a goal of 3% (electrical metered only to start with, but the system has the capability to add natural gas and water in the future).

**Completed.** The department is on track to realize a small savings this fiscal year.

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- Assisted with the grand opening and move in for the Rancho Cordova Police Department and the Sacramento Children's Museum. Goals #1 & 6
- Facilities setup and supported over 3,700 hours, year to date, of events and meetings in our community rooms and throughout the City. Over 1/3 of those events were for local non-profit groups. Goal #5
- Installed back up power support to our renovated police facility & cell tower. Generator needs to be replaced to meet new tier 3, Best Available Control Technology (BACT) standards for engine emissions. Goal # 5

### **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova - Goal #1**

1. Establish energy star accounts for properties located at 2701 Prospect Park Drive, 2880 Gold Tailings and 2897 Kilgore Road to monitor and track energy consumption as required by the energy commission and AB-1103 beginning in July 2012.

### **Ensure a Safe, Inviting and Livable Community - Goal #2**

2. Upgrade parking lot lights with induction bulbs to reduce energy consumption and operating cost for City Hall, Rancho Cordova Police Department (RCPD) and Neighborhood Services.
3. Prepare local/state Emergency Operations Center (EOC) Exercise to better prepare our staff and local agencies in our ability to work together and communicate during a disaster. Present plan/scenario to advisory team for possible joint exercise with Sacramento County Public Health to hold here locally.
4. Design and draft an evacuation plan for the Sacramento Children's Museum and the McKesson building. Install evacuation maps throughout the building.

### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management - Goal #5**

5. Create and install additional picnic areas around the Sacramento Children's Museum and City Hall, so visitors have a designated and safe location to dine and rest with their families and friends.
6. Analyze current room rental policies and rates and consider revising our subsidized discounted rates to allow for a more equal rating structure.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 97,079	\$ 238,026	\$ 899,691	\$ 766,750	\$ 797,700	\$ 541,200
Licenses, Permits & Fees	59,696	51,464	60,713	65,000	60,000	60,000
Use of Money & Property	976,680	610,558	393,225	485,700	414,800	486,400
Intergovernmental	-	-	-	-	-	80,000
Charges for Services & Other Revenues	38,937	51,020	-	-	-	-
Total Revenues	1,172,392	951,068	1,353,628	1,317,450	1,272,500	1,167,600
Other Sources:						
Transfers In	75,000	350	-	-	-	-
Total Other Sources	75,000	350	-	-	-	-
Total Sources	1,247,392	951,418	1,353,628	1,317,450	1,272,500	1,167,600
<b>Use of Funds:</b>						
Salaries	211,718	252,364	229,186	259,100	268,300	284,200
Benefits	65,252	77,159	91,928	126,200	113,500	125,600
Operations	600,650	600,110	803,958	818,150	776,700	729,300
Capital Outlay	369,772	21,785	228,557	114,000	114,000	28,500
Total Uses	\$ 1,247,392	\$ 951,418	\$ 1,353,628	\$ 1,317,450	\$ 1,272,500	\$ 1,167,600

# ECONOMIC AND NEIGHBORHOOD DEVELOPMENT

## DESCRIPTION

The Economic and Neighborhood Development Department provides enhanced service delivery in support of comprehensive economic and neighborhood development. In doing so, our mission is twofold:

- To maximize Rancho Cordova’s potential as a thriving hub for businesses and jobs.
- To develop and execute revitalization and development strategies that drive growth and investment in the City’s existing neighborhoods, commercial corridors and newly developing areas.

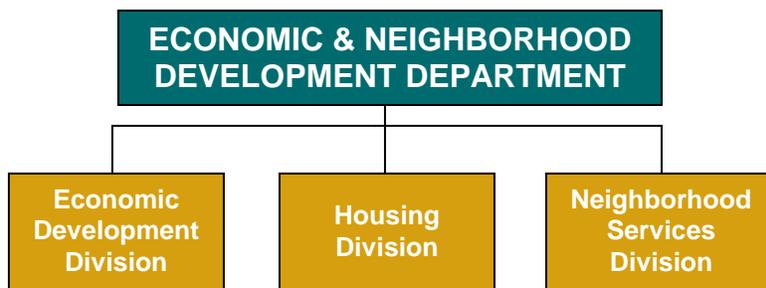
## STRUCTURE AND SERVICES

The Economic and Neighborhood Development Department is comprised of the following divisions:

The **Economic Development Division** directs and implements actions identified in the City’s Economic and Neighborhood Development Strategy. The Division also provides management oversight of the entire department and administers day-to-day operations of the Successor Agency to the City’s Former Redevelopment Agency.

The **Housing Division** develops and manages a variety of programs that expand housing choices, revitalize neighborhoods, and respond to special needs. The Division also administers the City’s Community Development Block Grant (CDBG) program and the Very Low-Income Housing Trust Fund.

The **Neighborhood Services Division** administers an enforcement program to correct violations of municipal codes and land use requirements. The Division also provides animal care and control services, and enforces animal laws and ordinances.



Discussion on prior year accomplishments and proposed actions for each Division are detailed in subsequent sections of this budget document.

# ECONOMIC DEVELOPMENT

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## DESCRIPTION

The Economic Development Division provides leadership on developing and implementing key programs that fuel the local economy and improve the standard of living for City residents. Our activities are guided by the Economic Development strategies that were established at the 2012 City Council retreat. The four key Economic Development strategies and underlying objectives of those efforts include:

- **Revitalize Folsom Boulevard**
  - Focus on the Pulse Points (Mather/Folsom, Zinfandel/Folsom, Sunrise/Folsom)
  - Support business and property owners
  - Address infrastructure needs
- **Retain and Expand Business**
  - Monitor the business community
  - Provide a superior level of service
  - Create visibility and promotion
- **Retail Recruitment**
  - Improve the capture of household spending
  - Strengthen retail choices
  - Attract a new grocery store south of Highway 50
- **Business Development and Innovation**
  - Establish Rancho Cordova as the innovative hub of the region
  - Assist in the growth of our strength industry clusters
  - Increase tourism and cultural amenities

## FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Economic Development Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Economic Development Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova – Goal #1

- Conduct an advertising and marketing campaign in order to increase awareness of the business and employment strength of the City through over 15 ad placements and over 10 positive news articles.

***Partially completed.*** Advertising was placed in the SACTO Economic Profile, which has been done for the past three years. There were eight positive articles in the past year. The marketing campaign is on hold in order to align the effort with the FY 2012-13 work plan.

- Create a retail specific marketing brochure to assist in the retail recruitment strategy and use it to market potential retailers at International Council of Shopping Centers (ICSC) trade shows.

**Partially completed.** A grocery store opportunities report was created and distributed to potential grocery tenants in order to attract a new grocery tenant south of Highway 50.

- Develop an entertainment and restaurant guide in coordination with the Rancho Cordova Travel and Tourism Corporation (RCTTC).

**Completed.** In partnership with the Rancho Cordova Chamber of Commerce and the RCTTC staff completed a new visitor guide.

### **Drive Diverse Economic Opportunities Goal – #9**

- Create business growth opportunities by conducting 30 targeted business visits to our business community, including businesses located in the area that was annexed on July 1, 2010.

**Completed.** Staff visited over 200 businesses in FY 2011-12.

- Conduct a Business Walk in participation with the Sacramento Metro and Rancho Cordova Chamber of Commerce to build relationships with our businesses by visiting over 160 businesses.

**Completed.** Staff visited over 200 businesses in FY 2011-12.

- Facilitate the development and ongoing initiative development with the various business cluster groups within the City including educational institutions, private recreation facilities, and Folsom Boulevard businesses.

**Partially completed.** Staff held a “Buzz on the Boulevard” community meeting with Folsom Boulevard businesses and property owners. Additional meetings with educational institutions and recreation facilities did not take place due to lack of initiatives and participation.

- Begin the process to expand the redevelopment area into the recently annexed area and contaminated GenCorp property.

**On hold.** All statewide redevelopment activity ended as a result of the State Supreme Court ruling issued on December 29, 2011.

- Enter into a Development and Disposition Agreement with D&S Development for the Mills Station Crossing project.

**On hold.** The Mills Station Crossing project was dependent upon the use of redevelopment funding. All statewide redevelopment activity ended as a result of the State Supreme Court ruling issued on December 29, 2011.

- Complete Environmental Protection Agency Brownfields assessment surveys on targeted locations.

**Completed and ongoing.** Two Phase I environmental site assessments, one Phase II, and two lead and asbestos surveys were completed with the use of EPA grant funds. Funds remain for additional site assessments in FY 2012-13.

- Submit an application for additional Brownfield grants to prepare sites for development.

**Completed.** EPA Assessment Grant application submitted November 2011.

- Submit an application for an Economic Development Administration (EDA) grant to complete an infrastructure project that promotes job creation.

**On hold.** City staff is participating in the region-wide “Next Economy” effort, which will result in a Comprehensive Economic Development Strategy for the Sacramento region, allowing the City of Rancho Cordova to become eligible to apply for EDA grants.

- Update the five-year Economic Development strategy with a two-year work plan.

**Anticipated completion by June 30th.** Staff is preparing a work plan based on results of budget.

- Initiate the development of a hospital development strategy to begin the process to build a new hospital in the City.

**On hold.** Staff is currently researching the best approach to initiate an effective hospital development strategy.

- Begin the outreach and steps necessary to start a Property Based Improvement District (PBID) on Folsom Boulevard.

**Completed.** Staff held a “Buzz on the Boulevard” community meeting with Folsom Boulevard businesses and property owners to develop leaders to start the process.

- Develop a “community advertising sign” strategy to take advantage of the City’s strategic location along a major commuter highway.

**Completed.** The proposal for electronic reader board placement along Highway 50 was presented to City Council on May 21, 2012.

- Assess the needs of our business community by conducting a business roundtable with our top revenue creating businesses.

**On hold.** A CEO Roundtable is planned for FY 2012-13.

### **Continue To Provide Regional Leadership – Goal #13**

- Participate in regional company attraction by partnering with Sacramento Area Trade and Commerce Organization (SACTO) in the recruitment efforts by hosting tours for SACTO staff and project related recruitment efforts.

**Completed and ongoing.** Responded to various requests for information from SACTO and provided tours of Rancho Cordova to SACTO staff.

- Participate in regional business retention by participating in the Metropulse program and serve as the regional Chair for the program.

**Completed and ongoing.** Staff served on the Metropulse steering committee as Chair of the regional effort.

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Partnered with the Cordova Community Council, and provided partial funding for the first Rancho Cordova Holiday Ice Rink, which operated from November 2011 through January 2012 in the Capital Village Shopping Center. Over 14,000 tickets were sold. Goal #1*
- *Continued to participate and help facilitate weekly Development Services Team meetings as a one-stop forum for customers with development project inquiries. Goal #9*
- *Partnered with Diede Construction and D&S Development to complete an entertainment center feasibility study for a development opportunity on city-owned land. Goal #9*
- *Received final designation status for the Sacramento Enterprise Zone from the state of California. The regional zone boundary includes most commercial and industrial areas in the City of Rancho Cordova. Goal #9*
- *Hosted the 2011 California Association of Enterprise Zone's (CAEZ) annual conference, which was attended by 200 people from across the state. Goal #13*
- *Participated on the CAEZ Governing Affairs Committee, which advocates for legislation related to the Enterprise Zone program. Goal #13*
- *Served as the Metro Chamber of Commerce Cap-to-Cap Chair for the Jobs and Business Growth team. Goal #13*
- *Served on the Next Economy-Regional Economic Development Strategy steering committee. Goal #13*

#### **FISCAL YEAR 2012-2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

#### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Develop marketing and messaging effort focused on specific strengths of the City of Rancho Cordova and align with the FY 2012-13 work plan.
2. Participate in regional business retention by participating in the Metropulse program and serve as the regional Chair for the program.
3. Serve on the Next Economy-Regional Economic Development Strategy steering committee.

## **Drive Diverse Economic Opportunities Goal – #6**

4. Serve as staff for the Successor Agency of the former Redevelopment Agency and the Oversight Board to ensure the best outcome for the City.
5. Host an innovation summit in order to brand Rancho Cordova as the innovation hub of the region.
6. Establish a new tool or obtain one new grant in order to support the business development and retention strategy.
7. Assess the needs of our business community by conducting a business roundtable with our top revenue making businesses.
8. Conduct 12 executive level business visits with the Mayor and City Manager.
9. Initiate the steps necessary to start a Property Based Improvement District (PBID) on Folsom Boulevard and hold an election by July 2013.
10. Add a Targeted Employment Area (TEA) to the enterprise zone area benefits, which will allow more Rancho Cordova residents to be hired by companies within the enterprise zone.
11. Conduct a business walk in participation with the Sacramento Metro and Rancho Cordova Chamber of Commerce to build relationships with our businesses by visiting over 160 businesses.
12. Provide quarterly location tours with SACTO.
13. Recruit three new retail stores to the City in order to provide more regional choices by attending retail trade shows and direct marketing efforts.
14. Conduct the land and economic analysis on promoting the development of a new large retail center at the Mather Field or Zinfandel interchanges.
15. Utilize the self reporting Use Tax system to maximize the revenue for the City through major purchases by companies or developments within the City.
16. Utilize the large construction contracts program to maximize sales tax revenue for the City on projects over \$5 million.
17. Complete Environmental Protection Agency Brownfield's assessment surveys on targeted locations.
18. Utilize the Community Development Block Grant program as an Economic Development initiative that will rehabilitate commercial buildings on Folsom Boulevard.
19. Negotiate the development of a new entertainment facility within the City of Rancho Cordova.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 325,684	\$ 362,319	\$ 321,910	\$ 416,900	\$ 410,000	\$ 526,800
Licenses, Permits & Fees	-	50	-	-	-	-
Intergovernmental	3	-	-	-	-	-
Charges for Services & Other Revenues	-	690	7,710	-	38,300	-
<b>Total Revenues</b>	<b>325,687</b>	<b>363,059</b>	<b>329,620</b>	<b>416,900</b>	<b>448,300</b>	<b>526,800</b>
<b>Other Sources:</b>						
Transfers In	12,226	-	-	-	-	-
<b>Total Other Sources</b>	<b>12,226</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>337,913</b>	<b>363,059</b>	<b>329,620</b>	<b>416,900</b>	<b>448,300</b>	<b>526,800</b>
<b>Use of Funds:</b>						
Salaries	186,930	183,013	184,129	192,900	176,000	263,800
Benefits	82,565	75,519	83,112	81,200	80,800	115,000
Operations	68,418	104,527	62,379	142,800	191,500	148,000
<b>Total Uses</b>	<b>\$ 337,913</b>	<b>\$ 363,059</b>	<b>\$ 329,620</b>	<b>\$ 416,900</b>	<b>\$ 448,300</b>	<b>\$ 526,800</b>

# HOUSING

## DESCRIPTION

The Housing Division has primary responsibility for the maintenance and implementation of the Housing Element of the City's General Plan. Major responsibilities include the preservation, improvement and expansion of housing opportunities for those who reside and work in this City, as well as responding to the challenge of our special needs populations such as the elderly, disabled, and homeless. A major component of this Division's work also includes coordination with Growing Strong Neighborhoods and Business Boosters efforts. The Housing Division works to identify and solve local housing and neighborhood issues while maintaining a responsible regional commitment to house those expected to reside in this city.

In addition to the General Fund, work efforts of this Division are funded from several other separate funding sources. Annually, the City receives Federal Community Development Block Grant (CDBG) funds directed to public improvements and services in our older existing neighborhoods. The Very Low Income Housing Fund (VLIHF) is a non-residential impact fee used to produce very low income housing especially for our special needs populations (elderly, disabled, etc.). In the recent past, funds from the Redevelopment Agency's Low/Moderate Income Housing Fund (20% set-aside) were used to address housing issues in the Redevelopment Area. As of February 1, 2012 by acts of the State legislature, Redevelopment Agencies were abolished. To account for this loss, this Division continues to compete aggressively for grant funding of all types.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Housing Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Housing Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Establish a Vibrant Downtown – Goal #5

- In order to better utilize land in coordination with the Mills Station Crossing project, assist in the acquisition and demolition of the First Value Inn, located at 10271 Folsom Boulevard.

*In progress.* The property was purchased by a private party.

### Improve the Quality of Housing in Rancho Cordova – Goal #7

- Complete construction of the Crossings at New Rancho.

**Completed.** Construction was completed in December of 2011 and full occupancy was achieved in February of 2012. This new construction resulted in the demolition of some of the most distressed properties in the City and afforded energy efficient, wonderful living environments for qualified families.

- Assist developer of Mills Station Crossing to fill the financing gap in the development of a senior living facility.

**On hold.** *With the demise of the Redevelopment Agency, this effort has been put on hold.*

- Obtain City/County agreement on location and site plan for approximately 100 units/beds comprising the Mather Veteran's Village and submit at least one grant application in support of the plan.

**In progress.** *County has removed itself from the lead on this effort and the City is now the overall coordinator. The competitively selected development team is proposed to stay in place. City, County and Veterans' Hospital team are looking for a site and will then develop a site plan and pursue funding.*

- Improve the quality of traditional public housing units located within the City through a coordinated review of the condition of these units by Neighborhood Services and the Housing Division and the development of a financing strategy to aid the County in addressing deficiencies.

**In progress.** *Review of public housing unit conditions is in progress.*

- Initiate work aimed at preservation of "at risk" housing units within the City.

**On hold.** *Lack of funding continues to delay this activity.*

- Collaborate with Neighborhood Services to establish an emergency housing program for tenants displaced as a result of health and safety evictions.

**Anticipated completion June 30th.** *Funding for this population is proposed as an amended use within the Very Low Income Housing Trust Fund to be considered by the City Council.*

- Begin pre-development activities for the Anatolia multi-family housing project.

**On hold.** *Site control has not yet been obtained and funding opportunities are extremely limited.*

- Make application to at least one large (±\$3 million) housing grant specifically to improve the quality of housing choice in Rancho Cordova and to respond to housing replacement requirements of state law associated with the removal of distressed affordable units.

**In progress.** *The City was unsuccessful with its December 2011 HOME grant to the State of California. Preparations for a 2012 resubmittal are underway.*

#### **Sustain a Livable Community – Goal #8**

- Make application to at least one grant that has a primary focus of improving the quality of owner occupied residential units.

**Completed.** *Application was made for a CalHOME grant to augment funding for the City's Rehab-ownership program. In late April the City received notice of an award of \$720,000.*

## **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Collaborated with the City Clerk's office in the acquisition and implementation of contracts management and digital storage/management system. Goal #3*
- *Completed Improvements to the White Rock Pathway. Goal #6*
- *Staff has completed draft revisions to the Housing Trust Resolution. City Attorney is now able to review and finalize prior to consideration by the City Council. Goal #8*
- *Create a Community Development Block Grant, Economic Development Program. Goal #9*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City had thirteen overall goals as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Ensure a Safe, Inviting and Livable Community – Goal #2**

1. Begin construction of the Horizons senior project, a 48-unit affordable senior development located on the site of the demolished Stagger Inn on Folsom Boulevard.
2. Re-apply for a 2012 State HOME grant of \$3 to \$4 million to assist with the financing of the Horizons senior development on the site of the demolished Stagger Inn.
3. Begin the first phase development of Mather Veterans' Village a service rich multi agency/jurisdictional effort led by this City to provide a range of affordable permanent residential opportunities (up to 125 units) for disabled lower-income veterans capable of independent living.
4. Develop a "Housing in-lieu" fee for new residential development as a tool that might be used in the creation of Affordable Housing Plans (AHP) required to be produced by developers as part of the entitlement process.
5. Continue to survey conditions of conventional public housing units located in the City. Units are owned by the Sacramento Housing and Redevelopment Agency (SHRA). In coordination with Neighborhood Services and SHRA, develop an upgrade strategy for these units.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 59,649	\$ 3,368	\$ -	\$ 163,600	\$ -	\$ 44,200
Licenses, Permits & Fees	-	-	-	-	55,000	-
Use of Money & Property	-	-	-	30,000	62,000	80,000
Charges for Services & Other Revenues	-	20,024	40,000	63,000	5,000	49,000
<b>Total Revenues</b>	<b>59,649</b>	<b>23,391</b>	<b>40,000</b>	<b>256,600</b>	<b>122,000</b>	<b>173,200</b>
<b>Other Sources:</b>						
Transfers In	126,613	-	-	183,800	130,600	-
<b>Total Other Sources</b>	<b>126,613</b>	<b>-</b>	<b>-</b>	<b>183,800</b>	<b>130,600</b>	<b>-</b>
<b>Total Sources</b>	<b>186,262</b>	<b>23,391</b>	<b>40,000</b>	<b>440,400</b>	<b>252,600</b>	<b>173,200</b>
<b>Use of Funds:</b>						
Salaries	88,727	(34,249)	(44,574)	171,700	152,400	61,800
Benefits	55,849	56,487	68,967	80,600	79,700	69,900
Operations	41,686	1,154	3,613	8,100	6,500	41,500
Capital Outlay	-	-	-	180,000	-	-
<b>Total Uses</b>	<b>\$ 186,262</b>	<b>\$ 23,391</b>	<b>\$ 28,006</b>	<b>\$ 440,400</b>	<b>\$ 238,600</b>	<b>\$ 173,200</b>

# NEIGHBORHOOD SERVICES

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## DESCRIPTION

The Neighborhood Services Division was created in FY 2005-06 by combining the Code Enforcement and Animal Services Programs. This unique partnership was formed to allow for seamless service between the two and has resulted in better customer service. Throughout this time, the Division has been providing both reactive and proactive services to the community. These services include: general code enforcement for residential and commercial property; a proactive Rental Housing Inspection Program (RHIP); a Building Permit Enforcement Program; a Vacant Building Monitoring Program; a medical marijuana ordinance; a pet overpopulation ordinance that increased unaltered pet fees that encouraged more residents to alter their pets; and a tax intercept program initiated to collect fines and fees. All of these services help the Neighborhood Services Division move toward being self-sustainable. Moreover, these services have been instrumental in implementing and promoting the City's Growing Strong Neighborhoods Initiative by proactively encouraging residents and owners to enhance their homes, property, street and community. The budget for FY 2011-12 enhanced services by:

- Participating in the City's Growing Strong Neighborhoods Cabinet to assist in developing criterion by which to gauge that services and activities performed under the Growing Strong Neighborhoods Initiative are having a positive outcome on the community.
- Providing two rental housing training classes to property owners.
- Participating in the pilot program Rancho Cordova Community Alliance with Sacramento County Probation Department.
- Participating in the "Focus on 50" project in collaboration with the Police Department and Sacramento County Probation Department.
- Proactively enforcing the City's rental business licenses and housing stock fees to ensure compliance of City codes.
- Providing Neighborhood Cleanups in blighted neighborhoods.
- Implementing a program to deal with aggressive panhandling.
- Participating in a proactive graffiti abatement program

### Code Enforcement

The City believes that a successful community (in terms of "quality of life") is one in which the residents take an active part and enter into collaborative efforts with their city's programs. As such, the Code Enforcement Program plays a major role in enforcement of State and local municipal codes pertaining to zoning, housing standards, blight, abandoned buildings, and foreclosures. In addition, the program focuses on public education pertaining to the City's efforts to Growing Strong Neighborhoods and other proactive enforcement programs on a regular and daily basis. The major issues addressed by this program are: a) ensuring safe housing; b) eliminating nuisances that either present a danger to the community, or are sources of significant blight. Code Enforcement partners with the Rancho Cordova Police Department and Sacramento County Probation Department to proactively handle with properties that are causing problems in the community in an effort to reduce crime and increase property values.

Code Enforcement, in its routine day-to-day activities, concentrates on:

- Providing assistance to residents and businesses in locating numerous types of resources.
- Assisting law enforcement in reducing crime through eliminating blight.

As previously discussed, the Code Enforcement Program is an integral part of the City's Growing Strong Neighborhood Initiative. Resulting from the Initiative is the Strong Neighborhoods Cabinet. This Cabinet is actively developing benchmarks by which to measure improvement in the quality of life in Rancho Cordova. Comprised of representatives from Neighborhood Services, Public Works, Planning, Public Information, Police, Probation and Economic Development, the Cabinet meets on a regular basis to monitor progress of the Initiative, and if needed, identifies enhancements or adjustments to current work practices. Code Enforcement supports Growing Strong Neighborhoods Initiative by enforcing State and local codes and programs that improve the quality of life and maintain property values. These codes include those that govern the Vacant Building and Foreclosure Monitoring Programs, commercial enforcement, a proactive Rental Housing Inspection Program, and neighborhood cleanups. Code Enforcement continues to focus on education and strives to obtain compliance without taking legal action.

During FY 2012-13 there will be an addition of up to four Code Enforcement Officers to the Neighborhood Services Division. One officer will be assigned exclusively to the rental housing inspection program to ensure every rental unit in Rancho Cordova is inspected in a timely manner. The three additional officers will be assigned to general code enforcement. One staff member will focus on commercial enforcement and education. The remaining two officers will be assigned to assist in general blight issues and will be trained in rental housing inspections so they can seamlessly assist where most needed. The new rental housing officer and at least one of the general code enforcement staff will be assigned to work on Saturdays to better serve our community.

The Code Enforcement program focuses efforts on producing the following desired outcomes:

- Improved overall community image.
- Improved rental housing conditions through the Rental Housing Inspection Program, which includes education, property owner cooperation, and abatement.
- Improved safety and enhanced visual effects in commercial/industrial districts.
- Encouragement to property owners and residents to take responsibility for their property and neighborhoods.
- Reduction of the negative effects of vacant buildings and foreclosures on neighborhoods.

The previously mentioned outcomes are produced through effective execution of the following ongoing activities:

- Participation in the Growing Strong Neighborhoods Cabinet.
- Working collaboratively with the Rancho Cordova Police Department Problem Oriented Police (POP) Division and Sacramento County Probation Department. This partnership

embraces the development of a multifaceted approach to both reduce crime and improve the quality of life for the residents of Rancho Cordova.

- Conducting public outreach and education efforts by attending numerous public events.
- Effectively enforce codes utilizing education and the appropriate enforcement tools.

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Neighborhood Services Division's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Neighborhood Services Division's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova - Goal #1

- Participate in 20 community outreach meetings and events such as Kid's Day, the "Business Walk," various neighborhood association meetings, Cordova Pride Project cleanups, and Rancho Cordova Police Department zone meetings.

**Completed.** Staff participated in 20 community outreach meetings and events, such as: Kid's Day, Christmas in Cordova, Rancho Cordova Police Department Zone meetings, Neighborhood Watch, Police Activity League events and local school presentations.

- Organize and participate in two neighborhood cleanups in conjunction with neighborhood Associations.

**Completed.** Cleanup held October 22, 2011 in Mills Ranch Neighborhood. 120 cubic yards of garbage were removed during this event. The second cleanup was held March 31, 2012. 80 cubic yards of garbage removed during the second event.

### Ensure a Safe Community – Goal #6

- Collaborate with Rancho Cordova Police and Probation Department in the "Focus on 50" project as part of the Strong Neighborhoods Program.

**Completed and ongoing.** The "Focus on 50" locations were identified using empirical data, such as: crime statistics, police calls for service, code enforcement cases, and registered probationers. These properties are a combination of multifamily, single family, and commercial establishments. Since the inception of the program 34 of the properties have been inspected by Neighborhood Services staff, resulting in 428 code enforcement cases and 32 animal services cases. The program also resulted in 23 rooms at the Cordova Inn being deemed uninhabitable and two animal hoarders located and assisted.

- Lead the Panhandling Task Force, in conjunction with other City Departments, to remove nuisances and ensure safety for potential shoppers in Rancho Cordova.

**Ongoing.** Neighborhood Services saw better options for panhandlers that are provided for free at several agencies throughout the region. The "Have a Heart Donate Smart" campaign encourages residents to donate to local shelters and food banks instead of

*giving money to panhandlers directly. The program has a designated webpage, publicized through City Views, and discussed at business and resident meetings.*

### **Improve the Quality of Housing in Rancho Cordova - Goal #7**

- Inspect 1,000 apartments as part of the Rental Housing Inspection Program.

**Completed and ongoing.** *1,436 units were inspected to ensure they met State mandated minimum housing standards. Staff continues to work with property owners to remediate deficiencies. Only property owners that fail to work with staff or comply receive punitive fines.*

- Provide at least two rental housing training classes to property owners and/or managers, to encourage responsible property maintenance, and provide crime prevention through environmental design (CPTED) in conjunction with Rancho Cordova Police Department.

**Completed.** *The first class was held on October 26, 2011. The second class was held on May 23, 2012. Probation also participated in this program.*

### **Sustain a Livable Community- Goal #8**

- Participate in four Blight Buster events.

**Anticipated completion by June 30<sup>th</sup>.** *The first Blight Busters sweep of this year was held on November 17, 2011 in the South White Rock neighborhood. The second sweep was completed January 12, 2012 in the Countryside area. The third sweep was completed on April 12, 2012 in the Mills Tower area. The fourth sweep is scheduled to take place on June 21, 2012 in the Lincoln Village area. Lower level violations are being observed than during original sweeps at the inception of the program.*

- Collaborate with Public Works, Economic Development & residents in a graffiti abatement taskforce as part of Growing Strong Neighborhoods.

**In progress.** *Public Works has taken a firm stance on graffiti in the public right of way. Code Enforcement staff are aggressively dealing with graffiti on private property. In collaboration with the City Attorney's Office a graffiti ordinance was prepared for City Council approval.*

### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Participated in PAL (Cops Cuffing Cancer) to raise money for the Make a Wish Foundation. Neighborhood Services Manager Kerry Simpson was "sent to jail" and raised over \$2,000 in "bail." Goal #1*
- *Participated in Career Day at Mills Middle School. Staff spoke to the students about code enforcement and animal services as a potential career option. Goal #1*
- *Taught a class at California Association of Code Enforcement Officers (CACEO) conference on September 7, 2011. The topic was Blight Busters and the Probation Community Alliance. Goal #1*

- *Participated in One on One: Connecting Cops and Kids training. This training reinforced the benefits of promoting positive interactions with children in the field and how those interactions can have a profound impact on those children into adulthood. Goal #4*
- *Collaborated with the Probation Officers as part of the Community Alliance. This pilot program housed two Probation Officers in the Neighborhood Services Office in order for them to have a close working relationship with code enforcement and police staff. Some of the statistics are: 147 arrests, 889 inspection assists, retrieval of four guns, 100 grams of Methamphetamine, five grams of rock cocaine, 600 grams of marijuana and the collection of \$5,733 in victim restitution. Goal #6*
- *With the assistance of the City's GIS database, starting January 2012 staff receives a monthly foreclosure report. Each address is investigated to ensure the properties are maintained in compliance with City and State codes. Using this more efficient process, all foreclosures are identified and inspected. Past practices required staff to physically locate foreclosures or wait for residents to report them. Goal #6*
- *Pursuant to ongoing rental housing inspections and the lack of compliance the following apartment complexes went into receivership: Terra Vista, River Pointe, Cordova Estates, and Concorde Plaza. Goal #7*
- *Neighborhood Services Manager installed as a Police Activities League Board Member. This will allow the City to be more involved with youth programs. Goal #8*
- *Implemented a New Shopping Cart Retrieval Program. Initiated a contract with California Shopping Cart Retrieval Company on November 1, 2011. Over 450 carts retrieved. Residents have a hotline and website to submit cart locations. Carts are picked up within 24 business hours. Goal #8*
- *Increased Rental Business License enforcement. July 1, 2011 to October 1, 2011 Code Enforcement staff aggressively enforced rental business licenses. During that period \$57,330 was collected, a 600% increase over the same time period last year. Goal #11*
- *Contracted with Sacramento County Probation Abatement Crew on November 18, 2011. Each probationer is paid a daily stipend of \$24. These funds go directly toward victim restitution and not the probationer. The program has resulted in the cleanup of the Jack in the Box on Sunrise Boulevard, 12 vacant residential properties and 11 large vacant lots. This program has proven to be successful for both probation and the City of Rancho Cordova. Probationers fulfill their adult work project commitment, and the overall program is more cost efficient than using outside contractors. Goal #11*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova - Goal #1**

1. Participate in 20 community outreach meetings and events such as Kid's Day, neighborhood association meetings, Police Zone meetings, Neighborhood Watch, and school outreach meetings.

2. Organize and participate in two neighborhood cleanups in conjunction with neighborhood associations.
3. As an evolution of Blight Busters, implement the CityZen Program. While Blight Busters focused Neighborhood Services, Probation and Police Department on a single neighborhood for one day, this program focuses on a single neighborhood for a three to six month period. During this time, all rentals in the neighborhood will be inspected. Code Enforcement staff will consistently remind residents of City standards, while ensuring all criminal issues are reported to the appropriate departments. During FY 2012-13 staff will commit to focusing on two communities while continuing services citywide.

**Ensure a Safe, Inviting and Livable Community – Goal #2**

4. With GIS assistance, produce an updated “Focus on 50” list locating new areas of crime using empirical data. Collaborate with Probation and Rancho Cordova Police Department to reduce blight and crime from these new target areas as part of the Strong Neighborhoods Program.
5. Inspect 1,000 rental units as part of the Rental Housing Inspection Program. This year we will have a stronger focus on duplexes and single family residences as well as apartments.
6. Inspect and inventory all public housing units within Rancho Cordova in conjunction with the City of Rancho Cordova Housing Division.

**Empower Responsible Citizenship - Goal #3**

7. Participate in the Pepperdine Grant Civic Engagement training and assist in at least two neighborhood focus groups. These focus groups are to engage residents, learn what their needs are, and facilitate citizen participation.
8. Utilize the services of at least 10 volunteers throughout the year as part of the overall volunteer program.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 315,848	\$ 237,373	\$ 31,415	\$ (70,700)	\$ 65,200	\$ 489,400
Licenses, Permits & Fees	4,000	4,000	3,600	4,000	4,000	4,000
Fines & Forfeitures	36,190	168,002	302,409	440,000	300,000	370,000
Charges for Services & Other Revenues	2,737	14,489	15,443	10,000	12,300	12,000
<b>Total Revenues</b>	<b>358,775</b>	<b>423,865</b>	<b>352,867</b>	<b>383,300</b>	<b>381,500</b>	<b>875,400</b>
<b>Other Sources:</b>						
Transfers In	151,806	75,010	63,432	229,000	237,000	80,000
<b>Total Other Sources</b>	<b>151,806</b>	<b>75,010</b>	<b>63,432</b>	<b>229,000</b>	<b>237,000</b>	<b>80,000</b>
<b>Total Sources</b>	<b>510,581</b>	<b>498,875</b>	<b>416,299</b>	<b>612,300</b>	<b>618,500</b>	<b>955,400</b>
<b>Use of Funds:</b>						
Salaries	262,419	202,086	187,371	369,600	372,500	468,700
Benefits	180,527	231,968	154,148	162,500	165,500	255,600
Operations	67,635	64,821	74,780	80,200	80,500	231,100
<b>Total Uses</b>	<b>\$ 510,581</b>	<b>\$ 498,875</b>	<b>\$ 416,299</b>	<b>\$ 612,300</b>	<b>\$ 618,500</b>	<b>\$ 955,400</b>

## Animal Services

The Animal Services program (the other “partner” in the Neighborhood Services Division) ensures the protection of, promotion of, respect for, and enhancement of the well-being of animals in our community. The Animal Services program continues to promote responsible pet ownership by providing the best possible professional services and ensures that residents are educated on the City’s pet licensing and vaccinations requirements. Staff also promotes responsible pet ownership and the reductions in pet overpopulation by encouraging residents to utilize low cost spay/neuter clinics provided in the region by such organizations as the Sacramento Society of Prevention and Cruelty to Animals (SSPCA).

Standard ongoing responsibilities of the Animal Services Program include:

- Investigating animal cruelty and neglect.
- Educating the community about the humane care and treatment of animals, including the importance of vaccinating pets against rabies.
- Encouraging residents to be responsible pet owners by spaying/neutering their pets.
- Enforcing all animal related local, state and federal laws.

## FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Administrative Support Division’s projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Administrative Support Division’s progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren’t identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova - Goal #1

- Participate in eight outreach meetings including bite prevention training and spay/neuter outreach programs for residents and businesses.

**Completed.** *Participated in outreach through neighborhood association meetings, police zone meetings, Winter Woof Fest, and classroom education.*

### Ensure a Safe Community – Goal #6

- Host one free rabies clinic.

**Completed.** *In collaboration with the Sacramento Valley Veterinarian Association a free rabies clinic was held at the Rancho Cordova Neighborhood Center on September 29, 2011. In conjunction with other regional clinics 1,198 vaccinations were given. Rancho Cordova sold 38 new animal licenses during this event.*

- Increase the number of pets licensed in the City through education and enforcement by 20%.

***In progress.*** Actively working with SSPCA and PetPoint staff to ensure new software is generating accurate non renewal reports. This has hindered staff's ability to follow up on un-renewed licenses.

#### **Improve the Quality of Housing in Rancho Cordova - Goal #7**

- Participate in the rental housing training program to encourage property owners/managers establish guidelines for renting to people with pets.

***Completed.*** Animal Services staff has educated landlords/property owners through rental housing training and supplying property management with licensing information.

#### **Practice Sound Fiscal Management - Goal #11**

- Negotiate a cost effective contract for animal shelter services while providing quality services for our residents. The City contract for shelter services with SSPCA expires on December 31, 2011.

***Completed.*** Negotiated a 3-year contract with the SSPCA, which included a new database at their cost. The first year of the contract saw a minor net increase of \$834.

#### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Rio's Holiday Pet Drive resulted in a full pickup truck of donated items such as gently used blankets, pet food, toys, and other treats for the animals housed at the SSPCA. Goal #1*
- *Acted as a Hearing Officer for Sacramento County on animal related cases such as abuse, dangerous, or vicious animals. Goal #1*
- *At the encouragement of the E.A.T. committee celebrated annual dog biscuit day at February's City monthly All Hands meeting. Goal #1*
- *Utilized the Nextdoor program and the City's Animal Services Facebook page to reunite lost pets with their owners. Goal #4*

### **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

#### **Ensure a Safe, Inviting and Livable Community - Goal #2**

1. Host one free rabies clinic.
2. Participate in the rental housing training program to encourage property owners/managers to establish guidelines for renting to people with pets.

**Empower Responsible Citizenship - Goal #3**

3. Proactively contact large complex owners with spay/neuter and licensing information. Animal Services staff will highlight the benefits of ensuring residents vaccinate and alter their pets.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ 398,819	\$ 459,843	\$ 348,398	\$ 433,200	\$ 422,300	\$ 437,700
Licenses, Permits & Fees	49,930	59,718	74,705	65,000	60,000	50,000
Fines & Forfeitures	21,470	14,943	36,484	30,000	30,000	24,000
Intergovernmental	20,244	-	-	-	-	-
Charges for Services & Other Revenues	51	80	196	-	-	-
Total Revenues	490,514	534,584	459,783	528,200	512,300	511,700
Other Sources:						
Transfers In	12,764	-	-	-	-	-
Total Other Sources	12,764	-	-	-	-	-
Total Sources	503,278	534,584	459,783	528,200	512,300	511,700
<b>Use of Funds:</b>						
Salaries	135,115	137,017	81,961	149,400	139,600	156,000
Benefits	103,429	116,135	84,902	62,800	60,200	60,800
Operations	264,734	281,433	292,919	316,000	312,500	294,900
Total Uses	\$ 503,278	\$ 534,584	\$ 459,783	\$ 528,200	\$ 512,300	\$ 511,700

# PUBLIC WORKS

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## DESCRIPTION

The Public Works Department provides services that will safeguard public health, safety and welfare, and ensure a higher quality of life for our citizens by facilitating or providing engineering support for Capital Improvement Plan (CIP) project development and implementation, construction management and inspection, road maintenance, traffic safety, drainage services, solid waste management, plan review and development services, infrastructure financing, and special projects.

Many of the daily activities and ongoing programs of Public Works support the City's Growing Strong Neighborhoods Initiative. Some examples are the street safety program, the neighborhood traffic management program, sidewalk replacement and repair program, landscape and lighting maintenance, the elderly and disabled access program, the pedestrian improvement program, streetscape improvement projects, the bikeway improvement program, lighted crosswalk projects, the Rancho Cordova transit shuttle project, many intersection improvements, and roadway maintenance. Additionally, Public Works has continued the "Dial Before You Pile" program to ensure timely pickup of trash piles in many neighborhoods and works very closely with Code Enforcement and the community to reduce illegal dumping within the City.

Standard ongoing responsibilities of the Department of Public Works include:

- Management and construction of transportation improvements
- Construction, repair, maintenance and operation of all City streets, sidewalks, street lights, traffic signals, traffic signs, traffic legends, crosswalks, pavement markers, lane line striping, and landscaping
- Street sweeping
- Graffiti removal in the public right of way
- Engineering and project management services for Capital Improvement Projects and permits
- Issuance of street use, encroachment, transportation and grading permits
- Plan review for improvements in the public right of way
- Construction management services for both public and private improvements in the public right of way
- Regulating the work of utilities and contractors in the public right-of-way
- Refuse collection services
- Storm water and drainage management
- Drainage Planning, Design, and Engineering

- Development Plan Review and Support
- Transportation Planning
- Transportation Development Impact Fee Program management
- Kilgore Cemetery management
- Management of the Building and Safety Division
- Oversight of the Facilities Management Division

## FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Public Works Department's projects for the fiscal year. Those tasks are grouped below by the overall Citywide goal that they served, and a status is provided to update the public on the Public Works Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

### Foster a Positive Image of Rancho Cordova – Goal #1

- Complete construction of the following Capital Improvement Projects:
  - Complete construction of Folsom Boulevard Enhancements – Phase II by September 2012. (CP07-2033)
 

***Partially completed.** Work completed includes grading, storm drain installation, street light upgrades, median construction, and approximately 75% of sidewalks installed. All work is expected to be completed by fall of 2012. Completion of construction is listed as a current year goal.*
  - Complete construction of 2010 Street Rehabilitation projects for a number of roads in the Business Park area south of Folsom Boulevard and complete design and environmental clearance for other streets within the City. (CP10-2087)
 

***Completed.** Construction of street rehabilitation project has been completed.*
- Award construction contracts or commence construction on the following Capital Improvement Projects:
  - Award construction contract and begin construction on Folsom Boulevard Enhancements Phase III, providing aesthetic and safety improvements along Folsom Boulevard between Rod Beaudry and Mather Field Road. (CP10-2088)
 

***Completed.** Contract has been awarded for designed improvements and construction has been initiated. Construction completion is planned for FY 2012-13.*
  - Commence construction of the 2011 Street Rehabilitation project at various locations within the Cordova Gardens Neighborhood.

**Completed.** Construction of street rehabilitation project has been completed.

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
  - Complete design and environmental and commence construction on the 2012 Street Rehabilitation Project on International Drive from Zinfandel Drive to Mather Field Road and on Zinfandel Drive from White Rock Road to Folsom Boulevard (CP12-2104)

**Anticipated completion by June 30th.** Design and environmental work has been completed. Award of construction contract expected by June 30, 2012. Completion of construction is listed as a current year goal.

- Complete design and environmental on the 2012 Sunrise Boulevard Street Rehabilitation Project from American River Bridge to US Highway 50. (CP12-2105)

**In progress.** Design work and environmental work has been initiated. The City is working with the County to create a joint project.

## Improve Transportation & Connectivity – Goal #2

- Complete construction of the following Capital Improvement Projects:
    - Complete construction of Douglas Road, Phase I, from Rancho Cordova Parkway to Borderlands Drive. (CP06-2024)
- Partially completed.** Construction underway with full completion scheduled for FY 2012-13.
- Complete construction of a sidewalk on the north side of White Rock Road between the new White Rock Park Hwy 50 overcrossing and S & G Carpet. (CP12-2103)

**In progress.** Anticipate bidding the project by June 30, 2012. Completion of construction is listed as a current year goal.

- Award construction contracts or commence construction on the following Capital Improvement Projects:
  - Continue to coordinate with the County on the Zinfandel Extension Project, consisting of a two lane road extending Zinfandel Drive south to Douglas Road, a 6x4 lane signalized intersection at Zinfandel Drive/Douglas Road, and the realignment of Eagles Nest Road to the west side of the “Minute Man” Statue. Construction is anticipated to start in August 2011.

**Completed.** Construction of the Zinfandel Drive Extension Project was completed in November 2011.

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:

- Continue design, certify the environmental document, and evaluate the design schedule for the Rancho Cordova Parkway Interchange Project. (CP05-2003)

***Partially completed.*** Circulation of the EIR/EA is expected in late fall of 2012. Design work has been suspended until the environmental clearance is obtained.

- Complete environmental document for widening of Sunrise Boulevard from Kiefer Boulevard to State Route 16/Jackson Highway, including intersection improvements at Sunrise Boulevard/Jackson Highway. Project includes obtaining a MOU with the County on the scope, alignment, funding issues, and environmental clearance for the intersection improvements. (CP07-2038)

***In progress.*** Environmental document and an MOU are being worked on with Sacramento County on the scope, alignment, funding, and environmental clearance for the improvements. Construction planned to begin 2014.

- Work with the County to complete design and commence construction of the Air Park Drive-Femoyer Road project, which proposes to widen the existing Femoyer Road to four lanes and construct the roadway extension from Air Park Drive to International Drive, with various additional improvements. (CP06-2021)

***In progress.*** Environmental review and design work will be completed by June 30, 2012. Commencement of construction is listed as a current year goal.

- Complete design, permitting, an agreement with the Bureau of Reclamation, and construction of the Douglas Road Bike and Pedestrian Safety Improvement project to provide a bicycle trail connection to the Folsom South Canal (CP09-2078)

***In progress.*** Design and permitting has been initiated with agreement with Bureau of Reclamation. Commence of construction is listed as a current year goal.

- Complete design and initiate construction for the North Mather Boulevard connection to Villages of Zinfandel. (CP06-2027)

***Partially completed.*** The project is under design. Environmental clearance will be completed by June 30, 2012. Coordinating with County on status of funding to complete construction. Commencement of construction is listed as a current year goal.

- Certify the environmental document and complete design for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to city limits. (CP07-2055)

***Partially completed.*** The CEQA process has been completed and the NEPA documents are under review. Completion of the design and certification of the environmental document has been carried over to a current year goal.

- Initiate design and permitting of the Douglas Road Phase II improvements to construct two lanes north of the centerline and a median from Rancho Cordova Parkway to Borderlands Drive. The project also includes extending 5 lanes to Americanos. (CP10-2083)

***In progress.*** Design and environmental work has been initiated. This project is development driven so timing of completion is unknown. The project has been carried over as a current year goal.

- Continue to actively participate as a member jurisdiction in the JPA for the design of the Capital Southeast Connector.

***In progress.*** The CEQA document was re-certified in March 2012. The project is now moving forward with agency coordination, General Plan amendments and refinement of the functional guidelines.

- Continue oversight and outreach and work on a sustainable funding plan for the Rancho CordoVan Shuttle Service and increase ridership by 5%.

***In progress.*** The Rancho CordoVan continues to provide increased ridership with a 15% increase in average ridership from April 2011 to April 2012. A new plan for funding has been developed and route expansion to Anatolia is currently in process. Expanded routing will occur in the summer of 2012.

#### **Ensure the Availability of the Best Public Services in the Region – Goal #4**

- Present proposal for phase two of the Kilgore Cemetery Restoration project. (CP08-2066)

***On hold.*** Design work has been completed and project is awaiting availability of funding.

- Complete detachment from County Service Area No.1 (CSA-1) for street light maintenance and transition services to the City.

***Anticipated completion by June 30<sup>th</sup>.*** Application has been submitted to LAFCo with an expected hearing date of June 6, 2012. Formation of a successor District and an Agreement for Transition of Services will be completed by June 30, 2012. If approved by LAFCo, detachment will become effective July 1, 2012.

#### **Ensure a Safe Community – Goal #6**

- Complete feasibility analysis and continue design and environmental work on pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails). (CP10-2084)

***In progress.*** City and County Airport staff are in final stages of feasibility discussions. Staff will be in a discussion to clearly define the project scope by June 30, 2012. Design and environmental work has been carried to a current year goal.

- Complete design of about 1,850 linear feet of new sidewalks along the north side of White Rock Road and west of Capital Center Drive. This project will also remove and replace sidewalk ramps and install crosswalks at the intersections of Capital Center Drive/White Rock Road and Quality Drive/White Rock Road. (CP10-2082)

***Completed.*** Design has been completed. Sidewalk ramps and crosswalks have been installed. Construction of the new sidewalk on the north side of White Rock Road has been listed as a current year goal. (CP12-2103)

- Install speed humps and raised crosswalks on Dawes Street, Malaga Way, Los Amigos Drive, Rinda Drive, and Dolcetto Drive. (CP10-2098)

**Partially completed.** Speed humps were installed on Dawes Street, Malaga Way, and Los Amigos Drive and completion of a crosswalk on Rinda Drive were completed. Improvements including Bott dots striping on Dolcetto, a raised crosswalk on Dawes Street, and two speed feedback signs on Chase Drive are listed as a current year project.

### Practice Sound Fiscal Management – Goal #11

- Continue working with partners and seeking additional grants, complete a balanced 5-year Capital Improvement Plan (CIP) budget including a funding strategy for core backbone infrastructure.

**Completed and ongoing.** City has adopted a balanced 5-year CIP budget. In FY 2011-12 more than \$5.5 million in grant and other funding has been secured by the Public Works Department to fund various CIP projects.

- Staff will continue to pursue additional State and Federal Grant funding opportunities that will leverage local transportation funds and help fund critical backbone infrastructure. This is an ongoing goal to be completed each year in time to program new funding received in the annual CIP budget.

**In progress.** Public Works staff has a comprehensive strategy for securing State and Federal funding that weighs important City projects with Sacramento regional priorities, Congressional appropriations requirements, local match availability, multi-agency support, and project readiness. Staff has pursued cooperation and support from other agencies, and was successful in placing the City's priority transportation funding requests on the Cap-to-Cap advocacy platform.

Progress during FY 2011-12 included:

Staff secured \$2,308,000 in funding from the Sacramento Area Council of Government (SACOG) for four projects in Rancho Cordova. Staff works diligently to ensure that Rancho Cordova projects receive high marks in this very competitive process.

The funding includes:

\$1.9 million for Complete Streets Rehabilitation on Sunrise Boulevard. This project will include rehabilitation of portions of Sunrise Boulevard from the American River Bridge to Coloma Road and will include new crosswalks and a new sidewalk on the west side of Sunrise Boulevard.

\$181,000 for Class II Bicycle Trail Gap Closures. This project will apply striping and signage to designate Class II bike lanes along various corridors in the City.

\$148,000 for Bicycle Traffic Signal Detection. This project will install push buttons and sensors to facilitate bicyclists crossing intersections at six locations in the City.

\$100,000 for Old Placerville Road Complete Streets. This project will add sidewalk, curb, gutter, bike lanes and frontage lanes in various locations along Old Placerville Road providing smoother operations for vehicles

- Execute new residential franchise agreement by December 2011.

**Completed.** *Allied Waste was awarded a new residential franchise solid waste contract in September of 2011. The agreement expanded solid waste services to residential households by including the recycling of syringes, batteries, and to assist in being an extra set of eyes and ears to keep Rancho Cordova streets safe. The term of the contract is for 6-years, running through December of 2017.*

- Continue to monitor and participate in the Truck Management Plan (TMP) collaboration for the proposed mining operations in the east county and ensure equitable mitigation measures and quality of life improvements are implemented. Bring the current legal challenge with the County to a close.

**Completed.** *Legal challenges have been dropped and an agreement has been reached and is in place with the County.*

### **Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget**

- *Installed speed feedback signs along Coloma Road to inform drivers of their current speed in relation to the posted speed limit. Goal #6*
- *Improved pedestrian accessibility throughout the City by removing and replacing 1,200 feet of damaged sidewalk. Goal #6*
- *Completed safety improvements to the White Rock Community Pathway by straightening the pathway and installing decorative wrought iron fencing along the pathway. (CP10-2095) Goal #6*

## **FISCAL YEAR 2012–2013 PROJECTS**

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

### **Promote the Positive Image of Rancho Cordova – Goal #1**

1. Complete construction of the following Capital Improvement Projects:
  - a. Folsom Boulevard Enhancements – Phase II by fall 2012 providing aesthetic and safety improvements along Folsom Boulevard between Mather Field Road and Sunrise Boulevard. (CP07-2033)
  - b. Complete construction of Folsom Boulevard Enhancements Phase III, providing aesthetic and safety improvements along Folsom Boulevard between Rod Beaudry and Mather Field Road. (CP10-2088)
  - c. 2012 Street Rehabilitation Project. Project includes installation of sidewalk improvements on Zinfandel Boulevard between Folsom Boulevard and Beclan Drive and base repair on Folsom Boulevard (CP12-2104)
  - d. White Rock Road Sidewalk Improvements. Construct about 1,850 linear feet of sidewalk on the north side of White Rock Road. (CP12-2103)

2. Commence construction on the North Mather Boulevard connection to Villages of Zinfandel. Completion of this project is contingent upon receiving funding from Sacramento County (CP06-2027)
3. Complete design and environmental on the 2012 Sunrise Boulevard Street Rehabilitation Project from American River Bridge to US Highway 50. Timing of completion is contingent upon coordination and participation by Sacramento County (CP12-2105)

#### **Ensure a Safe, Inviting and Livable Community – Goal #2**

4. Complete construction of the following Capital Improvement Projects:
  - a. Improvements including Bott dots striping on Dolcetto, a raised crosswalk on Dawes Street, and two speed feedback signs on Chase Drive are listed as a current year project. (CP10-2098)
  - b. Improve bicycle safety by installing traffic signal detection devices for bicycle riders at 6 intersections throughout the City. (CP12-2108)
  - c. Rehabilitate sidewalks and sidewalk ramps at various locations in the City. (CP12-2109)
5. Improve bicycle safety by installing striping and signage designating specific lanes as Class II bike lanes throughout the City. (CP12-2107)
6. Complete feasibility analysis and continue design and environmental work on pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails). (CP10-2084)

#### **Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5**

7. Complete construction of the Douglas Road, Phase I, from Rancho Cordova Parkway to Borderlands Drive. The project will provide three lanes and frontage improvements south of ultimate centerline. The striping will be in an interim configuration allowing one eastbound lane, one westbound lane and a two-way left turn lane. (CP06-2024)
8. Award construction contracts or commence construction on the following Capital Improvement Projects:
  - a. Air Park Drive-Femoyer Road, to widen Femoyer Road to four lanes and construct the roadway extension from Air Park Drive to International Drive, with various additional improvements. Completion of this project is contingent upon receiving funding from Sacramento County. (CP06-2021)
  - b. Complete design, permitting, an agreement with the Bureau of Reclamation, and commence construction of the Douglas Road Bike and Pedestrian Safety Improvement project to provide a bicycle trail connection to the Folsom South Canal. (CP09-2078)
  - c. Prepare plans, specifications and prepare a bid package for construction of Phase 1 of White Rock Road Improvements from Sunrise Boulevard to Rancho Cordova Parkway. (CP07-2055)

9. Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
  - a. Douglas Road Phase II project, from Rancho Cordova Parkway to Americanos Boulevard. The project will extend 5 lanes to Americanos Boulevard, allowing three eastbound lanes and two westbound lanes. This project is development driven so timing of completion is uncertain. (CP10-2083)
  - b. Circulate the environmental document, and evaluate the design schedule for the Rancho Cordova Parkway Interchange Project. (CP05-2003)
  - c. Certify the environmental document and complete design for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to city limits. (CP07-2055)
10. Execute an agreement with the County of Sacramento for transition of drainage services.
11. Continue to pursue additional Local, State, and Federal funding opportunities that help leverage local transportation funds and help fund CIP projects. This is an ongoing goal to be completed each year in time to program new funding received in the annual CIP budget.
12. Ensure fiscal restraint by prudently managing costs of CIP projects to be cost effective.
13. Oversee and manage grant funding received in compliance with State and Federal funding regulations.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits & Fees	984,623	1,012,080	1,216,041	1,218,500	1,213,500	1,590,000
Use of Money & Property	377	144	88	-	-	-
Charges for Services & Other Revenues	2,184,373	1,614,133	1,448,345	2,156,900	2,039,800	1,504,700
<b>Total Sources</b>	<b>3,169,373</b>	<b>2,626,357</b>	<b>2,664,473</b>	<b>3,375,400</b>	<b>3,253,300</b>	<b>3,094,700</b>
<b>Use of Funds:</b>						
Salaries	751,104	717,719	594,669	1,328,500	1,189,200	662,300
Benefits	617,998	589,735	579,589	603,000	544,900	522,600
Operations	977,699	1,040,400	1,063,574	1,244,400	1,319,700	1,317,700
Capital Outlay	284,361	-	-	30,600	51,300	-
<b>Total Expenditures</b>	<b>2,631,162</b>	<b>2,347,854</b>	<b>2,237,832</b>	<b>3,206,500</b>	<b>3,105,100</b>	<b>2,502,600</b>
<b>Other Uses:</b>						
Transfers Out	-	-	163,353	100,000	100,000	500,000
<b>Total Other Uses</b>	<b>-</b>	<b>-</b>	<b>163,353</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Total Uses</b>	<b>\$ 2,631,162</b>	<b>\$ 2,347,854</b>	<b>\$ 2,401,185</b>	<b>\$ 3,306,500</b>	<b>\$ 3,205,100</b>	<b>\$ 3,002,600</b>

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## NON DEPARTMENTAL

This activity accounts for the costs of support services needed to run the general City Hall operations. It also accounts for the cost of various items, which are not directly attributable to a specific department.

Transfers Out is an accounting method to allocate resources in the fund that actually is incurring the expense.

### ADOPTED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Source of Funds:</b>						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes	27,250,904	26,070,246	28,935,393	28,533,000	29,130,600	29,323,000
Licenses, Permits & Fees	399,295	545,623	583,156	494,000	494,000	723,000
Use of Money & Property	661,544	444,148	310,890	100,000	84,000	121,000
Intergovernmental	1,062,758	713,601	161,458	200,000	177,600	233,000
Charges for Services & Other Revenues	270,481	9,692	169,174	50,000	53,800	70,000
<b>Total Revenues</b>	<b>29,644,982</b>	<b>27,783,309</b>	<b>30,160,070</b>	<b>29,377,000</b>	<b>29,940,000</b>	<b>30,470,000</b>
<b>Other Sources:</b>						
Transfers In	220,000	47,584	12,000	20,600	52,900	24,000
<b>Total Other Sources</b>	<b>220,000</b>	<b>47,584</b>	<b>12,000</b>	<b>20,600</b>	<b>52,900</b>	<b>24,000</b>
<b>Total Sources</b>	<b>29,864,982</b>	<b>27,830,893</b>	<b>30,172,070</b>	<b>29,397,600</b>	<b>29,992,900</b>	<b>30,494,000</b>
<b>Use of Funds:</b>						
Benefits	1,765	942	338,932	-	(5,000)	30,000
Operations	640,844	600,530	801,676	618,600	639,100	745,600
<b>Total Expenditures</b>	<b>642,609</b>	<b>601,472</b>	<b>1,140,608</b>	<b>618,600</b>	<b>634,100</b>	<b>775,600</b>
<b>Other Uses:</b>						
Transfers Out	1,954,230	1,500,701	2,871,646	720,200	961,300	983,700
Revenue Neutrality	6,029,814	6,460,226	6,714,615	6,924,000	6,924,000	7,264,000
Principal & Interest	430,973	-	-	-	-	-
<b>Total Other Uses</b>	<b>8,415,017</b>	<b>7,960,927</b>	<b>9,586,261</b>	<b>7,644,200</b>	<b>7,885,300</b>	<b>8,247,700</b>
<b>Total Uses</b>	<b>\$ 9,057,626</b>	<b>\$ 8,562,399</b>	<b>\$ 10,726,869</b>	<b>\$ 8,262,800</b>	<b>\$ 8,519,400</b>	<b>\$ 9,023,300</b>

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# SPECIAL REVENUE FUNDS

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Special Revenue Funds are used to account for activities supported by specific taxes or other designated revenue sources. These funds are generally required by statute, charter or ordinance to finance specific government functions and include:

## Housing Special Revenue Funds

- CDBG
- Very Low Income Housing Impact Fees
- Rental Code Compliance Program

## Special Revenue Impact Fee Funds

- Villages of Zinfandel Impact Fees
- Traffic Mitigation Fees
- Community Facilities Fees
- Sunrise Douglas Impact Fees
- General Plan Impact Fees
- Park Renovation Fees
- Capital Village Park Development Fee

## Grant Funds

- Federal Grants
- State Grants
- Other Grants

## State & County Subvention Funds

- Gas Tax
- Measure A
- Prop 42
- Transportation Development Act

## Assessment Districts, Special Tax Districts and Landscaping & Lighting Districts

- Special Police Tax
- Landscape & Lighting District No. 2005-1
- Transit Related Services Special Tax
- Transit Related Services Benefit District
- Road Maintenance Assessment District
- Rancho Cordova Lighting District

## Other Special Revenue Funds

- Street Trench Cut Fees
- Mather Field Traffic Impact Fee
- Roadway Improvement
- Storm Water Utility Tax
- Asset Forfeiture

**ADOPTED FISCAL YEAR 2021-2013 BUDGET SPECIAL REVENUE FUNDS**

	Housing Special Revenue Funds	Impact Fee Funds	Grant Funds	State & County Subvention Funds	Assessment District, Special Tax District & Landscaping & Lighting District Funds	Other Special Revenue Funds	Total Special Revenue Funds
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ 140,250	\$28,446,341	\$ (156,913)	\$ 4,620,564	\$ 4,814,864	\$ 7,687,440	\$ 45,552,545
<b>Revenues:</b>							
Taxes	-	-	-	-	1,364,300	300,000	1,664,300
Licenses & Permits	80,000	5,456,200	-	-	-	548,700	6,084,900
Use of Money & Property	-	-	-	-	-	-	-
Intergovernmental	803,000	-	8,226,600	3,875,400	-	-	12,905,000
<b>Total Revenues</b>	<u>883,000</u>	<u>5,456,200</u>	<u>8,226,600</u>	<u>3,875,400</u>	<u>1,364,300</u>	<u>848,700</u>	<u>20,654,200</u>
<b>Other Sources:</b>							
Transfers In	-	-	-	-	-	500,000	500,000
<b>Total Other Sources</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>500,000</u>
<b>Total Revenues &amp; Other Sources</b>	<u>\$ 883,000</u>	<u>\$ 5,456,200</u>	<u>\$ 8,226,600</u>	<u>\$ 3,875,400</u>	<u>\$ 1,364,300</u>	<u>\$ 1,348,700</u>	<u>\$ 21,154,200</u>
<b>Expenditures:</b>							
Salaries	316,800	1,003,000	20,000	201,700	88,700	300,000	1,930,200
Operations	460,600	1,627,200	662,600	1,383,900	885,800	671,700	5,691,800
Capital Outlay	107,219	320,000	25,000	-	-	699,000	1,151,219
<b>Total Expenditures</b>	<u>884,619</u>	<u>2,950,200</u>	<u>707,600</u>	<u>1,585,600</u>	<u>974,500</u>	<u>1,670,700</u>	<u>8,773,219</u>
<b>Other Uses:</b>							
Transfers Out	165,600	8,726,400	7,519,000	6,186,800	-	310,000	22,907,800
<b>Total Other Uses</b>	<u>165,600</u>	<u>8,726,400</u>	<u>7,519,000</u>	<u>6,186,800</u>	<u>-</u>	<u>310,000</u>	<u>22,907,800</u>
<b>Total Expenditures &amp; Other Uses</b>	<u>1,050,219</u>	<u>11,676,600</u>	<u>8,226,600</u>	<u>7,772,400</u>	<u>974,500</u>	<u>1,980,700</u>	<u>31,681,019</u>
<b>Surplus/(Deficit)</b>	<u>(167,219)</u>	<u>(6,220,400)</u>	<u>-</u>	<u>(3,897,000)</u>	<u>389,800</u>	<u>(632,000)</u>	<u>(10,526,819)</u>
<b>Fund Balance - 6/30/13 (est)</b>	<u>\$ (26,969)</u>	<u>\$22,225,941</u>	<u>\$ (156,913)</u>	<u>\$ 723,564</u>	<u>\$ 5,204,664</u>	<u>\$ 7,055,440</u>	<u>\$ 35,025,726</u>

## HOUSING SPECIAL REVENUE FUNDS

### CDBG Fund

Community Development Block Grant (CDBG) funds represent annual federal grants received under the Housing and Community Development Act of 1974 (as amended). Funds may be used to respond to a variety of neighborhood, economic development and community facilities and service needs primarily to benefit low and moderate-income persons.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ (61,759)	\$ (214,853)	\$ (24,098)	\$ (26,969)	\$ (26,969)	\$ (26,969)
<b>Source of Funds:</b>						
Fines & Forfeitures	103,476	65,919	-	-	-	-
Intergovernmental	770,697	709,258	715,745	797,900	784,500	803,000
Charges for Services & Other Revenues	2,986	-	-	-	-	-
<b>Total Revenues</b>	<b>877,159</b>	<b>775,177</b>	<b>715,745</b>	<b>797,900</b>	<b>784,500</b>	<b>803,000</b>
<b>Other Sources:</b>						
Transfers In	-	7,091	-	-	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>7,091</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>877,159</b>	<b>782,268</b>	<b>715,745</b>	<b>797,900</b>	<b>784,500</b>	<b>803,000</b>
<b>Use of Funds:</b>						
Salaries	198,342	258,966	249,522	-	-	256,800
Operations	249,165	312,924	344,024	102,900	102,900	460,600
Capital Outlay	-	19,623	10,000	414,600	414,600	-
<b>Total Expenditures</b>	<b>447,507</b>	<b>591,513</b>	<b>603,547</b>	<b>517,500</b>	<b>517,500</b>	<b>717,400</b>
<b>Other Uses:</b>						
Transfers Out	582,746	-	115,069	280,400	267,000	85,600
<b>Total Other Uses</b>	<b>582,746</b>	<b>-</b>	<b>115,069</b>	<b>280,400</b>	<b>267,000</b>	<b>85,600</b>
<b>Total Uses</b>	<b>1,030,253</b>	<b>591,513</b>	<b>718,616</b>	<b>797,900</b>	<b>784,500</b>	<b>803,000</b>
<b>Ending Fund Balance (est)</b>	<b>\$ (214,853)</b>	<b>\$ (24,098)</b>	<b>\$ (26,969)</b>	<b>\$ (26,969)</b>	<b>\$ (26,969)</b>	<b>\$ (26,969)</b>

### Very Low Income Housing Fund

In 2003 the City of Rancho Cordova adopted an ordinance implementing the Housing Trust Development Impact Fee as created by the County of Sacramento. All such impact fees are collected by the City and deposited into the Very Low Income Housing Fund. On May 7, 2012 City Council approved the creation of a Local Housing Trust Fund and dedicated this fee to that fund moving forward. Therefore, the existing fund balance in the Very Low Income Housing Fund will be expended on the intended purpose and then closed. All future activities of this nature will be accounted for in the new Trust Fund. This fund accounts for the collection of impact fees charged for the issuance of non-residential construction building permits. The purpose of the fund is to offset some of the increased burden of need for very low income housing, created by the construction of non-residential uses, which employ a significant number of low wage earners.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 658,805</b>	<b>\$ 846,826</b>	<b>\$ 58,278</b>	<b>\$ 101,819</b>	<b>\$ 101,819</b>	<b>\$ 167,219</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	185,604	15,863	16,240	15,000	175,000	-
Use of Money & Property	18,472	10,961	5,960	-	-	-
Total Revenues	204,076	26,824	22,200	15,000	175,000	-
Other Sources:						
Transfers In	-	-	77,453	-	-	-
Total Other Sources	-	-	77,453	-	-	-
Total Sources	204,076	26,824	99,652	15,000	175,000	-
<b>Use of Funds:</b>						
Salaries	-	28,706	28,521	-	-	60,000
Operations	1,955	18,348	17,590	74,000	74,000	(0)
Capital Outlay	-	-	10,000	-	-	107,219
Capital Improvements	-	-	-	-	-	-
Total Expenditures	1,955	47,054	56,111	74,000	74,000	167,219
Other Uses:						
Transfers Out	14,100	768,319	-	35,600	35,600	-
Total Other Uses	14,100	768,319	-	35,600	35,600	-
Total Uses	16,055	815,372	56,111	109,600	109,600	167,219
<b>Ending Fund Balance (est)</b>	<b>\$ 846,826</b>	<b>\$ 58,278</b>	<b>\$ 101,819</b>	<b>\$ 7,219</b>	<b>\$ 167,219</b>	<b>\$ -</b>

## Rental Code Compliance Program Fund

The City of Rancho Cordova assesses a \$10 per door fee on all rental properties in the City. This revenue is legally required to be received into its own fund. These monies are used to fund the Rental Inspection Program via a transfer out to Code Enforcement in the General Fund. The primary goal of the program is to improve the quality of rental housing and the quality of life in the City of Rancho Cordova.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>Source of Funds:</b>						
Licenses, Permits & Fees	36,390	74,275	62,950	65,000	65,000	80,000
Use of Money & Property	449	735	482	-	-	-
Total Sources	36,839	75,010	63,432	65,000	65,000	80,000
<b>Use of Funds:</b>						
Operations	200	-	-	-	-	-
Total Expenditures	200	-	-	-	-	-
Other Uses:						
Transfers Out	36,639	75,010	63,432	65,000	65,000	80,000
Total Other Uses	36,639	75,010	63,432	65,000	65,000	80,000
Total Uses	36,839	75,010	63,432	65,000	65,000	80,000
<b>Ending Fund Balance (est)</b>	<b>\$ -</b>	<b>\$ -</b>				

## SPECIAL REVENUE IMPACT FEE FUNDS

The Impact fees are fees imposed on new development to pay for new developments impact on service delivery, infrastructure needs and capital projects. The City has the following impact fees:

- Villages of Zinfandel
- Traffic
- Community Facilities
- Sunrise Douglas
- General Plan
- Park Renovation Fee
- Capital Village Park Development

### Villages of Zinfandel Impact Fees

These specific plan fees are imposed on new development in the Villages of Zinfandel (VOZ) special planning area. It includes fees for library and offsite roadway improvements. These funds can only be spent on facilities identified in the VOZ Development Impact Fee Program to mitigate impact as a result of develop in the VOZ special planning area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 465,480	\$ 443,471	\$ 458,757	\$ 468,118	\$ 468,118	\$ 485,918
<b>Source of Funds:</b>						
Licenses, Permits & Fees	2,640	9,851	11,231	6,400	40,900	7,900
Use of Money & Property	9,081	6,309	8,203	-	-	-
<b>Total Sources</b>	<b>11,721</b>	<b>16,159</b>	<b>19,434</b>	<b>6,400</b>	<b>40,900</b>	<b>7,900</b>
<b>Use of Funds:</b>						
Salaries	1,031	-	-	1,500	1,500	3,000
Operations	113	-	38	1,600	1,600	-
<b>Total Expenditures</b>	<b>1,144</b>	<b>-</b>	<b>38</b>	<b>3,100</b>	<b>3,100</b>	<b>3,000</b>
<b>Other Uses:</b>						
Transfers Out	32,586	873	10,036	180,400	20,000	175,000
<b>Total Other Uses</b>	<b>32,586</b>	<b>873</b>	<b>10,036</b>	<b>180,400</b>	<b>20,000</b>	<b>175,000</b>
<b>Total Uses</b>	<b>33,730</b>	<b>873</b>	<b>10,073</b>	<b>183,500</b>	<b>23,100</b>	<b>178,000</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 443,471</b>	<b>\$ 458,757</b>	<b>\$ 468,118</b>	<b>\$ 291,018</b>	<b>\$ 485,918</b>	<b>\$ 315,818</b>

## Traffic Mitigation Impact Fees

This development impact fee is a citywide fee imposed on new development in the City to cover the fair share cost of traffic impacts resulting from new development. The funds collected will be used for construction of the transportation improvements listed in the Transportation CIP Development Impact Fee Program.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 20,420,723</b>	<b>\$ 20,090,578</b>	<b>\$ 19,549,074</b>	<b>\$ 19,281,002</b>	<b>\$ 19,281,002</b>	<b>\$ 16,665,302</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	2,267,206	1,553,875	724,473	1,009,900	2,028,000	1,672,700
Use of Money & Property	474,014	289,143	350,975	-	-	-
Charges for Services & Other Revenues	-	-	520,000	-	-	-
<b>Total Revenues</b>	<b>2,741,220</b>	<b>1,843,018</b>	<b>1,595,448</b>	<b>1,009,900</b>	<b>2,028,000</b>	<b>1,672,700</b>
<b>Other Sources:</b>						
Transfers In	-	-	109,685	-	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>-</b>	<b>109,685</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>2,741,220</b>	<b>1,843,018</b>	<b>1,705,134</b>	<b>1,009,900</b>	<b>2,028,000</b>	<b>1,672,700</b>
<b>Use of Funds:</b>						
Salaries	37,636	17,456	441,929	565,600	514,000	700,000
Operations	18,956	34,049	108,619	716,000	124,000	781,300
<b>Total Expenditures</b>	<b>56,592</b>	<b>51,505</b>	<b>550,549</b>	<b>1,281,600</b>	<b>638,000</b>	<b>1,481,300</b>
<b>Other Uses:</b>						
Transfers Out	3,014,773	2,333,018	1,422,657	7,278,700	4,005,700	6,889,900
<b>Total Other Uses</b>	<b>3,014,773</b>	<b>2,333,018</b>	<b>1,422,657</b>	<b>7,278,700</b>	<b>4,005,700</b>	<b>6,889,900</b>
<b>Total Uses</b>	<b>3,071,365</b>	<b>2,384,522</b>	<b>1,973,206</b>	<b>8,560,300</b>	<b>4,643,700</b>	<b>8,371,200</b>

## Community Facilities Fees

These fees were established by the City to cover the costs of municipal facilities required to serve an increased population as a result of new development. These facilities include a city hall, a police station and equipment, a community center, a corporation yard, a library, a city museum, a parking structure, animal services, telecommunications and computer systems, and a records management system.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 6,077,148</b>	<b>\$ 7,441,260</b>	<b>\$ 6,407,830</b>	<b>\$ 2,791,013</b>	<b>\$ 2,791,013</b>	<b>\$ 2,314,113</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	1,185,373	824,652	553,910	478,900	536,700	838,800
Use of Money & Property	130,489	75,572	86,206	-	-	-
<b>Total Sources</b>	<b>1,315,862</b>	<b>900,224</b>	<b>640,115</b>	<b>478,900</b>	<b>536,700</b>	<b>838,800</b>
<b>Use of Funds:</b>						
Salaries	-	46,071	-	-	-	-
Operations	19,677	27,522	6,340	5,200	5,200	-
Capital Outlay	-	546,097	-	-	-	-
<b>Total Expenditures</b>	<b>19,677</b>	<b>619,691</b>	<b>6,340</b>	<b>5,200</b>	<b>5,200</b>	<b>-</b>
Other Uses:						
Transfers Out	1,423,358	1,313,963	4,250,592	1,257,000	1,008,400	1,007,400
<b>Total Other Uses</b>	<b>1,423,358</b>	<b>1,313,963</b>	<b>4,250,592</b>	<b>1,257,000</b>	<b>1,008,400</b>	<b>1,007,400</b>
<b>Total Uses</b>	<b>1,443,035</b>	<b>1,933,654</b>	<b>4,256,932</b>	<b>1,262,200</b>	<b>1,013,600</b>	<b>1,007,400</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 5,949,975</b>	<b>\$ 6,407,830</b>	<b>\$ 2,791,013</b>	<b>\$ 2,007,713</b>	<b>\$ 2,314,113</b>	<b>\$ 2,145,513</b>

## Sunrise Douglas Impact Fees

These specific plan development impact fees are imposed on development in the Sunridge Specific Plan (SRSP), which is part of the Sunrise Douglas Community Plan (SDCP) development area. It includes additional fees for roadway improvements, transit shuttles, supplemental offsite water facilities, interim sewer facilities, park development improvements, library facilities and fee program updates. These funds can only be spent on facilities in the SDCP Capital Improvement Program to mitigate impact as a result of development in the SDCP area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 12,478,527</b>	<b>\$ 14,702,078</b>	<b>\$ 13,510,507</b>	<b>\$ 13,165,925</b>	<b>\$ 13,165,925</b>	<b>\$ 9,749,625</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	2,674,833	2,970,836	2,439,354	2,597,100	2,506,400	2,693,800
Use of Money & Property	289,971	207,003	238,622	-	-	-
Total Revenues	2,964,804	3,177,840	2,677,976	2,597,100	2,506,400	2,693,800
Other Sources:						
Transfers In	1,803,484	-	-	-	-	-
Total Other Sources	1,803,484	-	-	-	-	-
Total Sources	4,768,288	3,177,840	2,677,976	2,597,100	2,506,400	2,693,800
<b>Use of Funds:</b>						
Salaries	146,872	208,901	171,554	304,700	304,700	300,000
Operations	4,446	10,000	11,334	300,000	240,000	297,200
Capital Outlay	688,164	1,072,898	281,965	590,000	390,000	320,000
Total Expenditures	839,482	1,291,799	464,853	1,194,700	934,700	917,200
Other Uses:						
Transfers Out	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
Total Other Uses	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
Total Uses	2,544,737	4,369,411	3,022,557	6,182,700	5,922,700	1,567,600
<b>Ending Fund Balance (est)</b>	<b>\$ 14,702,078</b>	<b>\$ 13,510,507</b>	<b>\$ 13,165,925</b>	<b>\$ 9,580,325</b>	<b>\$ 9,749,625</b>	<b>\$ 10,875,825</b>

## General Plan Impact Fee

This fee is imposed on all new development to defray the costs of completing the City's first General Plan and pay for the maintenance of that plan over the next ten years. The General Plan Impact Fee reflects the actual cost of the General Plan and implementing studies.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ (2,077,670)</b>	<b>\$ (1,471,218)</b>	<b>\$ (1,525,969)</b>	<b>\$ (1,562,053)</b>	<b>\$ (1,562,053)</b>	<b>\$ (1,624,053)</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	76,671	56,396	49,013	15,800	43,000	60,000
Total Sources	76,671	56,396	49,013	15,800	43,000	60,000
<b>Use of Funds:</b>						
Operations	207,939	111,148	85,097	105,000	105,000	62,500
Total Uses	207,939	111,148	85,097	105,000	105,000	62,500
<b>Ending Fund Balance (est)</b>	<b>\$ (2,208,938)</b>	<b>\$ (1,525,969)</b>	<b>\$ (1,562,053)</b>	<b>\$ (1,651,253)</b>	<b>\$ (1,624,053)</b>	<b>\$ (1,626,553)</b>

## Park Renovation Fee

Unlike the Park Development Impact Fee, which is collected to fund park construction in new development areas, the Park Renovation Impact Fee is charged to new development through "development agreements" to be used to fund improvements to parks in existing City areas. The fee ranges from \$806 to \$1,632 per residential parcel.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 2,102,089</b>	<b>\$ 2,029,126</b>	<b>\$ 1,980,036</b>	<b>\$ 1,354,648</b>	<b>\$ 1,354,648</b>	<b>\$ 811,648</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	233,549	182,842	135,043	134,700	134,700	183,000
Use of Money & Property	47,308	27,757	32,406	-	-	-
Total Sources	280,857	210,600	167,449	134,700	134,700	183,000
<b>Use of Funds:</b>						
Operations	313,939	234,865	790,038	1,169,000	675,000	486,200
Total Expenditures	313,939	234,865	790,038	1,169,000	675,000	486,200
Other Uses:						
Transfers Out	39,881	24,825	2,800	2,700	2,700	3,700
Total Other Uses	39,881	24,825	2,800	2,700	2,700	3,700
Total Uses	353,820	259,690	792,838	1,171,700	677,700	489,900
<b>Ending Fund Balance (est)</b>	<b>\$ 2,029,126</b>	<b>\$ 1,980,036</b>	<b>\$ 1,354,648</b>	<b>\$ 317,648</b>	<b>\$ 811,648</b>	<b>\$ 504,748</b>

## Capital Village Park Development Fee

The Capital Village Park Development Impact Fee is collected to fund park construction in the Capital Village area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 1,444,165</b>	<b>\$ 36,819</b>	<b>\$ 37,332</b>	<b>\$ 43,788</b>	<b>\$ 43,788</b>	<b>\$ 43,788</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	1,162,998	366,129	-	-	-	-
Use of Money & Property	28,454	513	6,456	-	-	-
<b>Total Sources</b>	<b>1,191,452</b>	<b>366,642</b>	<b>6,456</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds:</b>						
Operations	1,435,800	-	-	-	-	-
Capital Outlay	1,162,998	366,129	-	-	-	-
<b>Total Uses</b>	<b>2,598,798</b>	<b>366,129</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 36,819</b>	<b>\$ 37,332</b>	<b>\$ 43,788</b>	<b>\$ 43,788</b>	<b>\$ 43,788</b>	<b>\$ 43,788</b>

# **STATE, FEDERAL AND OTHER GRANTS**

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## **Federal Transportation Capital Grants**

Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU): This is the current five-year program for federal funding of transportation projects. The five-year CIP shows the projected expenditure and revenue budgets for the SAFETEA-LU based on receipt of fund authorization and the project delivery schedule. This has been extended several times, most recently in 2012. Staff expects after the election in November for the new appropriations bill to be introduced, which will replace SAFETEA-LU.

## **State Transportation Improvement Program (STIP) and Other Transportation Capital Grants**

This program, adopted by the California Transportation Commission (CTC), is the programming tool for state approved capital improvements. Seventy-five percent of the funding goes to the local regions as a competitive process for local projects. Twenty-five percent of the statewide funding goes to Caltrans for projects of interregional significance.

## **Federal Appropriations**

Staff supported City Council Members during meetings in Washington, DC to secure funding for Rancho Cordova projects. Appropriations funding was eliminated by the House of Representatives in 2012, but Council Members and staff were able to make progress on key competitive funding opportunities including a TIGER (infrastructure) grant application for White Rock Road and a COPS (public safety) grant application.

## **Surface Transportation Reauthorization**

Congressman Lungren submitted Rancho Cordova projects to the House Committee on Transportation and Infrastructure for inclusion in the new Transportation and Infrastructure Authorization bill. Public Works was required to demonstrate project eligibility, local government support, and identify at least 80% of the project funding. White Rock Road improvements from Sunrise Boulevard to the eastern city limit was included, as well as the extension and widening of Douglas Road between the Zinfandel extension (Sacramento County project) and Sunrise Boulevard. Congressman Lungren submitted a request of \$5 million for each of the two projects. The legislation is pending at the time of adoption of this budget. A joint House / Senate conference committee has convened with the hope of passing a new bill by the end of calendar year 2012.

## **Highway Safety Improvement Program (HSIP) Funding**

Staff secured \$358,100 in Highway Safety Improvement Program (HSIP) funding for bicycle and pedestrian improvements to White Rock Road, west of Zinfandel Drive. The project is under construction and will provide pedestrian improvements along White Rock Road including a new sidewalk connecting existing sidewalk from the commercial district to the Highway 50 pedestrian overcrossing as well as installation of bicycle lanes and crosswalks. Staff will be submitting applications for additional projects in the May 2012 funding round.

## **SACOG Funding**

The SACOG funding cycle for Surface Transportation Improvement Program (STIP) funding occurs every other year. The next cycle will occur in fall 2011 and will be reported in next year's budget.

## **State Beverage Container Recycling Program**

The City has received a grant from the State's Beverage Container Recycling Program. This grant will increase beverage container recycling opportunities at 100 multifamily complexes within the City.

## **State Environmental Protection Agency**

The City has received Used Oil Grants for the last five years from the State Environmental Protection Agency.

## **Selective Traffic Enforcement and Multilingual Child Passenger Safety Program**

This program is to reduce the number of collisions and injuries related to speed and to increase seat belt and car seat compliance in multilingual communities.

## **DUI Enforcement and Awareness Program**

This program is to provide for DUI/Driver's License check points and DUI saturation patrols in the community, along with providing for officers to concentrate on repeat DUI offenders.

## **COPS**

The Citizens' Option for Public Safety (COPS) Program provides monies to local law enforcement entities to provide enhanced public safety services.

## **Brownsfield Assessment Cooperative Agreement**

This agreement provides federal funding to conduct community wide assessments at potential Brownsfield sites contaminated with petroleum and hazardous substances. Funds will also be used for public outreach and community involvement/public participation processes.

## Federal Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ (5,169)</b>	<b>\$ (335,727)</b>	<b>\$ (329,653)</b>	<b>\$ (710,603)</b>	<b>\$ (710,603)</b>	<b>\$ (710,603)</b>
<b>Source of Funds:</b>						
Intergovernmental	2,245,398	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
Total Revenues	2,245,398	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
Other Sources:						
Transfers In	84,744	-	-	-	-	-
Total Other Sources	84,744	-	-	-	-	-
Total Sources	2,330,142	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
<b>Use of Funds:</b>						
Salaries	-	36,713	84,894	-	-	20,000
Operations	158,025	122,293	272,570	20,000	20,000	140,000
Capital Outlay	62,443	56,049	2,131,613	3,800,000	3,800,000	-
Total Expenditures	220,468	215,055	2,489,076	3,820,000	3,820,000	160,000
Other Uses:						
Transfers Out	2,136,328	3,589,418	5,570,723	4,947,000	4,997,000	7,419,000
Total Other Uses	2,136,328	3,589,418	5,570,723	4,947,000	4,997,000	7,419,000
Total Uses	2,356,796	3,804,472	8,059,799	8,767,000	8,817,000	7,579,000
<b>Ending Fund Balance (est)</b>	<b>\$ (31,823)</b>	<b>\$ (329,653)</b>	<b>\$ (710,603)</b>	<b>\$ (710,603)</b>	<b>\$ (710,603)</b>	<b>\$ (710,603)</b>

## State Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 447,718</b>	<b>\$ 374,973</b>	<b>\$ 423,859</b>	<b>\$ 553,690</b>	<b>\$ 553,690</b>	<b>\$ 553,690</b>
<b>Source of Funds:</b>						
Use of Money & Property	677	172	331	-	-	-
Intergovernmental	222,828	350,254	394,351	3,607,800	3,607,800	547,600
Total Revenues	223,505	350,427	394,682	3,607,800	3,607,800	547,600
Other Sources:						
Transfers In	-	61,869	-	-	-	-
Total Other Sources	-	61,869	-	-	-	-
Total Sources	223,505	412,296	394,682	3,607,800	3,607,800	547,600
<b>Use of Funds:</b>						
Salaries	-	528	802	-	-	-
Operations	118,161	91,124	231,403	203,900	203,900	522,600
Capital Outlay	50,164	-	-	-	-	25,000
Capital Improvements	-	-	-	-	-	-
Total Expenditures	168,325	91,652	232,205	203,900	203,900	547,600
Other Uses:						
Transfers Out	126,091	271,758	32,646	3,403,900	3,403,900	-
Total Other Uses	126,091	271,758	32,646	3,403,900	3,403,900	-
Total Uses	294,416	363,411	264,850	3,607,800	3,607,800	547,600
<b>Ending Fund Balance (est)</b>	<b>\$ 376,807</b>	<b>\$ 423,859</b>	<b>\$ 553,690</b>	<b>\$ 553,690</b>	<b>\$ 553,690</b>	<b>\$ 553,690</b>

## Other Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 61,869	\$ 61,869	\$ -	\$ -	\$ -	\$ -
<b>Source of Funds:</b>						
Intergovernmental	-	-	-	-	-	100,000
<b>Total Sources</b>	-	-	-	-	-	100,000
<b>Use of Funds:</b>						
Other Uses:						
Transfers Out	-	61,869	-	-	-	100,000
<b>Total Other Uses</b>	-	61,869	-	-	-	100,000
<b>Total Uses</b>	-	61,869	-	-	-	100,000
<b>Ending Fund Balance (est)</b>	\$ 61,869	\$ -	\$ -	\$ -	\$ -	\$ -

# STATE & COUNTY SUBVENTION FUNDS

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The State of California shares a portion of its various tax revenues with California cities and towns. This funding is divided amongst the local governments by various formulas, generally population. State subventions enable local governments to continue to provide basic services, such as public safety and roads without burdening the residents with additional local taxes.

## Gas Tax

Gas Tax revenue have had modifications as a result of several bills passed by the Legislature, which contains the provisions for a swap of state sales taxes on gasoline for a gasoline excise tax. The bills were signed into law by the Governor and became effective July 1, 2010. The law repeals the state sales tax on gasoline, increases the excise tax on gasoline by 17.3 cents and adds an annual index that is intended to ensure the new excise tax keeps pace with the revenues expected from the sales tax on gas. Additionally the law increases the sales tax on diesel by 1.75 percent and allocates 75 percent to local transit agencies and 25 percent to state transit programs. The excise tax on diesel is reduced from 18 cents to 13.6 cents. Sale tax revenues from diesel must go to transit funding.

Beginning in FY 2011-12 and for subsequent years, the revenues would be allocated as follows:

1. Transportation debt service (State Bonds);
2. Remainder allocated:
  - a. 44% State Transportation Improvement Program (STIP);
  - b. 12% State Highway Operation and Protection Program (SHOPP), and state's highway safety improvement program;
  - c. 44% evenly split between cities and counties using current HUTA formulas.

The law includes expressed legislative intent to fully replace the local streets and road funds cities and counties would have received under Proposition 42 state sales tax on gasoline with allocations from the new higher motor vehicle excise tax (HUTA) rate. The Legislature has also passed and the Governor signed into law a "clean up bill" that clarified the intent and replacement of Proposition 42 and resolved issues caused by Proposition 22 and 26.

Currently Gas Tax funds are allocated to operations, maintenance and rehabilitation of the existing roadways. \$77,500 is being allocated to operations and \$4,567,400 for Capital Improvement Projects related to maintenance and rehabilitation for FY 2012-13.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 3,071,974</b>	<b>\$ 3,793,077</b>	<b>\$ 3,751,382</b>	<b>\$ 4,281,551</b>	<b>\$ 4,281,551</b>	<b>\$ 3,043,551</b>
<b>Source of Funds:</b>						
Use of Money & Property	76,324	58,592	68,001	-	-	-
Intergovernmental	1,160,174	1,035,212	1,601,921	1,611,300	1,611,300	1,758,100
Charges for Services & Other Revenues	-	-	-	-	-	-
<b>Total Sources</b>	<b>1,236,498</b>	<b>1,093,804</b>	<b>1,669,921</b>	<b>1,611,300</b>	<b>1,611,300</b>	<b>1,758,100</b>
<b>Use of Funds:</b>						
Salaries	5,793	7,500	7,481	27,500	27,500	77,500
Operations	-	-	-	118,000	1,085,000	-
<b>Total Expenditures</b>	<b>5,793</b>	<b>7,500</b>	<b>7,481</b>	<b>145,500</b>	<b>1,112,500</b>	<b>77,500</b>
<b>Other Uses:</b>						
Transfers Out	509,602	1,127,999	1,132,271	4,236,800	1,736,800	4,567,400
<b>Total Other Uses</b>	<b>509,602</b>	<b>1,127,999</b>	<b>1,132,271</b>	<b>4,236,800</b>	<b>1,736,800</b>	<b>4,567,400</b>
<b>Total Uses</b>	<b>515,395</b>	<b>1,135,499</b>	<b>1,139,752</b>	<b>4,382,300</b>	<b>2,849,300</b>	<b>4,644,900</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 3,793,077</b>	<b>\$ 3,751,382</b>	<b>\$ 4,281,551</b>	<b>\$ 1,510,551</b>	<b>\$ 3,043,551</b>	<b>\$ 156,751</b>

## Measure A

Measure A is a voter approved, 1/2% sales tax in Sacramento County to be levied over a 30-year period (2009-2039). The proceeds of the tax are used to fund a comprehensive program of roadway, street safety, streetscaping, pedestrian and bicycle facility improvements.

Measure A revenues are earmarked for the following types of improvements: highway, street, and road construction; highway, street, and road maintenance; bus and light rail capital and operations; improved transportation services for elderly and disabled persons; and transportation-related air quality programs. Measure A construction revenues are typically used to fund transportation and traffic safety improvements. Measure A maintenance revenues are used to fund ongoing operation and maintenance of the City's transportation system.

Our construction portion for FY 2012-13 is \$307,700, down by approximately \$1.3 million from the previous measure. The reason for the decrease is due to the economy, new formulas and funding programs, and allocations to specified projects within the measure. Some of the overall loss in funding will be offset by the specific projects listed in the new measure. The projects in the City that are listed in the new measure include Sunrise Boulevard, Folsom Boulevard, and the Connector Project. The City has received funding from the issuance of bonds by STA for Folsom Boulevard and Sunrise Boulevard totaling \$13,420,990 since 2009. Additional funding is remaining for both of these projects estimated to be \$7,169,000. In addition, the City will continue to accrue interest on the remaining "Old Measure A" funds held at STA until fully expended. These funds are expected to be expended by June 2013.

The new Measure A maintenance funding for FY 2012-13 is \$1,338,000, which is close to the high in FY 2007-08 of \$1,379,300. The City should continue to receive additional funding in maintenance due to the new higher formula allocations as the economy continues to improve.

**Measure A Maintenance**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ (8,422)	\$ 86,677	\$ (8,422)	\$ -	\$ -	\$ -
<b>Source of Funds:</b>						
Intergovernmental	839,912	393,996	-	-	-	-
Total Revenues	839,912	393,996	-	-	-	-
Other Sources:						
Transfers In	-	-	8,422	-	-	-
Total Other Sources	-	-	8,422	-	-	-
Total Sources	839,912	393,996	8,422	-	-	-
<b>Use of Funds:</b>						
Operations	744,813	489,095	-	-	-	-
Total Uses	744,813	489,095	-	-	-	-
<b>Ending Fund Balance (est)</b>	\$ 86,677	\$ (8,422)	\$ -	\$ -	\$ -	\$ -

**Measure A Construction**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ (453,708)	\$ -	\$ -	\$ -	\$ -
<b>Source of Funds:</b>						
Intergovernmental	1,116,800	1,126,600	426,494	1,038,100	1,038,100	431,700
Total Sources	1,116,800	1,126,600	426,494	1,038,100	1,038,100	431,700
<b>Use of Funds:</b>						
Salaries	-	-	126,843	-	-	-
Operations	-	-	162,935	-	-	-
Total Expenditures	-	-	289,778	-	-	-
Other Uses:						
Transfers Out	1,570,508	672,892	136,716	1,038,100	1,038,100	431,700
Total Other Uses	1,570,508	672,892	136,716	1,038,100	1,038,100	431,700
Total Uses	1,570,508	672,892	426,494	1,038,100	1,038,100	431,700
<b>Ending Fund Balance (est)</b>	\$ (453,708)	\$ -	\$ -	\$ -	\$ -	\$ -

### **New Measure A Maintenance**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 784,381</b>	<b>\$ 1,108,151</b>	<b>\$ 1,108,151</b>	<b>\$ 1,119,851</b>
<b>Source of Funds:</b>						
Use of Money & Property	-	-	17,142	-	-	-
Intergovernmental	-	1,102,034	1,143,375	1,192,200	1,192,200	1,338,000
Charges for Services & Other Revenues	-	-	2,232	-	-	-
<b>Total Sources</b>	<b>-</b>	<b>1,102,034</b>	<b>1,162,749</b>	<b>1,192,200</b>	<b>1,192,200</b>	<b>1,338,000</b>
<b>Use of Funds:</b>						
Salaries	-	-	-	-	-	4,300
Operations	-	317,653	830,556	1,180,500	1,180,500	1,283,900
<b>Total Expenditures</b>	<b>-</b>	<b>317,653</b>	<b>830,556</b>	<b>1,180,500</b>	<b>1,180,500</b>	<b>1,288,200</b>
<b>Other Uses:</b>						
Transfers Out	-	-	8,423	-	-	1,000,000
<b>Total Other Uses</b>	<b>-</b>	<b>-</b>	<b>8,423</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>
<b>Total Uses</b>	<b>-</b>	<b>317,653</b>	<b>838,979</b>	<b>1,180,500</b>	<b>1,180,500</b>	<b>2,288,200</b>
<b>Ending Fund Balance (est)</b>	<b>\$ -</b>	<b>\$ 784,381</b>	<b>\$ 1,108,151</b>	<b>\$ 1,119,851</b>	<b>\$ 1,119,851</b>	<b>\$ 169,651</b>

### **New Measure A Construction**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 2,241,187</b>	<b>\$ 12,430</b>	<b>\$ 392,864</b>	<b>\$ 41,931</b>	<b>\$ 41,931</b>	<b>\$ 111,931</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	-	-	472,917	-	-	-
Use of Money & Property	-	953	151	-	-	-
Intergovernmental	4,055,826	2,182,341	1,834,252	4,285,200	4,285,200	307,700
Charges for Services & Other Revenues	-	-	-	-	-	-
<b>Total Sources</b>	<b>4,055,826</b>	<b>2,183,294</b>	<b>2,307,321</b>	<b>4,285,200</b>	<b>4,285,200</b>	<b>307,700</b>
<b>Use of Funds:</b>						
Salaries	-	-	10,222	127,000	57,000	119,900
Operations	-	-	-	-	-	100,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>10,222</b>	<b>127,000</b>	<b>57,000</b>	<b>219,900</b>
<b>Other Uses:</b>						
Transfers Out	6,284,583	1,802,861	2,648,032	4,158,200	4,158,200	187,700
<b>Total Other Uses</b>	<b>6,284,583</b>	<b>1,802,861</b>	<b>2,648,032</b>	<b>4,158,200</b>	<b>4,158,200</b>	<b>187,700</b>
<b>Total Uses</b>	<b>6,284,583</b>	<b>1,802,861</b>	<b>2,658,253</b>	<b>4,285,200</b>	<b>4,215,200</b>	<b>407,600</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 12,430</b>	<b>\$ 392,864</b>	<b>\$ 41,931</b>	<b>\$ 41,931</b>	<b>\$ 111,931</b>	<b>\$ 12,031</b>

## Prop 42

Passed by California voters in November of 2002, Proposition 42 required that a specified portion of the state sales tax on gasoline be used for state and local transportation purposes. The city allocations were in proportion to population. In March 2010, as part of a special budget session, the state adopted legislation repealing the state sales tax on gasoline and increasing the excise tax on gasoline. While the amount of revenue received by the City should be unchanged, the revenues are now received directly into the Gas Tax fund and the Prop 42 fund continues to exist until all remaining Prop 42 funds are expended. This is expected to happen in FY 2011-12.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 506,055</b>	<b>\$ 40,010</b>	<b>\$ 594,502</b>	<b>\$ 26,391</b>	<b>\$ 26,391</b>	<b>\$ -</b>
<b>Source of Funds:</b>						
Use of Money & Property	16,370	2,343	9,746	-	-	-
Intergovernmental	517,620	561,727	-	-	-	-
<b>Total Sources</b>	<b>533,990</b>	<b>564,070</b>	<b>9,746</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds:</b>						
Operations	533,173	9,577	-	-	-	-
<b>Total Expenditures</b>	<b>533,173</b>	<b>9,577</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Uses:</b>						
Transfers Out	466,862	-	577,858	-	26,391	-
<b>Total Other Uses</b>	<b>466,862</b>	<b>-</b>	<b>577,858</b>	<b>-</b>	<b>26,391</b>	<b>-</b>
<b>Total Uses</b>	<b>1,000,035</b>	<b>9,577</b>	<b>577,858</b>	<b>-</b>	<b>26,391</b>	<b>-</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 40,010</b>	<b>\$ 594,502</b>	<b>\$ 26,391</b>	<b>\$ 26,391</b>	<b>\$ -</b>	<b>\$ -</b>

## Transportation Development Act

The Transportation Development Act (TDA), administered by the California Department of Transportation provides two major sources for the funding of public transportation in California through regional planning and programming agencies such as the Sacramento Area Council of Governments (SACOG). The first, the county Local Transportation Fund (LTF), has been in existence since 1972. The second, the State Transit Assistance (STA) fund, came into being in 1979. The TDA creates in each county an LTF for the transportation purposes specified in the Act. Revenues to the LTF are derived from 1/4¢ of the retail sales tax collected statewide. The 1/4¢ is returned by the State Board of Equalization to each county according to the amount of tax collected in that county.

Nearly all of Rancho Cordova's TDA funds (both LTF and STA) are allocated by SACOG to Sacramento Regional Transit. There is, however, a countywide set aside of 2% of available funds to be allocated for pedestrian and bicycle facilities anywhere in the county. These funds are distributed to each jurisdiction based on a fair share formula.

The FY 2012-13 allocation of LTF bicycle and pedestrian funds is \$39,900. Previous years' allocations have totaled \$345,200, which is held in reserve by SACOG for use by the City. It is the City's intention to accumulate funds until there is enough to construct a project identified in either the Bikeway Master Plan or Pedestrian Master Plan.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 201,128</b>	<b>\$ 240,073</b>	<b>\$ 272,624</b>	<b>\$ 307,371</b>	<b>\$ 307,371</b>	<b>\$ 345,231</b>
<b>Source of Funds:</b>						
Intergovernmental	38,945	32,551	34,747	37,860	37,860	39,900
Total Sources	38,945	32,551	34,747	37,860	37,860	39,900
<b>Use of Funds:</b>						
Total Uses	-	-	-	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ 240,073</b>	<b>\$ 272,624</b>	<b>\$ 307,371</b>	<b>\$ 345,231</b>	<b>\$ 345,231</b>	<b>\$ 385,131</b>

# ASSESSMENT DISTRICTS, SPECIAL TAX DISTRICTS AND LANDSCAPING & LIGHTING DISTRICTS

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Assessment Districts, Special Districts and Landscaping and Lighting Districts are formed under the California General Government Code, in compliance with California State Constitution Articles XIII A and XIII D. The City of Rancho Cordova established these districts to finance public services by levying an assessment or special tax, which appears on the property tax bill of the parcels receiving benefit. There are five services related assessment and special districts in the City of Rancho Cordova, as outlined below.

## Special Police Tax

The City utilizes two different funding mechanisms to partially fund police services in the City of Rancho Cordova, a special police tax and Community Facilities Districts (CFD's) with service components.

On April 19, 2004, the City Council established the City of Rancho Cordova Special Police Tax to provide additional funds to pay for police services. There are currently 30 tax zones, for which the revenues collected by this tax is to be used solely for the purpose of obtaining, furnishing, operating and maintaining police protection equipment or apparatus, for paying the salaries and benefits of police protection personnel, and for such other police protection service expenses as are deemed necessary for the benefit of the residents of each Zone.

The Mello-Roos Community Facilities Act of 1982 provides for the levy of a special tax to generate funding for a broad range of facilities and eligible services, such as police protection. On July 5, 2006, the City Council approved amendments to the rate and method of two of the City's Community Facilities Districts (CFD's) to include a police services component. The revenues collected from the CFD services component are to be used solely for the purpose of obtaining, furnishing, operating and maintaining police protection equipment or apparatus, for paying the salaries and benefits of police protection personnel, and for such other police protection service expenses. Parcels located within the boundaries of CFD's with a police service component will not be subject to the special police tax.

## Landscaping & Lighting District No. 2005-1

This district was formed in 2005 for the purpose of providing ongoing maintenance and local landscaping improvements within the District, previously funded in whole or in part by the County of Sacramento as part of the Sacramento Landscape District (SLMD), now the responsibility of the City. The improvements include streetscape and parkway landscaping, and do not currently include street lighting. The District was formed with four benefit Zones encompassing all lots and parcels of land within the boundaries of the City that were included in Zone 4 and Zone 5 of the SLMD in fiscal year 2004-05. The District area is approximately 512 acres, centrally located within the City, generally south of Highway 50 and north of the City limits as identified in the District Boundary Maps.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 489,139</b>	<b>\$ 511,954</b>	<b>\$ 516,178</b>	<b>\$ 501,861</b>	<b>\$ 501,861</b>	<b>\$ 407,961</b>
<b>Source of Funds:</b>						
Taxes	91,727	84,563	82,892	83,000	83,000	49,700
Use of Money & Property	10,491	7,219	8,479	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services & Other Revenues	130	-	-	-	-	-
<b>Total Sources</b>	<b>102,348</b>	<b>91,782</b>	<b>91,371</b>	<b>83,000</b>	<b>83,000</b>	<b>49,700</b>
<b>Use of Funds:</b>						
Salaries	3,530	12,024	23,148	15,000	15,000	18,800
Operations	75,965	53,439	76,995	155,200	155,200	141,300
<b>Total Expenditures</b>	<b>79,495</b>	<b>65,463</b>	<b>100,143</b>	<b>170,200</b>	<b>170,200</b>	<b>160,100</b>
<b>Other Uses:</b>						
Transfers Out	38	22,096	5,545	6,700	6,700	-
<b>Total Other Uses</b>	<b>38</b>	<b>22,096</b>	<b>5,545</b>	<b>6,700</b>	<b>6,700</b>	<b>-</b>
<b>Total Uses</b>	<b>79,533</b>	<b>87,558</b>	<b>105,688</b>	<b>176,900</b>	<b>176,900</b>	<b>160,100</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 511,954</b>	<b>\$ 516,178</b>	<b>\$ 501,861</b>	<b>\$ 407,961</b>	<b>\$ 407,961</b>	<b>\$ 297,561</b>

## Transit Related Services Special Tax

On January 17, 2006, the City Council Ordinance No. 31-2005 establishing a special tax for the Capital Village subdivision, (Tax Zone 3), establishing a special tax for transit related services within the boundaries of Zone 3. The special tax is levied on new development in the City to mitigate the impacts of new development on transit and other related services. The services to be funded include: transit shuttle, "Guaranteed Ride Home Program", transit subsidies, education programs and infrastructure support. Additional tax Zones 5, 7, 9, and 10 have been annexed to the district. As additional development occurs, additional separate Zones will be created to fund transit related services.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 12,339</b>	<b>\$ 98,609</b>	<b>\$ 202,483</b>	<b>\$ 320,426</b>	<b>\$ 320,426</b>	<b>\$ 304,626</b>
<b>Source of Funds:</b>						
Taxes	94,693	109,053	119,609	118,000	118,000	120,100
Use of Money & Property	(631)	1,898	2,820	-	-	-
<b>Total Revenues</b>	<b>94,062</b>	<b>110,951</b>	<b>122,429</b>	<b>118,000</b>	<b>118,000</b>	<b>120,100</b>
<b>Other Sources:</b>						
Transfers In	38,888	-	(1)	-	-	-
<b>Total Other Sources</b>	<b>38,888</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>132,950</b>	<b>110,951</b>	<b>122,428</b>	<b>118,000</b>	<b>118,000</b>	<b>120,100</b>
<b>Use of Funds:</b>						
Salaries	40,544	2,822	353	41,800	41,800	15,000
Operations	6,136	3,255	4,132	92,000	92,000	50,400
<b>Total Expenditures</b>	<b>46,680</b>	<b>6,077</b>	<b>4,485</b>	<b>133,800</b>	<b>133,800</b>	<b>65,400</b>
<b>Other Uses:</b>						
Transfers Out	-	1,000	-	-	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>46,680</b>	<b>7,077</b>	<b>4,485</b>	<b>133,800</b>	<b>133,800</b>	<b>65,400</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 98,609</b>	<b>\$ 202,483</b>	<b>\$ 320,426</b>	<b>\$ 304,626</b>	<b>\$ 304,626</b>	<b>\$ 359,326</b>

## Transit Related Services Benefit District

The Transit Related Services Benefit District assessments fund transit related services benefitting the Zinfandel and Sunridge Specific Plan areas (Benefit Zones 1 and 2). The Transit Related Services Benefit District (former County Service Area 10) was detached from the County of Sacramento by the City of Rancho Cordova to administer beginning the 2008/09 tax year. The services to be funded include: transit shuttle, "Guaranteed Ride Home Program", transit subsidies, education programs and infrastructure support. The district boundary is irregularly shaped and includes the Villages of Zinfandel, Sunridge and Mather Field.

### **Transit Related Services Benefit District (formerly CSA 10) Zone 1**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 172,285</b>	<b>\$ 133,010</b>	<b>\$ 226,366</b>	<b>\$ 251,140</b>	<b>\$ 251,140</b>	<b>\$ 248,940</b>
<b>Source of Funds:</b>						
Taxes	83,043	87,330	88,740	88,000	88,000	89,400
Use of Money & Property	4,121	2,850	3,579	-	-	-
Total Revenues	87,164	90,180	92,319	88,000	88,000	89,400
<b>Other Sources:</b>						
Transfers In	12,604	51,492	-	-	-	-
Total Other Sources	12,604	51,492	-	-	-	-
Total Sources	99,768	141,672	92,319	88,000	88,000	89,400
<b>Use of Funds:</b>						
Salaries	72,377	45,810	41,625	35,000	35,000	14,800
Operations	33,863	35,008	25,920	55,200	55,200	78,000
Total Expenditures	106,240	80,818	67,545	90,200	90,200	92,800
<b>Other Uses:</b>						
Transfers Out	32,803	(32,503)	-	-	-	-
Total Other Uses	32,803	(32,503)	-	-	-	-
Total Uses	139,043	48,316	67,545	90,200	90,200	92,800
<b>Ending Fund Balance (est)</b>	<b>\$ 133,010</b>	<b>\$ 226,366</b>	<b>\$ 251,140</b>	<b>\$ 248,940</b>	<b>\$ 248,940</b>	<b>\$ 245,540</b>

### **Transit Related Services Benefit District (formerly CSA 10) Zone 2**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 775,081</b>	<b>\$ 1,121,462</b>	<b>\$ 1,472,790</b>	<b>\$ 1,837,780</b>	<b>\$ 1,837,780</b>	<b>\$ 2,049,880</b>
<b>Source of Funds:</b>						
Taxes	388,028	384,597	389,847	388,000	388,000	394,400
Use of Money & Property	22,087	17,416	22,795	-	-	-
Total Sources	410,115	402,013	412,642	388,000	388,000	394,400
<b>Use of Funds:</b>						
Salaries	34,619	3,057	5,930	60,000	60,000	19,800
Operations	29,115	46,628	41,722	115,900	115,900	218,400
Total Expenditures	63,734	49,686	47,652	175,900	175,900	238,200
<b>Other Uses:</b>						
Transfers Out	-	1,000	-	-	-	-
Total Other Uses	-	1,000	-	-	-	-
Total Uses	63,734	50,686	47,652	175,900	175,900	238,200
<b>Ending Fund Balance (est)</b>	<b>\$ 1,121,462</b>	<b>\$ 1,472,790</b>	<b>\$ 1,837,780</b>	<b>\$ 2,049,880</b>	<b>\$ 2,049,880</b>	<b>\$ 2,206,080</b>

## Road Maintenance Assessment District

The Road Maintenance Assessment District was formed in June 2006 to create a financial mechanism to provide street and lighting operations and road maintenance for public improvements created as a result of new development. The funds are used to pay for routine maintenance and operations costs as well as to build a reserve to periodically replace slurry seal and eventual overlay and replacement costs. As additional development occurs, it will either be annexed to the district or a separate Zone will be created to services. Current new development subdivisions included in the district are Capital Village, Sundance and Anthology at Anatolia.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 414,667</b>	<b>\$ 750,950</b>	<b>\$ 1,192,674</b>	<b>\$ 1,533,458</b>	<b>\$ 1,533,458</b>	<b>\$ 1,803,458</b>
<b>Source of Funds:</b>						
Taxes	351,898	478,780	374,092	373,000	373,000	395,700
Use of Money & Property	11,543	12,760	17,476	-	-	-
<b>Total Sources</b>	<b>363,441</b>	<b>491,540</b>	<b>391,569</b>	<b>373,000</b>	<b>373,000</b>	<b>395,700</b>
<b>Use of Funds:</b>						
Salaries	8,502	9,654	12,297	18,000	18,000	20,300
Operations	18,658	39,162	38,488	85,000	85,000	82,700
<b>Total Expenditures</b>	<b>27,160</b>	<b>48,815</b>	<b>50,785</b>	<b>103,000</b>	<b>103,000</b>	<b>103,000</b>
<b>Other Uses:</b>						
Transfers Out	-	1,000	-	-	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>27,160</b>	<b>49,815</b>	<b>50,785</b>	<b>103,000</b>	<b>103,000</b>	<b>103,000</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 750,950</b>	<b>\$ 1,192,674</b>	<b>\$ 1,533,458</b>	<b>\$ 1,803,458</b>	<b>\$ 1,803,458</b>	<b>\$ 2,096,158</b>

## Rancho Cordova Lighting District 2012-1

The district will be formed in 2012 for the purpose of providing a funding mechanism for the operations, improvements, and maintenance of street lights and safety lights within the City of Rancho Cordova, which were previously funded in whole or in part by the County of Sacramento as part of County Service Area No. 1 (CSA-1). The improvements include street light poles and fixtures, electrical conduit and pullboxes, and service cans.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>Source of Funds:</b>						
Taxes	-	-	-	-	-	315,000
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315,000</b>
<b>Use of Funds:</b>						
Operations	-	-	-	-	-	315,000
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315,000</b>
<b>Ending Fund Balance (est)</b>	<b>\$ -</b>	<b>\$ -</b>				

## OTHER SPECIAL REVENUE FUNDS

### Street Trench Fee

The City has an established Street Trench Fee and associated fund for the purposes of collecting a trench restoration fee at the time a permit is issued for work performed that causes excavation of a paved City street. Funds may be expended for the resurfacing, maintenance, administration, and protection of City streets where excavation has occurred. Currently there are no expenditures planned. It is the City's intention to save funds until there is enough to match other funds for projects associated with the fee.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 77,042	\$ 124,782	\$ 189,446	\$ 242,553	\$ 242,553	\$ 297,553
<b>Source of Funds:</b>						
Licenses, Permits & Fees	47,740	64,333	51,423	55,000	55,000	54,500
Use of Money & Property	-	330	1,684	-	-	-
<b>Total Sources</b>	<b>47,740</b>	<b>64,664</b>	<b>53,107</b>	<b>55,000</b>	<b>55,000</b>	<b>54,500</b>
<b>Use of Funds:</b>						
Total Uses	-	-	-	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ 124,782</b>	<b>\$ 189,446</b>	<b>\$ 242,553</b>	<b>\$ 297,553</b>	<b>\$ 297,553</b>	<b>\$ 352,053</b>

### Mather Field Impact Fee

Specific plan development impact fees are imposed on development in the Mather Commerce Center, which is part of the overall Mather Field Specific Plan Area administered by the County of Sacramento. The Mather fees include additional fees for roadway improvements located in the City of Rancho Cordova. The City has completed the negotiations and the transfer of fee fund balances have been received by the City for specific improvements.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ (152,866)	\$ (152,866)	\$ 1,003,882	\$ 47,196	\$ 47,196	\$ 47,196
<b>Source of Funds:</b>						
Use of Money & Property	-	15,046	12,788	-	-	-
Intergovernmental	-	2,000,000	-	-	-	-
<b>Total Sources</b>	<b>-</b>	<b>2,015,046</b>	<b>12,788</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds:</b>						
Other Uses:						
Transfers Out	-	858,298	969,475	-	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>858,298</b>	<b>969,475</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Uses	-	858,298	969,475	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ (152,866)</b>	<b>\$ 1,003,882</b>	<b>\$ 47,196</b>	<b>\$ 47,196</b>	<b>\$ 47,196</b>	<b>\$ 47,196</b>

## Roadway Improvement Fund

The Public Works Department has obtained certain additional contributions related to supplemental roadway fees. The negotiations are non-nexus based and are not directly associated with the existing traffic fees collected in the Special Revenues Funds. These funds may be used at the City's discretion for a variety of roadway improvement projects included in the City's Capital Improvement Program.

In FY 2012-13 \$660,000 is allocated to projects identified in the Capital Improvement Program and Road Maintenance Program.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 5,670,710</b>	<b>\$ 6,341,117</b>	<b>\$ 5,165,154</b>	<b>\$ 5,348,540</b>	<b>\$ 5,348,540</b>	<b>\$ 5,367,700</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	41,195	81,213	83,567	94,160	94,160	494,200
Use of Money & Property	141,334	89,741	96,796	-	-	-
Intergovernmental	877,947	-	-	-	-	-
<b>Total Revenues</b>	<b>1,060,476</b>	<b>170,954</b>	<b>180,363</b>	<b>94,160</b>	<b>94,160</b>	<b>494,200</b>
<b>Other Sources:</b>						
Transfers In	-	-	100,001	100,000	100,000	500,000
<b>Total Other Sources</b>	<b>-</b>	<b>-</b>	<b>100,001</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Total Sources</b>	<b>1,060,476</b>	<b>170,954</b>	<b>280,364</b>	<b>194,160</b>	<b>194,160</b>	<b>994,200</b>
<b>Use of Funds:</b>						
Operations	-	-	-	-	-	400,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
<b>Other Uses:</b>						
Transfers Out	390,069	1,346,917	96,978	175,000	175,000	260,000
<b>Total Other Uses</b>	<b>390,069</b>	<b>1,346,917</b>	<b>96,978</b>	<b>175,000</b>	<b>175,000</b>	<b>260,000</b>
<b>Total Uses</b>	<b>390,069</b>	<b>1,346,917</b>	<b>96,978</b>	<b>175,000</b>	<b>175,000</b>	<b>660,000</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 6,341,117</b>	<b>\$ 5,165,154</b>	<b>\$ 5,348,540</b>	<b>\$ 5,367,700</b>	<b>\$ 5,367,700</b>	<b>\$ 5,701,900</b>

## Storm Water Utility Tax

The Public Works Department has negotiated the annual transfer of funds in the amount of \$300,000 to the City from utility taxes collected by the County of Sacramento for storm water utility within the City. Additional funds have been received for specific capital improvement projects. These funds may be used at the Public Works Director's discretion for any drainage related expenses including staff costs. The Public Works department will be working on the detachment from the County in the next fiscal year.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 293,393</b>	<b>\$ 329,020</b>	<b>\$ (14,782)</b>	<b>\$ (301,283)</b>	<b>\$ (301,283)</b>	<b>\$ 1,968,717</b>
<b>Source of Funds:</b>						
Taxes	-	-	-	-	2,270,000	300,000
Use of Money & Property	9,812	4,022	2,493	-	-	-
Intergovernmental	561,221	-	-	300,000	300,000	-
<b>Total Sources</b>	<b>571,033</b>	<b>4,022</b>	<b>2,493</b>	<b>300,000</b>	<b>2,570,000</b>	<b>300,000</b>
<b>Use of Funds:</b>						
Salaries	81,261	158,722	226,689	300,000	300,000	300,000
Operations	89,184	28,178	22,177	-	-	271,700
Capital Outlay	-	-	40,128	-	-	699,000
<b>Total Expenditures</b>	<b>170,445</b>	<b>186,899</b>	<b>288,994</b>	<b>300,000</b>	<b>300,000</b>	<b>1,270,700</b>
<b>Other Uses:</b>						
Transfers Out	364,961	160,924	-	-	-	50,000
<b>Total Other Uses</b>	<b>364,961</b>	<b>160,924</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>Total Uses</b>	<b>535,406</b>	<b>347,824</b>	<b>288,994</b>	<b>300,000</b>	<b>300,000</b>	<b>1,320,700</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 329,020</b>	<b>\$ (14,782)</b>	<b>\$ (301,283)</b>	<b>\$ (301,283)</b>	<b>\$ 1,968,717</b>	<b>\$ 948,017</b>

## Asset Forfeiture Fund

Assets seized in the course of arrests or investigations are turned over to the District Attorney until case resolution. The District Attorney apportions the assets to the applicable jurisdictions and the funds are used to purchase public safety equipment and supplies.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 32,152</b>	<b>\$ 21,906</b>	<b>\$ 29,092</b>	<b>\$ 31,275</b>	<b>\$ 31,275</b>	<b>\$ 6,275</b>
<b>Source of Funds:</b>						
Fines & Forfeitures	5,754	6,973	1,684	-	-	-
Use of Money & Property	637	357	499	-	-	-
<b>Total Sources</b>	<b>6,391</b>	<b>7,330</b>	<b>2,183</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds:</b>						
Operations	1,860	144	-	-	-	-
Capital Outlay	14,777	-	-	25,000	25,000	-
<b>Total Uses</b>	<b>16,637</b>	<b>144</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 21,906</b>	<b>\$ 29,092</b>	<b>\$ 31,275</b>	<b>\$ 6,275</b>	<b>\$ 6,275</b>	<b>\$ 6,275</b>

# CAPITAL PROJECT FUNDS

The Capital Projects Fund is used to account for the financial resources available for the acquisition or construction of major capital facilities and infrastructure.

## ADOPTED FISCAL YEAR 2012-2013 BUDGET

CIP

<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ 3,605,632
<b>Revenues:</b>	
Taxes	-
Licenses & Permits	-
Fines & Forfeitures	-
Use of Money & Property	-
Intergovernmental	290,000
Charges for Services & Other Revenues	-
<b>Total Revenues</b>	<u>290,000</u>
Other Sources:	
Transfers In	24,075,700
Proceeds from Debt	-
<b>Total Other Sources</b>	<u>24,075,700</u>
<b>Total Revenues &amp; Other Sources</b>	<u>\$ 24,365,700</u>
<b>Expenditures:</b>	
Salaries	567,400
Benefits	-
Operations	4,060,100
Capital Outlay	19,808,200
Capital Improvements	-
<b>Total Expenditures</b>	<u>24,435,700</u>
Other Uses:	
Transfers Out	-
Revenue Neutrality	-
Principal & Interest	-
<b>Total Other Uses</b>	<u>-</u>
<b>Total Expenditures &amp; Other Uses</b>	<u>24,435,700</u>
<b>Surplus/(Deficit)</b>	<u>(70,000)</u>
<b>Fund Balance - 6/30/13 (est)</b>	<u>\$ 3,535,632</u>

## Capital Projects Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ (992,406)</b>	<b>\$ 257,764</b>	<b>\$ 2,159,350</b>	<b>\$ 3,708,032</b>	<b>\$ 3,708,032</b>	<b>\$ 3,605,632</b>
Source of Funds:						
Use of Money & Property			2,945			
Intergovernmental	3,919					290,000
Charges for Services & Other Revenues	18,226,219	156,172	177,342	526,000	526,000	
Total Revenues	18,230,138	156,172	180,287	526,000	526,000	290,000
Other Sources:						
Transfers In:						
General Fund	87,786	53,271	88,082			
Gas Tax	509,602	1,128,192	1,132,271	4,236,800	1,736,800	4,567,400
Measure A	6,051,608	2,714,940	2,784,747	5,196,300	5,196,300	1,619,400
Proposition 42	466,862		577,858		26,391	
Traffic Impact Fees	3,014,773	2,326,818	1,312,972	7,278,700	4,005,700	6,889,900
SD Traffic Mitigation Fees	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
VOZ Traffic Mitigation Fees	32,586	873	10,035	180,400	20,000	175,000
CFF Impact Fees		77,263	3,249,322			
City Operations COP's			790,341		51,225	
Federal Grants	1,976,585	4,240,066	5,474,969	4,917,000	4,917,000	7,379,000
State Grants	61,647	312,941	28,064	3,403,900	3,403,900	
Other Grants						100,000
CDBG	405,200	360,000	115,069			85,600
Capital Facilities ISF		4,117	702,090			
Infrastructure ISF			62,352	554,400	554,400	
Technology ISF			228,550			
Special Districts	38	21,596	5,545	6,700	6,700	
Transit Related Service Area - Zone 1	20,198					
Transit Related Service Area - Zone 3	(38,888)					
Roadway Improvement Fund	390,069	1,346,917	96,978	175,000	175,000	260,000
Storm Water Utility Tax	364,961	157,583				50,000
Mather Field Impact Fee		858,298	969,475			
Park Renovation	39,881					
VLHF		768,319	(77,453)			
CFD 2004-1 Sunridge Park						2,299,000
Landscape Maintenance CFD	(283,170)					
Redevelopment Agency	144,394	1,599	85,823	320,000	218,600	
Redevelopment Agency Low/Mod		897,631	98,141			
Sub-total Transfers In	14,949,387	18,348,036	20,292,935	31,257,200	25,300,016	24,075,700
Proceeds from Debt						
Total Other Sources	14,949,387	18,348,036	20,292,935	31,257,200	25,300,016	24,075,700
Total Sources	33,179,525	18,504,208	20,473,222	31,783,200	25,826,016	24,365,700
Use of Funds:						
Salaries	1,380,083	1,285,544	461,470			567,400
Operations	3,351,526	3,981,355	2,881,041			4,060,100
Capital Improvements	27,113,003	10,101,113	14,211,589	31,885,600	25,928,416	19,808,200
Total Expenditures	31,844,612	15,368,011	17,554,099	31,885,600	25,928,416	24,435,700
Other Uses:						
Transfers Out	84,744	(231,679)	1,370,441			
Total Other Uses	84,744	(231,679)	1,370,441	-	-	-
Total Uses	31,929,356	15,136,333	18,924,540	31,885,600	25,928,416	24,435,700
Ending Fund Balance (est)	<b>\$ 257,763</b>	<b>\$ 3,625,639</b>	<b>\$ 3,708,032</b>	<b>\$ 3,605,632</b>	<b>\$ 3,605,632</b>	<b>\$ 3,535,632</b>

The City will be working on 33 different Capital Improvement Projects in FY 2012-13, as listed on the following pages. Below is a description of the major projects scheduled for this budget year.

**White Rock Road Improvements, Sunrise to City Limits (CP07-2055) - \$6,450,000**

This project will construct improvement to the existing six lane road from Sunrise Boulevard to Luyung Drive and reconstruct White Rock Road from Luyung Drive to approximately the future intersection of White Rock Road and Rancho Cordova Parkway to a four lane roadway with a 14 foot landscape median.

**2012 Sunrise Boulevard Street Rehabilitation Project (CP12-2015) - \$3,200,000**

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. The locations of proposed rehabilitation will be based on engineering evaluation. Rehabilitation of the highest priority roadways will be provided as funds become available. The anticipated roadways include the following: Sunrise Boulevard, and American River Bridge to Trade Center Drive.

**2012 Street Rehabilitation Projects (CP12-2014) - \$2,220,000**

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. The locations of proposed rehabilitation will be based on engineering evaluation. Rehabilitation of the highest priority roadways will be provided as funds become available. This project will include complete streets features including Class II Bikeway lanes, Americans with Disabilities Act (ADA) elements, such as enhanced striping to better delineate between mode, improved pedestrian crossings, and the construction of new sidewalks. The roadways are as follows: International Drive, Zinfandel Drive to Mather Field Road; Zinfandel Drive, White Rock Road to Beclan Drive; Folsom Boulevard, and Mather Field Road to Kilgore Road.

**2013 Street Rehabilitation Projects (CP13-2112) - \$1,927,000**

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. Rehabilitation of the highest priority roadways will be provided as funds become available. When appropriate street rehabilitation projects will be done through our maintenance crews. The anticipated roadways are as follows: RC11 and RC14.

**2014 Street Rehabilitation Projects (CP13-2118) - \$1,900,000**

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. Rehabilitation of the highest priority roadways will be provided as funds become available. When appropriate street rehabilitation projects will be done through our maintenance crews. The anticipated roadways are as follows: RC09 and RC06.

**Rancho Cordova Parkway Interchange (CP05-2003) - \$1,200,000**

Work will continue on this project. The project proposes to construct a new interchange at U.S. Highway 50, auxiliary lanes on U.S. Highway 50 between Sunrise Boulevard and Hazel Avenue, and a four lane arterial connection to U.S. Highway 50 of Rancho Cordova Parkway to White Rock Road.

**Folsom Boulevard and Mather Field Road Enhancements Phase II (CP07-2033) - \$961,750**

The project is close to being complete. The expected completion is in late 2012.

**Air Park Drive, Mather Blvd to International Dr (CP06-2021) - \$947,000**

The project proposes to widen the existing Femoyer Road to four lane and construct the roadway extension from Air Park Drive to International Drive. Various improvements will also be constructed on Air Park Drive. The County is constructing a \$4 million project. The City is contributing a total of \$600,000 plus staff costs. The Cities contribution is budgeted in this project.

The FY 2012-13 projects that will be funded are as follows:

Capital Improvement Project Fund

CP07-2055 – White Rock Road Improvements, Sunrise to City Limits	\$ 6,450,000
CP12-2105 - 2012 Sunrise Boulevard Street Rehabilitation Project	3,200,000
CP12-2104 - 2012 Street Rehabilitation Project	2,220,000
CP13-2112 - 2013 Street Rehabilitation Project	1,927,000
CP13-2118 - 2014 Street Rehabilitation Project	1,900,000
CP06-2048 - ROW Program / Contingency	1,788,922
CP05-2003 - Rancho Cordova Parkway Interchange	1,200,000
CP06-2024 - Douglas Road, Sunrise Boulevard to Americanos Boulevard	1,000,000
CP07-2033 - Folsom Boulevard and Mather Field Road Enhancements Phase II	961,750
CP06-2021 - Air Park Drive, Mather Boulevard to International Drive	947,000
CP10-2083 - Douglas Road, Sunrise Boulevard to Americanos Boulevard Phase II	899,000
CP06-2027 - (North) Mather Boulevard, Mather Field Plaza to Zinfandel Drive	348,000
CP12-2115 - Zinfandel Drive and Folsom Boulevard Intersection Improvements	190,000
CP11-2096 - Annexation Road Rehabilitation	185,000
CP12-2018 - Bicycle Traffic Signal Detection	175,000
CP12-2107 - Class II & III Bicycle System Expansion	158,000
CP10-2082 - Safety, Streetscaping, Pedestrian and Bicycle Facilities Program	153,700
CP13-2117 - 2012 Old Placerville Complete Streets	120,000
CP09-2078 - Douglas Road Bike and Pedestrian Safety Improvement	113,000
CP12-2109 - 2012 ADA Sidewalk Improvement Project	92,988
CP10-2084 - Pedestrian, ADA and Safety Improvements Mather Field Road	75,000
CP06-2041 - Streetscape Improvement Program	67,883
CP13-2111 - Douglas Road, Sunrise Boulevard to West City Limits	50,000
CP11-2100 - Sunrise Boulevard Widening and Intersection Improvements	45,000
CP11-2098 - 2010 NTMP Project	44,000
CP07-2038 - Sunrise Boulevard, Kiefer Boulevard to State Route 16	35,000
CP10-2081 - Traffic Control and Safety Program	34,000
CP06-2044 - Street Safety Improvement Program	29,172
CP13-2116 - Traffic Management Center	10,000
CP06-2043 - Elderly and Disabled Access Improvement Program	7,295
CP07-2032 - Douglas Road, Americanos Boulevard to Grant Line Road	5,000
CP08-2063 - Americanos Boulevard Douglas Road to Chrysanthy Boulevard	2,000
CP06-2042 - Bikeway Improvement Program	1,990
Total	<u>\$ 24,435,700</u>

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## DEBT SERVICE FUNDS

The debt service fund is used to account for the accumulation of resources and payment of long-term debt principal and interest. The City is currently repaying two Certificates of Participation for the acquisition of City Hall and public facilities and property on Kilgore Road.

### ADOPTED FISCAL YEAR 2012-2013 BUDGET

Debt Service

**Beginning Fund Balance - 6/30/12 (est)**      \$ 1,863,987

**Revenues:**

Taxes	-
Licenses & Permits	-
Fines & Forfeitures	-
Use of Money & Property	-
Intergovernmental	-
Charges for Services & Other Revenues	-
Total Revenues	-

Other Sources:

Transfers In	1,945,800
Proceeds from Debt	-
Total Other Sources	1,945,800

**Total Revenues & Other Sources**      \$ 1,945,800

**Expenditures:**

Salaries	-
Benefits	-
Operations	5,200
Capital Outlay	-
Capital Improvements	-
Total Expenditures	5,200

Other Uses:

Transfers Out	-
Revenue Neutrality	-
Principal & Interest	1,940,600
Total Other Uses	1,940,600

**Total Expenditures & Other Uses**      1,945,800

**Surplus/(Deficit)**      -

**Fund Balance - 6/30/13 (est)**      \$ 1,863,987

### **City Hall Facility Certificates of Participation**

On August 1, 2005, \$20,835,000 of Certificates of Participation (COP's) were issued by the City of Rancho Cordova Financing Corporation to finance the acquisition and improvement of the 2701 – 2729 Prospect Park Drive campus. The original debt was restructured and refunded in January 2007. The new debt is comprised of \$12.1 million Series A and \$8.3 million Series B (taxable) Certificates of Participation.

Debt service payments are due on August 1 and February 1 of each year. To provide for repayment of the certificates, the City entered into an agreement to lease the facilities from the Corporation, requiring the City to make rental payments to the Corporation equal to the debt principal and interest payments. City Hall Community Facilities Fees, Community Center Community Facilities Fees and General Fund monies are the source for repayment of these certificates. However, if the Community Facility Fee sources are not sufficient to make their portion of the payment, the City's General Fund will be responsible. A debt service schedule is included in the "supporting schedules" section of this document.

### **City Operations Facility Certificates of Participation**

The City of Rancho Cordova Financing Corporation issued \$6.8 million in COP's in August 2006. These funds provided resources to purchase the Kilgore site, which has been renovated into the City's new police building. This site includes developable vacant land, a 30,000 square foot office building and a historic cemetery (Kilgore Family Cemetery). The purchase price for this acquisition was \$6,000,000 with the cemetery and approximately 13 3/4 acres of vacant land donated as part of the acquisition.

The debt service is due in September 1 and March 1 of each year. To provide for repayment of the certificates, the City entered into an agreement to lease the facilities from the Corporation, requiring the City to make rental payments to the Corporation equal to the debt principal and interest payments. Police Facilities Community Facilities Fees and the General Fund are the source for repayment of these certificates. A debt service schedule is included in the "supporting schedules" section of this document.

## Debt Service Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 2,708,708</b>	<b>\$ 2,697,672</b>	<b>\$ 2,703,705</b>	<b>\$ 1,915,211</b>	<b>\$ 1,915,211</b>	<b>\$ 1,863,986</b>
<b>Source of Funds:</b>						
Use of Money & Property	35,077	3,892	3,187	-	-	-
Charges for Services & Other Revenues	-	350	-	-	-	-
<b>Total Revenues</b>	<b>35,077</b>	<b>4,242</b>	<b>3,187</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Sources:</b>						
Transfers In	1,907,064	1,955,253	1,949,987	1,951,800	1,951,800	1,945,800
<b>Total Other Sources</b>	<b>1,907,064</b>	<b>1,955,253</b>	<b>1,949,987</b>	<b>1,951,800</b>	<b>1,951,800</b>	<b>1,945,800</b>
<b>Total Sources</b>	<b>1,942,141</b>	<b>1,959,495</b>	<b>1,953,174</b>	<b>1,951,800</b>	<b>1,951,800</b>	<b>1,945,800</b>
<b>Use of Funds:</b>						
Operations	4,950	10,200	5,450	5,000	5,000	5,200
<b>Total Expenditures</b>	<b>4,950</b>	<b>10,200</b>	<b>5,450</b>	<b>5,000</b>	<b>5,000</b>	<b>5,200</b>
<b>Other Uses:</b>						
Transfers Out	-	350	790,341	-	51,225	-
Principal & Interest	1,948,227	1,942,911	1,945,878	1,946,800	1,946,800	1,940,600
<b>Total Other Uses</b>	<b>1,948,227</b>	<b>1,943,261</b>	<b>2,736,219</b>	<b>1,946,800</b>	<b>1,998,025</b>	<b>1,940,600</b>
<b>Total Uses</b>	<b>1,953,177</b>	<b>1,953,461</b>	<b>2,741,669</b>	<b>1,951,800</b>	<b>2,003,025</b>	<b>1,945,800</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 2,697,672</b>	<b>\$ 2,703,705</b>	<b>\$ 1,915,211</b>	<b>\$ 1,915,211</b>	<b>\$ 1,863,986</b>	<b>\$ 1,863,986</b>

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## ENTERPRISE FUNDS

The Kilgore Cemetery Enterprise Fund receives revenues from the sale of burial rights and burial services at the cemetery. In addition, the Endowment Care Fund receives endowment funds paid by all cemetery customers. A portion of the burial rights and services revenues will compensate the Fair Oaks Cemetery District for cemetery management services, and the interest income on the remainder of the burial revenues and the endowment contribute to the ongoing facility maintenance costs.

### ADOPTED FISCAL YEAR 2012-2013 BUDGET ENTERPRISE FUNDS

	Kilgore Cemetery	Kilgore Cemetery Endowment Care Fund	Total Enterprise Funds
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ (145,059)	\$ 10,541	(134,518)
<b>Revenues:</b>			
Taxes	-	-	-
Licenses & Permits	6,000	1,500	7,500
Fines & Forfeitures	-	-	-
Use of Money & Property	-	-	-
Intergovernmental	-	-	-
Charges for Services & Other Revenues	-	-	-
Total Revenues	6,000	1,500	7,500
<b>Other Sources:</b>			
Transfers In	-	-	-
Proceeds from Debt	-	-	-
Total Other Sources	-	-	-
<b>Total Revenues &amp; Other Sources</b>	\$ 6,000	\$ 1,500	\$ 7,500
<b>Expenditures:</b>			
Salaries	-	-	-
Benefits	-	-	-
Operations	68,600	-	68,600
Capital Outlay	-	-	-
Capital Improvements	-	-	-
Total Expenditures	68,600	-	68,600
<b>Other Uses:</b>			
Transfers Out	-	-	-
Revenue Neutrality	-	-	-
Principal & Interest	-	-	-
Total Other Uses	-	-	-
<b>Total Expenditures &amp; Other Uses</b>	68,600	-	68,600
<b>Surplus/(Deficit)</b>	(62,600)	1,500	(61,100)
<b>Fund Balance - 6/30/13 (est)</b>	\$ (207,659)	\$ 12,041	\$ (195,618)

## Kilgore Cemetery

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 125,318</b>	<b>\$ 78,506</b>	<b>\$ (4,898)</b>	<b>\$ (79,959)</b>	<b>\$ (79,959)</b>	<b>\$ (145,059)</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	39,525	6,500	5,850	6,000	6,000	6,000
Use of Money & Property	43	-	8	-	-	-
<b>Total Sources</b>	<b>39,568</b>	<b>6,500</b>	<b>5,858</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Use of Funds:</b>						
Salaries	-	18,401	15,450	-	-	-
Operations	86,380	71,503	65,469	71,100	71,100	68,600
<b>Total Uses</b>	<b>86,380</b>	<b>89,904</b>	<b>80,919</b>	<b>71,100</b>	<b>71,100</b>	<b>68,600</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 78,506</b>	<b>\$ (4,898)</b>	<b>\$ (79,959)</b>	<b>\$ (145,059)</b>	<b>\$ (145,059)</b>	<b>\$ (207,659)</b>

## Kilgore Cemetery Endowment Care Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 305</b>	<b>\$ 9,223</b>	<b>\$ 10,870</b>	<b>\$ 12,041</b>	<b>\$ 12,041</b>	<b>\$ 10,541</b>
<b>Source of Funds:</b>						
Licenses, Permits & Fees	8,750	1,500	1,000	1,500	(1,500)	1,500
Use of Money & Property	168	147	172	-	-	-
<b>Total Sources</b>	<b>8,918</b>	<b>1,647</b>	<b>1,172</b>	<b>1,500</b>	<b>(1,500)</b>	<b>1,500</b>
<b>Use of Funds:</b>						
Total Uses	-	-	-	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ 9,223</b>	<b>\$ 10,870</b>	<b>\$ 12,041</b>	<b>\$ 13,541</b>	<b>\$ 10,541</b>	<b>\$ 12,041</b>

# INTERNAL SERVICE FUNDS

These funds were established to finance and account for services and commodities furnished by a designated department of the City to other departments of the City. These services and commodities are only supplied within the City structure and are not furnished to the general public. The funds that the City maintains include:

- Employee Benefits Fund
- Insurance Fund
- Capital Facilities Fund
- Infrastructure Fund
- Vehicle & Equipment Replacement Fund
- Technology Enhancement & Replacement Fund

## ADOPTED FISCAL YEAR 2012-2013 BUDGET INTERNAL SERVICE FUNDS

	Employee Benefits	Insurance Fund	Capital Facilities	Infrastructure	Vehicle & Equipment Replacement	Technology Enhancement & Replacement	Total Internal Service Funds
<b>Begin Available Fund Bal - 6/30/12 (est)</b>	\$ 3,406	\$ 476,877	\$ 1,137,130	\$ 331,754	\$ 377,201	\$ 259,252	\$ 2,585,621
<b>Revenues:</b>							
Taxes	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
<b>Other Sources:</b>							
Transfers In	-	25,000	-	-	-	-	25,000
Proceeds from Debt	-	-	-	-	-	-	-
Total Other Sources	-	25,000	-	-	-	-	25,000
<b>Total Revenues &amp; Other Sources</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
<b>Expenditures:</b>							
Salaries	-	-	-	-	-	-	-
Benefits	3,406	-	-	-	-	-	3,406
Operations	-	25,000	30,000	-	-	53,200	108,200
Capital Outlay	-	-	760,000	323,000	95,000	188,800	1,366,800
Capital Improvements	-	-	-	-	-	-	-
Total Expenditures	3,406	25,000	790,000	323,000	95,000	242,000	1,478,406
<b>Other Uses:</b>							
Transfers Out	-	-	-	-	-	-	-
Revenue Neutrality	-	-	-	-	-	-	-
Principal & Interest	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-
<b>Total Expenditures &amp; Other Uses</b>	<b>3,406</b>	<b>25,000</b>	<b>790,000</b>	<b>323,000</b>	<b>95,000</b>	<b>242,000</b>	<b>1,478,406</b>
<b>Surplus/(Deficit)</b>	<b>(3,406)</b>	<b>-</b>	<b>(790,000)</b>	<b>(323,000)</b>	<b>(95,000)</b>	<b>(242,000)</b>	<b>(1,453,406)</b>
<b>Ending Available Fund Bal - 6/30/13 (est)</b>	<b>\$ -</b>	<b>\$ 476,877</b>	<b>\$ 347,130</b>	<b>\$ 8,754</b>	<b>\$ 282,201</b>	<b>\$ 17,252</b>	<b>\$ 1,132,215</b>

## Employee Benefits Fund

The Employee Benefits Fund was created to account for funds accumulated to pay for employees' future post-retirement medical benefits. These costs are being accounted for in the General Fund and this fund is no longer necessary. It will be closed out in FY 2012-13.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ 266,493	\$ 2,364	\$ 3,406	\$ 3,406	\$ 3,406
<b>Source of Funds:</b>						
Use of Money & Property	-	2,364	1,042.00	-	-	-
Total Revenues	-	2,364	1,042	-	-	-
Other Sources:						
Transfers In	266,493	-	-	-	-	-
Total Other Sources	266,493	-	-	-	-	-
Total Sources	266,493	2,364	1,042	-	-	-
<b>Use of Funds:</b>						
Benefits	-	266,493	-	-	-	3,406
Total Uses	-	266,493	-	-	-	3,406
<b>Ending Fund Balance (est)</b>	<b>\$ 266,493.00</b>	<b>\$ 2,364</b>	<b>\$ 3,406</b>	<b>\$ 3,406</b>	<b>\$ 3,406</b>	<b>\$ -</b>

## Insurance Fund

The Insurance Fund accounts for the accumulation of resources to provide for long-term financing of potential litigation, insurance costs and claims, and the payment of losses up to the City's self-insured retention limit. The major insurance programs in the fund are worker's compensation, property, and liability coverage.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 501,006	\$ 523,747	\$ 509,951	\$ 501,877	\$ 501,877	\$ 476,877
<b>Source of Funds:</b>						
Use of Money & Property	12,741	7,164	8,053	-	-	-
Total Revenues	12,741	7,164	8,053	-	-	-
Other Sources:						
Transfers In	10,000	-	-	-	-	25,000
Total Other Sources	10,000	-	-	-	-	25,000
Total Sources	22,741	7,164	8,053	-	-	25,000
<b>Use of Funds:</b>						
Operations	-	20,961	16,127	25,000	25,000	25,000
Total Uses	-	20,961	16,127	25,000	25,000	25,000
<b>Ending Fund Balance (est)</b>	<b>\$ 523,747</b>	<b>\$ 509,951</b>	<b>\$ 501,877</b>	<b>\$ 476,877</b>	<b>\$ 476,877</b>	<b>\$ 476,877</b>

## Capital Facilities Fund

The Capital Facilities Fund is used to account for accumulation of resources and the acquisition, maintenance and remodeling of city owned buildings and facilities.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Available Fund Bal</b>	\$ -	\$ 633,993	\$ 751,054	\$ 1,315,130	\$ 1,315,130	\$ 1,137,130
<b>Source of Funds:</b>						
Use of Money & Property	-	5,181	8,667	-	-	-
Total Revenues	-	5,181	8,667	-	-	-
Other Sources:						
Transfers In	633,993	472,780	1,959,391	-	-	-
Total Other Sources	633,993	472,780	1,959,391	-	-	-
Total Sources	633,993	477,961	1,968,058	-	-	-
<b>Use of Funds:</b>						
Operations	-	6,480	-	-	-	30,000
Capital Outlay	-	350,303	-	-	178,000	760,000
Total Expenditures	-	356,783	-	-	178,000	790,000
Other Uses:						
Transfers Out	-	4,117	702,090	-	-	-
Total Other Uses	-	4,117	702,090	-	-	-
Total Uses	-	360,900	702,090	-	178,000	790,000
<b>Ending Balance (est)</b>	633,993	751,054	2,017,021	1,315,130	1,137,130	347,130
Less: Invested in Capital Assets	-	-	(701,891)	-	-	-
<b>Ending Available Fund Bal (est)</b>	<b>\$ 633,993</b>	<b>\$ 751,054</b>	<b>\$ 1,315,130</b>	<b>\$ 1,315,130</b>	<b>\$ 1,137,130</b>	<b>\$ 347,130</b>

## Infrastructure Fund

The Infrastructure Fund is used to accumulate and account for funds to pay the ongoing maintenance of infrastructure facilities, such as roads, sidewalks and intersection improvements.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Available Fund Bal</b>	<b>\$ -</b>	<b>\$ 316,997</b>	<b>\$ 556,849</b>	<b>\$ 1,129,554</b>	<b>\$ 1,129,554</b>	<b>\$ 331,754</b>
<b>Source of Funds:</b>						
Use of Money & Property	-	3,462	6,358	-	-	-
Total Revenues	-	3,462	6,358	-	-	-
Other Sources:						
Transfers In	316,997	236,390	628,699	-	-	-
Total Other Sources	316,997	236,390	628,699	-	-	-
Total Sources	316,997	239,852	635,058	-	-	-
<b>Use of Funds:</b>						
Capital Outlay	-	-	-	-	243,400	323,000
Total Expenditures	-	-	-	-	243,400	323,000
Other Uses:						
Transfers Out	-	-	62,352	554,400	554,400	-
Total Other Uses	-	-	62,352	554,400	554,400	-
Total Uses	-	-	62,352	554,400	797,800	323,000
<b>Ending Balance (est)</b>	<b>316,997</b>	<b>556,849</b>	<b>1,129,554</b>	<b>575,154</b>	<b>331,754</b>	<b>8,754</b>
Less: Invested in Capital Assets	-	-	-	-	-	-
<b>Ending Available Fund Bal (est)</b>	<b>\$ 316,997</b>	<b>\$ 556,849</b>	<b>\$ 1,129,554</b>	<b>\$ 575,154</b>	<b>\$ 331,754</b>	<b>\$ 8,754</b>

## Vehicle & Equipment Replacement Fund

The Vehicle & Equipment Replacement Fund accumulates funds to pay for the replacement of vehicles and equipment used by all City departments.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Available Fund Bal</b>	<b>\$ 348,048</b>	<b>\$ 365,863</b>	<b>\$ 370,944</b>	<b>\$ 377,201</b>	<b>\$ 377,201</b>	<b>\$ 377,201</b>
<b>Source of Funds:</b>						
Use of Money & Property	7,815	5,081	6,257	-	-	-
Total Revenues	7,815	5,081	6,257	-	-	-
Other Sources:						
Transfers In	10,000	-	-	-	-	-
Total Other Sources	10,000	-	-	-	-	-
Total Sources	17,815	5,081	6,257	-	-	-
<b>Use of Funds:</b>						
Capital Outlay	-	-	-	-	-	95,000
Total Uses	-	-	-	-	-	95,000
<b>Ending Balance (est)</b>	<b>365,863</b>	<b>370,944</b>	<b>377,201</b>	<b>377,201</b>	<b>377,201</b>	<b>282,201</b>
Less: Invested in Capital Assets	-	-	-	-	-	-
<b>Ending Available Fund Bal (est)</b>	<b>\$ 365,863</b>	<b>\$ 370,944</b>	<b>\$ 377,201</b>	<b>\$ 377,201</b>	<b>\$ 377,201</b>	<b>\$ 282,201</b>

## Technology Enhancement & Replacement Fund

The Technology Enhancement & Replacement Fund is used to account for the purchase and replacement of critical desktop, software and infrastructure. Transfers occur each year from the General Fund to finance the scheduled replacement and enhancement of the City's technology system.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Available Fund Bal</b>	<b>\$ 573,542</b>	<b>\$ 596,778</b>	<b>\$ 478,885</b>	<b>\$ 259,252</b>	<b>\$ 259,252</b>	<b>\$ 259,252</b>
<b>Source of Funds:</b>						
Use of Money & Property	13,236	8,300	8,916	-	-	-
Total Revenues	13,236	8,300	8,916	-	-	-
Other Sources:						
Transfers In	10,000	-	228,551	-	-	-
Total Other Sources	10,000	-	228,551	-	-	-
Total Sources	23,236	8,300	237,467	-	-	-
<b>Use of Funds:</b>						
Operations	-	-	-	-	-	53,200
Capital Outlay	-	-	-	-	-	188,800
Total Expenditures	-	-	-	-	-	242,000
Other Uses:						
Transfers Out	-	126,193	228,551	87,500	-	-
Total Other Uses	-	126,193	228,551	87,500	-	-
Total Uses	-	126,193	228,551	87,500	-	242,000
<b>Ending Balance (est)</b>	<b>596,778</b>	<b>478,885</b>	<b>487,802</b>	<b>171,752</b>	<b>259,252</b>	<b>17,252</b>
Less: Invested in Capital Assets	-	-	(228,550)	-	-	-
<b>Ending Available Fund Bal (est)</b>	<b>\$ 596,778</b>	<b>\$ 478,885</b>	<b>\$ 259,252</b>	<b>\$ 171,752</b>	<b>\$ 259,252</b>	<b>\$ 17,252</b>

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## **SUCCESSOR AGENCY**

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On June 29, 2011 Governor Jerry Brown signed into law ABx1 26, the Assembly Bill that dissolved redevelopment agencies and created a mechanism to wind down all redevelopment activity, including the sale of redevelopment assets and the re-allocation of redevelopment funds. This legislation was challenged in the Supreme Court of the State of California in August of 2011, and was put under judicial stay while the Supreme Court decided its constitutionality. On December 29, 2011 the California Supreme Court issued its decision on ABx1 26, declaring it constitutional and upholding it as law. The court also re-started the timeline for RDA dissolution, and the transfer of assets to the Successor Agency, which had been stalled during the judicial stay period.

On January 10, 2011 the City Council of the City of Rancho Cordova adopted a resolution stating that the City, as a jurisdiction with a Community Redevelopment Agency, had decided to perform the duties of the Successor Agency, as identified in ABx1 26, to wind-down redevelopment activities and to dispose of RDA assets. ABx1 26 establishes a governing framework under which Successor Agencies will fulfill their obligations to pay off the existing debt and dispose of the assets of the defunct RDA. The Successor Agency is responsible for reporting to the statutorily established Oversight Board for all activities.

**ADOPTED FISCAL YEAR 2012-2013 BUDGET SUCCESSOR RDA FUNDS**

	Administration	Capital Projects	Debt Service	Low/Moderate Income Housing	Redevelopment Obligation Retirement Fund
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ (6,420,599)	\$ -	\$ -	\$ -	\$ -
<b>Revenues:</b>					
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	54,000	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-
<b>Total Revenues</b>	<u>54,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other Sources:</b>					
Transfers In	-	-	-	-	-
Proceeds from Debt	-	-	-	-	-
<b>Total Other Sources</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues &amp; Other Sources</b>	<u>\$ 54,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenditures:</b>					
Salaries	123,200	-	-	-	-
Benefits	58,300	-	-	-	-
Operations	184,900	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
<b>Total Expenditures</b>	<u>366,400</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other Uses:</b>					
Transfers Out	-	-	-	-	-
Revenue Neutrality	-	-	-	-	-
Principal & Interest	588,500	-	-	-	-
<b>Total Other Uses</b>	<u>588,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures &amp; Other Uses</b>	<u>954,900</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Surplus/(Deficit)</b>	<u>(900,900)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fund Balance - 6/30/13 (est)</b>	<u>\$ (7,321,499)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Redevelopment Administration

On December 29, 2011, the California Supreme Court upheld Assembly Bill 26 (AB 26) which dissolved all California Redevelopment Agencies effective February 1, 2012. Prior to dissolution this fund was used to receive tax increment funds for administration and major capital project cost of the Redevelopment Agency (Agency). Effective February 1, 2012 this fund was transferred to the successor agency to the former Redevelopment Agency and is to be used to wind down the affairs of the Agency.

The successor agency is only allowed to pay enforceable obligations of the former Redevelopment Agency, as defined in AB 26, in accordance with a bi-annual Retirement Obligation Payment Schedule (ROPS) which is prepared and approved by the successor agency, oversight board, Sacramento County Auditor Controllers Office, State Controller's Office and the State Department of Finance.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ (1,906,137)</b>	<b>\$ (1,342,047)</b>	<b>\$ (1,062,182)</b>	<b>\$ (3,884,342)</b>	<b>\$ (3,884,342)</b>	<b>\$ (6,420,599)</b>
<b>Source of Funds:</b>						
Use of Money & Property	9,347	4,072	2,364	54,000	51,700	54,000
Total Revenues	9,347	4,072	2,364	54,000	51,700	54,000
Other Sources:						
Transfers In	2,147,574	1,547,973	558,748	106,000	596,243	-
Proceeds from Debt						
Total Other Sources	2,147,574	1,547,973	558,748	106,000	596,243	-
Total Sources	2,156,921	1,552,045	561,112	160,000	647,943	54,000
<b>Use of Funds:</b>						
Salaries	129,455	139,758	140,460	154,500	159,700	123,200
Benefits	61,473	65,193	66,863	66,900	65,300	58,300
Operations	798,615	799,519	281,189	578,400	546,400	184,900
Capital Outlay	144,865	3,815	2,421,400	4,774,000	1,605,700	-
Total Expenditures	1,134,408	1,008,285	2,909,912	5,573,800	2,377,100	366,400
Other Uses:						
Transfers Out	458,423	263,894	473,361	320,000	218,600	-
Principal & Interest	-	-	-	-	588,500	588,500
Total Other Uses	458,423	263,894	473,361	320,000	807,100	588,500
Total Uses	1,592,831	1,272,180	3,383,273	5,893,800	3,184,200	954,900
<b>Ending Fund Balance (est)</b>	<b>\$ (1,342,047)</b>	<b>\$ (1,062,182)</b>	<b>\$ (3,884,342)</b>	<b>\$ (9,618,142)</b>	<b>\$ (6,420,599)</b>	<b>\$ (7,321,499)</b>

## Redevelopment Capital Projects

This fund was originally established to account for the annual tax increment pass through payment(s) the Agency was contractually obligated to make to the Sacramento Metro Fire District (Sac Metro) for the acquisition and/or construction of capital facilities.

On December 29, 2011, the California Supreme Court upheld AB 26 which dissolved all California Redevelopment Agencies effective February 1, 2012. According to the terms of the contract between the Agency and Sac Metro, the contract automatically expired when the Redevelopment Agency was dissolved. In accordance with terms of AB 26, the capital projects fund balance was transferred to the Redevelopment Obligation Retirement Fund (RORF) to be

used to satisfy the enforceable obligation of the successor agency to the former Redevelopment Agency.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 164,303</b>	<b>\$ 327,675</b>	<b>\$ 446,185</b>	<b>\$ 470,314</b>	<b>\$ 470,314</b>	<b>\$ -</b>
<b>Source of Funds:</b>						
Use of Money & Property	4,275	4,570	6,126	-	-	-
Total Revenues	4,275	4,570	6,126	-	-	-
<b>Other Sources:</b>						
Transfers In	160,039	113,940	18,003	-	-	-
Proceeds from Debt						
Total Other Sources	160,039	113,940	18,003	-	-	-
Total Sources	164,314	118,510	24,129	-	-	-
<b>Use of Funds:</b>						
<b>Other Uses:</b>						
Transfers Out	942	-	-	-	470,314	-
Total Other Uses	942	-	-	-	470,314	-
Total Uses	942	-	-	-	470,314	-
<b>Ending Fund Balance (est)</b>	<b>\$ 327,675</b>	<b>\$ 446,185</b>	<b>\$ 470,314</b>	<b>\$ 470,314</b>	<b>\$ -</b>	<b>\$ -</b>

## Debt Service Fund

This fund was originally established to receive tax increment revenue and apportion 80% for administration and 20% to the Low and Moderate Income Housing Fund, along with the payment of principal and interest on the outstanding debt of the Agency. This fund was closed effective February 1, 2012 when the Agency was dissolved and a new fund, Redevelopment Obligation Retirement Fund (RORF), was created to account for all future tax increment received to pay for enforceable obligation of the former Agency.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Source of Funds:</b>						
Taxes	2,707,812	1,941,973	713,402	530,000	29,223	-
Use of Money & Property	9,539	2,445	(1,221)	-	-	-
<b>Total Revenues</b>	<b>2,717,351</b>	<b>1,944,418</b>	<b>712,181</b>	<b>530,000</b>	<b>29,223</b>	<b>-</b>
<b>Other Sources:</b>						
Transfers In	148,355	148,355	369,535	-	-	-
<b>Total Other Sources</b>	<b>148,355</b>	<b>148,355</b>	<b>369,535</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>2,865,706</b>	<b>2,092,774</b>	<b>1,081,716</b>	<b>530,000</b>	<b>29,223</b>	<b>-</b>
<b>Use of Funds:</b>						
Operations	32,884	29,079	15,996	10,000	837	-
<b>Total Expenditures</b>	<b>32,884</b>	<b>29,079</b>	<b>15,996</b>	<b>10,000</b>	<b>837</b>	<b>-</b>
<b>Other Uses:</b>						
Transfers Out	2,684,467	1,936,856	696,184	212,000	28,386	-
Principal & Interest	148,355	126,838	369,535	308,000	-	-
<b>Total Other Uses</b>	<b>2,832,822</b>	<b>2,063,695</b>	<b>1,065,720</b>	<b>520,000</b>	<b>28,386</b>	<b>-</b>
<b>Total Uses</b>	<b>2,865,706</b>	<b>2,092,774</b>	<b>1,081,716</b>	<b>530,000</b>	<b>29,223</b>	<b>-</b>
<b>Ending Fund Balance (est)</b>	<b>\$ -</b>	<b>\$ -</b>				

## Low/Moderate Income Housing

This fund was originally established to receive 20% of the annual tax increment which was required to be set aside for increasing, improving, and preserving the community's supply of low and moderate income housing. In accordance with the provisions of AB 26, the City of Rancho Cordova elected to become the successor housing agency. This election transferred all housing responsibilities, rights, powers, duties, and obligations to the City, with the exception of the unencumbered amount on deposit in the Low/Mod fund which were transferred to the successor agency to the former Redevelopment Agency. This fund was closed when the Agency was dissolved on February 1, 2012.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 452,710	\$ 920,162	\$ 352,359	\$ 1,287,145	\$ 1,287,145	\$ -
<b>Source of Funds:</b>						
Use of Money & Property	12,936	11,424	8,510	-	809	-
Total Revenues	12,936	11,424	8,510	-	809	-
Other Sources:						
Transfers In	543,470	388,884	1,336,729	106,000	5,726	-
Total Other Sources	543,470	388,884	1,336,729	106,000	5,726	-
Total Sources	556,406	400,308	1,345,239	106,000	6,535	-
<b>Use of Funds:</b>						
Salaries	-	54,843	46,402	-	263	-
Operations	13,830	15,847	14,011	214,000	452	-
Capital Outlay	-	(210)	-	-	1,157,396	-
Capital Improvements						
Total Expenditures	13,830	70,480	60,413	214,000	1,158,111	-
Other Uses:						
Transfers Out	75,124	897,631	350,040	31,800	135,569	-
Total Other Uses	75,124	897,631	350,040	31,800	135,569	-
Total Uses	88,954	968,111	410,453	245,800	1,293,680	-
<b>Ending Fund Balance (est)</b>	\$ 920,162	\$ 352,359	\$ 1,287,145	\$ 1,147,345	\$ -	\$ -

## Redevelopment Obligation Retirement Fund

The Redevelopment Obligation Retirement Fund (RORF) was created in accordance with AB 26 to account for all future tax increment received to pay for enforceable obligation of the former Agency.

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Source of Funds:</b>					
Other Sources:					
Transfers In	-	-	-	573,583	-
Total Other Sources	-	-	-	573,583	-
Total Sources	-	-	-	573,583	-
<b>Use of Funds:</b>					
Other Uses:					
Transfers Out	-	-	-	573,583	-
Total Other Uses	-	-	-	573,583	-
Total Uses	-	-	-	573,583	-
<b>Ending Fund Balance (est)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

## **TRUST AND AGENCY FUNDS**

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Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not measure results of operations.

These funds are:

- Local Housing Trust Fund
- Mello-Roos Community Facilities Districts
- Sunridge Anatolia CFD No. 2003-1
- Sunridge Park CFD No. 2004-1
- Sunridge North Douglas CFD 2005-1
- Montelena
- CFD No. 2005-2 (Landscape Maintenance)
- CFD 2008-1 (Street Lighting and Road Maintenance)
- Sunrise Douglas Park Impact Fee

**ADOPTED FISCAL YEAR 2012-2013 BUDGET AGENCY FUNDS**

	Local Housing Trust Fund	Sunride Anatolia CFD 2003-1	Sunridge Park CFD 2004-1	Sunridge North Douglas CFD 2005-1	Montelena
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ -	\$ 7,932,399	\$ 10,936,022	\$ 44,840	\$ 10,054
<b>Revenues:</b>					
Taxes	-	4,205,800	1,307,900	-	-
Licenses & Permits	200,000	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-
<b>Total Revenues</b>	<b>200,000</b>	<b>4,205,800</b>	<b>1,307,900</b>	<b>-</b>	<b>-</b>
<b>Other Sources:</b>					
Transfers In	-	-	-	-	-
Proceeds from Debt	-	-	-	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 200,000</b>	<b>\$ 4,205,800</b>	<b>\$ 1,307,900</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operations	-	33,100	27,200	-	-
Capital Outlay	92,800	406,400	359,000	-	-
Capital Improvements	-	-	-	-	-
<b>Total Expenditures</b>	<b>92,800</b>	<b>439,500</b>	<b>386,200</b>	<b>-</b>	<b>-</b>
<b>Other Uses:</b>					
Transfers Out	-	210,300	2,364,400	-	-
Revenue Neutrality	-	-	-	-	-
Principal & Interest	-	3,556,000	856,300	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>3,766,300</b>	<b>3,220,700</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>92,800</b>	<b>4,205,800</b>	<b>3,606,900</b>	<b>-</b>	<b>-</b>
<b>Surplus/(Deficit)</b>	<b>107,200</b>	<b>-</b>	<b>(2,299,000)</b>	<b>-</b>	<b>-</b>
<b>Fund Balance - 6/30/13 (est)</b>	<b>\$ 107,200</b>	<b>\$ 7,932,399</b>	<b>\$ 8,637,022</b>	<b>\$ 44,840</b>	<b>\$ 10,054</b>

**ADOPTED FISCAL YEAR 2012-2013 BUDGET AGENCY FUNDS**

	Citywide Landscape Maintenance CFD	Road Maintenance CFD	Sunrise Douglas Parks Impact Fee	Total Agency Funds
<b>Beginning Fund Balance - 6/30/12 (est)</b>	\$ 14,582	\$ 20,173	\$ 6,828,760	\$ 25,786,829
<b>Revenues:</b>				
Taxes	40,000	38,300	-	5,592,000
Licenses & Permits	-	-	559,000	759,000
Fines & Forfeitures	-	-	-	-
Use of Money & Property	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-
<b>Total Revenues</b>	<u>40,000</u>	<u>38,300</u>	<u>559,000</u>	<u>6,351,000</u>
<b>Other Sources:</b>				
Transfers In	-	-	-	-
Proceeds from Debt	-	-	-	-
<b>Total Other Sources</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues &amp; Other Sources</b>	<u>\$ 40,000</u>	<u>\$ 38,300</u>	<u>\$ 559,000</u>	<u>\$ 6,351,000</u>
<b>Expenditures:</b>				
Salaries	14,000	10,000	8,700	32,700
Benefits	-	-	-	-
Operations	24,400	17,900	-	102,600
Capital Outlay	-	-	-	858,200
Capital Improvements	-	-	-	-
<b>Total Expenditures</b>	<u>38,400</u>	<u>27,900</u>	<u>8,700</u>	<u>993,500</u>
<b>Other Uses:</b>				
Transfers Out	-	-	-	2,574,700
Revenue Neutrality	-	-	-	-
Principal & Interest	-	-	-	4,412,300
<b>Total Other Uses</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,987,000</u>
<b>Total Expenditures &amp; Other Uses</b>	<u>38,400</u>	<u>27,900</u>	<u>8,700</u>	<u>7,980,500</u>
<b>Surplus/(Deficit)</b>	<u>1,600</u>	<u>10,400</u>	<u>550,300</u>	<u>(1,629,500)</u>
<b>Fund Balance - 6/30/13 (est)</b>	<u>\$ 16,182</u>	<u>\$ 30,573</u>	<u>\$ 7,379,060</u>	<u>\$ 24,157,329</u>

## Local Housing Trust Fund

This trust fund will be formed in 2012 for the purpose of collecting the Housing Trust Development Impact Fee. The fee is intended to offset a portion of the cost of the increased burden of providing housing for very low income households necessitated by construction of new non-residential buildings.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Source of Funds:</b>						
Licenses, Permits & Fees	-	-	-	-	-	200,000
<b>Total Sources</b>	-	-	-	-	-	200,000
<b>Use of Funds:</b>						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Operations	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	92,800
Capital Improvements	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	92,800
<b>Other Uses:</b>						
Transfers Out	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Principal & Interest	-	-	-	-	-	-
<b>Total Other Uses</b>	-	-	-	-	-	-
<b>Total Uses</b>	-	-	-	-	-	92,800
<b>Ending Fund Balance (est)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107,200

## Mello-Roos Community Facilities Districts

Mello-Roos Community Facilities Districts (CFDs) are formed to finance the construction and acquisition of authorized capital facilities (infrastructure) and/or to finance public services, including street improvements, wastewater system improvements, water system improvements, drainage system improvements, and other public facility improvements. Special taxes are levied, which appear on the property tax bill of the parcels included in the CFD. These special taxes are used to pay debt service on bonds issued by the CFD (for infrastructure CFD's) and to pay for annual maintenance of public improvements within the CFD (services CFDs). There are several Mello-Roos CFDs in the City of Rancho Cordova.

## Sunridge Anatolia CFD No. 2003-1

Property in Sunridge Anatolia CFD No. 2003-1 consists of approximately 654 acres located in the southwestern part of the City. Development is planned for approximately 3,111 single family residences, a multi-family residential component encompassing 12.01 acres, a commercial component comprising five separate sites totaling 46.10 acres, and a recreation center of approximately 3.83 acres. On August 4, 2003, the City Council established the City of Rancho Cordova Sunridge Anatolia Community Facilities No. 2003-1 and authorized bonded indebtedness of \$75,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. Three series of bonds have been sold to date, for a total principal amount of \$58,770,000. On October 6, 2003, December 5, 2005, and August 6, 2007, the Council adopted Resolutions approving the issuance of Series 2003, Series 2005 and Series 2007 Special Tax Bonds.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 9,717,623</b>	<b>\$ 9,300,039</b>	<b>\$ 8,072,701</b>	<b>\$ 7,932,399</b>	<b>\$ 7,932,399</b>	<b>\$ 7,932,399</b>
<b>Source of Funds:</b>						
Taxes	3,795,142	4,016,363	4,053,411	4,124,600	4,124,600	4,205,800
Fines & Forfeitures	118,468	9,547	332	-	-	-
Use of Money & Property	340,404	203,321	(283,965)	-	-	-
Intergovernmental	-	778,458	-	-	-	-
Charges for Services & Other Revenues	16,650	1,800	(150)	-	-	-
<b>Total Sources</b>	<b>4,270,664</b>	<b>5,009,489</b>	<b>3,769,627</b>	<b>4,124,600</b>	<b>4,124,600</b>	<b>4,205,800</b>
<b>Use of Funds:</b>						
Operations	127,021	28,432	22,360	32,700	32,700	33,100
Capital Outlay	1,115,584	2,652,340	465,401	397,400	397,400	406,400
<b>Total Expenditures</b>	<b>1,242,605</b>	<b>2,680,772</b>	<b>487,761</b>	<b>430,100</b>	<b>430,100</b>	<b>439,500</b>
<b>Other Uses:</b>						
Transfers Out	150,000	198,200	-	206,200	206,200	210,300
Principal & Interest	3,295,643	3,357,855	3,422,168	3,488,300	3,488,300	3,556,000
<b>Total Other Uses</b>	<b>3,445,643</b>	<b>3,556,055</b>	<b>3,422,168</b>	<b>3,694,500</b>	<b>3,694,500</b>	<b>3,766,300</b>
<b>Total Uses</b>	<b>4,688,248</b>	<b>6,236,827</b>	<b>3,909,929</b>	<b>4,124,600</b>	<b>4,124,600</b>	<b>4,205,800</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 9,300,039</b>	<b>\$ 8,072,701</b>	<b>\$ 7,932,399</b>	<b>\$ 7,932,399</b>	<b>\$ 7,932,399</b>	<b>\$ 7,932,399</b>

## Sunridge Park CFD 2004-1

Property in Sunridge Park CFD No. 2004-1 consists of approximately 325 acres located in the southwestern part of the City. Development is planned for approximately 1,319 single family residential lots, as well as a number of parks, a new elementary school and various facilities for public utilities. On July 19, 2004, the City Council established the City of Rancho Cordova Sunridge Park Community Facilities No. 2004-1 and authorized total bonded indebtedness of \$42,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. On April 2, 2007, Council voted to reduce the authorized bonded indebtedness to \$34,200,000 and add a Services Special Tax component to fund the additional cost of police services to benefit the residents in the CFD. In September 2007, special tax bonds in the principal amount of \$13,485,000 were issued on behalf of the CFD.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 10,220,098</b>	<b>\$ 11,225,102</b>	<b>\$ 11,449,549</b>	<b>\$ 10,936,022</b>	<b>\$ 10,936,022</b>	<b>\$ 10,936,022</b>
<b>Source of Funds:</b>						
Taxes	1,208,352	1,235,433	1,245,898	1,282,400	1,282,400	1,307,900
Use of Money & Property	395,098	153,317	(528,603)	-	-	-
Total Revenues	1,603,450	1,388,750	717,295	1,282,400	1,282,400	1,307,900
Other Sources:						
Transfers In	-	(283,170)	-	-	-	-
Total Other Sources	-	(283,170)	-	-	-	-
Total Sources	1,603,450	1,105,579	717,295	1,282,400	1,282,400	1,307,900
<b>Use of Funds:</b>						
Operations	18,311	7,890	11,012	21,600	21,600	27,200
Capital Outlay	-	-	393,736	352,500	352,500	359,000
Total Expenditures	18,311	7,890	404,749	374,100	374,100	386,200
Other Uses:						
Transfers Out	(243,170)	61,000	-	64,100	64,100	2,364,400
Principal & Interest	823,305	812,243	826,074	844,200	844,200	856,300
Total Other Uses	580,135	873,243	826,074	908,300	908,300	3,220,700
Total Uses	598,446	881,132	1,230,823	1,282,400	1,282,400	3,606,900
<b>Ending Fund Balance (est)</b>	<b>\$ 11,225,102</b>	<b>\$ 11,449,549</b>	<b>\$ 10,936,022</b>	<b>\$ 10,936,022</b>	<b>\$ 10,936,022</b>	<b>\$ 8,637,022</b>

## Sunridge North Douglas CFD 2005-1

On October 17, 2005, the City Council established the City of Rancho Cordova North Douglas CFD 2005-1 and authorized total bonded indebtedness of \$20,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. The City has not yet issued bonds.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 43,553</b>	<b>\$ 43,696</b>	<b>\$ 44,088</b>	<b>\$ 44,840</b>	<b>\$ 44,840</b>	<b>\$ 44,840</b>
<b>Source of Funds:</b>						
Use of Money & Property	965	607	460	-	-	-
Total Revenues	965	607	460	-	-	-
Other Sources:						
Transfers In	-	-	292	-	-	-
Total Other Sources	-	-	292	-	-	-
Total Sources	965	607	752	-	-	-
<b>Use of Funds:</b>						
Operations	821	216	-	-	-	-
Total Uses	821	216	-	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ 43,696</b>	<b>\$ 44,088</b>	<b>\$ 44,840</b>	<b>\$ 44,840</b>	<b>\$ 44,840</b>	<b>\$ 44,840</b>

## Montelena

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 4,371</b>	<b>\$ 6,720</b>	<b>\$ 8,211</b>	<b>\$ 10,054</b>	<b>\$ 10,054</b>	<b>\$ 10,054</b>
<b>Source of Funds:</b>						
Use of Money & Property	2,349	1,491	1,132	-	-	-
Total Revenues	2,349	1,491	1,132	-	-	-
Other Sources:						
Transfers In	-	-	711	-	-	-
Total Other Sources	-	-	711	-	-	-
Total Sources	2,349	1,491	1,843	-	-	-
<b>Use of Funds:</b>						
Total Uses	-	-	-	-	-	-
<b>Ending Fund Balance (est)</b>	<b>\$ 6,720</b>	<b>\$ 8,211</b>	<b>\$ 10,054</b>	<b>\$ 10,054</b>	<b>\$ 10,054</b>	<b>\$ 10,054</b>

## CFD No. 2005-2 (Landscape Maintenance)

Property in City of Rancho Cordova CFD No. 2005-1 encompasses approximately 117 acres located in the development known as Capital Village. On December 19, 2005, the City Council passed Resolution No. 154-2005, establishing the CFD. The special tax funds authorized services to maintain public landscape areas, including litter removal, irrigation, pruning, weed control and sound wall repairs. A total of 562 single family detached units and 265 single family attached units are planned for development in the current CFD boundary. However, the City

plans to annex other development areas into the CFD, and therefore the CFD's boundaries will grow as future annexations occur.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ (3,132)</b>	<b>\$ 12,325</b>	<b>\$ 15,963</b>	<b>\$ 17,082</b>	<b>\$ 17,082</b>	<b>\$ 14,582</b>
<b>Source of Funds:</b>						
Taxes	19,168	32,624	38,663	38,000	38,000	40,000
Use of Money & Property	66	170	124	-	-	-
Charges for Services & Other Revenues	11,398	-	-	-	-	-
<b>Total Sources</b>	<b>30,632</b>	<b>32,794</b>	<b>38,787</b>	<b>38,000</b>	<b>38,000</b>	<b>40,000</b>
<b>Use of Funds:</b>						
Salaries	2,592	3,275	7,856	10,000	10,000	14,000
Operations	12,583	25,381	29,811	30,500	30,500	24,400
<b>Total Expenditures</b>	<b>15,175</b>	<b>28,656</b>	<b>37,668</b>	<b>40,500</b>	<b>40,500</b>	<b>38,400</b>
<b>Other Uses:</b>						
Transfers Out	-	500	-	-	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>15,175</b>	<b>29,156</b>	<b>37,668</b>	<b>40,500</b>	<b>40,500</b>	<b>38,400</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 12,325</b>	<b>\$ 15,963</b>	<b>\$ 17,082</b>	<b>\$ 14,582</b>	<b>\$ 14,582</b>	<b>\$ 16,182</b>

### CFD 2008-1 (Street Lighting and Road Maintenance)

On October 6, 2008, the City Council established the Community Facilities District No. 2008-1 (Street Lighting and Road Maintenance) to levy a special tax to pay for street lighting and road maintenance services for projects approved for development in the developing infill areas of the City.

Each of the projects included in the CFD future annexation area has a condition of approval, which requires that the property owner participate in a funding mechanism for maintenance services for the fair share of existing and all new public improvements associated with the project including streets, bridges/culverts, traffic signals, traffic signs, striping and legends, ITS operations, and street lights. This condition will be satisfied by the annexing into the CFD.

CFD No. 2008-1 initially includes projects generally known as the Environmental Management Depart Office Building, the Ed Fund Office Building, the BloodSource Laboratory Building, the Mather Office Campus, and the Aerotec Court project, plus annexed projects including 10655 Coloma Road and 3581 Mather Field road, and will continue to expand in the future areas as other projects in need of maintenance of public improvements annex to the district. The initial levy period for projects, which have been annexed into the CFD, was FY 2009-2010.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ (36,552)	\$ 17,751	\$ 30,473	\$ 30,473	\$ 20,173
<b>Source of Funds:</b>						
Taxes	-	32,611	36,532	33,000	33,000	38,300
Use of Money & Property	-	82	95	-	-	-
Charges for Services & Other Revenues	1,500	13,900	-	-	-	-
<b>Total Sources</b>	<b>1,500</b>	<b>46,593</b>	<b>36,627</b>	<b>33,000</b>	<b>33,000</b>	<b>38,300</b>
<b>Use of Funds:</b>						
Salaries	28,038	(12,662)	21,160	29,500	29,500	10,000
Operations	10,014	3,952	2,747	13,800	13,800	17,900
<b>Total Expenditures</b>	<b>38,052</b>	<b>(8,710)</b>	<b>23,906</b>	<b>43,300</b>	<b>43,300</b>	<b>27,900</b>
<b>Other Uses:</b>						
Transfers Out	-	1,000	-	-	-	-
<b>Total Other Uses</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>38,052</b>	<b>(7,710)</b>	<b>23,906</b>	<b>43,300</b>	<b>43,300</b>	<b>27,900</b>
<b>Ending Fund Balance (est)</b>	<b>\$ (36,552)</b>	<b>\$ 17,751</b>	<b>\$ 30,473</b>	<b>\$ 20,173</b>	<b>\$ 20,173</b>	<b>\$ 30,573</b>

## Sunrise Douglas Park Impact Fee

Sunrise Douglas Park Impact Fees are collected by the City on behalf of the Cordova Recreation and Park District or its successor agency solely to pay for the cost of applicable park and recreational facilities.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
<b>Beginning Fund Balance</b>	\$ 5,571,315	\$ 6,147,387	\$ 6,856,915	\$ 6,357,760	\$ 6,357,760	\$ 6,828,760
<b>Source of Funds:</b>						
Licenses, Permits & Fees	299,377	809,552	739,233	383,600	523,000	559,000
Use of Money & Property	131,523	90,341	70,277	-	-	-
<b>Total Revenues</b>	<b>430,900</b>	<b>899,893</b>	<b>809,510</b>	<b>383,600</b>	<b>523,000</b>	<b>559,000</b>
<b>Other Sources:</b>						
Transfers In	-	-	40,743	-	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>-</b>	<b>40,743</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>430,900</b>	<b>899,893</b>	<b>850,253</b>	<b>383,600</b>	<b>523,000</b>	<b>559,000</b>
<b>Use of Funds:</b>						
Salaries	-	-	11,283	10,000	2,000	8,700
Operations	-	-	1,212,930	-	50,000	-
Capital Outlay	(145,172)	190,365	125,195	-	-	-
<b>Total Uses</b>	<b>(145,172)</b>	<b>190,365</b>	<b>1,349,408</b>	<b>10,000</b>	<b>52,000</b>	<b>8,700</b>
<b>Ending Fund Balance (est)</b>	<b>\$ 6,147,387</b>	<b>\$ 6,856,915</b>	<b>\$ 6,357,760</b>	<b>\$ 6,731,360</b>	<b>\$ 6,828,760</b>	<b>\$ 7,379,060</b>

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# DEBT SCHEDULES

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## Outstanding Debt Issues

### General Obligation Bonds

None

### Revenue Bonds

None

### Certificates of Participation

- 2007 Refunding Certificates of Participation Series A and B (nontaxable) – City Hall Facility Acquisition Project
- 2005 Certificates of Participation Series A and B (nontaxable) – City Operations Facility Acquisition Project

### Special Assessment Bonds

- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2003)
- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2005)
- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2007)
- Sunridge Park Area Community Facilities District No. 2004-1 (Series 2007)

### Tax Allocation Bonds

None

### Notes Payable

The City has not issued any notes.

Proposition 13, and subsequent constitutional amendments, severely limits the type of debt the City can issue. General obligation debt requires two-thirds voter approval to increase taxes, which support this type of debt. Other debt options available to the City include those listed above. Debt issues such as revenue bonds, certificates of participation and notes do not require voter approval if there is a dedicated source for repayment.

**LONG-TERM DEBT DETAIL  
2007 CERTIFICATES OF PARTICIPATION  
CITY HALL FACILITY ACQUISITION PROJECT**

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**Series A**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ -	\$ 534,725	\$ 534,725
2014	-	534,725	534,725
2015	-	534,725	534,725
2016	-	534,725	534,725
2017	-	534,725	534,725
2018	-	534,725	534,725
2019	-	534,725	534,725
2020	-	534,725	534,725
2021	-	534,725	534,725
2022	-	534,725	534,725
2023	-	534,725	534,725
2024	730,000	534,725	1,264,725
2025	830,000	503,700	1,333,700
2026	860,000	468,425	1,328,425
2027	900,000	430,800	1,330,800
2028	940,000	391,425	1,331,425
2029	980,000	350,300	1,330,300
2030	1,020,000	307,425	1,327,425
2031	1,070,000	262,800	1,332,800
2032	1,115,000	214,650	1,329,650
2033	1,165,000	164,475	1,329,475
2034	1,215,000	112,050	1,327,050
2035	1,275,000	57,375	1,332,375
balance due	12,100,000	9,680,125	21,780,125
paid from 2008-2012	-	2,675,110	2,675,110
Total	\$ 12,100,000	\$ 12,355,235	\$ 24,455,235

**Series B**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ 435,000	\$ 359,788	\$ 794,788
2014	460,000	336,080	796,080
2015	485,000	311,010	796,010
2016	515,000	284,578	799,578
2017	535,000	256,510	791,510
2018	570,000	226,283	796,283
2019	605,000	194,078	799,078
2020	635,000	159,895	794,895
2021	670,000	124,018	794,018
2022	710,000	86,163	796,163
2023	750,000	46,048	796,048
2024	65,000	3,673	68,673
balance due	6,435,000	2,388,120	8,823,120
paid from 2008-2012	1,865,000	2,116,592	3,981,592
Total	\$ 8,300,000	\$ 4,504,712	\$ 12,804,712

**LONG-TERM DEBT DETAIL  
2005 CERTIFICATES OF PARTICIPATION  
CITY OPERATIONS FACILITY ACQUISITION PROJECT**

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**Series A**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ 85,000	\$ 144,964	\$ 229,964
2014	90,000	141,856	231,856
2015	90,000	138,571	228,571
2016	95,000	135,078	230,078
2017	100,000	131,249	231,249
2018	100,000	127,249	227,249
2019	105,000	123,083	228,083
2020	110,000	118,649	228,649
2021	115,000	113,936	228,936
2022	120,000	108,913	228,913
2023	125,000	103,614	228,614
2024	130,000	98,035	228,035
2025	135,000	92,138	227,138
2026	145,000	85,838	230,838
2027	150,000	79,200	229,200
2028	155,000	72,338	227,338
2029	165,000	65,138	230,138
2030	170,000	57,600	227,600
2031	180,000	49,725	229,725
2032	185,000	41,513	226,513
2033	195,000	32,963	227,963
2034	205,000	23,963	228,963
2035	210,000	14,625	224,625
2036	220,000	4,950	224,950
balance due	3,380,000	2,105,183	5,485,183
paid from 2006-2012	315,000	1,008,793	1,323,793
Total	<u>\$3,695,000</u>	<u>\$3,113,976</u>	<u>\$ 6,808,976</u>

**Series B**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ 320,000	\$ 61,000	\$ 381,000
2014	335,000	44,625	379,625
2015	355,000	27,375	382,375
2016	370,000	9,250	379,250
balance due	1,380,000	142,250	1,522,250
paid from 2006-2012	1,630,000	754,029	2,384,029
Total	<u>\$3,010,000</u>	<u>\$ 896,279</u>	<u>\$ 3,906,279</u>

**LONG-TERM DEBT DETAIL  
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT  
(CFD) NO. 2003-1 (SERIES 2003)**

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<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ -	\$ 1,401,155	\$ 1,401,155
2014	-	1,401,155	1,401,155
2015	40,000	1,400,175	1,440,175
2016	80,000	1,397,195	1,477,195
2017	130,000	1,391,848	1,521,848
2018	180,000	1,388,500	1,568,500
2019	235,000	1,372,763	1,607,763
2020	295,000	1,358,438	1,653,438
2021	355,000	1,339,750	1,694,750
2022	425,000	1,316,350	1,741,350
2023	500,000	1,288,600	1,788,600
2024	580,000	1,256,200	1,836,200
2025	665,000	1,218,850	1,883,850
2026	760,000	1,176,100	1,936,100
2027	860,000	1,127,500	1,987,500
2028	965,000	1,072,750	2,037,750
2029	1,075,000	1,011,550	2,086,550
2030	1,200,000	943,300	2,143,300
2031	1,325,000	867,550	2,192,550
2032	1,465,000	783,850	2,248,850
2033	1,615,000	691,450	2,306,450
2034	1,770,000	589,900	2,359,900
2035	1,920,000	478,240	2,398,240
2036	2,100,000	355,630	2,455,630
2037	2,290,000	221,735	2,511,735
2038	2,490,000	75,945	2,565,945
balance due	23,320,000	26,926,479	50,246,479
paid from 2004-2012	95,000	11,682,873	11,777,873
<b>Total</b>	<b>\$ 23,415,000</b>	<b>\$ 38,609,352</b>	<b>\$ 62,024,352</b>

**LONG-TERM DEBT DETAIL  
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT  
(CFD) NO. 2003-1 (SERIES 2005)**

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<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ 155,000	\$ 767,922	\$ 922,922
2014	210,000	759,806	969,806
2015	230,000	749,906	979,906
2016	250,000	738,856	988,856
2017	270,000	726,231	996,231
2018	290,000	712,231	1,002,231
2019	315,000	697,106	1,012,106
2020	335,000	680,856	1,015,856
2021	365,000	663,356	1,028,356
2022	390,000	643,994	1,033,994
2023	420,000	622,731	1,042,731
2024	450,000	599,894	1,049,894
2025	485,000	575,350	1,060,350
2026	515,000	549,100	1,064,100
2027	550,000	520,800	1,070,800
2028	590,000	490,163	1,080,163
2029	635,000	457,241	1,092,241
2030	675,000	422,034	1,097,034
balance due	7,130,000	11,377,578	18,507,578
paid from 2006-2012	170,000	4,410,747	4,580,747
<b>Total</b>	<b>\$7,300,000</b>	<b>\$15,788,325</b>	<b>\$ 23,088,325</b>

**LONG-TERM DEBT DETAIL  
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT  
(CFD) NO. 2003-1 (SERIES 2007)**

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<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Fiscal Year Total</u>
2013	\$ 165,000	\$ 1,066,875	\$ 1,231,875
2014	195,000	1,058,775	1,253,775
2015	225,000	1,049,325	1,274,325
2016	255,000	1,038,525	1,293,525
2017	285,000	1,025,663	1,310,663
2018	325,000	1,010,413	1,335,413
2019	360,000	993,288	1,353,288
2020	405,000	974,163	1,379,163
2021	445,000	952,913	1,397,913
2022	490,000	929,538	1,419,538
2023	535,000	903,913	1,438,913
2024	585,000	875,181	1,460,181
2025	640,000	843,025	1,483,025
2026	700,000	807,850	1,507,850
2027	765,000	769,394	1,534,394
2028	830,000	727,525	1,557,525
2029	900,000	681,550	1,581,550
2030	975,000	631,159	1,606,159
2031	1,055,000	302,478	1,357,478
balance due	10,135,000	16,641,550	26,776,550
paid from 2008-2012	360,000	4,941,265	5,301,265
<b>Total</b>	<b>\$10,495,000</b>	<b>\$21,582,815</b>	<b>\$ 32,077,815</b>

**LONG-TERM DEBT DETAIL  
SUNRIDGE PARK AREA COMMUNITY FACILITIES DISTRICT  
(CFD) NO. 2004-1 (SERIES 2007)**

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<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Year Total</b>
2013	\$ 70,000	\$ 786,348	\$ 856,348
2014	90,000	782,693	872,693
2015	115,000	777,880	892,880
2016	135,000	771,909	906,909
2017	155,000	764,891	919,891
2018	180,000	756,613	936,613
2019	205,000	746,885	951,885
2020	235,000	735,636	970,636
2021	265,000	722,658	987,658
2022	295,000	707,884	1,002,884
2023	330,000	691,198	1,021,198
2024	365,000	672,474	1,037,474
2025	405,000	651,481	1,056,481
2026	445,000	628,106	1,073,106
2027	490,000	600,863	1,090,863
2028	540,000	569,319	1,109,319
2029	595,000	534,559	1,129,559
2030	650,000	496,431	1,146,431
2031	710,000	238,263	948,263
balance due	6,275,000	12,636,088	18,911,088
paid from 2008-2012	140,000	3,536,254	3,676,254
<b>Total</b>	<b>\$6,415,000</b>	<b>\$16,172,342</b>	<b>\$ 22,587,342</b>

# TRANSFERS IN AND TRANSFERS OUT

Transfers in and out represent accounting methods to allocate the resource to the fund, which will provide the mechanism to pay for the project. The majority of these transfers in the City relate to Capital Improvement projects, which receive funds from a variety of sources to provide funding for the overall project. Transfers in represent funds being brought into the fund, whereas transfers out represent funds being taken from that fund.

<b>TRANSFERS IN</b>			
<b>General Fund</b>		<b>Capital Projects Funds</b>	
Community Facilities	\$ 20,300	PW Federal Grants	7,379,000
CFD's	275,700	PW Other Grants	100,000
Rental Code Compliance Program	80,000	CDBG	85,600
Park Renovation	3,700	CFD 2004-1 Sunridge Park	2,299,000
OTS Federal Grant	40,000	Storm Water	50,000
<b>Total General fund</b>	<b><u>\$ 419,700</u></b>	Traffic Mitigation	6,889,900
		Gas Tax	4,567,400
<b>Special Revenue Funds</b>		Measure A	1,619,400
Roadway Improvement Fund	500,000	Roadway Improvement Fund	260,000
<b>Total Special Revenue Funds</b>	<b><u>\$ 500,000</u></b>	Sunridge Douglas Traffic Mitigation	650,400
		VOZ Traffic Mitigation	175,000
<b>Debt Service Funds</b>		<b>Total Capital Projects</b>	<b><u>\$24,075,700</u></b>
City Hall COP's	\$ 1,332,000		
City Operations COP's	613,800	<b>Internal Service Funds</b>	
<b>Total Debt Service</b>	<b><u>\$ 1,945,800</u></b>	Insurance	\$ 25,000
		<b>Total Internal Service Funds</b>	<b><u>\$ 25,000</u></b>
		<b>TOTAL TRANSFERS IN</b>	<b><u>\$26,966,200</u></b>
<b>TRANSFERS OUT</b>			
<b>General Fund</b>		<b>Special Revenue Funds</b>	
Roadway Improvement Fund	\$ 500,000	Rental Code Compliance Program (to GF)	\$ 80,000
Insurance ISF	25,000	CFF Impact Fee (to Debt Service Fund)	987,100
City Hall Certificates of Participation	491,200	CFF - Admin (to General Fund)	20,300
City Ops Certificates of Participation	467,500	Gas Tax (to CIP)	4,567,400
<b>Total General Fund</b>	<b><u>\$ 1,483,700</u></b>	Sunrise Douglas Traffic Mitigation (to CIP)	650,400
		Measure A (to CIP)	1,619,400
<b>Grants</b>		Storm Water	50,000
Public Works State Grants (to CIP)		Park Renovation Impact Fees (to GF)	3,700
Public Works Federal Grants (to CIP)	7,379,000	Traffic Mitigation (to CIP)	6,889,900
OTS Federal Grant (to General Fund)	40,000	Roadway Improvement Fund (to CIP)	260,000
Public Works Other Grants (to CIP)	100,000	VOZ Traffic Mitigation (to CIP)	175,000
CDBG (to CIP)	85,600	<b>Total Special Revenues</b>	<b><u>\$15,303,200</u></b>
<b>Total Grants</b>	<b><u>\$ 7,604,600</u></b>		
<b>Community Facilities Districts (CFD's)</b>		<b>TOTAL TRANSFERS OUT</b>	<b><u>\$26,966,200</u></b>
CFD 2003-1 Sunridge Anatolia (to GF)	210,300		
CFD 2004-1 Sunridge Park (to GF)	65,400		
CFD 2004-1 Sunridge Park (to CIP)	2,299,000		
<b>Total Community Facilities Districts</b>	<b><u>\$ 2,574,700</u></b>		

## POSITION SUMMARY

REGULAR CITY POSITION SUMMARY								
Department	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Administrative Support	5.0	5.0	5.0	5.0	4.0	4.0	4.0	0.0
Building and Safety	11.0	11.0	10.0	7.0	6.0	6.0	5.0	-1.0
City Clerk	4.0	4.0	4.0	4.0	3.0	3.0	2.0	-1.0
City Manager	4.0	5.0	4.0	4.0	3.0	3.0	3.0	0.0
Economic Development / Successor Agency	3.0	4.0	4.0	4.0	4.0	4.0	3.0	-1.0
Facilities Management	2.0	2.0	2.0	3.0	3.0	4.0	4.0	0.0
Finance	8.0	9.0	9.0	9.0	8.0	9.0	9.0	0.0
Housing Services	1.0	2.0	2.0	2.0	3.0	2.0	2.0	0.0
Human Resources	2.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0
Information Technology	2.0	3.0	3.0	2.0	2.0	2.0	3.0	1.0
Neighborhood Services (Code Enforcement & Animal Services)	9.0	10.0	10.0	10.0	7.0	7.0	11.0	4.0
Public Information	1.0	2.0	2.0	1.0	1.0	2.0	2.0	0.0
Public Works	20.0	21.0	21.0	17.0	17.6	15.0	14.0	-1.0
<b>Total</b>	<b>72.0</b>	<b>81.0</b>	<b>79.0</b>	<b>71.0</b>	<b>64.6</b>	<b>64.0</b>	<b>65.0</b>	<b>1.0</b>

CONTRACT POSITION SUMMARY								
Department	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Building and Safety	3.00	5.00	3.00	2.30	2.30	2.30	2.60	0.30
City Attorney	2.50	2.50	2.50	2.00	2.00	2.00	2.00	0.00
City Manager	0.00	0.00	1.10	0.80	0.70	0.70	0.70	0.00
Information Technology	0.00	0.00	1.80	1.00	1.00	1.50	1.50	0.00
Neighborhood Services	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00
Planning	14.68	15.62	10.00	7.50	7.50	6.50	4.50	-2.00
Police	82.60	80.80	78.20	73.00	71.60	71.60	69.60	-2.00
Public Works	0.00	0.00	0.80	3.80	4.80	5.70	6.60	0.90
<b>Total</b>	<b>102.78</b>	<b>103.92</b>	<b>97.40</b>	<b>90.40</b>	<b>89.90</b>	<b>92.30</b>	<b>89.50</b>	<b>-2.80</b>

<b>Total Regular City and Contract Positions</b>	<b>174.78</b>	<b>184.92</b>	<b>176.40</b>	<b>161.40</b>	<b>154.50</b>	<b>156.30</b>	<b>154.50</b>	<b>-1.80</b>
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## FULL-TIME ALLOCATION—CITY EMPLOYEES

### REGULAR CITY POSITIONS

#### DETAILED SCHEDULE OF CHANGES

	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add/ Deletes
<b>Administrative Support</b>								
Executive Assistant to City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administrative Assistant (Mid FY 10- 11 moved from Building & Safety)	1.0	1.0	1.0	1.0	2.0	2.0	2.0	
Administrative Secretary (Mid FY 10- 11 moved to Building & Safety)	2.0	1.0	1.0	1.0	0.0	0.0	0.0	
Customer Service Specialist	1.0	2.0	2.0	2.0	1.0	1.0	1.0	
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>
<b>Building and Safety</b>								
Chief Building Official	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Special Project Manager	0.0	0.0	0.0	1.0	0.0	0.0	0.0	
Principal Building Inspector (Mid FY 11- 12 re- title from Supv Bldg Inspector)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Building Inspector II	4.0	3.0	3.0	1.0	1.0	1.0	0.0	-1.0
Building Permit Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Principal Building Permit Technician	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Building Permit Technician II (Mid FY 10- 11 re- title from Bldg Permit Tech)	1.0	2.0	1.0	1.0	1.0	1.0	2.0	1.0
Building Permit Tech I (FY10- 11 reclass from Customer Service Specialist)	1.0	1.0	1.0	1.0	1.0	1.0	0.0	-1.0
Administrative Assistant (Mid FY 09- 10 moved to City Manager Dept FY 10- 11 reclass from Admin Secretary)	1.0	1.0	1.0	1.0	0.0	1.0	1.0	
Administrative Secretary (Mid FY 09- 10 moved from City Manager Dept)	0.0	0.0	0.0	0.0	1.0	0.0	0.0	
<b>Total</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>	<b>-1.0</b>
<b>City Clerk</b>								
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant City Clerk	1.0	0.0	0.0	0.0	0.0	0.0	0.0	
Deputy City Clerk (FY 11- 12 reclass to Admin Secretary)	1.0	1.0	1.0	1.0	1.0	0.0	0.0	
Administrative Secretary (FY 09- 10 reclass from Records Coordinator)	1.0	1.0	1.0	1.0	1.0	2.0	1.0	-1.0
Customer Service Specialist	0.0	1.0	1.0	1.0	0.0	0.0	0.0	
<b>Total</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>-1.0</b>

## FULL-TIME ALLOCATION–CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
<b>City Manager</b>								
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Management Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst II	0.0	1.0	0.0	0.0	0.0	0.0	0.0	
Management Analyst I (Mid FY 07- 08 reclass from Mgmt Assistant)	1.0	1.0	1.0	1.0	0.0	0.0	0.0	
<b>Total</b>	<b>4.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>Economic Development/Successor Agency</b> (Mid FY 11- 12 Redevelopment name change to Successor Agency)								
Economic Development Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Management Analyst (Mid FY 07- 08 reclass from Mgmt Analyst II)	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst (FY 11- 12 reclass from Management Technician)	1.0	0.0	0.0	0.0	0.0	1.0	0.0	-1.0
Redevelopment Management Analyst	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Management Technician	0.0	0.0	0.0	1.0	1.0	0.0	0.0	
Administrative Secretary (Mid FY 11- 12 from Administrative Assistant)	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
<b>Total</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>-1.0</b>
<b>Facilities Management</b>								
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Facilities Maintenance Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Facilities Services Rep (FY 10- 11 reclass from Customer Service Specialist)	0.0	0.0	0.0	1.0	1.0	1.0	1.0	
Facilities Services Worker (Mid FY 11- 12 re- title from Facilities Attendant)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>
<b>Finance</b>								
Finance Director (FY 07- 08 re- title from Chief Finance Officer)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Finance Manager	1.0	1.0	0.0	0.0	0.0	0.0	0.0	
Senior Accountant	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Senior Finance Analyst (Mid FY 07- 08 reclass from Finance Analyst II)	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accountant	1.0	1.0	2.0	2.0	2.0	2.0	1.0	-1.0
Senior Accounting Technician	1.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0
Accounting Technician	1.0	2.0	2.0	2.0	1.0	1.0	1.0	
Accounting Technician (Limited-term)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Customer Service Specialist	1.0	0.0	0.0	0.0	0.0	0.0	0.0	
<b>Total</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>

## FULL-TIME ALLOCATION—CITY EMPLOYEES (CONT.)

<b>DETAILED SCHEDULE OF CHANGES</b>	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Proposed	Add / Deletes
<b>Housing Services</b>								
Housing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst I (CDBG & Grant Specialist)	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Management Technician (Mid FY 10- 11 reclass from Housing Services Asst)	0.0	0.0	0.0	0.0	0.0	1.0	0.0	-1.0
Code Enforcement Officer	0.0	0.0	0.0	0.0	1.0	0.0	0.0	
Housing Services Assistant (Mid FY 11- 12 reclass from Mgmt Technician)	0.0	0.0	0.0	0.0	1.0	0.0	1.0	1.0
Administrative Secretary (Mid FY 09- 10 reclass to Housing Services Asst)	0.0	0.0	0.0	1.0	0.0	0.0	0.0	
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>Human Resources</b>								
Human Resources Manager	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Human Resources Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Human Resources Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
<b>Total</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>Information Technology</b>								
Information Technology Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Database Administrator / GIS Analyst	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Information Technology Analyst (FY 11- 12 reclass from IT Technician)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Information Technology Technician	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0
<b>Total</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>1.0</b>
<b>Neighborhood Services</b>								
Neighborhood Services Manager (Mid FY 07- 08 reclass from Neighborhood Services Supervisor)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Code Enforcement Officer	5.0	5.0	5.0	6.0	3.5	4.0	4.0	
Code Enforcement Officer (2 yr Limited-term)	0.0	0.0	0.0	0.0	0.0	0.0	4.0	4.0
Code Enforcement Officer / Animal Services Officer	0.0	0.0	0.0	0.0	0.5	0.0	0.0	
Community Services Liaison	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Accounting Technician (Mid FY 08- 09 reclass from Customer Srvc Spec)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Animal Services Officer	2.0	2.0	2.0	2.0	1.0	1.0	1.0	
<b>Total</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>7.0</b>	<b>7.0</b>	<b>11.0</b>	<b>4.0</b>

## FULL-TIME ALLOCATION—CITY EMPLOYEES (CONT.)

<b>DETAILED SCHEDULE OF CHANGES</b>	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
<b>Public Information</b>								
Public Information and Legislative Affairs Manager (Mid FY 10- 11 reclass from Public Relations & Communications Manager)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Public Information Coordinator	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Communications Advisory Aide (Limited-term)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>Public Works</b>								
Public Works Director / Chief Building Official (Mid FY 09- 10 re- title from Public Works Director)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Civil Engineer	6.0	7.0	6.0	5.0	5.0	4.0	4.0	
Associate Civil Engineer	2.0	2.0	3.0	1.0	1.0	1.0	1.0	
Assistant Civil Engineer	2.0	2.0	1.0	1.0	1.0	1.0	1.0	
Assistant Land Surveyor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Street Operations and Maintenance Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Integrated Waste Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	-1.0
Management Analyst II	0.0	1.0	2.0	2.0	2.0	2.0	1.0	-1.0
Management Analyst I (Mid FY 11- 12 reclass from Management Analyst II)	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Streets Maintenance Worker (FY 09- 10 re- title from PW Maintenance Worker)	0.0	0.0	1.0	1.0	1.0	0.0	0.0	
Senior Engineering Technician	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Engineering Technician	3.0	2.0	1.0	1.0	1.0	1.0	1.0	
Accounting Technician	0.0	0.0	0.0	1.0	1.0	1.0	1.0	
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Special Project Manager (Limited-term)	0.0	0.0	0.0	0.0	0.6	0.0	0.0	
Customer Service Specialist	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
<b>Total</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>	<b>17.0</b>	<b>17.6</b>	<b>15.0</b>	<b>14.0</b>	<b>-1.0</b>
<b>TOTAL</b>	<b>72.0</b>	<b>81.0</b>	<b>79.0</b>	<b>71.0</b>	<b>64.6</b>	<b>64.0</b>	<b>65.0</b>	<b>1.0</b>

## FULL-TIME ALLOCATION-CONTRACT EMPLOYEES

DETAILED SCHEDULE OF CHANGES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
<b>Building and Safety</b>								
Building Inspector II	3.00	4.00	2.00	0.75	1.80	1.00	1.50	0.50
Plans Examiner (FY 10- 11corrected title from Building Inspector II)	0.00	0.00	0.00	0.75	0.00	0.80	0.80	
Principal Engineer	0.00	1.00	0.00	0.00	0.00	0.00	0.00	
Permit Technician	0.00	0.00	1.00	0.80	0.50	0.50	0.30	-0.20
<b>Total</b>	<b>3.00</b>	<b>5.00</b>	<b>3.00</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.60</b>	<b>0.30</b>
<b>City Attorney</b>								
City Attorney	2.50	2.50	1.00	1.00	1.00	1.00	1.00	
Deputy City Attorney	0.00	0.00	1.00	1.00	1.00	1.00	1.00	
Assistant City Attorney	0.00	0.00	0.50	0.00	0.00	0.00	0.00	
<b>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>City Manager</b>								
PR Consultant	0.00	0.00	0.40	0.40	0.40	0.40	0.40	
Administrative Consultant	0.00	0.00	0.50	0.30	0.30	0.30	0.30	
Management Consultant	0.00	0.00	0.20	0.10	0.00	0.00	0.00	
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.10</b>	<b>0.80</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>	<b>0.00</b>
<b>Information Technology</b>								
GIS Manager	0.00	0.00	0.80	0.50	0.50	0.50	0.50	
Project Manager	0.00	0.00	1.00	0.50	0.50	1.00	1.00	
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.80</b>	<b>1.00</b>	<b>1.00</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>
<b>Neighborhood Services</b>								
Probation Officers	0.00	0.00	0.00	0.00	0.00	2.00	2.00	
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

## FULL-TIME ALLOCATION—CONTRACT EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES	FY	FY						
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Proposed	2012-13 Add / Deletes
<b>Planning</b>								
Planning Director	1.64	1.26	1.00	1.00	1.00	1.00	1.00	
Principal Planner	1.64	1.33	1.50	1.00	1.00	1.00	0.50	-0.50
Senior Planner	2.59	2.20	1.50	1.00	1.00	0.50	0.50	
Associate Planner	4.08	3.62	2.50	1.50	1.50	1.50	0.50	-1.00
Assistant Planner	2.84	2.88	1.50	1.00	1.00	1.00	1.00	
Planning Technician	0.00	1.44	1.00	1.00	1.00	1.00	0.00	-1.00
Planning Clerk / Admin	1.89	2.89	1.00	1.00	1.00	0.50	1.00	0.50
<b>Total</b>	<b>14.68</b>	<b>15.62</b>	<b>10.00</b>	<b>7.50</b>	<b>7.50</b>	<b>6.50</b>	<b>4.50</b>	<b>-2.0</b>
<b>Police</b>								
Sworn Officers								
Captain		0.60	0.60	0.60	0.60	0.60	0.60	
Lieutenant - Asst. Chief		0.60	0.60	0.60	0.60	0.60	0.60	
Lieutenant		2.40	2.40	2.40	1.80	1.80	1.80	
Sergeant		8.80	8.80	8.80	8.80	9.80	9.80	
Deputy Sheriff		55.60	53.00	48.40	45.80	44.80	44.80	
<b>Total</b>	<b>69.60</b>	<b>68.00</b>	<b>65.40</b>	<b>60.80</b>	<b>57.60</b>	<b>57.60</b>	<b>57.60</b>	<b>0.00</b>
Non-Sworn Positions								
Sheriff's Record Officer II		0.60	0.60	1.20	1.20	1.20	1.20	
Sheriff's Record Officer I		4.20	4.80	4.80	3.20	3.20	3.80	
Security Officer		1.20	1.20	1.20	0.60	0.60	0.00	
Communit Service Specialist III		1.20	0.60	0.00	0.00	0.00	0.00	
Communit Service Specialist II		4.00	4.00	4.00	6.00	6.00	4.00	
Communit Service Specialist I		0.00	0.00	0.00	2.00	2.00	2.00	
Community Services Officer II		0.00	0.00	0.00	0.00	0.00	0.00	
Community Services Officer I		0.00	0.00	0.00	0.00	0.00	0.00	
Senior Office Assistant		0.60	0.60	0.00	0.00	0.00	0.00	
Senior Office Assistant (Confidential)		1.00	1.00	1.00	1.00	1.00	1.00	
<b>Total</b>	<b>13.00</b>	<b>12.80</b>	<b>12.80</b>	<b>12.20</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>-2.00</b>
<b>Sworn and Non-Sworn Position Totals</b>	<b>82.60</b>	<b>80.80</b>	<b>78.20</b>	<b>73.00</b>	<b>71.60</b>	<b>71.60</b>	<b>69.60</b>	<b>-2.00</b>

## FULL-TIME ALLOCATION—CONTRACT EMPLOYEES (CONT.)

<b>DETAILED SCHEDULE OF CHANGES</b>	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Proposed	Add / Deletes
<b>Public Works</b>								
GIS Analyst	0.00	0.00	0.80	0.80	0.80	0.60	0.60	
Grant Writer	0.00	0.00	0.00	0.00	0.00	0.10	0.00	-0.10
Maintenance Worker II (FY 10- 11 budgeted as regular City position)	0.00	0.00	0.00	0.00	0.00	1.00	1.00	
Maintenance Worker I	0.00	0.00	0.00	0.00	1.00	1.00	2.00	1.00
Solid Waste Manager/Assistant for Recycle Grant	0.00	0.00	0.00	1.00	1.00	1.00	1.00	
PW Inspector/Resident Engineer	0.00	0.00	0.00	2.00	2.00	2.00	2.00	
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.80</b>	<b>3.80</b>	<b>4.80</b>	<b>5.70</b>	<b>6.60</b>	<b>0.90</b>
<b>TOTAL</b>	<b>102.78</b>	<b>103.92</b>	<b>97.40</b>	<b>90.40</b>	<b>89.90</b>	<b>92.30</b>	<b>89.50</b>	<b>-2.80</b>

## FY 11-12 POSITION AND SALARY RANGE

Classification Title	Salary Range #	Number of Positions - FTE	Temporary (Budgeted to 1,000 hour limit)
Accountant	294	2.0	
Accounting Technician / Accounting Technician Limited-Term	235	3.0 / 1.0 Limited-Term	
Administrative Assistant	240	4.0	
Administrative Secretary	211	3.0	
Animal Services Officer	229	1.0	1
Assistant City Manager	467	1.0	
Assistant Civil Engineer	320	1.0	
Assistant Land Surveyor	320	1.0	
Associate Civil Engineer	348	1.0	
Building Inspector II	289	1.0	
Building Permit Services Supervisor	296	1.0	
Building Permit Technician I	226	1.0	
Building Permit Technician II	246	1.0	
City Clerk	364	1.0	
City Manager	527	1.0	
Code Enforcement Officer	265	4.0	1
Communications Advisory Aide	34	1.0	
Customer Service Representative Intern	88		2
Customer Service Specialist	185	1.0	
Customer Service Representative	162	0.0	
Economic Development Director	411	1.0	
Engineering Technician	260	1.0	
Executive Assistant to the City Manager	296	1.0	
Facilities Attendant (retiled to Facilities Services Worker)	79	1.0	4
Facilities Maintenance Worker	235	1.0	
Facilities Services Manager	341	1.0	
Facilities Services Representative	211	1.0	
Finance Director	434	1.0	
Graduate Intern	132		1
Housing Services Administrator	341	1.0	
Housing Services Assistant	217	1.0	
Human Resources Analyst I	301	1.0	
Human Resources Manager	385	1.0	
Human Resources Technician	260	1.0	
Information Technology Analyst	298	1.0	
Information Technology Manager	385	1.0	
Information Technology Technician	270	0.0	
Integrated Waste Manager	361	1.0	
Management Analyst I	292	2.0	
Management Analyst II	322	1.0	
Management Technician	260	1.0	
Neighborhood Services Manager	364	1.0	
Office Aide	34		1
Public Information and Legislative Affairs Manager	341	1.0	
Public Works Director/Chief Building Official	447	1.0	
Senior Accountant	322	2.0	
Senior Accounting Technician	254	1.0	
Senior Civil Engineer	376	4.0	
Senior Finance Analyst	322	1.0	
Senior Management Analyst	348	2.0	
Street Operations and Maintenance Manager	361	1.0	
Student Engineer	123		2
Supervising Building Inspector (Re-titled to Principal Building Inspector)	330	1.0	

NOTE 1: The salary range table was approved in accordance with authority granted in Council Resolution 20-2004.

NOTE 2: The City Manager is authorized to make title, salary range, and classification changes during the fiscal year.

## FY 12-13 POSITION AND SALARY RANGE

Classification Title	Salary Range #	Number of Positions - FTE	Temporary (Budgeted to 1,000 hour limit)
Accountant	294	1.0	
Accounting Technician / Accounting Technician Limited-Term	235	3.0 / 1.0 Limited-Term	
Administrative Assistant	240	4.0	
Administrative Secretary	211	2.0	
Animal Services Officer	229	1.0	1
Assistant City Manager	467	1.0	
Assistant Civil Engineer	320	1.0	
Assistant Land Surveyor	320	1.0	
Associate Civil Engineer	348	1.0	
Building Inspector II	289	0.0	
Building Permit Services Supervisor	296	1.0	
Building Permit Technician I	226	1.0	
Building Permit Technician II	246	1.0	
City Clerk	364	1.0	
City Manager	527	1.0	
Code Enforcement Officer	265	4.0	1
Communications Advisory Aide	34	1.0	
Customer Service Representative Intern	88		3
Customer Service Specialist	185	1.0	
Customer Service Representative	162	0.0	
Economic Development Director	411	1.0	
Engineering Technician	260	1.0	
Executive Assistant to the City Manager	296	1.0	
Facilities Attendant	79		5
Facilities Maintenance Worker	235	1.0	
Facilities Services Manager	341	1.0	
Facilities Services Representative	211	1.0	
Facilities Services Worker	107	1.0	
Finance Director	434	1.0	
Graduate Intern	132		1
Housing Services Administrator	341	1.0	
Housing Services Assistant	217	1.0	
Human Resources Analyst I	301	1.0	
Human Resources Manager	385	1.0	
Human Resources Technician	260	1.0	
Information Technology Analyst	298	1.0	
Information Technology Manager	385	1.0	
Information Technology Technician	270	1.0	
Integrated Waste Manager	361	0.0	
Management Analyst I	292	1.0	
Management Analyst II	322	1.0	
Management Technician	260	0.0	
Neighborhood Services Manager	364	1.0	
Office Aide	34		1
Principal Building Inspector	330	1.0	
Public Information and Legislative Affairs Manager	341	1.0	
Public Works Director/Chief Building Official	447	1.0	
Senior Accountant	322	2.0	
Senior Accounting Technician	254	2.0	
Senior Civil Engineer	376	4.0	
Senior Finance Analyst	322	1.0	
Senior Management Analyst	348	2.0	
Street Operations and Maintenance Manager	361	1.0	
Student Engineer	123		2

NOTE 1: The salary range table was approved in accordance with authority granted in Council Resolution 20-2004.

NOTE 2: The City Manager is authorized to make title, salary range, and classification changes during the fiscal year.

# RESOLUTION 20-2004

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## CITY OF RANCHO CORDOVA

### RESOLUTION NO. 20-2004

#### **A RESOLUTION OF THE CITY OF RANCHO CORDOVA ESTABLISHING A HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT SYSTEM**

**WHEREAS**, the City Council and City Manager of the City of Rancho Cordova recognize that the employees of the City are its most valuable asset; and

**WHEREAS**, the City Council and City Manager of the City of Rancho Cordova desire to have a Human Resources and Organizational Development System that furthers the development, performance and goals of its employees, the organization, and the community; and

**WHEREAS**, the City Council and City Manager of the City of Rancho Cordova wishes to foster innovation, efficiency, creativity, and equity in attracting and retaining a highly competent and motivated workforce; and

**NOW, THEREFORE**, the City Council of the City of Rancho Cordova hereby resolves that the City Manager shall be responsible for establishing and maintaining a Human Resources and Organizational Development System that promotes innovation, growth, efficiency, equity and excellence in City service and further, declares as follows:

**Section 1:** To ensure the City can attract and retain a highly competent and valuable workforce to carry out the highest level of performance and service for the citizens of Rancho Cordova, the City Manager shall have the responsibility and authority for all Human Resources and Organizational Development processes, systems, actions and employees including but not limited to: designation of departments and department directors, reorganization or consolidation of positions or offices, development and administration of classification and total compensation systems, training and development, performance management, employment, discipline, discharge of any employee of the city, and transfer of any employee from one department to another.

**Section 2:** Resolution 3-2003, establishing an Assistant to the City Manager/Economic Development is hereby rescinded, to be replaced by an Economic Development Director position and an Assistant to the City Manager/Senior Management Analyst position under the new Human Resources and Organizational Development System.

## RESOLUTION 20-2004 (CONT.)

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**ADOPTED, THIS 20<sup>TH</sup>** day of January, 2004 by the following vote:

**AYES:** McGarvey, Roberts, Sander, Budge

**NOES:** None

**ABSTAIN:** None

**ABSENT:** Cooley

  
LINDA BUDGE, Mayor

ATTEST:

  
LILLIAN E. HARE, City Clerk

# SALARY PLAN

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<p><b>CITY OF RANCHO CORDOVA ADMINISTRATIVE POLICY</b></p>  <p><b>CITY OF RANCHO CORDOVA</b> CALIFORNIA Incorporated 2000</p>	<p><b>Number: 1</b> <b>Issue Date: 4/20/04</b> <b>Revision Date:</b> <b>Approved By:</b></p> <p><i>Ted A. Gaebler</i> <b>City Manager</b></p>
<p><b>SUBJECT: Salary Plan</b></p>	

**PURPOSE**

Adoption of a salary plan for city employees (Exhibit A).

**AUTHORITY**

City Council Resolution 20-2004.

Attachments:  
Exhibit A - Salary Plan

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*City of Rancho Cordova  
Subject: Salary Plan  
Number 1*

# SALARY PLAN (CONT.)

		City of Rancho Cordova							EXHIBIT 'A'	
		Salary Range Table								
		Monthly								
		Approved by the City Manager: April 20, 2004								
0.5%										
Range		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
A		1,170	1,200	1,230	1,261	1,293	1,325	1,359	1,393	1,428
1		1,176	1,206	1,236	1,267	1,299	1,332	1,366	1,400	1,435
2		1,182	1,212	1,242	1,274	1,306	1,339	1,372	1,407	1,443
3		1,188	1,218	1,248	1,280	1,312	1,345	1,379	1,414	1,450
4		1,194	1,224	1,255	1,286	1,319	1,352	1,386	1,421	1,457
5		1,200	1,230	1,261	1,293	1,325	1,359	1,393	1,428	1,464
6		1,206	1,236	1,267	1,299	1,332	1,366	1,400	1,435	1,472
7		1,212	1,242	1,274	1,306	1,339	1,372	1,407	1,443	1,479
8		1,218	1,248	1,280	1,312	1,345	1,379	1,414	1,450	1,486
9		1,224	1,255	1,286	1,319	1,352	1,386	1,421	1,457	1,494
10		1,230	1,261	1,293	1,325	1,359	1,393	1,428	1,464	1,501
11		1,236	1,267	1,299	1,332	1,366	1,400	1,435	1,472	1,509
12		1,242	1,274	1,306	1,339	1,372	1,407	1,443	1,479	1,516
13		1,248	1,280	1,312	1,345	1,379	1,414	1,450	1,486	1,524
14		1,255	1,286	1,319	1,352	1,386	1,421	1,457	1,494	1,532
15		1,261	1,293	1,325	1,359	1,393	1,428	1,464	1,501	1,539
16		1,267	1,299	1,332	1,366	1,400	1,435	1,472	1,509	1,547
17		1,274	1,306	1,339	1,372	1,407	1,443	1,479	1,516	1,555
18		1,280	1,312	1,345	1,379	1,414	1,450	1,486	1,524	1,562
19		1,286	1,319	1,352	1,386	1,421	1,457	1,494	1,532	1,570
20		1,293	1,325	1,359	1,393	1,428	1,464	1,501	1,539	1,578
21		1,299	1,332	1,366	1,400	1,435	1,472	1,509	1,547	1,586
22		1,306	1,339	1,372	1,407	1,443	1,479	1,516	1,555	1,594
23		1,312	1,345	1,379	1,414	1,450	1,486	1,524	1,562	1,602
24		1,319	1,352	1,386	1,421	1,457	1,494	1,532	1,570	1,610
25		1,325	1,359	1,393	1,428	1,464	1,501	1,539	1,578	1,618
26		1,332	1,366	1,400	1,435	1,472	1,509	1,547	1,586	1,626
27		1,339	1,372	1,407	1,443	1,479	1,516	1,555	1,594	1,634
28		1,345	1,379	1,414	1,450	1,486	1,524	1,562	1,602	1,642
29		1,352	1,386	1,421	1,457	1,494	1,532	1,570	1,610	1,651
30		1,359	1,393	1,428	1,464	1,501	1,539	1,578	1,618	1,659
31		1,366	1,400	1,435	1,472	1,509	1,547	1,586	1,626	1,667
32		1,372	1,407	1,443	1,479	1,516	1,555	1,594	1,634	1,675
33		1,379	1,414	1,450	1,486	1,524	1,562	1,602	1,642	1,684
34		1,386	1,421	1,457	1,494	1,532	1,570	1,610	1,651	1,692
35		1,393	1,428	1,464	1,501	1,539	1,578	1,618	1,659	1,701
36		1,400	1,435	1,472	1,509	1,547	1,586	1,626	1,667	1,709
37		1,407	1,443	1,479	1,516	1,555	1,594	1,634	1,675	1,718
38		1,414	1,450	1,486	1,524	1,562	1,602	1,642	1,684	1,726
39		1,421	1,457	1,494	1,532	1,570	1,610	1,651	1,692	1,735
40		1,428	1,464	1,501	1,539	1,578	1,618	1,659	1,701	1,744
41		1,435	1,472	1,509	1,547	1,586	1,626	1,667	1,709	1,752
42		1,443	1,479	1,516	1,555	1,594	1,634	1,675	1,718	1,761
43		1,450	1,486	1,524	1,562	1,602	1,642	1,684	1,726	1,770
44		1,457	1,494	1,532	1,570	1,610	1,651	1,692	1,735	1,779
45		1,464	1,501	1,539	1,578	1,618	1,659	1,701	1,744	1,788
46		1,472	1,509	1,547	1,586	1,626	1,667	1,709	1,752	1,797
47		1,479	1,516	1,555	1,594	1,634	1,675	1,718	1,761	1,806
48		1,486	1,524	1,562	1,602	1,642	1,684	1,726	1,770	1,815
49		1,494	1,532	1,570	1,610	1,651	1,692	1,735	1,779	1,824
50		1,501	1,539	1,578	1,618	1,659	1,701	1,744	1,788	1,833
51		1,509	1,547	1,586	1,626	1,667	1,709	1,752	1,797	1,842

# SALARY PLAN (CONT.)

City of Rancho Cordova  
Salary Range Table  
Monthly

EXHIBIT 'A'

0.5%

Approved by the City Manager: April 20, 2004

Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
52	1,516	1,555	1,594	1,634	1,675	1,718	1,761	1,806	1,851
53	1,524	1,562	1,602	1,642	1,684	1,726	1,770	1,815	1,860
54	1,532	1,570	1,610	1,651	1,692	1,735	1,779	1,824	1,870
55	1,539	1,578	1,618	1,659	1,701	1,744	1,788	1,833	1,879
56	1,547	1,586	1,626	1,667	1,709	1,752	1,797	1,842	1,889
57	1,555	1,594	1,634	1,675	1,718	1,761	1,806	1,851	1,898
58	1,562	1,602	1,642	1,684	1,726	1,770	1,815	1,860	1,907
59	1,570	1,610	1,651	1,692	1,735	1,779	1,824	1,870	1,917
60	1,578	1,618	1,659	1,701	1,744	1,788	1,833	1,879	1,927
61	1,586	1,626	1,667	1,709	1,752	1,797	1,842	1,889	1,936
62	1,594	1,634	1,675	1,718	1,761	1,806	1,851	1,898	1,946
63	1,602	1,642	1,684	1,726	1,770	1,815	1,860	1,907	1,956
64	1,610	1,651	1,692	1,735	1,779	1,824	1,870	1,917	1,965
65	1,618	1,659	1,701	1,744	1,788	1,833	1,879	1,927	1,975
66	1,626	1,667	1,709	1,752	1,797	1,842	1,889	1,936	1,985
67	1,634	1,675	1,718	1,761	1,806	1,851	1,898	1,946	1,995
68	1,642	1,684	1,726	1,770	1,815	1,860	1,907	1,956	2,005
69	1,651	1,692	1,735	1,779	1,824	1,870	1,917	1,965	2,015
70	1,659	1,701	1,744	1,788	1,833	1,879	1,927	1,975	2,025
71	1,667	1,709	1,752	1,797	1,842	1,889	1,936	1,985	2,035
72	1,675	1,718	1,761	1,806	1,851	1,898	1,946	1,995	2,045
73	1,684	1,726	1,770	1,815	1,860	1,907	1,956	2,005	2,056
74	1,692	1,735	1,779	1,824	1,870	1,917	1,965	2,015	2,066
75	1,701	1,744	1,788	1,833	1,879	1,927	1,975	2,025	2,076
76	1,709	1,752	1,797	1,842	1,889	1,936	1,985	2,035	2,087
77	1,718	1,761	1,806	1,851	1,898	1,946	1,995	2,045	2,097
78	1,726	1,770	1,815	1,860	1,907	1,956	2,005	2,056	2,108
79	1,735	1,779	1,824	1,870	1,917	1,965	2,015	2,066	2,118
80	1,744	1,788	1,833	1,879	1,927	1,975	2,025	2,076	2,129
81	1,752	1,797	1,842	1,889	1,936	1,985	2,035	2,087	2,139
82	1,761	1,806	1,851	1,898	1,946	1,995	2,045	2,097	2,150
83	1,770	1,815	1,860	1,907	1,956	2,005	2,056	2,108	2,161
84	1,779	1,824	1,870	1,917	1,965	2,015	2,066	2,118	2,172
85	1,788	1,833	1,879	1,927	1,975	2,025	2,076	2,129	2,182
86	1,797	1,842	1,889	1,936	1,985	2,035	2,087	2,139	2,193
87	1,806	1,851	1,898	1,946	1,995	2,045	2,097	2,150	2,204
88	1,815	1,860	1,907	1,956	2,005	2,056	2,108	2,161	2,215
89	1,824	1,870	1,917	1,965	2,015	2,066	2,118	2,172	2,226
90	1,833	1,879	1,927	1,975	2,025	2,076	2,129	2,182	2,238
91	1,842	1,889	1,936	1,985	2,035	2,087	2,139	2,193	2,249
92	1,851	1,898	1,946	1,995	2,045	2,097	2,150	2,204	2,260
93	1,860	1,907	1,956	2,005	2,056	2,108	2,161	2,215	2,271
94	1,870	1,917	1,965	2,015	2,066	2,118	2,172	2,226	2,283
95	1,879	1,927	1,975	2,025	2,076	2,129	2,182	2,238	2,294
96	1,889	1,936	1,985	2,035	2,087	2,139	2,193	2,249	2,306
97	1,898	1,946	1,995	2,045	2,097	2,150	2,204	2,260	2,317
98	1,907	1,956	2,005	2,056	2,108	2,161	2,215	2,271	2,329
99	1,917	1,965	2,015	2,066	2,118	2,172	2,226	2,283	2,340
100	1,927	1,975	2,025	2,076	2,129	2,182	2,238	2,294	2,352
101	1,936	1,985	2,035	2,087	2,139	2,193	2,249	2,306	2,364
102	1,946	1,995	2,045	2,097	2,150	2,204	2,260	2,317	2,376
103	1,956	2,005	2,056	2,108	2,161	2,215	2,271	2,329	2,387

# SALARY PLAN (CONT.)

City of Rancho Cordova  
Salary Range Table  
Monthly

EXHIBIT 'A'

0.5%

Approved by the City Manager: April 20, 2004

Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
104	1,965	2,015	2,066	2,118	2,172	2,226	2,283	2,340	2,399
105	1,975	2,025	2,076	2,129	2,182	2,238	2,294	2,352	2,411
106	1,985	2,035	2,087	2,139	2,193	2,249	2,306	2,364	2,423
107	1,995	2,045	2,097	2,150	2,204	2,260	2,317	2,376	2,436
108	2,005	2,056	2,108	2,161	2,215	2,271	2,329	2,387	2,448
109	2,015	2,066	2,118	2,172	2,226	2,283	2,340	2,399	2,460
110	2,025	2,076	2,129	2,182	2,238	2,294	2,352	2,411	2,472
111	2,035	2,087	2,139	2,193	2,249	2,306	2,364	2,423	2,485
112	2,045	2,097	2,150	2,204	2,260	2,317	2,376	2,436	2,497
113	2,056	2,108	2,161	2,215	2,271	2,329	2,387	2,448	2,510
114	2,066	2,118	2,172	2,226	2,283	2,340	2,399	2,460	2,522
115	2,076	2,129	2,182	2,238	2,294	2,352	2,411	2,472	2,535
116	2,087	2,139	2,193	2,249	2,306	2,364	2,423	2,485	2,547
117	2,097	2,150	2,204	2,260	2,317	2,376	2,436	2,497	2,560
118	2,108	2,161	2,215	2,271	2,329	2,387	2,448	2,510	2,573
119	2,118	2,172	2,226	2,283	2,340	2,399	2,460	2,522	2,586
120	2,129	2,182	2,238	2,294	2,352	2,411	2,472	2,535	2,599
121	2,139	2,193	2,249	2,306	2,364	2,423	2,485	2,547	2,612
122	2,150	2,204	2,260	2,317	2,376	2,436	2,497	2,560	2,625
123	2,161	2,215	2,271	2,329	2,387	2,448	2,510	2,573	2,638
124	2,172	2,226	2,283	2,340	2,399	2,460	2,522	2,586	2,651
125	2,182	2,238	2,294	2,352	2,411	2,472	2,535	2,599	2,664
126	2,193	2,249	2,306	2,364	2,423	2,485	2,547	2,612	2,678
127	2,204	2,260	2,317	2,376	2,436	2,497	2,560	2,625	2,691
128	2,215	2,271	2,329	2,387	2,448	2,510	2,573	2,638	2,704
129	2,226	2,283	2,340	2,399	2,460	2,522	2,586	2,651	2,718
130	2,238	2,294	2,352	2,411	2,472	2,535	2,599	2,664	2,732
131	2,249	2,306	2,364	2,423	2,485	2,547	2,612	2,678	2,745
132	2,260	2,317	2,376	2,436	2,497	2,560	2,625	2,691	2,759
133	2,271	2,329	2,387	2,448	2,510	2,573	2,638	2,704	2,773
134	2,283	2,340	2,399	2,460	2,522	2,586	2,651	2,718	2,787
135	2,294	2,352	2,411	2,472	2,535	2,599	2,664	2,732	2,801
136	2,306	2,364	2,423	2,485	2,547	2,612	2,678	2,745	2,815
137	2,317	2,376	2,436	2,497	2,560	2,625	2,691	2,759	2,829
138	2,329	2,387	2,448	2,510	2,573	2,638	2,704	2,773	2,843
139	2,340	2,399	2,460	2,522	2,586	2,651	2,718	2,787	2,857
140	2,352	2,411	2,472	2,535	2,599	2,664	2,732	2,801	2,871
141	2,364	2,423	2,485	2,547	2,612	2,678	2,745	2,815	2,886
142	2,376	2,436	2,497	2,560	2,625	2,691	2,759	2,829	2,900
143	2,387	2,448	2,510	2,573	2,638	2,704	2,773	2,843	2,915
144	2,399	2,460	2,522	2,586	2,651	2,718	2,787	2,857	2,929
145	2,411	2,472	2,535	2,599	2,664	2,732	2,801	2,871	2,944
146	2,423	2,485	2,547	2,612	2,678	2,745	2,815	2,886	2,959
147	2,436	2,497	2,560	2,625	2,691	2,759	2,829	2,900	2,973
148	2,448	2,510	2,573	2,638	2,704	2,773	2,843	2,915	2,988
149	2,460	2,522	2,586	2,651	2,718	2,787	2,857	2,929	3,003
150	2,472	2,535	2,599	2,664	2,732	2,801	2,871	2,944	3,018
151	2,485	2,547	2,612	2,678	2,745	2,815	2,886	2,959	3,033
152	2,497	2,560	2,625	2,691	2,759	2,829	2,900	2,973	3,048
153	2,510	2,573	2,638	2,704	2,773	2,843	2,915	2,988	3,064
154	2,522	2,586	2,651	2,718	2,787	2,857	2,929	3,003	3,079
155	2,535	2,599	2,664	2,732	2,801	2,871	2,944	3,018	3,094

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'		
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
156		2,547	2,612	2,678	2,745	2,815	2,886	2,959	3,033	3,110
157		2,560	2,625	2,691	2,759	2,829	2,900	2,973	3,048	3,125
158		2,573	2,638	2,704	2,773	2,843	2,915	2,988	3,064	3,141
159		2,586	2,651	2,718	2,787	2,857	2,929	3,003	3,079	3,157
160		2,599	2,664	2,732	2,801	2,871	2,944	3,018	3,094	3,172
161		2,612	2,678	2,745	2,815	2,886	2,959	3,033	3,110	3,188
162		2,625	2,691	2,759	2,829	2,900	2,973	3,048	3,125	3,204
163		2,638	2,704	2,773	2,843	2,915	2,988	3,064	3,141	3,220
164		2,651	2,718	2,787	2,857	2,929	3,003	3,079	3,157	3,236
165		2,664	2,732	2,801	2,871	2,944	3,018	3,094	3,172	3,253
166		2,678	2,745	2,815	2,886	2,959	3,033	3,110	3,188	3,269
167		2,691	2,759	2,829	2,900	2,973	3,048	3,125	3,204	3,285
168		2,704	2,773	2,843	2,915	2,988	3,064	3,141	3,220	3,302
169		2,718	2,787	2,857	2,929	3,003	3,079	3,157	3,236	3,318
170		2,732	2,801	2,871	2,944	3,018	3,094	3,172	3,253	3,335
171		2,745	2,815	2,886	2,959	3,033	3,110	3,188	3,269	3,351
172		2,759	2,829	2,900	2,973	3,048	3,125	3,204	3,285	3,368
173		2,773	2,843	2,915	2,988	3,064	3,141	3,220	3,302	3,385
174		2,787	2,857	2,929	3,003	3,079	3,157	3,236	3,318	3,402
175		2,801	2,871	2,944	3,018	3,094	3,172	3,253	3,335	3,419
176		2,815	2,886	2,959	3,033	3,110	3,188	3,269	3,351	3,436
177		2,829	2,900	2,973	3,048	3,125	3,204	3,285	3,368	3,453
178		2,843	2,915	2,988	3,064	3,141	3,220	3,302	3,385	3,470
179		2,857	2,929	3,003	3,079	3,157	3,236	3,318	3,402	3,488
180		2,871	2,944	3,018	3,094	3,172	3,253	3,335	3,419	3,505
181		2,886	2,959	3,033	3,110	3,188	3,269	3,351	3,436	3,523
182		2,900	2,973	3,048	3,125	3,204	3,285	3,368	3,453	3,540
183		2,915	2,988	3,064	3,141	3,220	3,302	3,385	3,470	3,558
184		2,929	3,003	3,079	3,157	3,236	3,318	3,402	3,488	3,576
185		2,944	3,018	3,094	3,172	3,253	3,335	3,419	3,505	3,594
186		2,959	3,033	3,110	3,188	3,269	3,351	3,436	3,523	3,612
187		2,973	3,048	3,125	3,204	3,285	3,368	3,453	3,540	3,630
188		2,988	3,064	3,141	3,220	3,302	3,385	3,470	3,558	3,648
189		3,003	3,079	3,157	3,236	3,318	3,402	3,488	3,576	3,666
190		3,018	3,094	3,172	3,253	3,335	3,419	3,505	3,594	3,685
191		3,033	3,110	3,188	3,269	3,351	3,436	3,523	3,612	3,703
192		3,048	3,125	3,204	3,285	3,368	3,453	3,540	3,630	3,721
193		3,064	3,141	3,220	3,302	3,385	3,470	3,558	3,648	3,740
194		3,079	3,157	3,236	3,318	3,402	3,488	3,576	3,666	3,759
195		3,094	3,172	3,253	3,335	3,419	3,505	3,594	3,685	3,778
196		3,110	3,188	3,269	3,351	3,436	3,523	3,612	3,703	3,796
197		3,125	3,204	3,285	3,368	3,453	3,540	3,630	3,721	3,815
198		3,141	3,220	3,302	3,385	3,470	3,558	3,648	3,740	3,834
199		3,157	3,236	3,318	3,402	3,488	3,576	3,666	3,759	3,854
200		3,172	3,253	3,335	3,419	3,505	3,594	3,685	3,778	3,873
201		3,188	3,269	3,351	3,436	3,523	3,612	3,703	3,796	3,892
202		3,204	3,285	3,368	3,453	3,540	3,630	3,721	3,815	3,912
203		3,220	3,302	3,385	3,470	3,558	3,648	3,740	3,834	3,931
204		3,236	3,318	3,402	3,488	3,576	3,666	3,759	3,854	3,951
205		3,253	3,335	3,419	3,505	3,594	3,685	3,778	3,873	3,971
206		3,269	3,351	3,436	3,523	3,612	3,703	3,796	3,892	3,991
207		3,285	3,368	3,453	3,540	3,630	3,721	3,815	3,912	4,011

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'		
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
208		3,302	3,385	3,470	3,558	3,648	3,740	3,834	3,931	4,031
209		3,318	3,402	3,488	3,576	3,666	3,759	3,854	3,951	4,051
210		3,335	3,419	3,505	3,594	3,685	3,778	3,873	3,971	4,071
211		3,351	3,436	3,523	3,612	3,703	3,796	3,892	3,991	4,091
212		3,368	3,453	3,540	3,630	3,721	3,815	3,912	4,011	4,112
213		3,385	3,470	3,558	3,648	3,740	3,834	3,931	4,031	4,132
214		3,402	3,488	3,576	3,666	3,759	3,854	3,951	4,051	4,153
215		3,419	3,505	3,594	3,685	3,778	3,873	3,971	4,071	4,174
216		3,436	3,523	3,612	3,703	3,796	3,892	3,991	4,091	4,195
217		3,453	3,540	3,630	3,721	3,815	3,912	4,011	4,112	4,216
218		3,470	3,558	3,648	3,740	3,834	3,931	4,031	4,132	4,237
219		3,488	3,576	3,666	3,759	3,854	3,951	4,051	4,153	4,258
220		3,505	3,594	3,685	3,778	3,873	3,971	4,071	4,174	4,279
221		3,523	3,612	3,703	3,796	3,892	3,991	4,091	4,195	4,301
222		3,540	3,630	3,721	3,815	3,912	4,011	4,112	4,216	4,322
223		3,558	3,648	3,740	3,834	3,931	4,031	4,132	4,237	4,344
224		3,576	3,666	3,759	3,854	3,951	4,051	4,153	4,258	4,365
225		3,594	3,685	3,778	3,873	3,971	4,071	4,174	4,279	4,387
226		3,612	3,703	3,796	3,892	3,991	4,091	4,195	4,301	4,409
227		3,630	3,721	3,815	3,912	4,011	4,112	4,216	4,322	4,431
228		3,648	3,740	3,834	3,931	4,031	4,132	4,237	4,344	4,453
229		3,666	3,759	3,854	3,951	4,051	4,153	4,258	4,365	4,476
230		3,685	3,778	3,873	3,971	4,071	4,174	4,279	4,387	4,498
231		3,703	3,796	3,892	3,991	4,091	4,195	4,301	4,409	4,521
232		3,721	3,815	3,912	4,011	4,112	4,216	4,322	4,431	4,543
233		3,740	3,834	3,931	4,031	4,132	4,237	4,344	4,453	4,566
234		3,759	3,854	3,951	4,051	4,153	4,258	4,365	4,476	4,589
235		3,778	3,873	3,971	4,071	4,174	4,279	4,387	4,498	4,612
236		3,796	3,892	3,991	4,091	4,195	4,301	4,409	4,521	4,635
237		3,815	3,912	4,011	4,112	4,216	4,322	4,431	4,543	4,658
238		3,834	3,931	4,031	4,132	4,237	4,344	4,453	4,566	4,681
239		3,854	3,951	4,051	4,153	4,258	4,365	4,476	4,589	4,705
240		3,873	3,971	4,071	4,174	4,279	4,387	4,498	4,612	4,728
241		3,892	3,991	4,091	4,195	4,301	4,409	4,521	4,635	4,752
242		3,912	4,011	4,112	4,216	4,322	4,431	4,543	4,658	4,775
243		3,931	4,031	4,132	4,237	4,344	4,453	4,566	4,681	4,799
244		3,951	4,051	4,153	4,258	4,365	4,476	4,589	4,705	4,823
245		3,971	4,071	4,174	4,279	4,387	4,498	4,612	4,728	4,847
246		3,991	4,091	4,195	4,301	4,409	4,521	4,635	4,752	4,872
247		4,011	4,112	4,216	4,322	4,431	4,543	4,658	4,775	4,896
248		4,031	4,132	4,237	4,344	4,453	4,566	4,681	4,799	4,921
249		4,051	4,153	4,258	4,365	4,476	4,589	4,705	4,823	4,945
250		4,071	4,174	4,279	4,387	4,498	4,612	4,728	4,847	4,970
251		4,091	4,195	4,301	4,409	4,521	4,635	4,752	4,872	4,995
252		4,112	4,216	4,322	4,431	4,543	4,658	4,775	4,896	5,020
253		4,132	4,237	4,344	4,453	4,566	4,681	4,799	4,921	5,045
254		4,153	4,258	4,365	4,476	4,589	4,705	4,823	4,945	5,070
255		4,174	4,279	4,387	4,498	4,612	4,728	4,847	4,970	5,095
256		4,195	4,301	4,409	4,521	4,635	4,752	4,872	4,995	5,121
257		4,216	4,322	4,431	4,543	4,658	4,775	4,896	5,020	5,146
258		4,237	4,344	4,453	4,566	4,681	4,799	4,921	5,045	5,172
259		4,258	4,365	4,476	4,589	4,705	4,823	4,945	5,070	5,198

# SALARY PLAN (CONT.)

City of Rancho Cordova  
Salary Range Table  
Monthly  
Approved by the City Manager: April 20, 2004

EXHIBIT 'A'

0.5%

Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
260	4,279	4,387	4,498	4,612	4,728	4,847	4,970	5,095	5,224
261	4,301	4,409	4,521	4,635	4,752	4,872	4,995	5,121	5,250
262	4,322	4,431	4,543	4,658	4,775	4,896	5,020	5,146	5,276
263	4,344	4,453	4,566	4,681	4,799	4,921	5,045	5,172	5,303
264	4,365	4,476	4,589	4,705	4,823	4,945	5,070	5,198	5,329
265	4,387	4,498	4,612	4,728	4,847	4,970	5,095	5,224	5,356
266	4,409	4,521	4,635	4,752	4,872	4,995	5,121	5,250	5,383
267	4,431	4,543	4,658	4,775	4,896	5,020	5,146	5,276	5,410
268	4,453	4,566	4,681	4,799	4,921	5,045	5,172	5,303	5,437
269	4,476	4,589	4,705	4,823	4,945	5,070	5,198	5,329	5,464
270	4,498	4,612	4,728	4,847	4,970	5,095	5,224	5,356	5,491
271	4,521	4,635	4,752	4,872	4,995	5,121	5,250	5,383	5,519
272	4,543	4,658	4,775	4,896	5,020	5,146	5,276	5,410	5,546
273	4,566	4,681	4,799	4,921	5,045	5,172	5,303	5,437	5,574
274	4,589	4,705	4,823	4,945	5,070	5,198	5,329	5,464	5,602
275	4,612	4,728	4,847	4,970	5,095	5,224	5,356	5,491	5,630
276	4,635	4,752	4,872	4,995	5,121	5,250	5,383	5,519	5,658
277	4,658	4,775	4,896	5,020	5,146	5,276	5,410	5,546	5,686
278	4,681	4,799	4,921	5,045	5,172	5,303	5,437	5,574	5,715
279	4,705	4,823	4,945	5,070	5,198	5,329	5,464	5,602	5,743
280	4,728	4,847	4,970	5,095	5,224	5,356	5,491	5,630	5,772
281	4,752	4,872	4,995	5,121	5,250	5,383	5,519	5,658	5,801
282	4,775	4,896	5,020	5,146	5,276	5,410	5,546	5,686	5,830
283	4,799	4,921	5,045	5,172	5,303	5,437	5,574	5,715	5,859
284	4,823	4,945	5,070	5,198	5,329	5,464	5,602	5,743	5,888
285	4,847	4,970	5,095	5,224	5,356	5,491	5,630	5,772	5,918
286	4,872	4,995	5,121	5,250	5,383	5,519	5,658	5,801	5,947
287	4,896	5,020	5,146	5,276	5,410	5,546	5,686	5,830	5,977
288	4,921	5,045	5,172	5,303	5,437	5,574	5,715	5,859	6,007
289	4,945	5,070	5,198	5,329	5,464	5,602	5,743	5,888	6,037
290	4,970	5,095	5,224	5,356	5,491	5,630	5,772	5,918	6,067
291	4,995	5,121	5,250	5,383	5,519	5,658	5,801	5,947	6,098
292	5,020	5,146	5,276	5,410	5,546	5,686	5,830	5,977	6,128
293	5,045	5,172	5,303	5,437	5,574	5,715	5,859	6,007	6,159
294	5,070	5,198	5,329	5,464	5,602	5,743	5,888	6,037	6,189
295	5,095	5,224	5,356	5,491	5,630	5,772	5,918	6,067	6,220
296	5,121	5,250	5,383	5,519	5,658	5,801	5,947	6,098	6,251
297	5,146	5,276	5,410	5,546	5,686	5,830	5,977	6,128	6,283
298	5,172	5,303	5,437	5,574	5,715	5,859	6,007	6,159	6,314
299	5,198	5,329	5,464	5,602	5,743	5,888	6,037	6,189	6,346
300	5,224	5,356	5,491	5,630	5,772	5,918	6,067	6,220	6,377
301	5,250	5,383	5,519	5,658	5,801	5,947	6,098	6,251	6,409
302	5,276	5,410	5,546	5,686	5,830	5,977	6,128	6,283	6,441
303	5,303	5,437	5,574	5,715	5,859	6,007	6,159	6,314	6,474
304	5,329	5,464	5,602	5,743	5,888	6,037	6,189	6,346	6,506
305	5,356	5,491	5,630	5,772	5,918	6,067	6,220	6,377	6,538
306	5,383	5,519	5,658	5,801	5,947	6,098	6,251	6,409	6,571
307	5,410	5,546	5,686	5,830	5,977	6,128	6,283	6,441	6,604
308	5,437	5,574	5,715	5,859	6,007	6,159	6,314	6,474	6,637
309	5,464	5,602	5,743	5,888	6,037	6,189	6,346	6,506	6,670
310	5,491	5,630	5,772	5,918	6,067	6,220	6,377	6,538	6,704
311	5,519	5,658	5,801	5,947	6,098	6,251	6,409	6,571	6,737

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'		
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
312		5,546	5,686	5,830	5,977	6,128	6,283	6,441	6,604	6,771
313		5,574	5,715	5,859	6,007	6,159	6,314	6,474	6,637	6,805
314		5,602	5,743	5,888	6,037	6,189	6,346	6,506	6,670	6,839
315		5,630	5,772	5,918	6,067	6,220	6,377	6,538	6,704	6,873
316		5,658	5,801	5,947	6,098	6,251	6,409	6,571	6,737	6,907
317		5,686	5,830	5,977	6,128	6,283	6,441	6,604	6,771	6,942
318		5,715	5,859	6,007	6,159	6,314	6,474	6,637	6,805	6,976
319		5,743	5,888	6,037	6,189	6,346	6,506	6,670	6,839	7,011
320		5,772	5,918	6,067	6,220	6,377	6,538	6,704	6,873	7,046
321		5,801	5,947	6,098	6,251	6,409	6,571	6,737	6,907	7,082
322		5,830	5,977	6,128	6,283	6,441	6,604	6,771	6,942	7,117
323		5,859	6,007	6,159	6,314	6,474	6,637	6,805	6,976	7,153
324		5,888	6,037	6,189	6,346	6,506	6,670	6,839	7,011	7,188
325		5,918	6,067	6,220	6,377	6,538	6,704	6,873	7,046	7,224
326		5,947	6,098	6,251	6,409	6,571	6,737	6,907	7,082	7,260
327		5,977	6,128	6,283	6,441	6,604	6,771	6,942	7,117	7,297
328		6,007	6,159	6,314	6,474	6,637	6,805	6,976	7,153	7,333
329		6,037	6,189	6,346	6,506	6,670	6,839	7,011	7,188	7,370
330		6,067	6,220	6,377	6,538	6,704	6,873	7,046	7,224	7,407
331		6,098	6,251	6,409	6,571	6,737	6,907	7,082	7,260	7,444
332		6,128	6,283	6,441	6,604	6,771	6,942	7,117	7,297	7,481
333		6,159	6,314	6,474	6,637	6,805	6,976	7,153	7,333	7,518
334		6,189	6,346	6,506	6,670	6,839	7,011	7,188	7,370	7,556
335		6,220	6,377	6,538	6,704	6,873	7,046	7,224	7,407	7,594
336		6,251	6,409	6,571	6,737	6,907	7,082	7,260	7,444	7,632
337		6,283	6,441	6,604	6,771	6,942	7,117	7,297	7,481	7,670
338		6,314	6,474	6,637	6,805	6,976	7,153	7,333	7,518	7,708
339		6,346	6,506	6,670	6,839	7,011	7,188	7,370	7,556	7,747
340		6,377	6,538	6,704	6,873	7,046	7,224	7,407	7,594	7,786
341		6,409	6,571	6,737	6,907	7,082	7,260	7,444	7,632	7,824
342		6,441	6,604	6,771	6,942	7,117	7,297	7,481	7,670	7,864
343		6,474	6,637	6,805	6,976	7,153	7,333	7,518	7,708	7,903
344		6,506	6,670	6,839	7,011	7,188	7,370	7,556	7,747	7,942
345		6,538	6,704	6,873	7,046	7,224	7,407	7,594	7,786	7,982
346		6,571	6,737	6,907	7,082	7,260	7,444	7,632	7,824	8,022
347		6,604	6,771	6,942	7,117	7,297	7,481	7,670	7,864	8,062
348		6,637	6,805	6,976	7,153	7,333	7,518	7,708	7,903	8,102
349		6,670	6,839	7,011	7,188	7,370	7,556	7,747	7,942	8,143
350		6,704	6,873	7,046	7,224	7,407	7,594	7,786	7,982	8,184
351		6,737	6,907	7,082	7,260	7,444	7,632	7,824	8,022	8,225
352		6,771	6,942	7,117	7,297	7,481	7,670	7,864	8,062	8,266
353		6,805	6,976	7,153	7,333	7,518	7,708	7,903	8,102	8,307
354		6,839	7,011	7,188	7,370	7,556	7,747	7,942	8,143	8,349
355		6,873	7,046	7,224	7,407	7,594	7,786	7,982	8,184	8,390
356		6,907	7,082	7,260	7,444	7,632	7,824	8,022	8,225	8,432
357		6,942	7,117	7,297	7,481	7,670	7,864	8,062	8,266	8,474
358		6,976	7,153	7,333	7,518	7,708	7,903	8,102	8,307	8,517
359		7,011	7,188	7,370	7,556	7,747	7,942	8,143	8,349	8,559
360		7,046	7,224	7,407	7,594	7,786	7,982	8,184	8,390	8,602
361		7,082	7,260	7,444	7,632	7,824	8,022	8,225	8,432	8,645
362		7,117	7,297	7,481	7,670	7,864	8,062	8,266	8,474	8,688
363		7,153	7,333	7,518	7,708	7,903	8,102	8,307	8,517	8,732

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'		
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
364	7,188	7,370	7,558	7,747	7,942	8,143	8,349	8,559	8,778	
365	7,224	7,407	7,594	7,786	7,982	8,184	8,390	8,602	8,819	8,819
366	7,260	7,444	7,632	7,824	8,022	8,225	8,432	8,645	8,864	8,864
367	7,297	7,481	7,670	7,864	8,062	8,266	8,474	8,688	8,908	8,908
368	7,333	7,518	7,708	7,903	8,102	8,307	8,517	8,732	8,952	8,952
369	7,370	7,556	7,747	7,942	8,143	8,349	8,559	8,776	8,997	8,997
370	7,407	7,594	7,786	7,982	8,184	8,390	8,602	8,819	9,042	9,042
371	7,444	7,632	7,824	8,022	8,225	8,432	8,645	8,864	9,087	9,087
372	7,481	7,670	7,864	8,062	8,266	8,474	8,688	8,908	9,133	9,133
373	7,518	7,708	7,903	8,102	8,307	8,517	8,732	8,952	9,178	9,178
374	7,556	7,747	7,942	8,143	8,349	8,559	8,776	8,997	9,224	9,224
375	7,594	7,786	7,982	8,184	8,390	8,602	8,819	9,042	9,270	9,270
376	7,632	7,824	8,022	8,225	8,432	8,645	8,864	9,087	9,317	9,317
377	7,670	7,864	8,062	8,266	8,474	8,688	8,908	9,133	9,363	9,363
378	7,708	7,903	8,102	8,307	8,517	8,732	8,952	9,178	9,410	9,410
379	7,747	7,942	8,143	8,349	8,559	8,776	8,997	9,224	9,457	9,457
380	7,786	7,982	8,184	8,390	8,602	8,819	9,042	9,270	9,505	9,505
381	7,824	8,022	8,225	8,432	8,645	8,864	9,087	9,317	9,552	9,552
382	7,864	8,062	8,266	8,474	8,688	8,908	9,133	9,363	9,600	9,600
383	7,903	8,102	8,307	8,517	8,732	8,952	9,178	9,410	9,648	9,648
384	7,942	8,143	8,349	8,559	8,776	8,997	9,224	9,457	9,696	9,696
385	7,982	8,184	8,390	8,602	8,819	9,042	9,270	9,505	9,745	9,745
386	8,022	8,225	8,432	8,645	8,864	9,087	9,317	9,552	9,793	9,793
387	8,062	8,266	8,474	8,688	8,908	9,133	9,363	9,600	9,842	9,842
388	8,102	8,307	8,517	8,732	8,952	9,178	9,410	9,648	9,891	9,891
389	8,143	8,349	8,559	8,776	8,997	9,224	9,457	9,696	9,941	9,941
390	8,184	8,390	8,602	8,819	9,042	9,270	9,505	9,745	9,991	9,991
391	8,225	8,432	8,645	8,864	9,087	9,317	9,552	9,793	10,041	10,041
392	8,266	8,474	8,688	8,908	9,133	9,363	9,600	9,842	10,091	10,091
393	8,307	8,517	8,732	8,952	9,178	9,410	9,648	9,891	10,141	10,141
394	8,349	8,559	8,776	8,997	9,224	9,457	9,696	9,941	10,192	10,192
395	8,390	8,602	8,819	9,042	9,270	9,505	9,745	9,991	10,243	10,243
396	8,432	8,645	8,864	9,087	9,317	9,552	9,793	10,041	10,294	10,294
397	8,474	8,688	8,908	9,133	9,363	9,600	9,842	10,091	10,346	10,346
398	8,517	8,732	8,952	9,178	9,410	9,648	9,891	10,141	10,397	10,397
399	8,559	8,776	8,997	9,224	9,457	9,696	9,941	10,192	10,449	10,449
400	8,602	8,819	9,042	9,270	9,505	9,745	9,991	10,243	10,502	10,502
401	8,645	8,864	9,087	9,317	9,552	9,793	10,041	10,294	10,554	10,554
402	8,688	8,908	9,133	9,363	9,600	9,842	10,091	10,346	10,607	10,607
403	8,732	8,952	9,178	9,410	9,648	9,891	10,141	10,397	10,660	10,660
404	8,776	8,997	9,224	9,457	9,696	9,941	10,192	10,449	10,713	10,713
405	8,819	9,042	9,270	9,505	9,745	9,991	10,243	10,502	10,767	10,767
406	8,864	9,087	9,317	9,552	9,793	10,041	10,294	10,554	10,821	10,821
407	8,908	9,133	9,363	9,600	9,842	10,091	10,346	10,607	10,875	10,875
408	8,952	9,178	9,410	9,648	9,891	10,141	10,397	10,660	10,929	10,929
409	8,997	9,224	9,457	9,696	9,941	10,192	10,449	10,713	10,984	10,984
410	9,042	9,270	9,505	9,745	9,991	10,243	10,502	10,767	11,039	11,039
411	9,087	9,317	9,552	9,793	10,041	10,294	10,554	10,821	11,094	11,094
412	9,133	9,363	9,600	9,842	10,091	10,346	10,607	10,875	11,149	11,149
413	9,178	9,410	9,648	9,891	10,141	10,397	10,660	10,929	11,205	11,205
414	9,224	9,457	9,696	9,941	10,192	10,449	10,713	10,984	11,261	11,261
415	9,270	9,505	9,745	9,991	10,243	10,502	10,767	11,039	11,317	11,317

# SALARY PLAN (CONT.)

City of Rancho Cordova  
Salary Range Table  
Monthly

EXHIBIT 'A'

0.5%

Approved by the City Manager: April 20, 2004

Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
416	9,317	9,552	9,793	10,041	10,294	10,554	10,821	11,094	11,374
417	9,363	9,600	9,842	10,091	10,346	10,607	10,875	11,149	11,431
418	9,410	9,648	9,891	10,141	10,397	10,660	10,929	11,205	11,488
419	9,457	9,696	9,941	10,192	10,449	10,713	10,984	11,261	11,545
420	9,505	9,745	9,991	10,243	10,502	10,767	11,039	11,317	11,603
421	9,552	9,793	10,041	10,294	10,554	10,821	11,094	11,374	11,661
422	9,600	9,842	10,091	10,346	10,607	10,875	11,149	11,431	11,719
423	9,648	9,891	10,141	10,397	10,660	10,929	11,205	11,488	11,778
424	9,696	9,941	10,192	10,449	10,713	10,984	11,261	11,545	11,837
425	9,745	9,991	10,243	10,502	10,767	11,039	11,317	11,603	11,896
426	9,793	10,041	10,294	10,554	10,821	11,094	11,374	11,661	11,956
427	9,842	10,091	10,346	10,607	10,875	11,149	11,431	11,719	12,015
428	9,891	10,141	10,397	10,660	10,929	11,205	11,488	11,778	12,075
429	9,941	10,192	10,449	10,713	10,984	11,261	11,545	11,837	12,136
430	9,991	10,243	10,502	10,767	11,039	11,317	11,603	11,896	12,196
431	10,041	10,294	10,554	10,821	11,094	11,374	11,661	11,956	12,257
432	10,091	10,346	10,607	10,875	11,149	11,431	11,719	12,015	12,319
433	10,141	10,397	10,660	10,929	11,205	11,488	11,778	12,075	12,380
434	10,192	10,449	10,713	10,984	11,261	11,545	11,837	12,136	12,442
435	10,243	10,502	10,767	11,039	11,317	11,603	11,896	12,196	12,504
436	10,294	10,554	10,821	11,094	11,374	11,661	11,956	12,257	12,567
437	10,346	10,607	10,875	11,149	11,431	11,719	12,015	12,319	12,630
438	10,397	10,660	10,929	11,205	11,488	11,778	12,075	12,380	12,693
439	10,449	10,713	10,984	11,261	11,545	11,837	12,136	12,442	12,756
440	10,502	10,767	11,039	11,317	11,603	11,896	12,196	12,504	12,820
441	10,554	10,821	11,094	11,374	11,661	11,956	12,257	12,567	12,884
442	10,607	10,875	11,149	11,431	11,719	12,015	12,319	12,630	12,949
443	10,660	10,929	11,205	11,488	11,778	12,075	12,380	12,693	13,013
444	10,713	10,984	11,261	11,545	11,837	12,136	12,442	12,756	13,079
445	10,767	11,039	11,317	11,603	11,896	12,196	12,504	12,820	13,144
446	10,821	11,094	11,374	11,661	11,956	12,257	12,567	12,884	13,210
447	10,875	11,149	11,431	11,719	12,015	12,319	12,630	12,949	13,276
448	10,929	11,205	11,488	11,778	12,075	12,380	12,693	13,013	13,342
449	10,984	11,261	11,545	11,837	12,136	12,442	12,756	13,079	13,409
450	11,039	11,317	11,603	11,896	12,196	12,504	12,820	13,144	13,476
451	11,094	11,374	11,661	11,956	12,257	12,567	12,884	13,210	13,543
452	11,149	11,431	11,719	12,015	12,319	12,630	12,949	13,276	13,611
453	11,205	11,488	11,778	12,075	12,380	12,693	13,013	13,342	13,679
454	11,261	11,545	11,837	12,136	12,442	12,756	13,079	13,409	13,747
455	11,317	11,603	11,896	12,196	12,504	12,820	13,144	13,476	13,816
456	11,374	11,661	11,956	12,257	12,567	12,884	13,210	13,543	13,885
457	11,431	11,719	12,015	12,319	12,630	12,949	13,276	13,611	13,955
458	11,488	11,778	12,075	12,380	12,693	13,013	13,342	13,679	14,024
459	11,545	11,837	12,136	12,442	12,756	13,079	13,409	13,747	14,095
460	11,603	11,896	12,196	12,504	12,820	13,144	13,476	13,816	14,165
461	11,661	11,956	12,257	12,567	12,884	13,210	13,543	13,885	14,236
462	11,719	12,015	12,319	12,630	12,949	13,276	13,611	13,955	14,307
463	11,778	12,075	12,380	12,693	13,013	13,342	13,679	14,024	14,379
464	11,837	12,136	12,442	12,756	13,079	13,409	13,747	14,095	14,450
465	11,896	12,196	12,504	12,820	13,144	13,476	13,816	14,165	14,523
466	11,956	12,257	12,567	12,884	13,210	13,543	13,885	14,236	14,595
467	12,015	12,319	12,630	12,949	13,276	13,611	13,955	14,307	14,668

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'		
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
468	12,075	12,380	12,693	13,013	13,342	13,679	14,024	14,379	14,742	
469	12,136	12,442	12,756	13,079	13,409	13,747	14,095	14,450	14,815	
470	12,196	12,504	12,820	13,144	13,476	13,816	14,165	14,523	14,889	
471	12,257	12,567	12,884	13,210	13,543	13,885	14,236	14,595	14,964	
472	12,319	12,630	12,949	13,276	13,611	13,955	14,307	14,668	15,039	
473	12,380	12,693	13,013	13,342	13,679	14,024	14,379	14,742	15,114	
474	12,442	12,756	13,079	13,409	13,747	14,095	14,450	14,815	15,189	
475	12,504	12,820	13,144	13,476	13,816	14,165	14,523	14,889	15,265	
476	12,567	12,884	13,210	13,543	13,885	14,236	14,595	14,964	15,342	
477	12,630	12,949	13,276	13,611	13,955	14,307	14,668	15,039	15,418	
478	12,693	13,013	13,342	13,679	14,024	14,379	14,742	15,114	15,496	
479	12,756	13,079	13,409	13,747	14,095	14,450	14,815	15,189	15,573	
480	12,820	13,144	13,476	13,816	14,165	14,523	14,889	15,265	15,651	
481	12,884	13,210	13,543	13,885	14,236	14,595	14,964	15,342	15,729	
482	12,949	13,276	13,611	13,955	14,307	14,668	15,039	15,418	15,808	
483	13,013	13,342	13,679	14,024	14,379	14,742	15,114	15,496	15,887	
484	13,079	13,409	13,747	14,095	14,450	14,815	15,189	15,573	15,966	
485	13,144	13,476	13,816	14,165	14,523	14,889	15,265	15,651	16,046	
486	13,210	13,543	13,885	14,236	14,595	14,964	15,342	15,729	16,126	
487	13,276	13,611	13,955	14,307	14,668	15,039	15,418	15,808	16,207	
488	13,342	13,679	14,024	14,379	14,742	15,114	15,496	15,887	16,288	
489	13,409	13,747	14,095	14,450	14,815	15,189	15,573	15,966	16,369	
490	13,476	13,816	14,165	14,523	14,889	15,265	15,651	16,046	16,451	
491	13,543	13,885	14,236	14,595	14,964	15,342	15,729	16,126	16,533	
492	13,611	13,955	14,307	14,668	15,039	15,418	15,808	16,207	16,616	
493	13,679	14,024	14,379	14,742	15,114	15,496	15,887	16,288	16,699	
494	13,747	14,095	14,450	14,815	15,189	15,573	15,966	16,369	16,783	
495	13,816	14,165	14,523	14,889	15,265	15,651	16,046	16,451	16,867	
496	13,885	14,236	14,595	14,964	15,342	15,729	16,126	16,533	16,951	
497	13,955	14,307	14,668	15,039	15,418	15,808	16,207	16,616	17,036	
498	14,024	14,379	14,742	15,114	15,496	15,887	16,288	16,699	17,121	
499	14,095	14,450	14,815	15,189	15,573	15,966	16,369	16,783	17,207	
500	14,165	14,523	14,889	15,265	15,651	16,046	16,451	16,867	17,293	
501	14,236	14,595	14,964	15,342	15,729	16,126	16,533	16,951	17,379	
502	14,307	14,668	15,039	15,418	15,808	16,207	16,616	17,036	17,466	
503	14,379	14,742	15,114	15,496	15,887	16,288	16,699	17,121	17,553	
504	14,450	14,815	15,189	15,573	15,966	16,369	16,783	17,207	17,641	
505	14,523	14,889	15,265	15,651	16,046	16,451	16,867	17,293	17,729	
506	14,595	14,964	15,342	15,729	16,126	16,533	16,951	17,379	17,818	
507	14,668	15,039	15,418	15,808	16,207	16,616	17,036	17,466	17,907	
508	14,742	15,114	15,496	15,887	16,288	16,699	17,121	17,553	17,996	
509	14,815	15,189	15,573	15,966	16,369	16,783	17,207	17,641	18,086	
510	14,889	15,265	15,651	16,046	16,451	16,867	17,293	17,729	18,177	
511	14,964	15,342	15,729	16,126	16,533	16,951	17,379	17,818	18,268	
512	15,039	15,418	15,808	16,207	16,616	17,036	17,466	17,907	18,359	
513	15,114	15,496	15,887	16,288	16,699	17,121	17,553	17,996	18,451	
514	15,189	15,573	15,966	16,369	16,783	17,207	17,641	18,086	18,543	
515	15,265	15,651	16,046	16,451	16,867	17,293	17,729	18,177	18,636	
516	15,342	15,729	16,126	16,533	16,951	17,379	17,818	18,268	18,729	
517	15,418	15,808	16,207	16,616	17,036	17,466	17,907	18,359	18,823	
518	15,496	15,887	16,288	16,699	17,121	17,553	17,996	18,451	18,917	
519	15,573	15,966	16,369	16,783	17,207	17,641	18,086	18,543	19,011	

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly							EXHIBIT 'A'	
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
520		15,651	16,046	16,451	16,867	17,293	17,729	18,177	18,636	19,106
521		15,729	16,126	16,533	16,951	17,379	17,818	18,268	18,729	19,202
522		15,808	16,207	16,616	17,036	17,466	17,907	18,359	18,823	19,298
523		15,887	16,288	16,699	17,121	17,553	17,996	18,451	18,917	19,395
524		15,966	16,369	16,783	17,207	17,641	18,086	18,543	19,011	19,491
525		16,046	16,451	16,867	17,293	17,729	18,177	18,636	19,106	19,589
526		16,126	16,533	16,951	17,379	17,818	18,268	18,729	19,202	19,687
527		16,207	16,616	17,036	17,466	17,907	18,359	18,823	19,298	19,785
528		16,288	16,699	17,121	17,553	17,996	18,451	18,917	19,395	19,884
529		16,369	16,783	17,207	17,641	18,086	18,543	19,011	19,491	19,984
530		16,451	16,867	17,293	17,729	18,177	18,636	19,106	19,589	20,084
531		16,533	16,951	17,379	17,818	18,268	18,729	19,202	19,687	20,184
532		16,616	17,036	17,466	17,907	18,359	18,823	19,298	19,785	20,285
533		16,699	17,121	17,553	17,996	18,451	18,917	19,395	19,884	20,386
534		16,783	17,207	17,641	18,086	18,543	19,011	19,491	19,984	20,488
535		16,867	17,293	17,729	18,177	18,636	19,106	19,589	20,084	20,591
536		16,951	17,379	17,818	18,268	18,729	19,202	19,687	20,184	20,694
537		17,036	17,466	17,907	18,359	18,823	19,298	19,785	20,285	20,797
538		17,121	17,553	17,996	18,451	18,917	19,395	19,884	20,386	20,901
539		17,207	17,641	18,086	18,543	19,011	19,491	19,984	20,488	21,006
540		17,293	17,729	18,177	18,636	19,106	19,589	20,084	20,591	21,111
541		17,379	17,818	18,268	18,729	19,202	19,687	20,184	20,694	21,216
542		17,466	17,907	18,359	18,823	19,298	19,785	20,285	20,797	21,322
543		17,553	17,996	18,451	18,917	19,395	19,884	20,386	20,901	21,429
544		17,641	18,086	18,543	19,011	19,491	19,984	20,488	21,006	21,536
545		17,729	18,177	18,636	19,106	19,589	20,084	20,591	21,111	21,644
546		17,818	18,268	18,729	19,202	19,687	20,184	20,694	21,216	21,752
547		17,907	18,359	18,823	19,298	19,785	20,285	20,797	21,322	21,861
548		17,996	18,451	18,917	19,395	19,884	20,386	20,901	21,429	21,970
549		18,086	18,543	19,011	19,491	19,984	20,488	21,006	21,536	22,080
550		18,177	18,636	19,106	19,589	20,084	20,591	21,111	21,644	22,190
551		18,268	18,729	19,202	19,687	20,184	20,694	21,216	21,752	22,301
552		18,359	18,823	19,298	19,785	20,285	20,797	21,322	21,861	22,413
553		18,451	18,917	19,395	19,884	20,386	20,901	21,429	21,970	22,525
554		18,543	19,011	19,491	19,984	20,488	21,006	21,536	22,080	22,637
555		18,636	19,106	19,589	20,084	20,591	21,111	21,644	22,190	22,751
556		18,729	19,202	19,687	20,184	20,694	21,216	21,752	22,301	22,864
557		18,823	19,298	19,785	20,285	20,797	21,322	21,861	22,413	22,979
558		18,917	19,395	19,884	20,386	20,901	21,429	21,970	22,525	23,094
559		19,011	19,491	19,984	20,488	21,006	21,536	22,080	22,637	23,209
560		19,106	19,589	20,084	20,591	21,111	21,644	22,190	22,751	23,325
561		19,202	19,687	20,184	20,694	21,216	21,752	22,301	22,864	23,442
562		19,298	19,785	20,285	20,797	21,322	21,861	22,413	22,979	23,559
563		19,395	19,884	20,386	20,901	21,429	21,970	22,525	23,094	23,677
564		19,491	19,984	20,488	21,006	21,536	22,080	22,637	23,209	23,795
565		19,589	20,084	20,591	21,111	21,644	22,190	22,751	23,325	23,914
566		19,687	20,184	20,694	21,216	21,752	22,301	22,864	23,442	24,034
567		19,785	20,285	20,797	21,322	21,861	22,413	22,979	23,559	24,154
568		19,884	20,386	20,901	21,429	21,970	22,525	23,094	23,677	24,275
569		19,984	20,488	21,006	21,536	22,080	22,637	23,209	23,795	24,396
570		20,084	20,591	21,111	21,644	22,190	22,751	23,325	23,914	24,518
571		20,184	20,694	21,216	21,752	22,301	22,864	23,442	24,034	24,641

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly						EXHIBIT 'A'	
0.5%		Approved by the City Manager: April 20, 2004							
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
572	20,285	20,797	21,322	21,861	22,413	22,979	23,559	24,154	24,764
573	20,386	20,901	21,429	21,970	22,525	23,094	23,677	24,275	24,888
574	20,488	21,006	21,536	22,080	22,637	23,209	23,795	24,396	25,012
575	20,591	21,111	21,644	22,190	22,751	23,325	23,914	24,518	25,137
576	20,694	21,216	21,752	22,301	22,864	23,442	24,034	24,641	25,263
577	20,797	21,322	21,861	22,413	22,979	23,559	24,154	24,764	25,389
578	20,901	21,429	21,970	22,525	23,094	23,677	24,275	24,888	25,516
579	21,006	21,536	22,080	22,637	23,209	23,795	24,396	25,012	25,644
580	21,111	21,644	22,190	22,751	23,325	23,914	24,518	25,137	25,772
581	21,216	21,752	22,301	22,864	23,442	24,034	24,641	25,263	25,901
582	21,322	21,861	22,413	22,979	23,559	24,154	24,764	25,389	26,030
583	21,429	21,970	22,525	23,094	23,677	24,275	24,888	25,516	26,160
584	21,536	22,080	22,637	23,209	23,795	24,396	25,012	25,644	26,291
585	21,644	22,190	22,751	23,325	23,914	24,518	25,137	25,772	26,423
586	21,752	22,301	22,864	23,442	24,034	24,641	25,263	25,901	26,555
587	21,861	22,413	22,979	23,559	24,154	24,764	25,389	26,030	26,687
588	21,970	22,525	23,094	23,677	24,275	24,888	25,516	26,160	26,821
589	22,080	22,637	23,209	23,795	24,396	25,012	25,644	26,291	26,955
590	22,190	22,751	23,325	23,914	24,518	25,137	25,772	26,423	27,090
591	22,301	22,864	23,442	24,034	24,641	25,263	25,901	26,555	27,225
592	22,413	22,979	23,559	24,154	24,764	25,389	26,030	26,687	27,361
593	22,525	23,094	23,677	24,275	24,888	25,516	26,160	26,821	27,498
594	22,637	23,209	23,795	24,396	25,012	25,644	26,291	26,955	27,636
595	22,751	23,325	23,914	24,518	25,137	25,772	26,423	27,090	27,774
596	22,864	23,442	24,034	24,641	25,263	25,901	26,555	27,225	27,913
597	22,979	23,559	24,154	24,764	25,389	26,030	26,687	27,361	28,052
598	23,094	23,677	24,275	24,888	25,516	26,160	26,821	27,498	28,192
599	23,209	23,795	24,396	25,012	25,644	26,291	26,955	27,636	28,333
600	23,325	23,914	24,518	25,137	25,772	26,423	27,090	27,774	28,475
601	23,442	24,034	24,641	25,263	25,901	26,555	27,225	27,913	28,617
602	23,559	24,154	24,764	25,389	26,030	26,687	27,361	28,052	28,761
603	23,677	24,275	24,888	25,516	26,160	26,821	27,498	28,192	28,904
604	23,795	24,396	25,012	25,644	26,291	26,955	27,636	28,333	29,049
605	23,914	24,518	25,137	25,772	26,423	27,090	27,774	28,475	29,194
606	24,034	24,641	25,263	25,901	26,555	27,225	27,913	28,617	29,340
607	24,154	24,764	25,389	26,030	26,687	27,361	28,052	28,761	29,487
608	24,275	24,888	25,516	26,160	26,821	27,498	28,192	28,904	-
609	24,396	25,012	25,644	26,291	26,955	27,636	28,333	29,049	-
610	24,518	25,137	25,772	26,423	27,090	27,774	28,475	29,194	-
611	24,641	25,263	25,901	26,555	27,225	27,913	28,617	29,340	-
612	24,764	25,389	26,030	26,687	27,361	28,052	28,761	29,487	-
613	24,888	25,516	26,160	26,821	27,498	28,192	28,904	-	-
614	25,012	25,644	26,291	26,955	27,636	28,333	29,049	-	-
615	25,137	25,772	26,423	27,090	27,774	28,475	29,194	-	-
616	25,263	25,901	26,555	27,225	27,913	28,617	29,340	-	-
617	25,389	26,030	26,687	27,361	28,052	28,761	29,487	-	-
618	25,516	26,160	26,821	27,498	28,192	28,904	-	-	-
619	25,644	26,291	26,955	27,636	28,333	29,049	-	-	-
620	25,772	26,423	27,090	27,774	28,475	29,194	-	-	-
621	25,901	26,555	27,225	27,913	28,617	29,340	-	-	-
622	26,030	26,687	27,361	28,052	28,761	29,487	-	-	-
623	26,160	26,821	27,498	28,192	28,904	-	-	-	-

# SALARY PLAN (CONT.)

		City of Rancho Cordova Salary Range Table Monthly					EXHIBIT 'A'			
		Approved by the City Manager: April 20, 2004								
0.5%		Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range										
624	26,291	26,955	27,636	28,333	29,049	-	-	-	-	-
625	26,423	27,090	27,774	28,475	29,194	-	-	-	-	-
626	26,555	27,225	27,913	28,617	29,340	-	-	-	-	-
627	26,687	27,361	28,052	28,761	29,487	-	-	-	-	-
628	26,821	27,498	28,192	28,904	-	-	-	-	-	-
629	26,955	27,636	28,333	29,049	-	-	-	-	-	-
630	27,090	27,774	28,475	29,194	-	-	-	-	-	-
631	27,225	27,913	28,617	29,340	-	-	-	-	-	-
632	27,361	28,052	28,761	29,487	-	-	-	-	-	-
633	27,498	28,192	28,904	-	-	-	-	-	-	-
634	27,636	28,333	29,049	-	-	-	-	-	-	-
635	27,774	28,475	29,194	-	-	-	-	-	-	-
636	27,913	28,617	29,340	-	-	-	-	-	-	-
637	28,052	28,761	29,487	-	-	-	-	-	-	-
638	28,192	28,904	-	-	-	-	-	-	-	-
639	28,333	29,049	-	-	-	-	-	-	-	-
640	28,475	29,194	-	-	-	-	-	-	-	-
641	28,617	29,340	-	-	-	-	-	-	-	-
642	28,761	29,487	-	-	-	-	-	-	-	-
643	28,904	-	-	-	-	-	-	-	-	-
644	29,049	-	-	-	-	-	-	-	-	-
645	29,194	-	-	-	-	-	-	-	-	-
646	29,340	-	-	-	-	-	-	-	-	-
647	29,487	-	-	-	-	-	-	-	-	-

**CITY BUDGET RESOLUTION, COMMUNITY  
REDEVELOPMENT AGENCY BUDGET RESOLUTION  
AND RESOLUTIONS TO ESTABLISH THE  
CITY'S APPROPRIATION LIMIT FOR  
FISCAL YEAR 2012-2013  
INCLUDING CALCULATIONS**

CITY OF RANCHO CORDOVA

RESOLUTION NO. 47-2012

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA  
ADOPTING AN OPERATING BUDGET FOR THE CITY FOR THE FISCAL YEAR JULY 1,  
2012 THROUGH JUNE 30, 2013, AND PROVIDING FOR THE APPROPRIATIONS AND  
EXPENDITURES OF ALL SUMS SET FORTH THEREIN

RECITALS

**WHEREAS**, the City Manager has submitted to the City Council of Rancho Cordova a Fiscal Year 2012/2013 Proposed Budget; and

**WHEREAS**, after conducting a workshop and a public hearing on the proposed budget, the City Council has approved the same; and

**WHEREAS**, it is the intention of the Council to adopt the proposed budget as submitted by the City Manager;

DECISION

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Rancho Cordova as follows:

1. That certain document referred to as "The City of Rancho Cordova Proposed Budget Fiscal Year 2012-2013" and all schedules, exhibits and policies contained therein, presented by the City Manager is hereby adopted and the appropriations for the annual budget of the City of Rancho Cordova for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013, is hereby adopted; and
2. That the amounts stated in the proposed budget shall become and thereafter be appropriated to the offices, departments, activities, objects, and purposes stated therein and said monies are hereby authorized to be expended for the purposes and objects specified in said budget; and
3. The City Manager is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

**PASSED AND ADOPTED** by the City Council of the City of Rancho Cordova on the 18<sup>th</sup> day of June, 2012 by the following vote:

**AYES:** McGarvey, Cooley, Skoglund, Budge, and Mayor Sander

**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

  
David M. Sander, Mayor

**ATTEST:**

  
Mindy Cuppy, CMC, City Clerk

**RESOLUTION NO. SA-4-2012**

**A RESOLUTION OF THE SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA ADOPTING AN OPERATING BUDGET FOR THE SUCCESSOR AGENCY FOR THE FISCAL YEAR JULY 1, 2012 THROUGH JUNE 30, 2013, AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURES OF ALL SUMS SET FORTH THEREIN**

**WHEREAS**, California Assembly Bill X1 26 ("AB X1 26"), signed by the Governor on June 29, 2011, amended the Community Redevelopment Laws to dissolve all redevelopment agencies effective February 1, 2012 and authorize the establishment of successor agencies in their place; and

**WHEREAS**, on January 10, 2012, the City Council adopted Resolution No. 1-2012, establishing a successor agency to the Community Redevelopment Agency of the City of Rancho Cordova, responsible to fulfill the duties of a successor agency; and

**WHEREAS**, the Executive Director has submitted to the Successor Agency Board a Fiscal Year 2012/2013 Proposed Budget; and

**WHEREAS**, after conducting a workshop and a public hearing on the proposed budget, the Agency Board has approved the same; and

**WHEREAS**, it is the intention of the Board to adopt the proposed budget as submitted by the Executive Director; and

**NOW, THEREFORE BE IT RESOLVED** by the board of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova as follows:

1. That certain document referred to as "The City of Rancho Cordova Proposed Budget Fiscal Year 2012-2013" and all schedules, exhibits and policies contained therein, presented by the Executive Director is hereby adopted and the appropriations for the annual budget of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013, is hereby adopted.
2. That the amounts stated in the proposed budget shall become and thereafter be appropriated to the offices, departments, activities, objects, and purposes stated therein and said monies are hereby authorized to be expended for the purposes and objects specified in said budget.
3. The Executive Director is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

**PASSED AND ADOPTED** by the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova on the 18<sup>th</sup> day of June, 2012 by the following vote:

**AYES:** McGarvey, Cooley, Skoglund, Budge, and Mayor Sander

**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

  
\_\_\_\_\_  
David M. Sander, Chairperson

**ATTEST:**

  
\_\_\_\_\_  
Mindy Cuppy, CMC, Agency Secretary

CITY OF RANCHO CORDOVA

RESOLUTION NO. 46-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA  
ADOPTING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2012/2013 AND MAKING  
THE ANNUAL ELECTION FOR ADJUSTMENT FACTORS**

**WHEREAS**, the people of California on November 6, 1979, added Article XIII-B to the State Constitution placing various limitations on the appropriations of state and local governments; and

**WHEREAS**, the State Legislature adopted Chapters 1205 and 1342 of the 1980 Statutes which implemented Article XIII-B; and

**WHEREAS**, the people of California on June 5, 1990 amended Article XIII-B effective July 1, 1990; and

**WHEREAS**, the provisions of the amendments have been interpreted by a coalition of statewide organizations, and the organizations have issued through the League of California Cities revised guidelines to calculate the appropriations limit; and

**WHEREAS**, section 7910 of the Government Code requires cities to adopt a resolution setting the annual appropriations limit at a regularly scheduled meeting or a noticed special meeting; and

**WHEREAS**, the City of Rancho Cordova has complied with the provisions of Article XIII-B in calculating the Appropriations Limit for Fiscal Year 2012/2013.

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Rancho Cordova and shown on Schedules No. 1 through 8, (**Exhibit A**), that:

1. The Fiscal Year 2012/2013 Appropriations Limit shall be \$55,853,513,
2. The Fiscal Year 2012/2013 Appropriations subject to the Limit is \$23,240,233,
3. The annual election for Adjustment Factors shall be to use the growth in City population and the increase in the per-capital personal income for the State of California.

**PASSED AND ADOPTED** by the City Council of the City of Rancho Cordova on the 18<sup>th</sup> day of June, 2012 by the following vote:

**AYES:** McGarvey, Cooley, Skoglund, Budge, and Mayor Sander

**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

  
\_\_\_\_\_  
David M. Sander, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Mindy Cuppy, CMC, City Clerk

CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13 GANN CALCULATIONS

**SCHEDULE NO. 1**

**USER FEES VERSUS COSTS**

	Planning Services	Building & Safety	Engineering Fees	Legal Fees	FY 2012 - 2013 Fiscal Year
COSTS REASONABLY BORNE FEES	\$ 1,302,600 <u>667,300</u>	\$ 1,053,100 <u>1,250,000</u>	\$ 3,002,600 <u>1,704,700</u>	\$ 672,800 <u>297,100</u>	\$ 6,031,100 <u>3,919,100</u>
AMOUNT OF FEE REVENUE LESS THAN COST	\$ (635,300)	\$ 196,900	\$ (1,297,900)	\$ (375,700)	\$ (2,112,000)

CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13 GANN CALCULATIONS

SCHEDULE NO. 2

ALLOCATION OF TAXES

	General Fund		Special Revenue Fund		Total	
	Subject	Not Subject	Subject	Not Subject	Subject	Not Subject
Property Taxes	\$ 6,656,000	\$ -	\$ -	\$ -	\$ 6,656,000	\$ -
Property Taxes in Lieu	4,646,000	-	-	-	4,646,000	-
Sales Taxes	11,576,000	-	-	-	11,576,000	-
Other Taxes:						
Garbage Franchise Fee	-	1,324,000	-	-	-	1,324,000
Cable Franchise Fee	-	475,000	-	-	-	475,000
PG&E Franchise Fee	-	83,000	-	-	-	83,000
Other Franchise	-	70,000	-	-	-	70,000
Property Transfer Tax	150,000	-	-	-	150,000	-
Police Tax	1,076,800	-	-	-	1,076,800	-
Utility User Tax	3,595,000	-	-	-	3,595,000	-
Transient Occupancy Tax	2,480,000	-	-	-	2,480,000	-
Other Taxes	110,000	-	-	-	110,000	-
Traffic Mitigation Fees	-	-	-	-	-	-
<b>TOTAL TAXES</b>	<b>30,289,800</b>	<b>1,952,000</b>	<b>-</b>	<b>-</b>	<b>30,289,800</b>	<b>1,952,000</b>
From State:						
Motor Vehicle In Lieu	30,000	-	-	-	30,000	-
Gas Tax	-	-	-	1,758,100	-	1,758,100
Homesteaders Relief	110,000	-	-	-	110,000	-
TDA	-	-	39,900	-	-	39,900
SB 90 Reimbursements	-	-	-	-	-	-
<b>Sub-Total</b>	<b>140,000</b>	<b>-</b>	<b>39,900</b>	<b>1,758,100</b>	<b>179,900</b>	<b>1,758,100</b>
Other Intergovernmental	-	338,200	-	-	-	338,200
Measure A Sales Tax	-	-	-	2,077,400	-	2,077,400
Proposition 42	-	-	-	-	-	-
CDBG Block Grant	-	-	-	762,000	-	762,000
Other Intergovernmental	-	-	-	-	-	-
Grants	-	136,000	-	8,226,600	-	8,362,600
<b>Sub-Total Other Intergov'tl</b>	<b>-</b>	<b>474,200</b>	<b>-</b>	<b>11,086,600</b>	<b>-</b>	<b>11,560,800</b>
Locally Raised:						
Sp. Benefit - Asent. Districts	-	-	-	1,364,300	-	1,364,300
Zinfandel Impact Fees	-	-	-	7,900	-	7,900
Comm. Fac. Fees	-	-	-	838,800	-	838,800
Traffic Impact Fees	-	-	-	1,672,700	-	1,672,700
Park Renovation Fees	-	-	-	183,000	-	183,000
Low Income Housing	-	-	-	-	-	-
Sunrise Douglas Impact	-	-	-	2,893,800	-	2,893,800
General Plan Impact	-	-	-	60,000	-	60,000
Environmental Impact	-	-	-	-	-	-
Mather Field Impact	-	-	-	-	-	-
Roadway Improvement Fund	-	-	-	494,200	-	494,200
Storm Water Utility Tax	-	-	-	300,000	-	300,000
Licenses Permits & Fees	-	749,100	-	80,000	-	829,100
Fines/Forfeitures & Penalties	-	1,281,500	-	-	-	1,281,500
Rents	-	486,400	-	-	-	486,400
Charges for Services	-	320,100	-	-	-	320,100
Transfers In	-	419,700	-	500,000	-	919,700
Other	-	-	-	54,500	-	54,500
<b>Sub-Total Locally Raised</b>	<b>-</b>	<b>3,256,800</b>	<b>-</b>	<b>8,249,200</b>	<b>-</b>	<b>11,506,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 30,429,800</b>	<b>\$ 5,685,000</b>	<b>\$ 39,900</b>	<b>\$ 21,073,300</b>	<b>\$ 30,468,700</b>	<b>\$ 26,758,300</b>

CITY OF RANCHO CORDOVA, CA  
 FISCAL YEAR 2012-13 GANN CALCULATIONS

SCHEDULE NO. 3

INTEREST EARNINGS PRODUCED BY TAXES

	Amount	Source
A. Non-Interest Tax Proceeds	\$ 30,489,700	Worksheet # 2
B. Minus Exclusions	<u>7,389,425</u>	Worksheet # 7
C. Net Invested Taxes	<u>23,070,275</u>	( A - B )
D. Total Non-Interest Budget	<u>30,677,400</u>	Worksheet # 2
E. Tax Proceeds as % of Budget	76.20%	( C/D )
F. Interest Earnings	226,030	Budget
G. Amount of Interest Earned from Taxes	<u>\$ 169,958</u>	( E*F )
H. Amount of Interest Earned from Non-Taxes	<u>\$ 66,042</u>	( F-G )

CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13 GANN CALCULATIONS

***SCHEDULE NO. 4***

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***APPROPRIATIONS SUBJECT TO LIMITATION***

	Amount	Source
A. Proceeds of Taxes	\$ 30,639,658	Schedule No. 8
B. Exclusions	<u>7,399,425</u>	Schedule No. 7
C. Appropriations Subject to Limitation	<u>23,240,233</u>	( A-B )
D. Current Year Limitation	<u>55,853,513</u>	Schedule No. 6
E. Over/(Under) Limit	<u>\$ (32,613,279)</u>	( C-D )

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CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13 GANN CALCULATIONS

EXHIBIT A

**SCHEDULE NO. 5**

**APPROPRIATIONS LIMIT**

	<b>Amount</b>	<b>Source</b>
A. Last Year's Limit	\$ 53,323,098	Voter Approved
B. Adjustment Factors		
1. Growth in Rancho Cordova Population	1.0377	State Finance
2. Growth in California Per Capita Income	1.0094	State Finance
Total Adjustment %	1.0475	( B1 * B2 )
C. Annual Adjustment \$	2,530,415	( B*A)
D. Other Adjustments		
Lost Responsibility (-)	-	
Transfer to Private (-)	-	
Transfer to Fees (-)	-	
Assumed Responsibility (+)	-	
Subtotal	-	
E. Total Adjustments	2,530,415	( C+D )
F. This Year's Limit	<b>\$ 55,853,513</b>	( A+E)

CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13 GANN CALCULATIONS

**SCHEDULE NO. 6****APPROPRIATIONS LIMIT ANALYSIS**

<b>FY 2011-2012 Appropriations Limit</b>		<b>\$ 53,323,098</b>
Adjustment Factors		
Change in Per Capita Personal Income (FY 2011-2012)		1.0377
Increase in Rancho Cordova Population		1.0094
Factor for Fiscal Year 2012-2013		1.0475
<b>FY 2012-2013 Appropriations Limit</b>		<b>\$ 55,853,513</b>
<hr/>		
FY 2012-2013 Proceeds of Taxes	30,639,658	
Exclusion	<u>(7,399,425)</u>	
<b>FY 2012-2013 Appropriations Subject to Limit</b>		<b>23,240,233</b>
<b>FY 2012-2013 Appropriations Under Limit</b>		<b>\$ 32,613,279</b>

CITY OF RANCHO CORDOVA, CA  
FISCAL YEAR 2012-13

EXHIBIT A

**SCHEDULE NO. 7**

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**APPROPRIATIONS LIMIT**

COURT ORDERS	\$	-
FEDERAL MANDATES		
FLSA Payments		24,800
Medicare Payments		75,925
Landfill Closure Costs		-
Underground Tank Monitoring		-
Unemployment Payments		-
TOTAL FEDERAL MANDATES		<u>100,725</u>
QUALIFIED CAPITAL OUTLAYS		
Technology Enhancements		6,200
Building Improvements		28,500
Vehicles		-
Other Capital Equipment		-
		<u>34,700</u>
QUALIFIED DEBT SERVICE		
Certificates of Participation		958,700
Revenue Neutrality Payment		7,264,000
		<u>7,264,000</u>
<b>TOTAL EXCLUDED APPROPRIATIONS</b>	<b>\$</b>	<b><u>7,399,425</u></b>

CITY OF RANCHO CORDOVA, CA  
 FISCAL YEAR 2012-13 GANN CALCULATIONS

SCHEDULE NO. 8

CALCULATION OF PROCEEDS OF TAXES

REVENUE	Proceeds of Taxes	Non-Proceeds of Taxes	Total
Taxes	\$ 30,289,800	\$ 1,952,000	\$ 32,241,800
Subventions from State			-
Motor Vehicle In Lieu	30,000	-	30,000
Gas Tax	-	1,758,100	1,758,100
Homeowner's Relief	110,000	-	110,000
SB 90 Reimbursements	-	-	-
TDA	39,900	-	39,900
Other Intergovernmental	-	1,100,200	1,100,200
Locally Raised			-
Local Dedicated Sales Tax	-	2,077,400	2,077,400
Special Benefit-Landscape Assessments	-	1,364,300	1,364,300
Impact Fees	-	5,456,200	5,456,200
Grants	-	8,364,600	8,364,600
Licenses and Permits	-	829,100	829,100
Fines, Forfeiture and Penalties	-	1,281,500	1,281,500
Rents	-	486,400	486,400
Charges for Services	-	320,100	320,100
Storm Water Utility Tax	-	300,000	300,000
Roadway Improvement Fund	-	494,200	494,200
User Fees	-	3,919,100	3,919,100
Transfers In	-	919,700	919,700
Other	-	54,500	54,500
Subtotal	30,469,700	30,677,400	61,147,100
Interest Earnings	169,958	56,042	226,000
Total Revenue	30,639,658	30,733,442	61,373,100
Reserve Withdrawals	-	-	-
TOTAL BUDGET APPROPRIATIONS	\$ 30,639,658	\$ 30,733,442	\$ 61,373,100
			\$ (5,514,720)

# FREQUENTLY ASKED QUESTIONS

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The City of Rancho Cordova designed the Annual Budget to offer citizens an understandable and meaningful budget document. This guide, along with the Glossary of Terms, will provide assistance to those unfamiliar with Rancho Cordova's budgeting and financial processes.

## **WHAT IS A "FISCAL YEAR (FY)" AND WHEN DOES IT BEGIN AND END?**

The City of Rancho Cordova follows a Fiscal Year (FY) that starts on July 1 and ends on June 30. A Fiscal Year is the period designated by the City for the beginning and ending of financial transactions or a budget cycle. For example, the "2013 Annual Budget" or "Fiscal Year 2012–2013" refers to the period that begins on July 1, 2012 and concludes on June 30, 2013.

## **WHAT DOES IT MEAN TO "ADOPT THE BUDGET?"**

Budget adoption is a formal action taken by the City Council that sets the City's priorities and spending limits for the next year. The budget for each fiscal year is formally adopted by the passage of the "Appropriating Resolution."

## **WHAT IS AN "APPROPRIATING RESOLUTION?"**

The City of Rancho Cordova adopts the annual budget with the "appropriating resolution". The resolution requires a majority of the Council to approve.

## **WHAT IS MEANT BY "BUDGET APPROPRIATIONS?"**

Budget appropriations refer to authorizations made by the City Council that permit the City to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Rancho Cordova. The City cannot collect or spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

## **WHAT IS DEBT SERVICE?**

A family's debt service is the payments they make on loans, such as a mortgage or credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip a mortgage payment or credit card payment, the City must keep up on its debt service, so this will always be part of the City's budget.

## **WHAT IS AN ENCUMBRANCE?**

An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that fund is encumbered until delivery. Once the equipment arrives the invoice is paid and the encumbrance becomes an expenditure.

**WHAT IS AN EXPENDITURE?**

Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

**WHAT IS A FULL-TIME EQUIVALENT POSITION (FTE)?**

An FTE refers to one or more employees working a total of 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE.

**WHAT IS THE DEFINITION OF A BUDGET FUND?**

Rancho Cordova has numerous budget funds to help keep track of and focus resources. These include the General Fund, Gas Tax Fund and Debt Service Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children's college fund, a retirement fund, a vacation fund and household expenses fund. A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Rancho Cordova uses separate funds in order to correctly and legally track revenues and expenditures by program.

**WHAT IS A FUND BALANCE?**

Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the City budgets (plans to spend) \$3 million on roads next year, but only spends \$2 million, there is a \$1 million increase to the fund balance.

**WHERE DOES THE CITY'S REVENUE COME FROM?**

Rancho Cordova's revenue comes from a variety of sources, including sales taxes, property taxes, user charges and from other units of governments such as the State of California. A visual depiction of all revenue sources as well as how the money is spent is shown in the Summary Section.

**WHAT ARE "STATE SUBVENTIONS"?**

The State of California shares a portion of its tax revenues (gas tax and motor vehicle in-lieu taxes) with California cities and towns. This funding is divided amongst the local governments by various formulas, generally population. State subventions enable local governments to continue to provide basic services, such as police and fire protection, without burdening the residents with additional local taxes.

**WHAT IS A BUDGET TRANSFER?**

A budget transfer moves budget appropriations between programs or funds. Transfers within funds may be done with the City Manager's authority as the City Manager position is appointed by the City Council to act as the City's Chief Executive Officer. Transfer between funds requires City Council approval.

## **WHAT ARE USER CHARGES?**

User charges are fees paid in direct receipt of a public service by the party who benefits from the service.

The above are some of the more frequently asked questions concerning the City of Rancho Cordova's budget. Additional definitions of terms used in the budget document are provided for in the Glossary of Terms and Acronyms. All questions concerning the City of Rancho Cordova's budget should be directed to the Finance Department at 2729 Prospect Park Drive, Rancho Cordova, CA 95670, phone number (916) 851-8700. This report will also be provided on the City's website at: [www.cityofranhocordova.org](http://www.cityofranhocordova.org) under the Finance Department's webpage. You can also log onto our website and click on "*Submit a Question, Complaint, Comment or Suggestion*" to submit your question/request.

## GLOSSARY OF TERMS

<b>ADOPTED BUDGET</b>	The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the Appropriation Resolution.
<b>ACCRUAL/ACCRUAL BASIS OF ACCOUNTING</b>	A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.
<b>ANNUAL FINANCIAL REPORT</b>	A financial report applicable to a single fiscal year.
<b>APPROPRIATION</b>	An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of resources. Appropriations are usually made to fixed amounts and are typically granted for a one-year period.
<b>ASSESSED VALUATION</b>	A valuation set upon real estate or other property by a government as a basis for a tax levy.
<b>AUDIT</b>	A view of the City accounts by an independent auditing firm to substantiate year-end fund, salaries, reserves and cash on hand.
<b>BEGINNING/ENDING FUND BALANCE</b>	Appropriated resources available in a fund from the prior/current year after payment of the prior/current year's expenses. This is not necessarily cash on hand.
<b>BOND</b>	A City may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specified rate.
<b>BUDGET</b>	A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them.
<b>BUDGETARY BASIS</b>	The method of accounting applied to the budgetary accounts and process.
<b>BUDGETARY CONTROL</b>	The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available resources.
<b>BUDGET MESSAGE OR BUDGET TRANSMITTAL LETTER</b>	A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the prepared budget relative to the current year adopted budget.

<b>BUDGETARY BASIS</b>	The form of accounting utilized throughout the budget process.
<b>C.O.P</b>	Community Oriented Policing
<b>DEBT SERVICE</b>	Payment of interest and repayment of principal to holders of the City's debt instruments (bonds).
<b>DEBT SERVICE FUND</b>	Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
<b>DEFICIT</b>	An excess of expenditures or expenses over resources.
<b>DEPARTMENT</b>	An operational and budgetary unit designated by the City Council to define and organize City operations.
<b>DEPRECIATION</b>	The portion of the cost of a fixed-asset charged as an expense prorated over the estimated life of the asset.
<b>ENCUMBRANCE</b>	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
<b>ESTIMATED REVENUES</b>	The budgeted, projected revenues expected to be realized during the budget (fiscal) year to finance all or part of the planned expenditures.
<b>EXPENDITURE</b>	The actual payment for goods and services.
<b>EXPENSES</b>	The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operation. The term applies to the City's Enterprise and Internal Service Funds.
<b>FISCAL YEAR (FY)</b>	A 12-month period of time to which the budget applies. For the City of Rancho Cordova it is July 1 through June 30.
<b>FIXED ASSET</b>	A long-lived tangible asset obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to other assets and infrastructure (i.e., streets, highways, bridges, etc.).
<b>FULL TIME EQUIVALENT (FTE) POSITION</b>	The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year (2,080 hours).
<b>FUND</b>	An accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain

	certain objectives in accordance with special regulations, restrictions or limitations.
<b>FUND BALANCE</b>	The difference between the assets (revenues and other resources) and liabilities (expenditures incurred or committed to) for a particular fund. It also represents the accumulated net resources of a fund available for reservation, designation or for appropriation.
<b>GANN</b>	Refers to the last name of the individual who championed Proposition 13 and secured the passage of the constitutional amendment that led to the property tax rollback in the 1970's.
<b>GASB</b>	Governmental Accounting Standards Board.
<b>GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)</b>	Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).
<b>GENERAL FUND</b>	The primary governmental fund used to account for all financial resources, except those required to be accounted for in another fund.
<b>GENERAL PLAN</b>	A comprehensive, long-range policy guide intended to promote efficient and desirable growth in the community.
<b>GOVERNMENTAL FUNDS</b>	Distinguished by their measurement focus on determining financial position and changes in financial position.
<b>GRANTS</b>	Contributions of gifts or cash or other assets from another government to be used or expended for a specific purpose, activity or facility.
<b>INFRASTRUCTURE</b>	Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.
<b>INTERFUND TRANSFERS</b>	Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.
<b>LINE ITEM</b>	The description of an object of expenditure, i.e. salaries, supplies, professional services and other operational costs.
<b>MAINTENANCE &amp; OPERATION (M&amp;O) COSTS</b>	The day-to-day operating and maintenance costs of a municipality. These costs include personnel, gas, electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance

<b>MODIFIED ACCRUAL</b>	An adaptation of the accrual basis of accounting for governmental funds types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.
<b>NOTES</b>	A paper that acknowledges a debt and promises payment to a specified party of a specific sum, describing a time of maturity that is either definite or will become definite.
<b>OBJECT</b>	An individual expenditure account.
<b>OBJECTIVE</b>	A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.
<b>OPERATING BUDGET</b>	Plans of current expenditures and the proposed means of financing them. The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.
<b>OPERATING DEFICIT</b>	The deficiency of operating revenues under expenditures.
<b>OPERATING EXPENSES</b>	Expenditures for materials, supplies and services which are ordinarily consumed within a fiscal year and which are not included in the program inventories.
<b>OPERATING SURPLUS</b>	The excess of operating revenues over operating expenditures.
<b>ORDINANCE</b>	A formal legislative enactment by the City Council. It is the full force and effect of law within the City boundaries unless preempted by a higher form of law.
<b>PERFORMANCE MEASURES</b>	Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.
<b>PROGRAM</b>	A group of related activities performed by one or more organizational units for the purpose of accomplishing a City responsibility.
<b>PROPOSED BUDGET</b>	This refers to the status of an annual budget, which has been submitted to the City Council by the City Manager and is pending public review and City Council adoption. Also referred to as the "Preliminary Budget".

<b>RESERVE</b>	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.
<b>RESOLUTION</b>	A special order of the City Council, which has a lower legal standing than an ordinance.
<b>RESOURCES</b>	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
<b>RETAINED EARNINGS</b>	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
<b>REVENUE</b>	Income received through such sources as taxes, fines, fees, grants or service charges that can be used to finance operations or capital assets.
<b>RISK MANAGEMENT</b>	An organized attempt to protect an organization's assets against accidental loss in the most cost effective manner.
<b>SELF INSURANCE</b>	A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency. It is distinguished from the transfer of risk to a third party (insurance company).
<b>SERVICE EFFORT</b>	A measure of expected output by a budgetary program.
<b>SPECIAL REVENUE FUNDS</b>	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
<b>SUBVENTIONS</b>	Revenues collected by the State (or other level of government), which are allocated to the City on a formula basis. The major subventions received by the City come from the State of California and include motor vehicle in-lieu and gas tax.
<b>TAX ALLOCATION BONDS</b>	A bond issued that has a specific tax revenue source that backs the payment of the debt. In the City, these are not issued for General Fund purposes.
<b>TRANSFER IN/OUT</b>	Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.
<b>TRANSIENT OCCUPANCY TAX (TOT)</b>	This revenue source originates in a tax placed on lodging facilities for the occupancy of a room. Rancho Cordova has a 12% tax for such occupancies.
<b>TRUST FUNDS</b>	Funds held by the City that are subject to the terms of the trust that created the source of funding.

<b>USER CHARGES</b>	The payment of a fee in direct receipt of a public service by the party who benefits from the service.
<b>WORKLOAD INDICATORS</b>	Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

## ACRONYMS

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Throughout the budget, acronyms are used that are familiar to those in government but are quite unfamiliar to those who do not work in that setting. Efforts were made to list as many of those that were used in the budget document and follow:

<b>ADA</b>	Americans with Disabilities Act
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BIA</b>	Builders Industry Association
<b>BID</b>	Business Improvement District
<b>CACEO</b>	California Association of Code Enforcement
<b>CAFR</b>	Comprehensive Annual Financial Report or Annual Financial Report
<b>CAP</b>	Certified Administrative Professional
<b>CCAC</b>	City Clerk's Association of California
<b>CDBG</b>	Community Development Block Grant
<b>CEQA</b>	California Environmental Quality Act
<b>CFD</b>	Community Facilities District
<b>CIP</b>	Capital Improvement Plan
<b>COP</b>	Certificate of Participation
<b>CPS</b>	Certified Professional Secretary
<b>CPTED</b>	Crime Prevention Through Environmental Design
<b>CRA</b>	Community Redevelopment Agency
<b>CRM</b>	Customer Relationship Manager
<b>CRPD</b>	Cordova Recreation and Park District
<b>CSA</b>	County Service Area
<b>CSO</b>	Community Services Officer
<b>CSU</b>	Crime Suppression Unit
<b>DOT</b>	Department of Transportation
<b>E.A.T.</b>	Employee Advisory Team
<b>EECBG</b>	Energy Efficiency and Conservation Block Grant Program
<b>ERMS</b>	Electronic Records Management System
<b>FLITe</b>	Future Leaders and Innovators Team
<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GPA</b>	General Plan Amendment
<b>HCP</b>	Habitat Conservation Plan
<b>HSIP</b>	Highway Safety Improvement Plan
<b>HUD</b>	Housing and Urban Development
<b>HUTA</b>	Highway Users Tax Account
<b>IAAP</b>	International Association of Administrative Professionals
<b>ICMA</b>	International City Manager's Association

<b>ICSC</b>	International Council of Shopping Centers
<b>IIMC</b>	International Institute of Municipal Clerks
<b>IT</b>	Information Technology
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LTF</b>	Local Transportation Fund
<b>MOS</b>	Microsoft Office Specialist
<b>MOU</b>	Memorandum of Understanding
<b>NEPA</b>	National Environmental Policy Act
<b>NTS</b>	Neighborhood Traffic Safety
<b>PAL</b>	Police Activities League
<b>POP</b>	Problem Oriented Policing
<b>RCAN</b>	Rancho Cordova Alliance of Neighborhoods
<b>RCNC</b>	Rancho Cordova Neighborhood Center
<b>RCPD</b>	Rancho Cordova Police Department
<b>RCSC</b>	Rancho Cordova Sister Cities
<b>RCTBID</b>	Rancho Cordova Tourism Business Improvement District
<b>REHAB-O</b>	Residential Rehabilitation Loan Program
<b>RHIP</b>	Rental Housing Inspection Program
<b>ROW</b>	Right of Way
<b>RT</b>	Regional Transit
<b>SACOG</b>	Sacramento Area Council of Governments
<b>SACTO</b>	Sacramento Area Commerce and Trade Organization
<b>SAN</b>	Storage Area Network
<b>SARTA</b>	Sacramento Area Regional Technology Alliance
<b>SDCP</b>	Sunrise Douglas Community Plan
<b>SHOPP</b>	State Highway Operational Protection Program
<b>SLMD</b>	Sacramento Landscape Maintenance District
<b>SPA</b>	Special Planning Area
<b>SRSP</b>	Sunridge Specific Plan
<b>SSHCP</b>	South Sacramento Habitat Conservation Plan
<b>SSPCA</b>	Sacramento Society of Prevention and Cruelty to Animals
<b>STA</b>	State Transit Assistance
<b>STIP</b>	State Transportation Improvement Plan
<b>SWAT</b>	Special Weapons and Tactics
<b>TDA</b>	Transportation Development Act
<b>TOT</b>	Transient Occupancy Tax
<b>ULI</b>	Urban Land Institute
<b>UTO</b>	Universal Time Off
<b>UUT</b>	Utility Users Tax
<b>VINS</b>	Volunteers in Neighborhood Services
<b>VITA</b>	Volunteer Income Tax Assistance

<b>VLIHF</b>	Very Low Income Housing Fund
<b>VOZ</b>	Villages of Zinfandel
<b>WRDA</b>	Water Resources Development Act