

CITY OF Rancho
Cordova
Incorporated July 1, 2003



GROWING STRONG

CITY OF RANCHO CORDOVA, CALIFORNIA

Adopted Budget
Fiscal Year 2011–2012



Adopted Budget
Fiscal Year 2011—2012

CALIFORNIA
Incorporated 2003

CITY OF RANCHO CORDOVA CALIFORNIA

ADOPTED BUDGET

FISCAL YEAR 2011—2012

CITY COUNCIL

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

CITY MANAGER

Ted A. Gaebler

MANAGEMENT TEAM

Joe Chinn, Assistant City Manager
Doug Diamond, 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
Elizabeth Sparkman, Public Works/Building and Safety Manager
Stephanie Snyder, Senior Management Analyst

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City Manager's Budget Message



This picture sums up our thoughts on the coming fiscal year. We can see the light at the end of the recession, but we are not out of the woods. Sales tax revenues are improving, but property tax revenues are still declining. The annexation area gave a boost to City revenues, but normal inflation of expenses continue to rise. The passage of Measure E raised our Utility User Tax revenue, but the scheduled increase in our revenue neutrality payment to the County is an ongoing challenge.

Despite discussions in newspapers and television that the economy is slowly recovering, we still feel our fiduciary responsibility to our citizens requires us to be guarded. National unemployment is on the decline, orders for manufactured goods are on the rise, and the stock market has experienced a strong recovery over the last few years. These indicators provide a sense of optimism that the worst is behind us, but the Sacramento region has not shown as much improvement as elsewhere in the nation. The local housing market has not yet found the bottom; however, statewide retail spending is on the rise. It is for these reasons we approach the coming year with guarded optimism.

The following 200+ pages show how we once again present a balanced budget. An abundance of numbers and narrative explain the inner workings of the City's revenues and expenditures and transparently demonstrate good governance. The document is designed to comprehensibly describe the City's finances for the coming fiscal year in a readable and understandable way. A summary of the budget and a discussion of our major revenues and expenditures can be found starting on page 19.

Issues Faced in Developing the Budget

In the current fiscal year the City had to surmount a \$2.9 million general fund budgetary shortfall. In this FY 2011-12 budget the initial shortfall was far smaller at approximately \$500,000. We balanced this budget proposal by modifying, reducing, and in a few cases, eliminating projects for the coming year. Management's focus on increasing efficiency over the past year helped reduce necessary expenditure reductions in this budget. We proudly present this budget with a surplus of \$10,300 and ask for its adoption.

To balance the budget while attempting to increase the provision of services to the community, management has chosen to phase out mandatory employee furlough days in coordination with employees picking up a larger share of their pension contributions. We recognize pension reform as necessary for governments to reduce costs and feel requiring employees to pick up a larger share of their pensions to be sensible. These costs offset, so the savings were minimal with the goal of increasing the provision of service.

Revenue neutrality continues to be a challenge to the City. Revenue neutrality is required by state law to offset the revenue lost by the County when the City incorporated. Established through a negotiation process, the deal with the County requires an annual increase in the payment through FY 2027-28 (original revenue neutrality term went through FY 2033-34). The premise for that agreement was the increasing property tax revenues seen during the housing boom. If property taxes continue to stagnate in coming years, there may need to be a renegotiation of that deal to lower the burden by extending the term.

The largest unknown factor in this budget is the future of the Redevelopment Agency. Governor Brown has proposed the elimination of redevelopment agencies as a component of his effort to balance the state budget. We feel the redevelopment agency and its funding structure is a vital component of our ability to drive diverse economic opportunities, by removing blight along Folsom Boulevard. The Governor's budget proposal threatens this funding structure and therefore affects our ability to facilitate change.

As of the printing of this document the Governor has yet to gain the support needed to adopt legislation removing redevelopment. For this reason, we are optimistic the funding source for the agency will not be eliminated, but we have guarded the City's stake by carefully preparing a realistic contingency plan. Elimination of the Agency is particularly significant because of projects in process along Folsom Boulevard that could lose funding, ceasing new economic activity.

Priorities for FY 2011-12

Candid citizen feedback in the last year raised concerns regarding a lack of continuity between each year's focused initiatives. For this reason, the City has committed to focus on the Growing Strong Neighborhoods effort. The mission of the Growing Strong Neighborhoods (GSN) effort is: To improve the quality of life in Rancho Cordova and increase property values by encouraging residents and business owners to enhance their homes, property, street and community. This effort, over the past year, laid some ground work by identifying criteria which people use in deciding where to live. The criteria include safety, schools, recreation, transportation, housing, and economic opportunity. Deficiencies in these criteria can lead to a community which is unattractive to newcomers, prohibiting growth.

Programs which respond to the deficiencies identified will be a priority in the coming fiscal year. The fiscal impact to departmental budgets will be minimal, primarily through increased focus of manpower and coordination amongst key departments; such as neighborhood services, police, economic development, public works, and housing. These departments have identified projects in their budget narratives that respond to this effort in a proactive way.

The other priority in FY 2011-12 is to ensure the City takes advantage of any economic updrafts as they happen. This means modifying procedures and policies to be more business friendly and to create an environment which encourages job growth and economic opportunities for the community. The recent action to eliminate the Planning Commission was one such response to this priority. We will continue to further streamline the development approval process to reduce both cost and time for processing development projects.

As a result of mild improvement in our revenues, not as many difficult choices were required. As we continue to adjust to new economic opportunities, we look to Council to further prioritize projects that get funded. The good news is that the worst is behind us, but we are not yet out of the woods and challenges remain on the horizon.

Final Note

Careful effort goes into crafting the budget message each year. While driven by a deep-seated desire to integrate public sector best practices into this document, we are conversely driven by ambivalence towards the public sector status quo. Therefore, instead of formulaically drafting this budget message based on years past, we kept it shorter than it has ever been. Even so, we realize you might be asleep already. If you ARE still awake and reading, we would like to hear from you!

To test readership and encourage reader feedback, the first ten people who provide feedback on this budget and message will get a special prize. And we promise, those ten people will not go down in a blaze of glory. Please submit feedback to budgetprize@cityoffranchocordova.org. We would like to know who you are and why you are reading this document. Did it provide you the information you were looking for, what worked and what did not? How could we make this document better in the future or should it stay just the way it is?

Appreciation

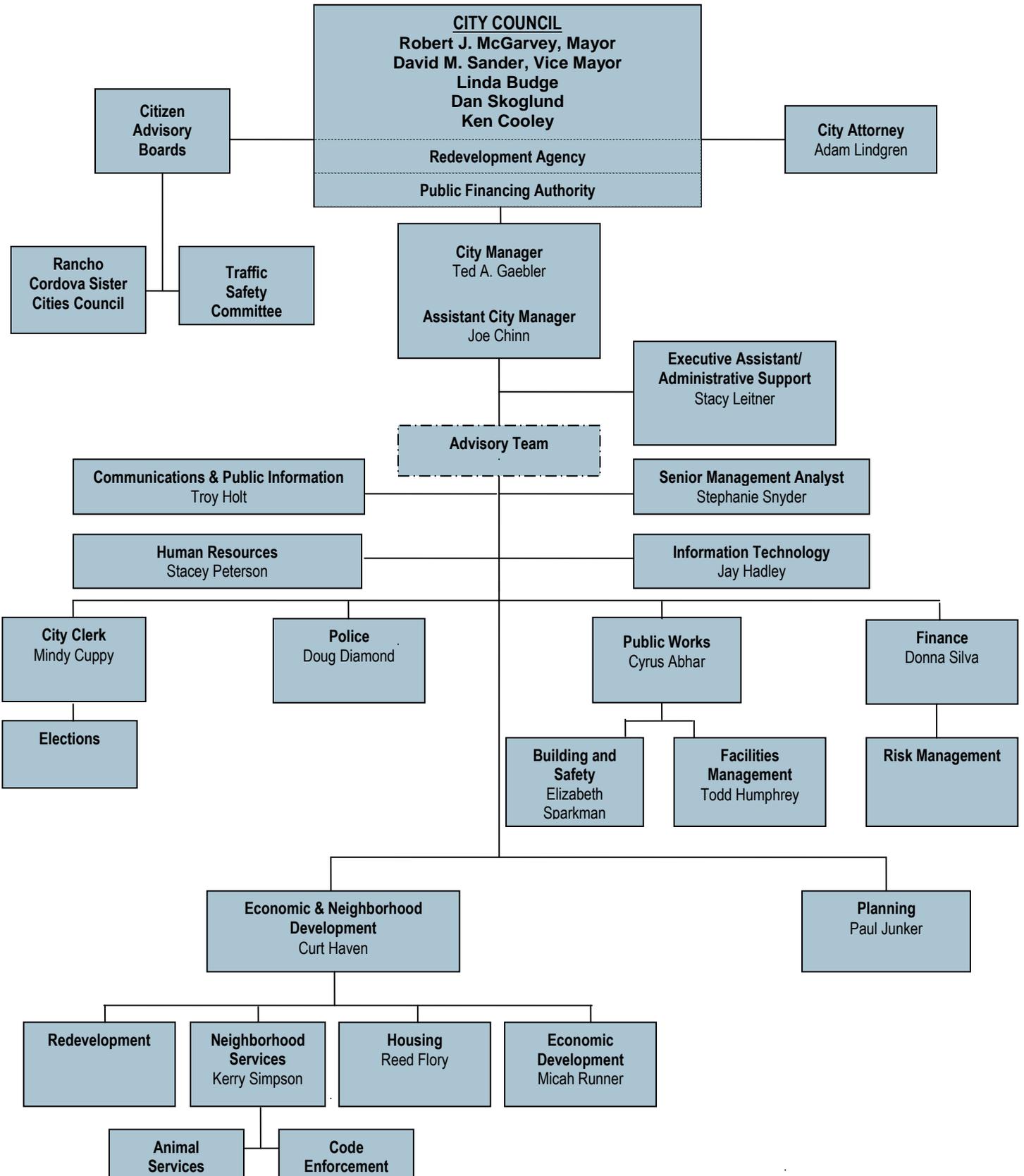
I must, once again, show great appreciation for the level of collaboration and effort that goes into crafting this budget. Primary responsibility for ensuring this document gets presented on time and within balance rests with our Finance Director Donna Silva and Senior Accountant Liisa Behrends. They 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, Economic Development Director Curt Haven, and Planning Director Paul Junker who have helped in prioritizing decisions presented in this budget. Efforts from our Public Works Director Cyrus Abhar, Human Resource Manager Stacey Peterson, Police Chief Doug Diamond, and Administrative Assistant Stacy Delaney were all equally critical to the production of this budget. Housing Assistant David Gassaway again assisted with the budget message, and I thank him for his questioning of the status quo. 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

ORGANIZATIONAL CHART - CITY OF RANCHO CORDOVA

JULY 1, 2011



Citywide Goals

- 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**

Community Profile

Introduction

This section of the FY 2011-12 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.

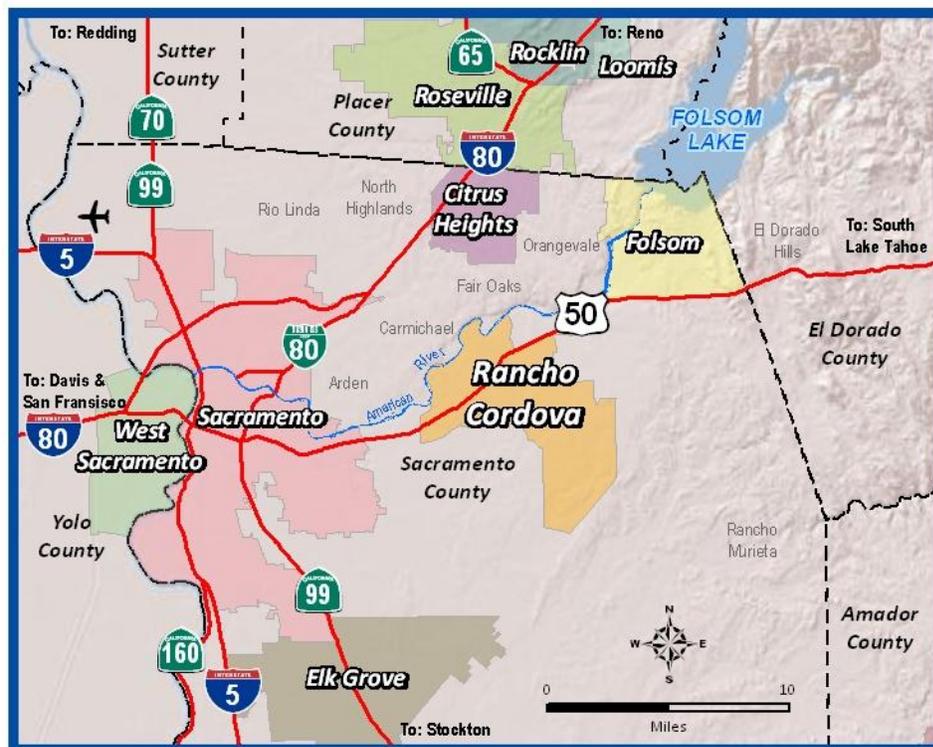


Figure 1: The Sacramento Region

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 65,502. The community has grown 19% since 2000¹.

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 1990s². 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, Russian, Armenian and Ukrainian, 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 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 86% 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 degree³.

Housing

According to a 2010 estimate, the total household number is 25,479; with 15,669 single family units⁴. Rancho Cordova saw a rapid increase in single family home production during the first few years of incorporation. Unfortunately, following a nationwide slowdown in the housing market, the number of single family home permits issued decreased to a total of 316 permits issued from July 2007 to June 2008, and 324 in the subsequent fiscal year. Between July 2009 and June 2010, 244 new home permits were issued. As of April 30th 2011 there were 141 permits issued. 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 in the Region.

¹ Source: [US](http://factfinder2.census.gov) Census Bureau, 2010 Census for Rancho Cordova CDP. <http://factfinder2.census.gov>.

² Source: "Who's Your Neighbor: Residential Segregation and Diversity in California" *California Counts*, Public Policy Institute of California, Vol. 4 N. 1, August 2002.

³ 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>.

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

Economy and Jobs

State Economy and Budget

The State's unemployment rate of 12.3% (as of February 2011) is one of the highest unemployment rates on record. The six-county Sacramento Region lost 2.6% of its payroll jobs during the 12 months ending February 2011—an absolute decline of 23,300 jobs. The unemployment rate in Sacramento County was 12.6% as of February 2011, just slightly higher than the State unemployment rate of 12.3%⁵. Sacramento's largest sectors had a decrease in the rate of losses by the end of 2010 with the exception of Education and Health services. The Professional and Business Services and Trade, Transportation and Utilities sectors experienced the greatest improvements with both moving up from considerable rates of decline. Although most of the large sectors improved, they are all still in negative (or no growth) territory with many flattening out in recent months.

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 2011-12, submitted in January, included a \$25 billion gap. Governor Brown proposed a “far-reaching realignment of government functions”, an extension of current taxes and the elimination of some state programs, including redevelopment⁶.

As of early May, the deficit decreased to \$15.4 billion as a result of cuts and fund shifts approved by the legislature⁷. To close the remaining gap, Brown has proposed a combination of spending cuts and an extension of the 2009 temporary tax increases on vehicles, income and sales. The proposal will likely change again once the revision to the State budget is released in May. The greatest potential impact to the City of Rancho Cordova is the elimination of tax increment revenue from the Redevelopment Agency.

Sacramento Region Economic Health

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 upward trend in economic health from the beginning of 2010 to the end of the year is a result of slower losses in the number of employment opportunities combined with a pool of employable residents that started to decline in the last half of the year. In fact, Sacramento's labor force was 0.8 percent smaller in December 2010 than it was in December 2009⁸.

A number of forecasts show stable job growth for the state and nation for the rest of 2011 with more robust rates of growth in 2012. 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 Sacramento⁹.

⁵ Source: California Employment Development Department, Labor Market Info. February 2011 Data. <http://www.labormarketinfo.edd.ca.gov/?PAGEID=94>.

⁶ Source: 2011-12 California Budget, Governor's Proposed Budget Summary. www.ebudget.ca.gov.

⁷ Source: Sacramento Bee “Erase California's Remaining Budget Deficit”. www.sacbee.com. May 6, 2011.

⁸ Source: Center for Strategic Economic Research, Quarterly Economic Report. Q4 2010.

⁹ Source: Center for Strategic Economic Research, First Quarter 2011 Update www.strategiceconomicresearch.com.

Rancho Cordova

The City of Rancho Cordova is fortunate to have a strong 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 our following attributes:

- 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, financial activities, and wholesale and retail trade.

| Company | Employees | Industry |
|---------------------------------|------------------|------------------------------------|
| State of California | 3,000 | Government |
| Health Net Inc | 2,500 | Health Insurance |
| Vision Service Plan (VSP) | 1,800 | Health Insurance |
| Aerojet/GenCorp | 1,000 | Manufacturing |
| Delta Dental | 1,000 | Health Insurance |
| Verizon Wireless | 1,000 | Telecommunications |
| Franklin Templeton Investor | 900 | Financial Services |
| Catholic Healthcare West | 700 | Healthcare |
| Bank of America | 700 | Commercial Bank |
| Veterans Affairs Medical Center | 600 | Medical Services |
| Volcano Corp | 600 | Health Equipment Manufacturing |
| Sutter Health | 500 | Healthcare Services |
| BloodSource | 500 | Laboratory/Blood Bank |
| Progressive Insurance | 450 | Insurance Agent/Broker |
| Sprint Communications | 350 | Telecommunications |
| Cisco Systems | 350 | Software Development |
| Teledyne | 300 | 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, which includes five interchanges along State Highway 50. 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 City's Public Works Department plans for future development and revitalization of existing infrastructure.

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 during the peak of the last economic cycle 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. However, the region was especially hard hit during the recent recession and its economic recovery is lagging the rest of the nation.

Organizations such as the Sacramento Area Council of Governments (SACOG) and non-profit group Valley Vision exist 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
- Wells Sweeping: street sweeping services
- 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, fifty percent to the Capital Facilities Internal Service Reserve fund and twenty five percent 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.
- Reserves for encumbrances are established at the end of every fiscal year to designate fund-balance in the amount equal to the City's unpaid obligations and unfinished projects at year-end.
- 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 action.

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

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 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.
- Depreciation expense is not budgeted as an expense.

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

BUDGET POLICIES AND PROCEDURES

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

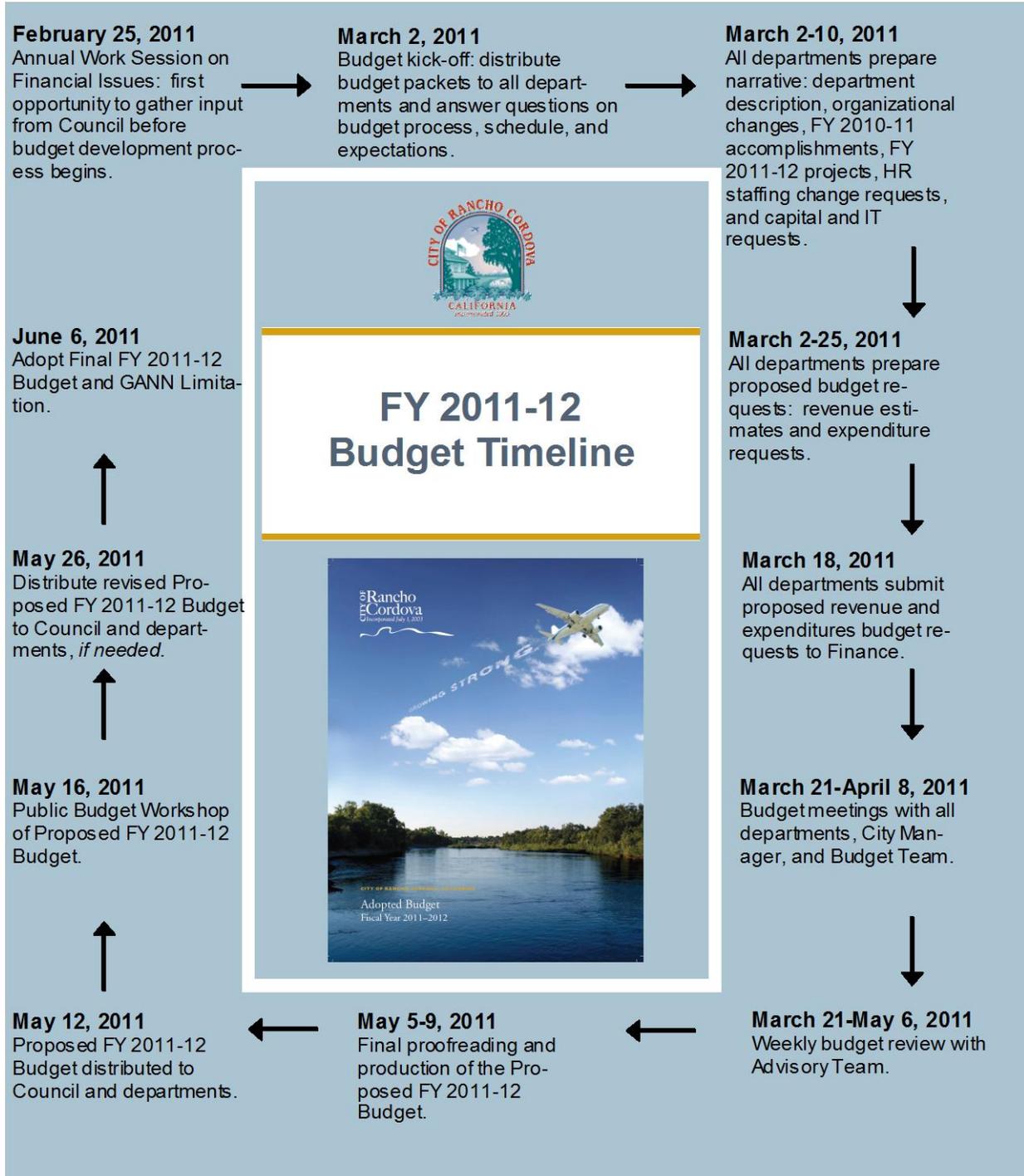
Actual expenditures may not exceed budgeted appropriations at the fund level. The City Manager or his/her designee is authorized to transfer budgeted amounts at the department and category level. The City has the following programs accounted for through its governmental funds: Legislative, General Government,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

FY 2011-2012 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 2011-12.

Budget Process Flowchart FY 2011-12



FUND DESCRIPTIONS

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 31 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 143 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 167.

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 171.

Redevelopment Agency: used to account for revenues and expenditures for the City's Redevelopment Agency. The City has been providing funds from its General Fund to fund activities in this area. Tax increment has been received since FY 2007-08 but General Fund support will be necessary until tax increment growth is sufficient to fund Redevelopment activities. See page 181 for more on the Redevelopment Agency budget.

Proprietary Funds

Proprietary Funds include Enterprise Funds and Internal Service Funds.

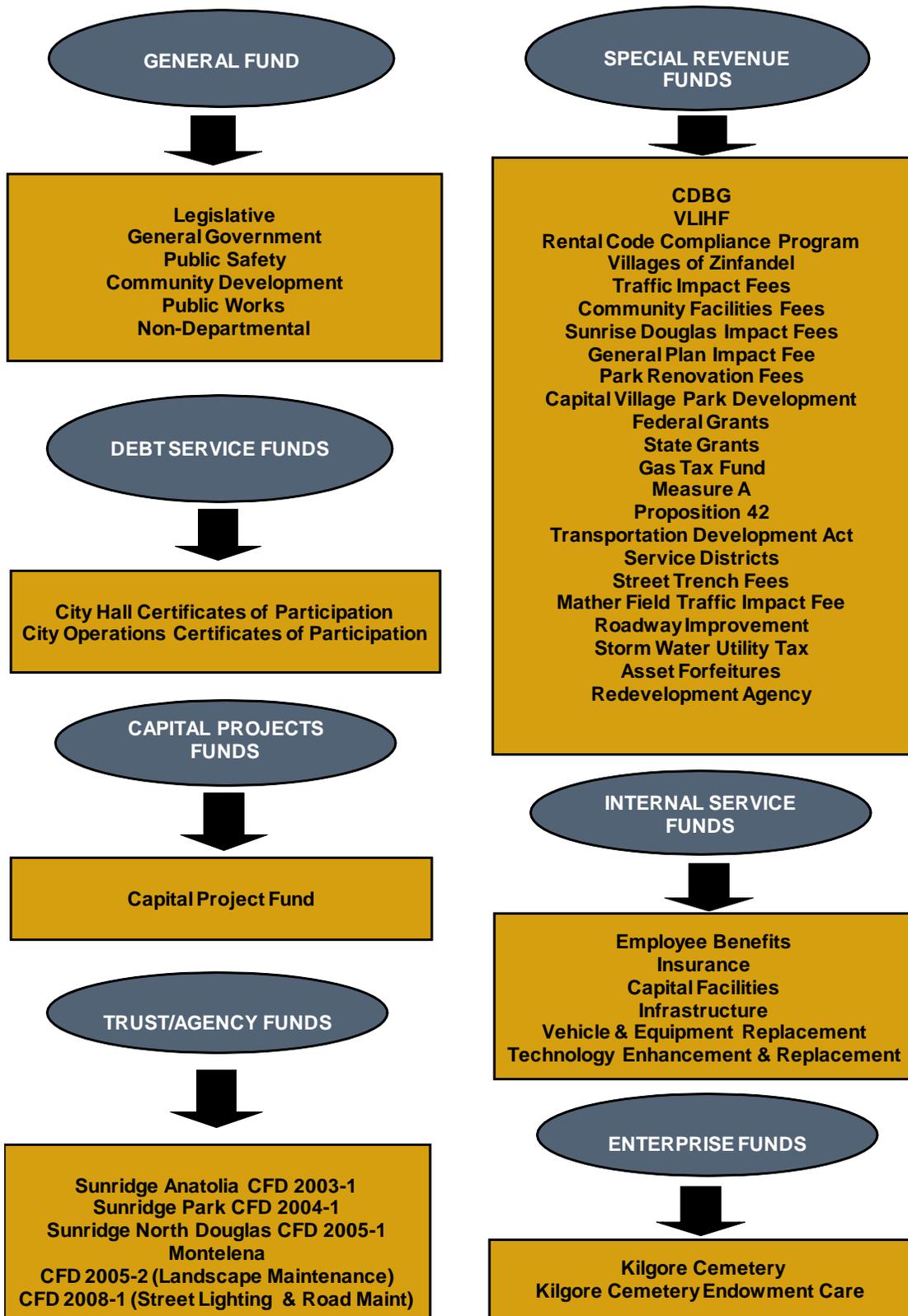
Enterprise Funds: may be used to report any activity for which a fee is charged to external users for goods or services. The Kilgore Cemetery is our only Enterprise Fund and it can be found starting on page 175.

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 177.

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 185 for the Agency Funds budgets.

DIAGRAM OF FUNDS USED IN THE CITY



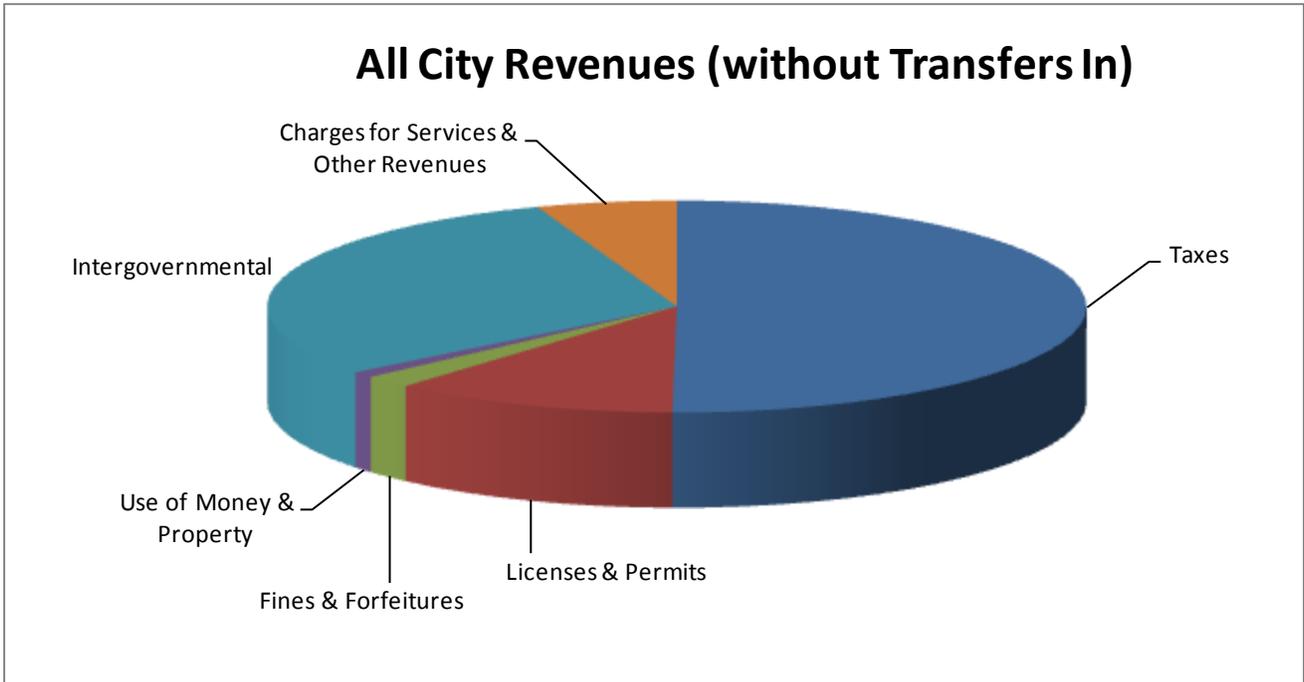
BUDGET SUMMARY

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:

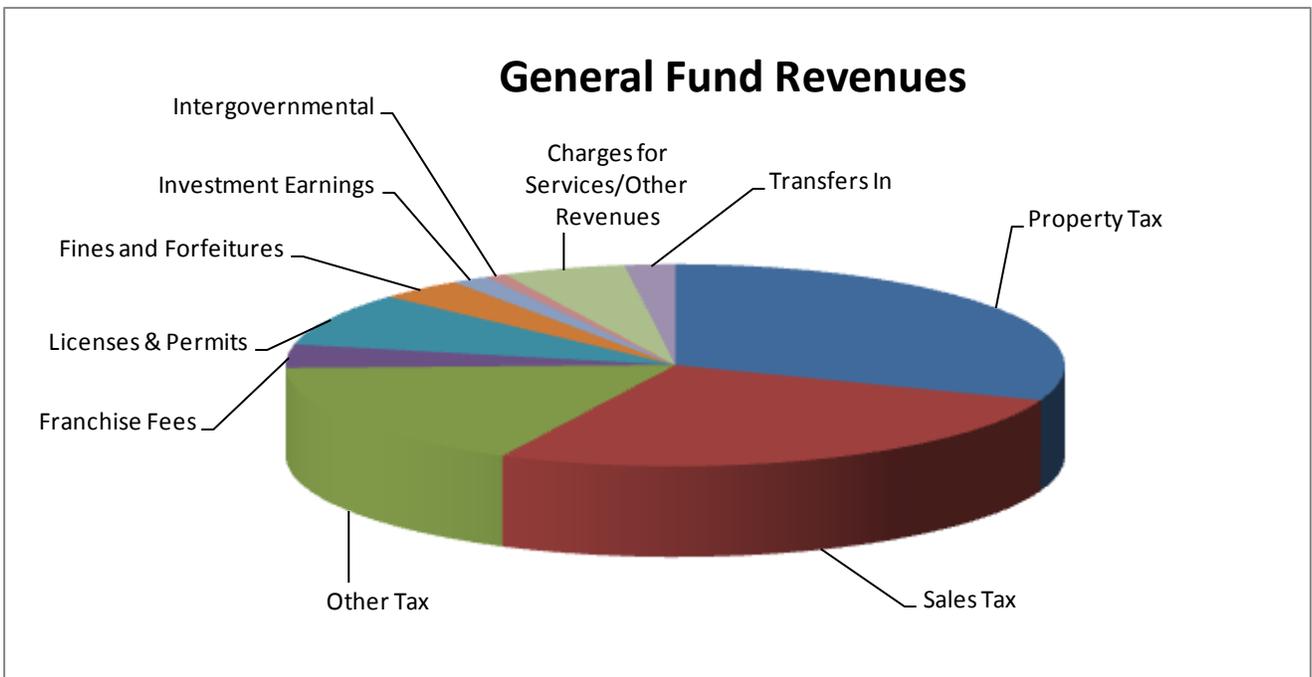
- Salaries and Benefits (Personnel).
- Operating Expenses: day-to-day expenses associated with operating a multi-million dollar corporation. Included in this section are the large contracts that the City has with Pacific Municipal Consultants (Planning), County of Sacramento (Police) and Meyers Nave (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 2011-12 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 as there is a like amount recognized in the City's revenue base.

WHERE THE MONEY COMES FROM

ALL CITY FUNDS \$72,933,220

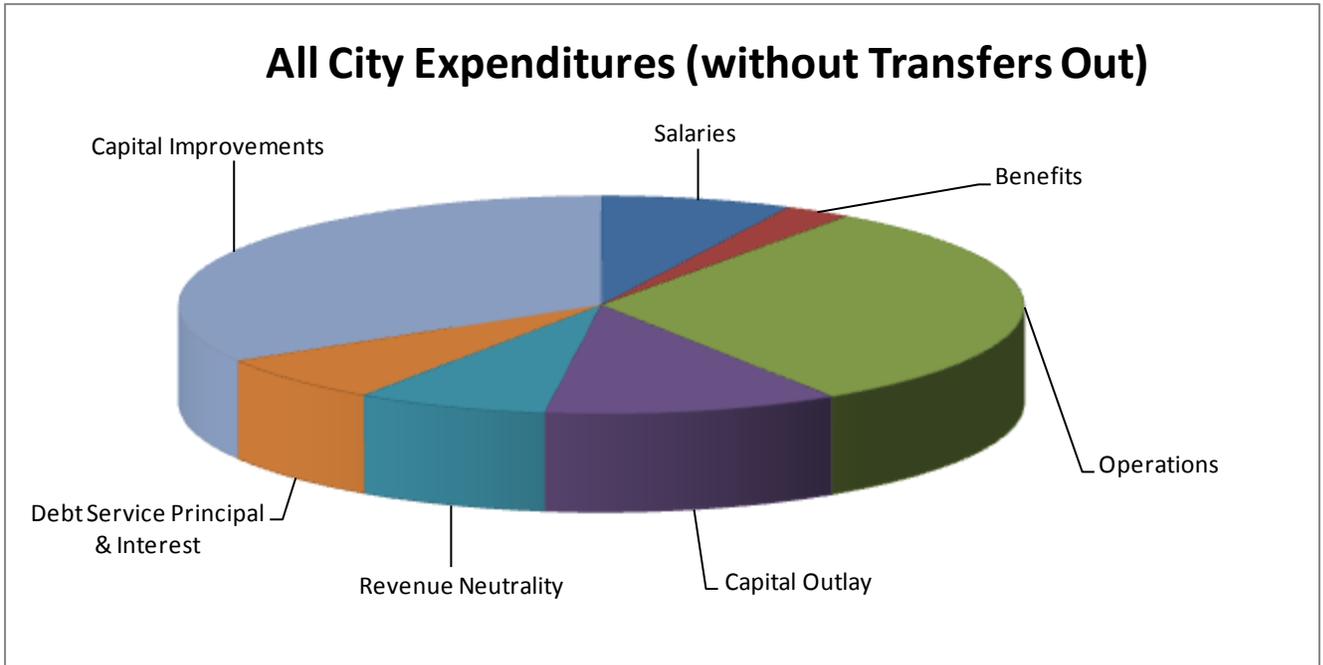


GENERAL FUND \$39,623,500

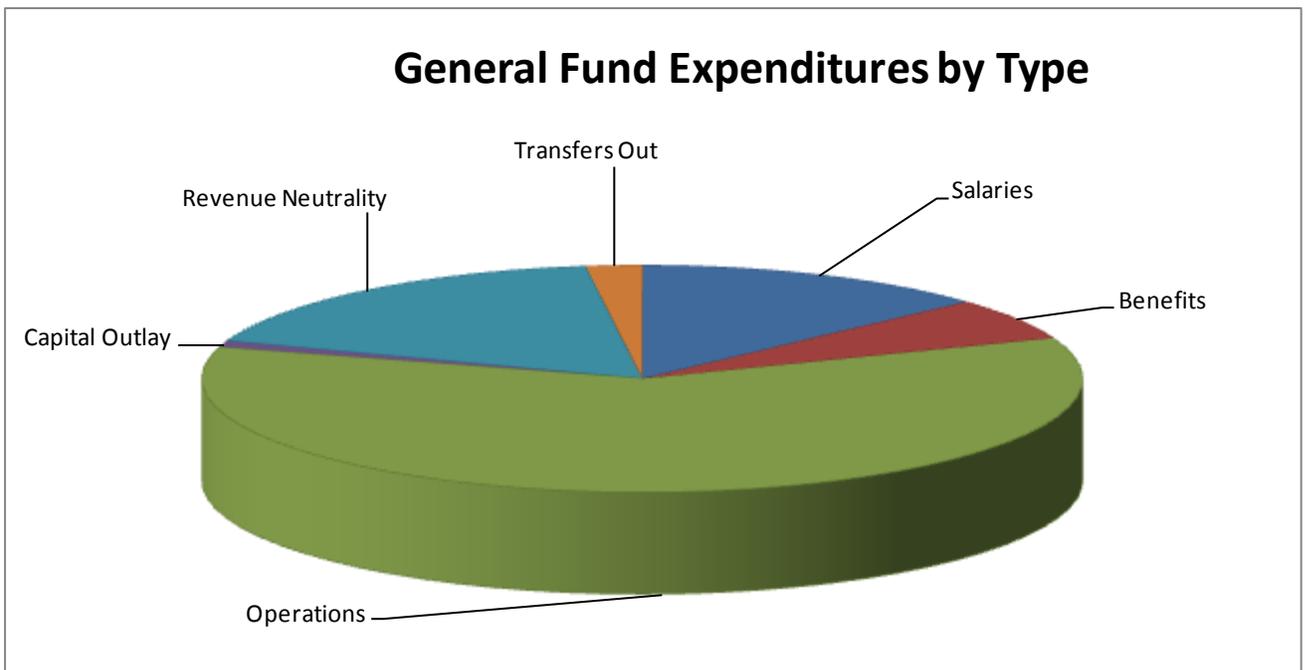


WHERE THE MONEY GOES

ALL CITY FUNDS \$94,887,900



GENERAL FUND \$39,613,200



FY 2011-12 ESTIMATED SOURCES & USES OF FUNDS - SUMMARY

| | General Fund | Special Revenue | Capital Projects | Debt Service | Enterprise | Internal Service | Redevelopment Agency | Agency | Total City Funds |
|--|----------------------|----------------------|---------------------|---------------------|--------------------|---------------------|------------------------|---------------------|-----------------------|
| Est. Beginning Fund Balance | \$ 26,759,895 | \$ 35,948,759 | \$ 2,159,350 | \$ 1,866,707 | \$ (14,429) | \$ 2,371,545 | \$ (4,498,036) | \$ 20,852,376 | \$ 85,446,167 |
| Revenues: | | | | | | | | | |
| Taxes | \$ 29,537,000 | \$ 1,050,000 | \$ - | \$ - | \$ - | \$ - | \$ 530,000 | \$ 5,478,000 | \$ 36,595,000 |
| Licenses & Permits | 3,390,200 | 4,471,960 | - | - | 7,500 | - | - | 383,600 | 8,253,260 |
| Fines & Forfeitures | 1,395,000 | - | - | - | - | - | - | - | 1,395,000 |
| Use of Money & Property | 615,700 | - | - | - | - | - | 54,000 | - | 669,700 |
| Intergovernmental | 338,000 | 2,163,360 | - | - | - | - | - | - | 2,197,360 |
| Charges for Services & Other Revenues | 3,523,900 | - | 526,000 | - | - | - | - | - | 4,049,900 |
| Total Revenues | \$ 38,799,800 | \$ 27,159,320 | \$ 526,000 | \$ - | \$ 7,500 | \$ - | \$ 584,000 | \$ 5,861,600 | \$ 72,938,220 |
| Other Sources: | | | | | | | | | |
| Transfers In | \$ 828,700 | \$ 100,000 | \$ 3,125,200 | \$ 1,951,800 | \$ - | \$ - | \$ 212,000 | \$ - | \$ 34,349,700 |
| Proceeds from Debt | - | - | - | - | - | - | - | - | - |
| Total Other Sources | \$ 828,700 | \$ 100,000 | \$ 3,125,200 | \$ 1,951,800 | \$ - | \$ - | \$ 212,000 | \$ - | \$ 34,349,700 |
| Total Revenues & Other Sources | \$ 39,628,500 | \$ 27,259,320 | \$ 3,178,320 | \$ 1,951,800 | \$ 7,500 | \$ - | \$ 796,000 | \$ 5,861,600 | \$ 107,287,920 |
| Expenditures: | | | | | | | | | |
| Salaries | \$ 5,231,100 | \$ 1,496,100 | \$ - | \$ - | \$ - | \$ - | \$ 154,500 | \$ 49,500 | \$ 6,931,200 |
| Benefits | 2,358,200 | - | - | - | - | - | 66,900 | - | 2,425,100 |
| Operations | 23,886,900 | 4,499,400 | - | 5,000 | 71,100 | 25,000 | 802,400 | 98,600 | 29,388,400 |
| Capital Outlay | 384,100 | 4,829,600 | - | - | - | - | 4,774,000 | 749,900 | 10,737,600 |
| Capital Improvements | - | - | 3,188,560 | - | - | - | - | - | 3,188,560 |
| Total Expenditures | \$ 31,860,300 | \$ 10,825,100 | \$ 3,188,560 | \$ 5,000 | \$ 71,100 | \$ 25,000 | \$ 5,797,800 | \$ 898,000 | \$ 81,367,900 |
| Other Uses: | | | | | | | | | |
| Transfers Out | \$ 820,200 | \$ 32,053,500 | \$ - | \$ - | \$ - | \$ 641,900 | \$ 563,800 | \$ 270,300 | \$ 34,349,700 |
| Debt Service | - | - | - | - | - | - | - | - | - |
| Principal & Interest | 6,937,700 | - | - | 1,946,800 | - | - | 308,000 | 4,332,500 | 13,525,000 |
| Total Other Uses | \$ 7,757,900 | \$ 32,053,500 | \$ - | \$ 1,946,800 | \$ - | \$ 641,900 | \$ 871,800 | \$ 4,602,800 | \$ 47,874,700 |
| Total Expenditures & Other Uses | \$ 39,618,200 | \$ 42,878,600 | \$ 3,188,560 | \$ 1,951,800 | \$ 71,100 | \$ 666,900 | \$ 6,669,600 | \$ 5,500,800 | \$ 129,242,600 |
| Difference | \$ 10,300 | \$ (15,619,280) | \$ (102,400) | \$ - | \$ (63,600) | \$ (666,900) | \$ (5,873,600) | \$ 360,800 | \$ (21,954,680) |
| Est. Ending Fund Balance | <u>\$ 26,770,195</u> | <u>\$ 20,329,479</u> | <u>\$ 2,056,950</u> | <u>\$ 1,866,707</u> | <u>\$ (78,029)</u> | <u>\$ 1,704,645</u> | <u>\$ (10,371,636)</u> | <u>\$ 2,123,176</u> | <u>\$ 63,491,488</u> |

FY 2010-11 ESTIMATED SOURCES & USES OF FUNDS - DETAIL

| Fund Description | Beginning Balance July 1, 2010 | FY 2010-11 Estimated Revenues | FY 2010-11 Estimated Expenditures | FY 2010-11 Transfers In/(Out) Net | Estimated Fund Balance June 30, 2011 |
|--------------------------------------|--------------------------------------|-------------------------------------|---|---|--|
| General Fund | \$ 26,637,595 | \$ 38,663,400 | \$ 37,869,800 | \$ (671,300) | \$ 26,759,895 |
| Special Revenue Funds: | | | | | |
| Rental Code Compliance | - | 65,000 | - | (65,000) | - |
| Community Facilities Fees | 4,916,545 | 609,100 | 10,100 | (4,056,500) | 1,459,045 |
| General Plan Impact Fee | (1,525,969) | 50,000 | 184,300 | - | (1,660,269) |
| Very Low Income Housing | 58,278 | 15,000 | 40,000 | 62,000 | 95,278 |
| Park Renovation Fund | 1,980,036 | 145,000 | 810,000 | (2,800) | 1,312,236 |
| Sunrise-Douglas Impact Fee | 13,510,505 | 1,489,200 | 833,000 | (7,844,600) | 6,322,105 |
| Traffic Mitigation Impact Fee | 19,549,074 | 1,650,000 | 1,448,100 | (5,970,300) | 13,780,674 |
| Villages of Zinfandel Impact Fee | 458,758 | 15,700 | 3,000 | (3,000) | 468,458 |
| Trench Cut Fee | 189,446 | 50,000 | - | - | 239,446 |
| Mather Field Traffic Impact Fee | 1,003,883 | 317 | - | (1,004,200) | - |
| Capital Village Park Development Fee | 37,330 | - | - | - | 37,330 |
| Federal Grants | (329,652) | 16,689,950 | 522,150 | (16,167,800) | (329,652) |
| State Grants | 423,858 | 1,027,320 | 394,520 | (732,800) | 323,858 |
| CDBG | (24,099) | 947,900 | 333,900 | (614,000) | (24,099) |
| Gas Tax | 3,751,384 | 1,287,300 | - | (1,511,600) | 3,527,084 |
| Measure A | 1,168,822 | 8,226,600 | 1,000,000 | (7,193,900) | 1,201,522 |
| Prop 42 | 594,503 | 5,497 | - | (600,000) | - |
| Transportation Development Act | 39,750 | 138,250 | - | (178,000) | - |
| Transit Related Services (Zone 1) | 226,366 | 83,000 | 184,300 | (1,000) | 124,066 |
| Transit Related Services (Zone 2) | 1,472,791 | 363,800 | 96,600 | (3,000) | 1,736,991 |
| Transit Related Services (Zone 3) | 202,773 | 110,900 | 116,800 | (2,000) | 194,873 |
| Landscape & Lighting 2005-1 | 516,178 | 87,400 | 209,700 | (1,000) | 392,878 |
| Road Maintenance Fund | 1,192,671 | 351,900 | 120,700 | (3,000) | 1,420,871 |
| Storm Water Utility Tax | (14,782) | 1,579,000 | 800,000 | (704,100) | 60,118 |
| Asset Forfeiture | 29,093 | 1,700 | - | - | 30,793 |
| Roadway Improvement | 5,165,153 | 100,000 | - | (30,000) | 5,235,153 |
| Total Special Revenue Funds | 54,592,695 | 35,089,834 | 7,107,170 | (46,626,600) | 35,948,759 |
| Capital Projects Fund | 2,159,350 | 796,000 | 53,304,100 | 52,508,100 | 2,159,350 |
| Debt Service Funds: | | | | | |
| City Hall COP | 1,334,359 | - | 1,336,100 | 1,336,100 | 1,334,359 |
| City Operations Facility COP | 1,369,348 | - | 615,000 | (222,000) | 532,348 |
| Total Debt Service Funds | 2,703,707 | - | 1,951,100 | 1,114,100 | 1,866,707 |
| Enterprise Funds: | | | | | |
| Kilgore Cemetery | 5,971 | 61,500 | 81,900 | - | (14,429) |
| Total Enterprise Funds | 5,971 | 61,500 | 81,900 | - | (14,429) |
| Internal Service Funds: | | | | | |
| Employee Benefits | 2,365 | - | - | - | 2,365 |
| Insurance | 509,951 | - | 25,000 | - | 484,951 |
| Capital Facilities | 751,052 | - | - | (282,500) | 468,552 |
| Infrastructure | 556,849 | - | - | 109,000 | 665,849 |
| Vehicle & Equipment Replacement Fund | 370,944 | - | - | - | 370,944 |
| Technology Enhancement & Repl. Fund | 478,884 | - | - | (100,000) | 378,884 |
| Total Internal Service Funds | 2,670,045 | - | 25,000 | (273,500) | 2,371,545 |
| Redevelopment Agency | (263,636) | 798,000 | 4,801,600 | (230,800) | (4,498,036) |
| Agency Funds: | | | | | |
| CFD 2003-1 Sunridge Anatolia | 8,072,701 | 3,750,000 | 3,364,700 | (203,000) | 8,255,001 |
| CFD 2004-1 Sunridge Park | 11,449,547 | 1,200,000 | 864,600 | (5,614,000) | 6,170,947 |
| CFD 2005-1 Sunridge North Douglas | 44,088 | - | - | - | 44,088 |
| Montelena | 8,210 | - | - | - | 8,210 |
| Citywide Landscape Maint. CFD | 15,963 | 28,000 | 34,000 | (1,000) | 8,963 |
| Road Maintenance CFD | 17,751 | 32,000 | 9,500 | (2,000) | 38,251 |
| Sunrise Douglas Parks Impact Fee | 6,856,916 | 700,000 | 1,230,000 | - | 6,326,916 |
| Total Agency Funds | 26,465,176 | 5,710,000 | 5,502,800 | (5,820,000) | 20,852,376 |
| Total - All City Funds | \$ 114,970,903 | \$ 81,118,734 | \$ 110,643,470 | \$ - | \$ 85,446,167 |

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

| Fund Description | Estimated | FY 2011-12 | FY 2011-12 | FY 2011-12 | Estimated |
|--------------------------------------|--------------------------------------|----------------------|--------------------------|---------------------------------------|-------------------------------|
| | Beginning Balance July 1, 2011 | Budgeted Revenues | Budgeted Expenditures | Budgeted Transfers In/(Out) Net | Fund Balance June 30, 2012 |
| General Fund | \$ 26,759,895 | \$ 38,799,800 | \$ 38,798,000 | \$ 8,500 | \$ 26,770,195 |
| Special Revenue Funds: | | | | | |
| Rental Code Compliance | - | 65,000 | - | (65,000) | - |
| Community Facilities Fees | 1,459,045 | 478,900 | 5,200 | (1,257,000) | 675,745 |
| General Plan Impact Fee | (1,660,269) | 15,800 | 105,000 | - | (1,749,469) |
| Very Low Income Housing | 95,278 | 15,000 | 74,000 | (35,600) | 678 |
| Park Renovation Fund | 1,312,236 | 134,700 | 1,169,000 | (2,700) | 275,236 |
| Sunrise-Douglas Impact Fee | 6,322,105 | 2,597,100 | 1,194,700 | (4,988,000) | 2,736,505 |
| Traffic Mitigation Impact Fee | 13,780,674 | 1,009,900 | 1,281,600 | (7,278,700) | 6,230,274 |
| Villages of Zinfandel Impact Fee | 468,458 | 6,400 | 3,100 | (180,400) | 291,358 |
| Trench Cut Fee | 239,446 | 55,000 | - | - | 294,446 |
| Capital Village Park Development Fee | 37,330 | - | - | - | 37,330 |
| Federal Grants | (329,652) | 8,767,000 | 3,820,000 | (4,947,000) | (329,652) |
| State Grants | 323,858 | 3,607,800 | 203,900 | (3,403,900) | 323,858 |
| CDBG | (24,099) | 797,900 | 517,500 | (280,400) | (24,099) |
| Gas Tax | 3,527,084 | 1,611,300 | 145,500 | (4,236,800) | 756,084 |
| Measure A | 1,201,522 | 6,515,500 | 1,307,500 | (5,196,300) | 1,213,222 |
| Transportation Development Act | - | 37,860 | - | - | 37,860 |
| Transit Related Services (Zone 1) | 124,066 | 88,000 | 90,200 | - | 121,866 |
| Transit Related Services (Zone 2) | 1,736,991 | 388,000 | 175,900 | - | 1,949,091 |
| Transit Related Services (Zone 3) | 194,873 | 118,000 | 133,800 | - | 179,073 |
| Landscape & Lighting 2005-1 | 392,878 | 83,000 | 170,200 | (6,700) | 298,978 |
| Road Maintenance Fund | 1,420,871 | 373,000 | 103,000 | - | 1,690,871 |
| Storm Water Utility Tax | 60,118 | 300,000 | 300,000 | - | 60,118 |
| Asset Forfeiture | 30,793 | - | 25,000 | - | 5,793 |
| Roadway Improvement | 5,235,153 | 94,160 | - | (75,000) | 5,254,313 |
| Total Special Revenue Funds | 35,948,759 | 27,159,320 | 10,825,100 | (31,953,500) | 20,329,479 |
| Capital Projects Fund | 2,159,350 | 526,000 | 31,885,600 | 31,257,200 | 2,056,950 |
| Debt Service Funds: | | | | | |
| City Hall COP | 1,334,359 | - | 1,334,700 | 1,334,710 | 1,334,369 |
| City Operations Facility COP | 532,348 | - | 617,100 | 617,090 | 532,338 |
| Total Debt Service Funds | 1,866,707 | - | 1,951,800 | 1,951,800 | 1,866,707 |
| Enterprise Funds: | | | | | |
| Kilgore Cemetery | (14,429) | 7,500 | 71,100 | - | (78,029) |
| Total Enterprise Funds | (14,429) | 7,500 | 71,100 | - | (78,029) |
| Internal Service Funds: | | | | | |
| Employee Benefits | 2,365 | - | - | - | 2,365 |
| Insurance | 484,951 | - | 25,000 | - | 459,951 |
| Capital Facilities | 468,552 | - | - | - | 468,552 |
| Infrastructure | 665,849 | - | - | (554,400) | 111,449 |
| Vehicle & Equipment Replacement Fund | 370,944 | - | - | - | 370,944 |
| Technology Enhancement & Repl. Fund | 378,884 | - | - | (87,500) | 291,384 |
| Total Internal Service Funds | 2,371,545 | - | 25,000 | (641,900) | 1,704,645 |
| Redevelopment Agency | (4,498,036) | 584,000 | 6,105,800 | (351,800) | (10,371,636) |
| Agency Funds: | | | | | |
| CFD 2003-1 Sunridge Anatolia | 8,255,001 | 4,124,600 | 3,918,400 | (206,200) | 8,255,001 |
| CFD 2004-1 Sunridge Park | 6,170,947 | 1,282,400 | 1,218,300 | (64,100) | 6,170,947 |
| CFD 2005-1 Sunridge North Douglas | 44,088 | - | - | - | 44,088 |
| Montelena | 8,210 | - | - | - | 8,210 |
| Citywide Landscape Maint. CFD | 8,963 | 38,000 | 40,500 | - | 6,463 |
| Road Maintenance CFD | 38,251 | 33,000 | 43,300 | - | 27,951 |
| Sunrise Douglas Parks Impact Fee | 6,326,916 | 383,600 | 10,000 | - | 6,700,516 |
| Total Agency Funds | 20,852,376 | 5,861,600 | 5,230,500 | (270,300) | 21,213,176 |
| Total - All City Funds | \$ 85,446,168 | \$ 72,938,220 | \$ 94,892,900 | \$ - | \$ 63,491,488 |

MAJOR REVENUES

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

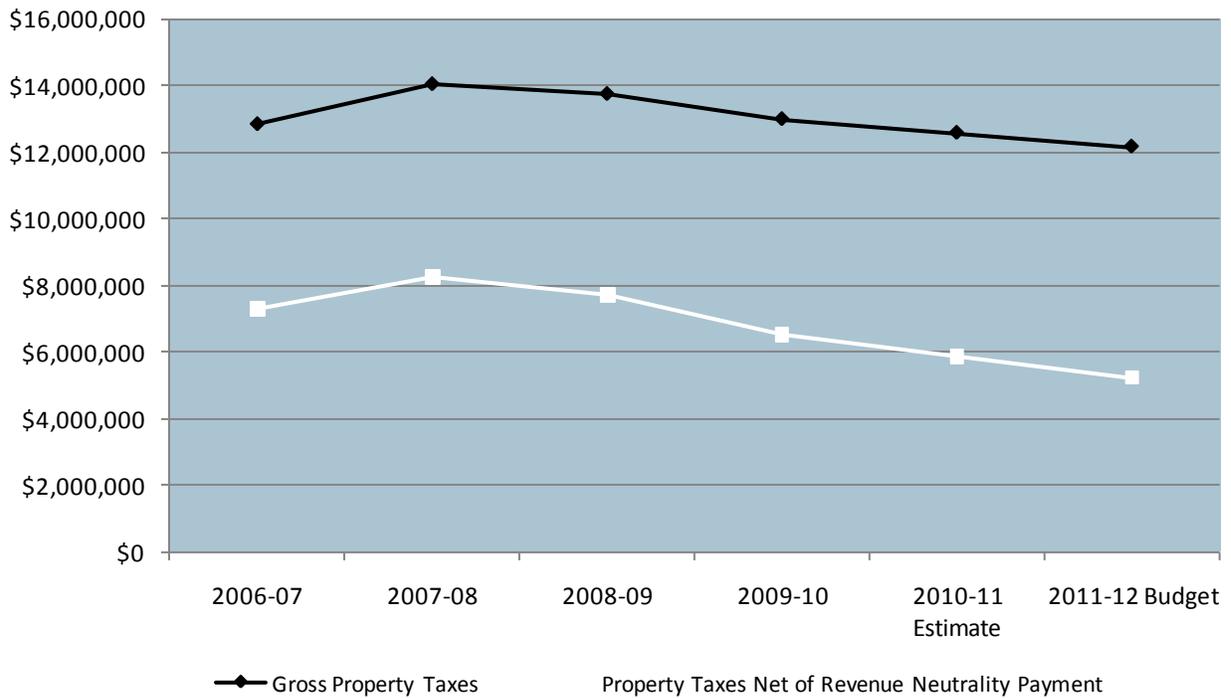
Property Tax, the City's largest source of revenue, is imposed upon all real property (land and buildings) and personal property (movable property). The tax is based upon the assessed valuation of the property, as determined by the County Assessor. The tax rate is limited to 1% of the assessed value 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 2011-12 anticipates a decline in Property Tax revenues of 13% 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 are our largest revenue source. Based on information from the County Assessor's Office, we are expecting a 1.75% decline in assessed valuation which yields a decline in revenues of approximately \$797,000 from the prior year.

The chart and table on the next page 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 Estimate | \$12,574,900 | \$5,860,285 |
| 2011-12 Budget | \$12,159,000 | \$5,235,000 |

Sales Tax

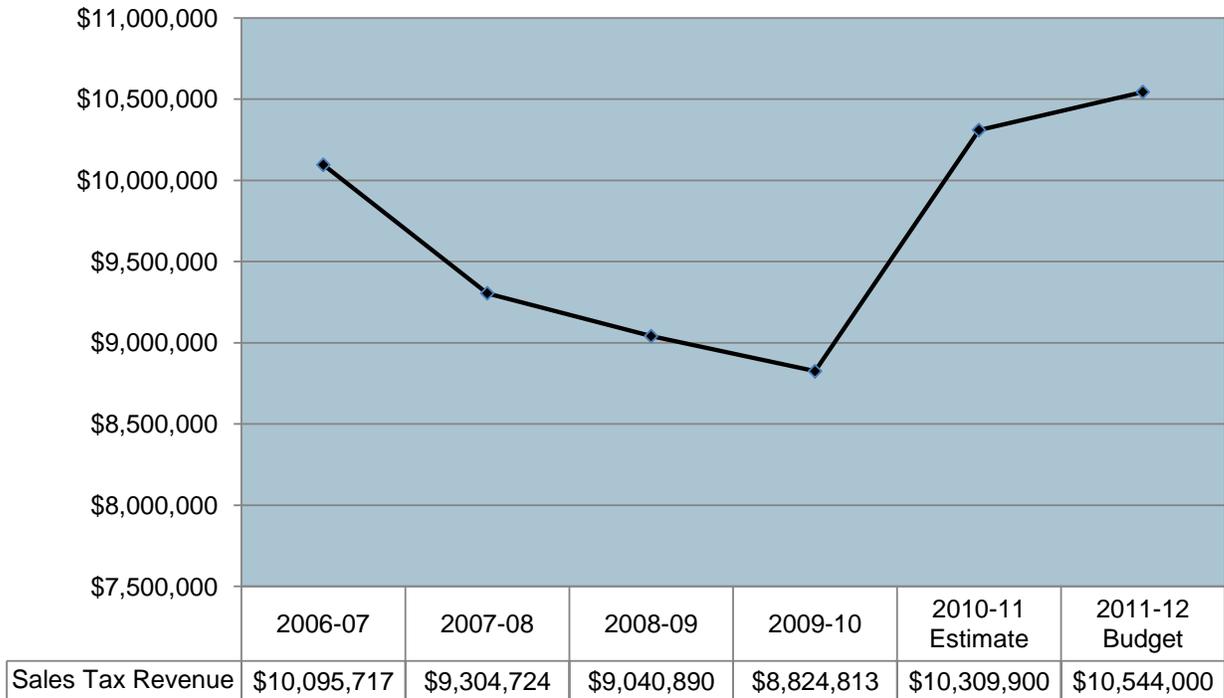
Sales taxes are imposed on the transfer of tangible personal property in California, with some exceptions, including food. One percent of the sale price is collected by the State Board of Equalization and then allocated back to cities and counties based on a point-of-sale formula. The Use tax complements 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.

In Rancho Cordova, Sales Taxes are the second largest revenue source. However, if you reduce Property Taxes by the required sharing with the County, then Sales Taxes becomes our largest source of General Fund revenues.

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 on the next page depicts a dramatic increase in sales tax revenues expected for FY 2011-12. While we are indeed experiencing a positive upward trend in this revenue source, the large increase is 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 and depicted below are net of this revenue

sharing with the County. Sales Taxes are expected to increase from the current year by approximately 2% and we expect that trend to continue for the next few years as the economy slowly improves.

Sales Tax Revenue



Other Taxes

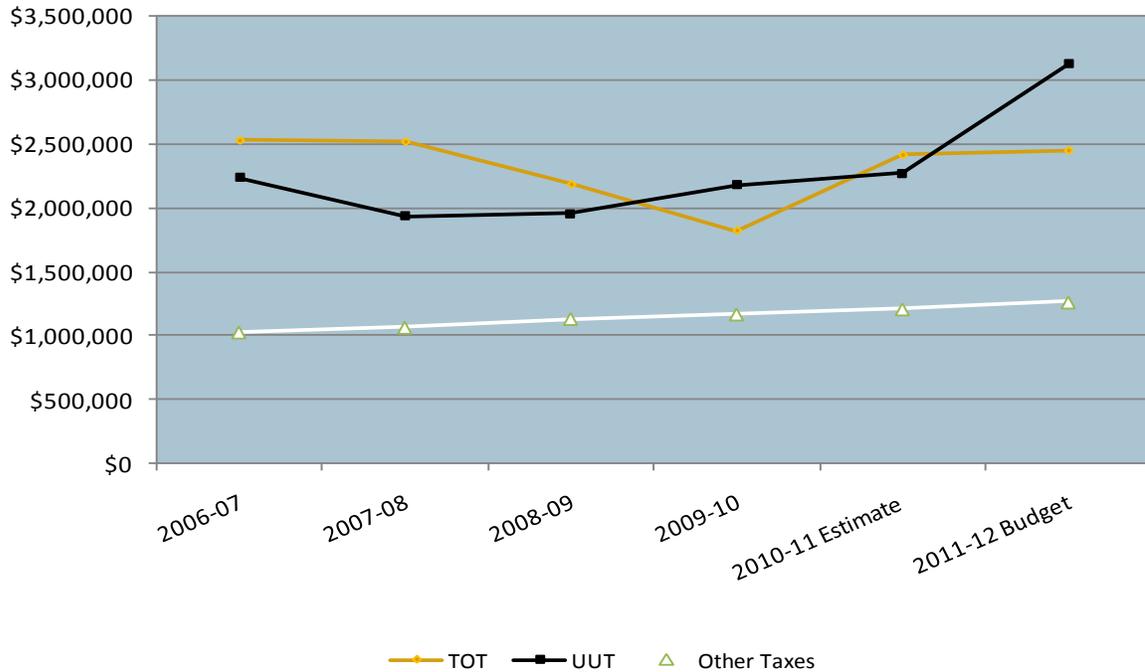
Other taxes consist primarily of the Transient Occupancy Tax (TOT) and the Utility Users Tax (UUT).

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 19 hotels in the City of Rancho Cordova, 5 of which are in the annexation area. The TOT from the hotels in the annexation area is 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 the chart on the next page. 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 expected 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.

A UUT 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 are expected to increase by approximately \$850 thousand in FY 2011-12.

Other taxes include Homeowners Subvention, Police Tax and Property Transfer Taxes. As shown by the white line below, these revenues have remained steady through the recession and we anticipate a slight increase for FY 2011-12.

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 Estimate | \$2,414,500 | \$2,271,325 | \$1,210,000 |
| 2011-12 Budget | \$2,450,000 | \$3,120,000 | \$1,264,000 |

Other Revenues

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

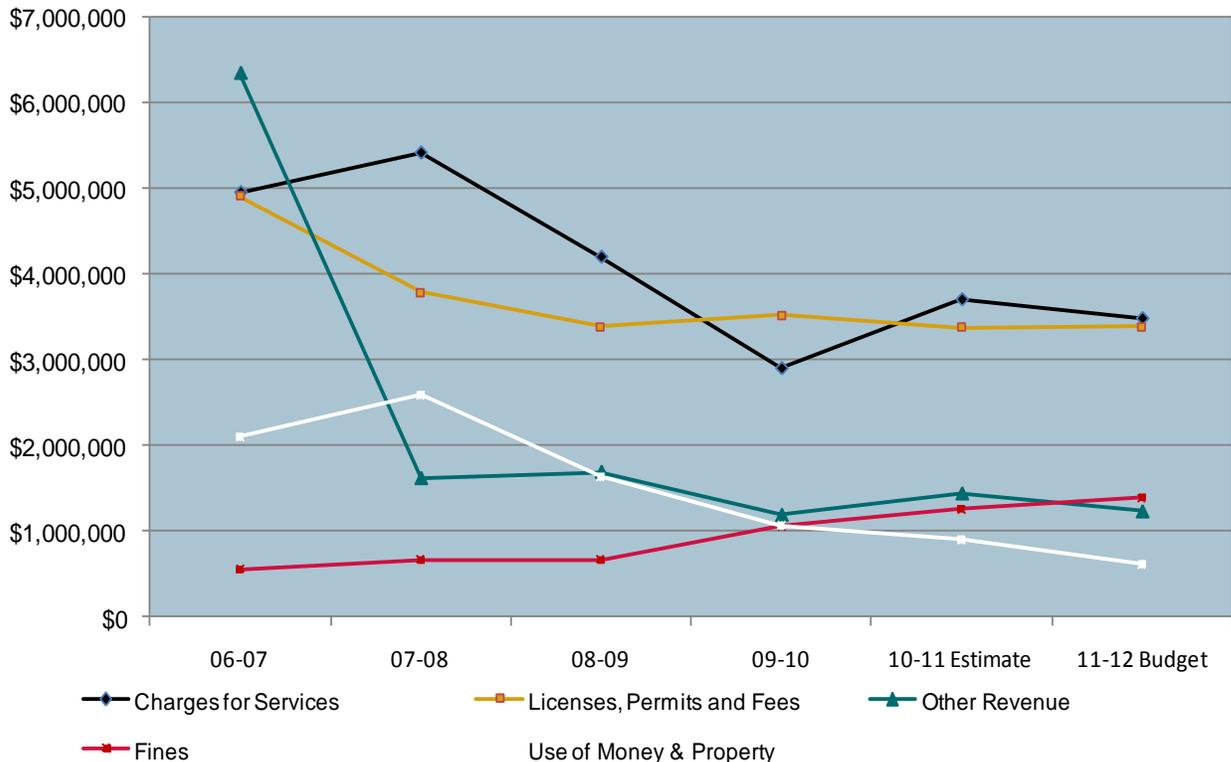
The largest component of Charges for Services is cost recovery work on development projects. This revenue source is driven by the expenses incurred in processing development projects and has seen a dramatic decline as a result of the bursting of the housing bubble. Since this revenue source moves with expenses, it does not 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 are expecting building permits to decline again in FY 2011-12 although we do feel we are now at the bottom of the market.

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, largely due to ongoing decreases in interest rates, and until interest rates start to rise, we are not expecting an improvement.

Other Revenues



| | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 Estimate | 11-12 Budget |
|----------------------------|-------------|-------------|-------------|-----------|----------------|--------------|
| Charges for Services | \$4,955,221 | \$5,415,270 | \$4,204,001 | 2,908,646 | \$3,708,800 | \$3,488,500 |
| Licenses, Permits and Fees | \$4,911,840 | \$3,791,783 | \$3,393,123 | 3,519,432 | \$3,381,200 | \$3,390,200 |
| Other Revenue | \$6,350,132 | \$1,621,581 | \$1,696,346 | 1,192,133 | \$1,442,900 | \$1,233,400 |
| Fines | \$554,146 | \$671,907 | \$668,109 | 1,063,016 | \$1,258,400 | \$1,395,000 |
| Use of Money & Property | \$2,103,892 | \$2,593,488 | \$1,641,311 | 1,068,991 | \$899,700 | \$615,700 |

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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 2011-2012 BUDGET | |
|---|----------------------|
| | <u>General Fund</u> |
| Beginning Fund Balance - 6/30/11 (est) | \$ 26,759,895 |
| Revenues: | |
| Taxes | 29,537,000 |
| Licenses & Permits | 3,390,200 |
| Fines & Forfeitures | 1,395,000 |
| Use of Money & Property | 615,700 |
| Intergovernmental | 338,000 |
| Charges for Services & Other Revenues | 3,523,900 |
| Total Revenues | 38,799,800 |
| Other Sources: | |
| Transfers In | 828,700 |
| Proceeds from Debt | - |
| Total Other Sources | 828,700 |
| Total Revenues & Other Sources | \$ 39,628,500 |
| Expenditures: | |
| Salaries | 5,231,100 |
| Benefits | 2,358,200 |
| Operations | 23,886,900 |
| Capital Outlay | 384,100 |
| Capital Improvements | - |
| Total Expenditures | 31,860,300 |
| Other Uses: | |
| Transfers Out | 820,200 |
| Debt Service | |
| Revenue Neutrality | 6,937,700 |
| Total Other Uses | 7,757,900 |
| Total Expenditures & Other Uses | 39,618,200 |
| Surplus/(Deficit) | 10,300 |
| Fund Balance - 6/30/12 (est) | \$ 26,770,195 |

GENERAL FUND SUMMARY

| | FY 2010 Actual | FY 2011 Budget | FY 2011 Estimated Actual | FY 2012 Adopted Budget |
|---|-------------------|-------------------|--------------------------------|------------------------------|
| Beginning Fund Balance | \$ 26,401,113 | \$ 26,637,595 | \$ 26,637,595 | \$ 26,759,895 |
| Revenues: | | | | |
| Property Taxes | | | | |
| Property Taxes - Secured - Current | 7,367,601 | 7,378,500 | 7,119,300 | 7,044,000 |
| Property Taxes - Unsecured - Current | 351,141 | 523,600 | 569,600 | 311,000 |
| Property Taxes - Supplemental | 60,464 | 4,000 | 4,000 | 4,000 |
| Property Taxes - Secured/Unsecured - Prior | 327,900 | 300,000 | 215,000 | 215,000 |
| Property Taxes - Motor Vehicle In-Lieu | <u>4,881,275</u> | <u>4,750,000</u> | <u>4,667,000</u> | <u>4,585,000</u> |
| Total Property Taxes | 12,988,381 | 12,956,100 | 12,574,900 | 12,159,000 |
| Other Taxes | | | | |
| Sales Tax In-Lieu | 1,997,612 | 2,000,000 | 2,230,000 | 3,880,000 |
| Sales Tax | 6,827,201 | 7,748,000 | 6,900,000 | 5,689,000 |
| Sales Tax Annexation Area | - | - | 2,600,000 | 4,430,000 |
| Sales Tax Annexation Area Sharing | - | - | (1,420,125) | (3,455,000) |
| Transient Occupancy Tax | 1,821,607 | 2,074,500 | 1,879,000 | 1,900,000 |
| Transient Occupancy Tax Annexation Area | - | - | 1,392,000 | 1,450,000 |
| Transient Occupancy Tax Annexation Area Sharing | - | - | (856,500) | (900,000) |
| Utility Users Taxes | 2,177,275 | 1,961,400 | 2,425,000 | 3,069,000 |
| Utility Users Taxes Annexation Area | - | - | - | 204,000 |
| Utility Users Taxes Annexation Area Sharing | - | - | (153,675) | (153,000) |
| Homeowners' Subventions | 112,617 | 100,000 | 110,000 | 110,000 |
| Police Tax | 911,883 | 930,000 | 950,000 | 1,004,000 |
| Property Transfer | <u>145,555</u> | <u>262,000</u> | <u>150,000</u> | <u>150,000</u> |
| Total Other Taxes | 13,993,749 | 15,075,900 | 16,205,700 | 17,378,000 |
| Franchise Fees | | | | |
| Metro Cable Franchise Fee | 485,079 | 450,000 | 450,000 | 420,000 |
| Residential Waste Franchise Fee | 461,448 | 414,000 | 434,000 | 434,000 |
| Commercial Waste Franchise Fee | 285,441 | 371,000 | 490,000 | 490,000 |
| PG&E Franchise Fee | 60,544 | 74,000 | 74,000 | 74,000 |
| Other Franchise Fee | <u>67,157</u> | <u>67,900</u> | <u>67,900</u> | <u>67,900</u> |
| Total Franchise Fees | 1,359,669 | 1,376,900 | 1,515,900 | 1,485,900 |
| Licenses, Permits and Fees | | | | |
| Animal Licenses | 60,402 | 50,000 | 65,000 | 65,000 |
| Alarm Permits | 37,300 | 35,000 | 35,000 | 35,000 |
| General Business License | 136,029 | 300,000 | 225,000 | 250,000 |
| Special Business License | 26,325 | 27,000 | 30,000 | 40,000 |
| Employee Permits | 17,680 | 25,100 | 15,700 | 20,000 |
| Tobacco License | - | - | 8,700 | 8,300 |
| Rental Housing Bus. License | - | - | 25,000 | 40,000 |
| Licenses - Other | 6,880 | 38,100 | 37,500 | - |
| Building Permits | 1,134,847 | 686,000 | 626,000 | 650,000 |
| Commercial Building Permits | 451,554 | 375,000 | 475,000 | 475,000 |
| Engineering Permits | 700 | - | - | - |
| Other Permits | 15,751 | 18,400 | 18,500 | 19,300 |
| Planning Fees | 8,260 | 10,700 | 11,800 | 9,800 |
| City Hall Rental Fees | 51,464 | 55,000 | 60,000 | 65,000 |
| Street Sweeping Fees | 189,711 | 170,000 | 185,000 | 185,000 |
| Passports | 12,287 | 10,000 | 10,000 | - |
| Other Fees | <u>10,411</u> | <u>41,600</u> | <u>37,100</u> | <u>41,900</u> |
| Total Licenses, Permits and Fees | 2,159,601 | 1,841,900 | 1,865,300 | 1,904,300 |

GENERAL FUND SUMMARY (CONT.)

| | FY 2010 Actual | FY 2011 Budget | FY 2011 Estimated Actual | FY 2012 Adopted Budget |
|---|-------------------|-------------------|--------------------------------|------------------------------|
| Fines and Forfeitures | | | | |
| Traffic Citations | 314,704 | 350,000 | 336,000 | 324,000 |
| Criminal Fines | 1,088 | 1,000 | 1,000 | 1,000 |
| Parking Fines | 201,595 | 165,000 | 240,000 | 240,000 |
| False Alarm Fines | 40,235 | 65,000 | 65,000 | 60,000 |
| Code Enforcement Fines | 168,002 | 231,000 | 260,000 | 440,000 |
| Other Fines | 337,392 | 345,000 | 356,400 | 330,000 |
| Total Fines and Forfeitures | 1,063,016 | 1,157,000 | 1,258,400 | 1,395,000 |
| Use of Property | | | | |
| Real Property Leases | 610,558 | 317,000 | 375,900 | 485,700 |
| LAIF Investment Earnings | 23,721 | 20,000 | 18,800 | 10,000 |
| CAMP Investment Earnings | 154,753 | 140,000 | 100,000 | 50,000 |
| MBIA Investment Earnings | 112,969 | 120,000 | 80,000 | 40,000 |
| Other Investment Earnings | 166,990 | 192,000 | 325,000 | 30,000 |
| Total Use of Money & Property | 1,068,991 | 789,000 | 899,700 | 615,700 |
| Intergovernmental | | | | |
| Sacramento County Intergovernmental | 170,018 | 124,400 | 154,400 | 138,000 |
| Intergovernmental Other Receipts | - | 45,000 | - | - |
| Mandated Cost Recovery | 26,639 | - | 16,400 | - |
| MVLF Direct Payments | 203,927 | 170,800 | 174,000 | 200,000 |
| MVLF Hardship | 509,673 | - | - | - |
| Pass Throughs | 1,050 | - | - | - |
| Total Intergovernmental | 911,307 | 340,200 | 344,800 | 338,000 |
| Charges for Services | | | | |
| CFD Administration Services Cost Recovery | - | 2,500 | - | - |
| Legal Cost Recovery | 264,990 | 270,900 | 367,000 | 302,900 |
| Planning Cost Recovery | 719,275 | 852,200 | 1,057,000 | 712,000 |
| Workers' Compensation Cost Recovery | 14,090 | 30,000 | - | - |
| Public Works Cost Recovery | 271,874 | 880,000 | 200,000 | 250,000 |
| Other Cost Recovery | 2,311 | 483,600 | 364,400 | 379,600 |
| Cost Recovery Labor | 240,981 | 1,027,600 | 999,900 | 903,200 |
| Overhead | 1,190,929 | 861,100 | 720,500 | 694,100 |
| Police Reports | 13,230 | 15,000 | 12,500 | 14,000 |
| Police - Towing Administration | 68,251 | 86,400 | 86,400 | 90,000 |
| Police - Towing Rotational | 122,373 | 125,000 | 120,000 | 125,000 |
| Other Charges for Services | 391 | - | - | - |
| Pass Through - Tickets | (48) | - | - | - |
| Total Charges for Services | 2,908,645 | 4,634,300 | 3,927,700 | 3,470,800 |
| Other Revenue | | | | |
| Miscellaneous Revenue Other | 291,672 | 216,000 | 70,900 | 53,100 |
| Donations | 80 | - | 100 | - |
| Total Other Revenues | 291,752 | 216,000 | 71,000 | 53,100 |
| Transfers In | 746,412 | 892,000 | 718,200 | 828,700 |
| Total Revenues & Other Sources | 37,491,522 | 39,279,300 | 39,381,600 | 39,628,500 |

GENERAL FUND SUMMARY (CONT.)

| | FY 2010 Actual | FY 2011 Budget | FY 2011 Estimated Actual | FY 2012 Adopted Budget |
|---------------------------------|-------------------|-------------------|--------------------------------|------------------------------|
| Expenditures: | | | | |
| Legislative: | | | | |
| City Council | 303,255 | 320,400 | 297,700 | 328,600 |
| Boards & Commissions | 238,598 | 277,100 | 277,100 | 251,200 |
| City Attorney | 781,307 | 860,500 | 941,500 | 962,000 |
| City Clerk | 364,755 | 340,400 | 348,100 | 347,700 |
| Elections | 2,458 | 31,500 | 35,900 | 200 |
| Total Legislative | <u>1,690,372</u> | <u>1,829,900</u> | <u>1,900,300</u> | <u>1,889,700</u> |
| General Government: | | | | |
| City Manager | 988,940 | 857,200 | 889,100 | 965,700 |
| Administrative Support | 386,324 | 358,400 | 341,400 | 364,700 |
| Communications | 318,211 | 364,000 | 344,200 | 381,700 |
| Human Resources | 393,166 | 443,700 | 442,000 | 485,800 |
| Finance | 1,162,785 | 1,040,000 | 1,051,300 | 1,160,800 |
| Information Technology | 798,952 | 849,400 | 835,900 | 915,000 |
| Risk Management | 208,513 | 211,100 | 191,000 | 209,100 |
| Total General Government | <u>4,256,891</u> | <u>4,123,800</u> | <u>4,094,900</u> | <u>4,482,800</u> |
| Public Safety: | | | | |
| Police | 15,108,810 | 15,491,400 | 15,161,800 | 15,831,800 |
| Community Prosecutor | - | - | - | 65,000 |
| Total Public Safety | <u>15,108,810</u> | <u>15,491,400</u> | <u>15,161,800</u> | <u>15,896,800</u> |
| Community Development: | | | | |
| Planning | 1,403,239 | 1,589,750 | 1,719,800 | 1,384,300 |
| Building & Safety | 1,170,730 | 1,056,800 | 1,017,100 | 1,091,000 |
| Facilities Management | 1,294,837 | 1,110,000 | 1,264,800 | 1,306,500 |
| Economic Development | 363,059 | 333,100 | 345,200 | 416,900 |
| Housing | 23,391 | 216,300 | 230,300 | 440,400 |
| Animal Services | 534,584 | 446,200 | 472,700 | 528,200 |
| Code Enforcement | 498,875 | 644,500 | 637,500 | 612,300 |
| Total Community Development | <u>5,288,715</u> | <u>5,396,650</u> | <u>5,687,400</u> | <u>5,779,600</u> |
| Public Works | 2,347,854 | 3,920,550 | 3,160,800 | 3,206,500 |
| Non-Departmental | 601,472 | 886,300 | 1,149,900 | 618,600 |
| Total Expenditures | <u>29,294,114</u> | <u>31,648,600</u> | <u>31,155,100</u> | <u>31,874,000</u> |
| Other Uses: | | | | |
| Transfers Out | 1,500,701 | 896,000 | 1,389,500 | 820,200 |
| Revenue Neutrality Payment | 6,460,226 | 6,714,700 | 6,714,700 | 6,924,000 |
| Total Other Sources | <u>7,960,927</u> | <u>7,610,700</u> | <u>8,104,200</u> | <u>7,744,200</u> |
| Total Expenditures & Other Uses | <u>37,255,041</u> | <u>39,259,300</u> | <u>39,259,300</u> | <u>39,618,200</u> |
| Surplus/(Deficit) | <u>\$ 236,482</u> | <u>\$ 20,000</u> | <u>\$ 122,300</u> | <u>\$ 10,300</u> |
| Ending Fund Balance | \$ 26,637,595 | \$ 26,657,595 | \$ 26,759,895 | \$ 26,770,195 |

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 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| Licenses, Permits & Fees | \$ 12,297 | \$ 10,000 | \$ 10,100 | \$ 800 |
| Charges for Services & Other Revenues | 265,062 | 271,900 | 367,200 | 303,000 |
| Total Sources of Funds | 277,359 | 281,900 | 377,300 | 303,800 |
| Use of Funds: | | | | |
| Salaries | 234,127 | 232,100 | 242,600 | 234,200 |
| Benefits | 160,783 | 165,600 | 141,900 | 176,700 |
| Operations | 1,295,463 | 1,432,200 | 1,515,800 | 1,478,800 |
| Total Uses of Funds | \$ 1,690,372 | \$ 1,829,900 | \$ 1,900,300 | \$ 1,889,700 |

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 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 303,255 | \$ 320,400 | \$ 297,700 | \$ 328,600 |
| Total Sources | 303,255 | 320,400 | 297,700 | 328,600 |
| Use of Funds: | | | | |
| Salaries | 30,000 | 30,000 | 30,000 | 30,000 |
| Benefits | 44,916 | 77,000 | 51,400 | 79,700 |
| Operations | 228,339 | 213,400 | 216,300 | 218,900 |
| Total Uses | \$ 303,255 | \$ 320,400 | \$ 297,700 | \$ 328,600 |

BOARDS AND COMMISSIONS

DESCRIPTION

Boards & Commissions provide advice to the City Council.

Prior to this fiscal year, the Planning Commission was the advisory commission appointed to assist the City Council by making land use decisions consistent with the policies and plans formally adopted by the Council. In order to streamline the development process and encourage economic development, the City Council eliminated the Planning Commission function in May 2011. This action allows all land use projects to come directly to the City Council and 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 five 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 second year of another three year grant to the Cordova Community Council to provide a professionally managed umbrella organization for Rancho Cordova non-profits that will include volunteer management, fund-raising 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 the Celebration of Faith.

The focus on the next three year grant will be 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 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 238,598 | \$ 277,100 | \$ 277,100 | \$ 251,200 |
| Total Sources | 238,598 | 277,100 | 277,100 | 251,200 |
| Use of Funds: | | | | |
| Salaries | 12,600 | 12,600 | 12,600 | - |
| Operations | 225,998 | 264,500 | 264,500 | 251,200 |
| Total Uses | \$ 238,598 | \$ 277,100 | \$ 277,100 | \$ 251,200 |

CITY ATTORNEY

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. On-going 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 2010 – 2011 GOAL STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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 Departments 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 a Safe Community and Sustain a Livable Community - Goals #6 & 8

- The City Attorney's Office will work with Neighborhood Services Division in drafting an ordinance related to Strong Neighborhoods.

Completed and ongoing. Assisted City staff in successfully preparing an ordinance to regulate the cultivation of medical marijuana within the City in an effort to alleviate the concerns expressed by members of the public related to consequences of cannabis cultivation in the City's neighborhoods.

The City Attorney's Office also prepared an ordinance regulating the placement and maintenance of unattended donation boxes.

Sustain a Livable Community - Goal #8

- Rio Del Oro is the largest mix use development project in the City. The City Attorney's Office will prepare all the resolutions, ordinances, agreements, notices and findings for consideration of the project by the Planning Commission and City Council.

Completed. *The first tier of land use permits for the project were approved, and no lawsuit was filed.*

- CNPS v. City of Rancho Cordova. The City Attorney's Office will continue to work with the developer of the Preserve project to implement the Court's decision in CNPS v. City of Rancho Cordova.

Completed and ongoing. *Staff and attorneys are now working with the property owner on a replacement project application.*

- An increasingly important and critical 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 limited assistance to the City Manager and Development Services Team in the form of providing advice and legal comments 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.

Completed and ongoing. *The City Attorney's Office prepared detailed environmental comments to provide support to Public Works and Planning Departments regarding concerns with inadequate mitigation of the impacts of a major proposed County Project (Mining), we are now litigating to protect the City's interest.*

The City Attorney's Office also prepared an extensive comment letter to the County on behalf of the City in response to the mitigated negative declaration for the Lopez Agricultural Services Williamson Act contract amendment and use permit amendment application.

The City Attorney's Office also prepared detailed comments on the County General Plan that, along with comments from the Attorney General and other interested parties, have thus far been successful in rolling back County plans for extensive and mitigated development of concern to the City.

- The City Attorney's Office will work with the City Manager's Office and the Planning Department in a process known as Habitat Conservation Planning (HCP), a multi-year effort to adopt a blue-print strategy and permitting structure that will sustain critical habitats and threatened species while allowing significant development within the City. The City Attorney will have an active role in commenting and negotiating on the City's behalf with close coordination with the Planning Director.

On hold. Due to budget constraints, the City Attorney's Office has limited its participation in the HCP process. Please see the Planning Department for an update on the HCP.

- The City's relationship with Cordova Recreation and Park District (CRPD) is critical because of the importance of parks and recreation to the residents of Rancho Cordova. A number of contracts and issues are expected to arise in FY 2010-11 that will require considerable time and attention from the City Attorney's Office.

Completed. The City Attorney's Office assisted staff in analyzing the best approach in providing the City with high quality parks and helped draft an update to the Memorandum of Understanding between the City and the Park District related to construction and rehabilitation of parks.

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

Partially completed. One update to the zoning ordinance was completed.

- 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, Planning Commission, and City Council in connection with plans, policies and guidelines to comply with these laws.

In progress. The City Attorney's Office has worked with the Planning Department on the strategy for reviewing climate change impacts for three major development projects currently in process.

- The City expected to process an amendment to the General Plan for the South of White Rock Industrial.

In progress. The City Attorney's Office assisted the Planning Department in evaluating major proposed Special Plans to ensure that the projects meet the City's current economic, housing and environmental goals.

- The Redevelopment Agency anticipates active work on four projects, Mills Station, Olson Island, Crossings at New Rancho, and Veterans Village. The City Attorney will prepare a total of three disposition and development agreements, at least one owner participation agreement and assist in preparing environmental documentation and other required documents for these projects.

Partially completed. In FY 2010-11, for The Crossings at New Rancho, the City Attorney's Office prepared a termination of the Agency OPA, and a City Loan Agreement, Regulatory Agreement, Option Agreement, two Promissory Notes, two Deeds of Trust, and related documents. The legal issues regarding the second phase of the project (Horizons at New Rancho) are expected to be completed in FY 2011-12. A portion of the project will build-out and need further legal documents in future years.

- The City Attorney will represent the Redevelopment Agency on any of its active cases and any legal actions.

Completed and ongoing. *Litigation is proceeding on City of Rancho Cordova v. Simon Building (scheduled for trial in May 2011), RDA v. Lily Company (scheduled for trial in October 2011) and RDA v. Land IDM/Stagger Inn (scheduled for trial in May 2011).*

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. *The City Attorney supported the City Manager's Office and Finance Department in:*

- a. Placing an update to the City's Utility Users Tax on the ballot for voter consideration*
- b. Updating processing and other City Fees*
- c. Updating and improving the purchase ordinance*
- d. Analysis of Transient Occupancy Tax ordinance*

Other Accomplishments Not Identified as a Goal in Fiscal Year 2010-2011 Budget:

- Assisted City staff in preparing a ballot measure which imposes an excise tax on the cultivation of marijuana for personal use. The City's Cultivation tax was approved by the voters of Rancho Cordova at the November 2, 2010 general election and is the first of its kind in the state of California. Goal #1*
- Assisted City staff in preparing a ballot measure that would allow the City of Rancho Cordova to impose a tax on businesses that sell, manufacture, process, transport, test, store, or cultivate marijuana in the event such business activities become legal in California. The measure was approved by the voters of Rancho Cordova at the November 2, 2010 general election, and will allow the City to impose a tax on cannabis related businesses in the event any future legislation legalizes cannabis related activities. Goal #1*
- Assisted City staff in successfully shutting down a medical marijuana dispensary that was operating in the City and avoiding a lawsuit from the dispensary owners. Goal #1*
- Assisted City staff in analyzing legal issues related to the construction of the International Drive connection to Sunrise Boulevard. Goal #2*
- Assisted Public Works Department in successfully resolving a number of issues related to bids received for work on the City's new police station. Goal #4*
- Assisted the Planning Department in amending the Folsom Boulevard Special Plan to address existing non-conforming uses. Goal #4*
- Provide advice to staff regarding the agreement with RedFlex for red light enforcement. Goal #6*
- The City Attorney's Office also provided legal advice to Housing Department for CDBG funded rehabilitation loan programs. Goal #7*

- *Reviewed and revised a comprehensive document package for the City's Rehab-O residential rehabilitation loan program, including program guidelines and application package, loan agreement, security documents, disclosure documents and closing documents. Goal #7*
- *Strengthened the Animal Services Division by assisting Animal Services with enforcement cases involving seizure of animals and vicious dog cases. Goal #8*
- *Assisted in the lease agreement for the Sacramento Children's Museum. Goal #8*
- *Assisted staff in the review of documents establishing the Rancho Cordova Tourism Business Improvement District (RCTBID). Goal #9*

FISCAL YEAR 2011–2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Improve Transportation & Connectivity – Goal #2

1. 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)
2. 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)
3. The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the Capital Southeast Connector project.

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

4. The City Attorney's Office will continue to provide support to the Code Enforcement Department with enforcement matters.
5. 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.
6. The City Attorney's Office will continue to provide support to the Code Enforcement Department with animal control matters.
7. 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).

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

8. 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.
9. 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.

Sustain a Livable Community - Goal #8

10. 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.
11. 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.
12. 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.
13. 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.
14. The City is expected to process two amendments to the General Plan Amendments.
15. 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.
16. 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.

17. The City Attorney's Office will provide assistance to the Planning Department in processing the Specific Plans for the Suncreek, Westborough and Arboretum projects.
18. 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.
19. 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.
20. 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.

Practice Sound Fiscal Management - Goal #11

21. 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.
22. The City Attorney's Office will assist the Public Works Department in preparing the new Residential Franchise Agreement.

Continue to Provide Regional Leadership – Goal #13

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

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 516,317 | \$ 589,600 | \$ 574,500 | \$ 659,100 |
| Charges for Services & Other Revenues | 264,990 | 270,900 | 367,000 | 302,900 |
| Total Sources | 781,307 | 860,500 | 941,500 | 962,000 |
| Use of Funds: | | | | |
| Operations | 781,307 | 860,500 | 941,500 | 962,000 |
| Total Uses | \$ 781,307 | \$ 860,500 | \$ 941,500 | \$ 962,000 |

CITY CLERK

DESCRIPTION

The City Clerk's Office strives for exceptional responsiveness to the citizens of Rancho Cordova, our policy makers, 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 customer service, 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.
- **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.

- **Passport Services** – Providing a customer service venue for members of the community to apply for passports and facilitate their business or personal travel abroad.
- **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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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 Departments 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 vision of the City Clerk's Office is to become known for the exceptional value we bring to citizens, City Council, colleagues, and our profession. This year we will serve on statewide committees to help promote the City Clerk's profession through education, support and collaboration.

Completed and ongoing. This year City Clerk Mindy Cuppy served on the Northern California City Clerk's Association Board as a Trustee. We also hosted an educational program presented by City Manager Ted Gaebler at City Hall. Mindy also serves as the City Clerk's Association of California (CCAC) representative to the League of California Cities Employee Relations Policy Committee Meeting.

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

- The City Clerk's Office will commit to interviewing, training and coaching high school and college interns in order to grow our next generation of leaders.

Completed and ongoing. This year we have had student employees from Heald College assist in reception and administrative functions.

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

- In order to ensure that the City Council can conduct business in the event of an emergency, the City Clerk's Office will finalize a Continuity of Government plan of action.

Completed. Documentation has been created to assist the City Clerk's department in continuing to conduct Council business in the event of an emergency.

Foster Responsible Citizenship – Goal #11

- We will administer the November 2, 2010 Municipal Election.

Completed. Two Council Member seats were up for election in 2010. We had four candidates for City Council and the two incumbents were reelected. There were three

ballot measures on the November 2, 2010 ballot. We were able to work collaboratively with Sacramento County Elections to meet tight deadlines and to print ballots in the most cost effective manner. All three ballot measures were passed by the voters of the City of Rancho Cordova.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Assisted the City Manager in updating an educational program encouraging City Clerks to become more fully involved in the management of their organizations. We have been successful in engaging Ted Gaebler to speak at the International Institute of Municipal Clerk's (IIMC) Annual Conference, the City Clerk's Association of California (CCAC) Annual Conference, and at the Northern, Central and Southern California City Clerks Division meetings. Goal #1*
- *This year we worked closely with the Information Technology department to research and identify records management and agenda process solutions and are looking forward to implementation in FY 2011-12. Goal #4*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

1. Will look for proactive ways to increase the communication of Council actions and activities both inside our organization and to our citizens.
2. Partner with the League of California Cities staff in revitalizing the Sacramento Division City Clerk's group.

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

3. Partner with the Information Technology department to implement a comprehensive City Council agenda management system and Electronic Records Management System (ERMS).
4. 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.

Sustain a Livable Community – Goal #8

5. 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.
6. 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.

Foster Responsible Citizenship – Goal #10

- 7. 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.

Practice Sound Fiscal Management – Goal #11

- 8. 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.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 352,386 | \$ 330,400 | \$ 337,900 | \$ 346,800 |
| Licenses, Permits & Fees | 12,297 | 10,000 | 10,100 | 800 |
| Charges for Services & Other Revenues | 73 | - | 100 | 100 |
| Total Sources | 364,755 | 340,400 | 348,100 | 347,700 |
| Use of Funds: | | | | |
| Salaries | 191,527 | 189,500 | 200,000 | 204,200 |
| Benefits | 115,866 | 88,600 | 90,500 | 97,000 |
| Operations | 57,362 | 62,300 | 57,600 | 46,500 |
| Total Uses | \$ 364,755 | \$ 340,400 | \$ 348,100 | \$ 347,700 |

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 & 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

Foster Responsible Citizenship – Goal #11

- We will administer the November 2, 2010 Municipal Election.

Completed. *Two Council Member seats were up for election in 2010. We had four candidates for City Council and the two incumbents were reelected.*

There were three ballot measures on the November 2, 2010 ballot. We were able to work collaboratively with Sacramento County Elections to meet tight deadlines and to print ballots in the most cost effective manner. All three ballot measures were passed by the voters of the City of Rancho Cordova.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 2,458 | \$ 30,500 | \$ 35,800 | \$ 200 |
| Charges for Services & Other Revenues | - | 1,000 | 100 | - |
| Total Sources | 2,458 | 31,500 | 35,900 | 200 |
| Use of Funds: | | | | |
| Operations | 2,458 | 31,500 | 35,900 | 200 |
| Total Uses | \$ 2,458 | \$ 31,500 | \$ 35,900 | \$ 200 |

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 includes:

- City Manager
- Administrative Support
- Communications
- Human Resources
- Finance
- Information Technology
- Risk Management

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| Taxes | \$ - | \$ 5,000 | \$ - | \$ - |
| Licenses, Permits & Fees | 186,914 | 390,200 | 341,900 | 358,300 |
| Fines & Forfeitures | - | 5,000 | - | - |
| Charges for Services & Other Revenues | - | 2,500 | 500 | - |
| Total Revenues | 186,914 | 402,700 | 342,400 | 358,300 |
| Other Sources: | | | | |
| Transfers In | 390,693 | 284,000 | 294,000 | 365,300 |
| Total Other Sources | 390,693 | 284,000 | 294,000 | 365,300 |
| Total Sources of Funds | 577,607 | 686,700 | 636,400 | 723,600 |
| Use of Funds: | | | | |
| Salaries | 1,976,587 | 1,885,400 | 1,908,900 | 2,006,900 |
| Benefits | 867,423 | 774,000 | 783,400 | 880,000 |
| Operations | 1,255,289 | 1,341,400 | 1,262,600 | 1,522,700 |
| Capital Outlay | 157,592 | 123,000 | 140,000 | 59,500 |
| Capital Improvements | | | | |
| Total Expenditures | 4,256,891 | 4,123,800 | 4,094,900 | 4,469,100 |
| Other Uses: | | | | |
| Debt Service | | | | |
| Principal & Interest | - | - | - | 13,700 |
| Total Other Uses | - | - | - | 13,700 |
| Total Uses of Funds | \$ 4,256,891 | \$ 4,123,800 | \$ 4,094,900 | \$ 4,482,800 |

CITY MANAGER

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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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.

Foster a Positive Image of Rancho Cordova—Goal #1

- Continue to support and encourage City staff to be actively involved in community activities and events.

Completed and ongoing. *In 2010, staff planning and participation was critical to the success of the neighborhood ice cream socials planned to celebrate with the community the All-America City win. In addition, staff continues to be actively involved in numerous community activities including but not limited to the: 4th of July, Eppie's Great Race, State Fair Parade, California Capital Airshow, Taste of December (for the Folsom Cordova Community Partnership), Rotary's Christmas Basket Program, Project 680 and Kid's Day in the Park.*

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

- Continue to develop a positive work culture among the workforce at City Hall.

Completed and ongoing. *The City Manager's Office encourages and strives to provide opportunities for staff at any level to participate in innovative ventures (bring concepts and projects to the biweekly Office of New Ideas); achieve recognition for themselves, their colleagues and/or programs (seek help from "Awards Central"); and achieve personal and professional development (mentoring through the Future Leaders and Innovators Team).*

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

- Oversee a smooth transition of the "finger" annexation, ensuring delivery of the higher level of city services promised.

Completed. *Following annexation of the "finger" area on July 1, 2010, the City Manager's Office has tracked and noted increased municipal services to the previously unincorporated areas, such as more responsive police services and public works operations and maintenance services to the area.*

- Proceed with construction of a City police headquarters on Kilgore site.

Completed. *During FY 2010-11, the City Council approved contracts, and construction began in December, with completion expected for a June 2011 move-in.*

- Draft a forward thinking, one-of-a kind, innovative City Charter for public discussion.

In progress. Staff has done research and determined that this is a long-term quest requiring even deeper research, comparisons of charters, and discussion, and will continue to research and interpret results.

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. FY 2009-10 ended with General Fund revenues in excess of expenses and FY 2010-11 is also projected to end with General fund revenues greater than expenses.

Continue To Provide Regional Leadership—Goal #13

- Continue City Manager involvement in leadership positions for various local and regional organizations.

Completed and ongoing. The City Manager's leadership role in several local and regional organizations include: Chair of the California Capital Airshow Board, Sacramento Valley Division of the League of California Cities (President of the Northern California area for City Managers), Board member for the Rancho Cordova Chamber of Commerce, and founder and steering committee member of Leadership Rancho Cordova.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-11 Budget

- *Provide leadership to and management of all City departments to ensure all programs and projects provided by the City are moving forward in an efficient and effective manner. Goals #1-13*
- *Ensuring that city-owned facilities continue to be utilized as an attractive gathering and work places for government, not-for-profits, private businesses, and citizens. During FY 2010-11, the City completed leases with: the Sacramento Children's Museum with an anticipated Grand Opening in the summer of 2011; McKesson, which extended their lease for three additional years; and PMC which reduced the lease space but extended the lease for three additional years. Goals #1 & 11*
- *Collaborated and worked on placing three ballot measures on the November 2, 2010 election ballot for our voters to determine the outcome. The ballot measures were: Measure E – Utility user tax modernization and fairness; Measure H – Cannabis business tax; and Measure O – Personal cannabis cultivation tax. Goal #10*
- *Rancho Cordova was one of ten cities honored with the highly coveted Helen Putnam Award for Excellence from the League of California Cities, recognizing innovative thinking and contributions to public service among almost 500 cities. The award was given for the Annual Corporate Report, the City's unique and successful approach to educating decision-makers, the business community and residents about the state of and expectations for the City's finances. Goal #11*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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—Goal #4

1. Evaluate the desirability of renegotiating the police services contract in accordance with the contract provisions.
2. Conduct a biennial public opinion survey to determine the level of citizen satisfaction with City services and compare trending data from previous surveys.
3. 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.

Practice Sound Fiscal Management—Goal #11

4. 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.
5. Provide leadership for a multi-departmental, rigorous approach to identify and collaboratively capture outside funding through grants wherever feasible.

Establish Logical City Boundaries—Goal #12

6. Explore the possibility of additional annexation.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 988,940 | \$ 857,200 | \$ 889,100 | \$ 965,700 |
| Total Sources | 988,940 | 857,200 | 889,100 | 965,700 |
| Use of Funds: | | | | |
| Salaries | 558,654 | 518,000 | 535,300 | 533,500 |
| Benefits | 207,898 | 180,900 | 185,200 | 205,300 |
| Operations | 222,388 | 158,300 | 168,600 | 226,900 |
| Total Uses | \$ 988,940 | \$ 857,200 | \$ 889,100 | \$ 965,700 |

ADMINISTRATIVE SUPPORT

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. 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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.

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

- Each administrative support employee to acquire one certification related to the administrative support profession i.e. typing, 10-key, Microsoft Office Specialist (MOS), Certified Professional Secretary (CPS), or Certified Administrative Professional (CAP).

Anticipated completion by June 30th. Each member of the Administrative Support Division has acquired or will acquire one of the above mentioned certifications in this fiscal year.

- Each administrative support employee to seek a mentor or become a mentor and establish a relationship designed to encourage continued growth and development.

Completed. Two of our staff have mentored high school and college interns who are gaining working experience at the City of Rancho Cordova. Staff is also working with two administrative professionals who are working out-of-state and have sought some coaching.

- Take the initiative to offer training and development opportunities to employees in the areas of professional and technical skills.

Completed. One team member has trained our high school and college interns, as well as, our part-time temporary staff to use features in Microsoft Publisher and Word. Staff has also trained our interns and other City department staff on how to use our office equipment, copy machine, postage machine, phone system, and so forth. One team member has also partnered with HR to offer a communication styles training to the International Association of Administrative Professionals (IAAP) membership. One team member is taking courses related to desktop publishing.

Foster Responsible Citizenship – Goal #10

- Reduce mileage reimbursement costs and protect the environment by increasing usage of city vehicles for city business.

Completed. Staff is using our City vehicles more regularly. Statistics show citywide usage has increased 71% over FY 2010-11. One team member has encouraged use of the Prius through the weekly "Did You Know."

Practice Sound Fiscal Management – Goal #11

- Encourage the use of recycling office supplies (i.e. purchase pen refills, reuse file folders, etc.) to decrease monies spent on office supplies.

Completed. As a result of the citywide clean-up, our division recycled binders, folders, pens, and other office supplies placing unused supplies in the file room. Our Customer Service Specialist conducted a cost comparison between our current office supply vendor, Primary Source and a new vendor, Give Something Back to save money on our supply costs.

Continue to Provide Regional Leadership – Goal #13

- To provide regional leadership in the administrative field and participate in administrative professional networking groups.

Completed. Two of our staff are serving on the International Association of Administrative Professionals (IAAP) Board or committees. Members of the Administrative Support Division are active within IAAP, the largest international association for administrative professionals. The Division is actively promoting the career of an administrative professional through social networking sites, the weekly "Did You Know", speaking engagements, activities, and word of mouth.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- Members of the Administrative Support Division have given back to the community by being involved in various committees and organizations that benefit Rancho Cordova at large. This includes the annual Memorial Day and Veterans Day celebrations, Relay for Life Rancho Cordova, annual 4th of July parade and events at Hagan Park, and Eppie's Great Race. Goal #1

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

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

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

2. 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.
3. Strengthen relationships between departments by hosting internal meetings/trainings with administrative support staff and/or their managers once per quarter.

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

4. 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.

Foster Responsible Citizenship – Goal #10

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

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 386,324 | \$ 358,400 | \$ 341,400 | \$ 364,700 |
| Total Sources | 386,324 | 358,400 | 341,400 | 364,700 |
| Use of Funds: | | | | |
| Salaries | 229,781 | 218,100 | 206,400 | 219,000 |
| Benefits | 129,007 | 107,600 | 102,300 | 111,900 |
| Operations | 27,537 | 32,700 | 32,700 | 33,800 |
| Total Uses | \$ 386,324 | \$ 358,400 | \$ 341,400 | \$ 364,700 |

COMMUNICATIONS/PUBLIC INFORMATION/ COMMUNITY RELATIONS

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. In addition, we appreciate the opportunity to lead initiatives to foster civic engagement and responsibility. In a survey, conducted in December 2010, 45% of our residents said they would like to be more engaged in the community. Our challenge continues to be developing and facilitating diverse opportunities by which to harness that enthusiasm.

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.

Ongoing responsibilities of Communications, Public Information, and Community Relations 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.

FISCAL YEAR 2010 – 2011 GOAL STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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

- Continued development of a long-range, outcomes-based program for Growing Strong Neighborhoods, including stakeholder and community involvement.

In progress. An internal committee has met regularly, outlined specific projects, goals and the concepts for a community workshop. “Rancho Cordova Growing Strong” will be promoted in various ways and disciplines and involving community groups.

- Outreach to the newly annexed area of the City along Folsom Boulevard and Sunrise Boulevard, with possible activities to include new light pole banners, other signage, publications and events.

Completed. In cooperation with Economic Development, Facilities, Public Works and other departments, along with the Chamber of Commerce, we created and implemented a very successful kick-off event for the annexation area. All businesses in the annexation area were invited through a post card mailer and e-blast. We “unveiled” a new City of Rancho Cordova street sign to symbolize the addition of the area into our City boundaries. We added light pole banners along Folsom and Sunrise Boulevards, created hand-out materials for the businesses in the area with contact information to several city departments.

- Continued support for increased marketing for the Rancho CordoVan shuttle service. Specific projects may include targeted outreach and publications to businesses served by the shuttle.

Completed. We worked with Public Works and Economic Development staff to conduct targeted outreach events to potential high-use businesses to encourage ridership. The project resulted in an increase in ridership after the events.

- Support for other departments’ projects, such as Highway 50 widening construction project, the International Drive Extension, among others.

Completed. “Giant Cranes Swooping into Rancho Cordova” publicity during the International Drive Extension project garnered excellent media coverage. A ribbon-cutting event was held upon the opening of the new roadway. Highway 50 widening and Folsom Blvd. overpass work required ongoing notification to residents of street closures and other traffic information which was posted on the website, on Facebook, in the Grapevine, and when warranted, in the Sacramento Bee.

- Increase use of social media tools, such as Facebook, YouTube, and Twitter by taking advantage of training opportunities, producing more in-house videos for the website and other uses, and working with departments to develop content for these media.

Completed. We created a City of Rancho Cordova Facebook page and more than 700 people have become “fans” of the City. This has provided an effective method for two-way communications, with people being very vocal about their interests and opinions. One of the most successful posts was for input on the proposed Gateway signage concepts. It was gratifying to see so many thoughtful comments. We launched the use of videos on the website using YouTube. Twitter at this time does not appear to be a meaningful medium, but we will continue to monitor its use and potential uses for the City.

- Use Council and community feedback gathered in recent workshops to explore redesigning the City's website to make it more navigable, useful, and attractive to residents, businesses, and other website users.

In progress. Many significant changes were made to the website to make it more user-friendly and informative. In the process we determined that a new website design would be necessary in order to make more significant improvements. Through negotiations with our existing site designer, we are in the process of creating an "out of the box" website for launch in the coming fiscal year.

- Provide public information support for various events in the community, such as:
 - Continued support of the community's "Rancho Cordova Great Health Challenge: 20 Tons in 2010" through publicity and event support.
 - The Mayor's weekly neighborhood walks throughout the City during the first half of the fiscal year.
 - Major events with the Cordova Community Council, Chamber of Commerce, and other community activities, such as the California Capital Airshow.

Completed and ongoing. We provided public information for "The Great Health Challenge," the Airshow, the Mayor's Neighborhood Walks, the Economic Summit/Corporate Report, State of the City, Folsom Boulevard Phase 2 Beautification, International Drive Ribbon-Cutting, July 4th, iFest, Christmas tree lighting, Stagger Inn demolition, and many other projects. There were 381 stories on 162 topics in 29 media outlets specifically about Rancho Cordova projects, activities, etc. 58 News Releases were sent to media to generate stories or mentions.

Foster Responsible Citizenship – Goal #10

- Work with neighborhood groups to foster coordination of City goals and projects.

In progress. We have supported, where possible, efforts by Rancho Cordova Alliance of Neighborhoods (RCAN) and other groups by posting information about improvement projects on the website, Facebook, in the newsletter and other ways.

- Support Economic Development, Planning and Public Works department projects.

In progress. We have supported these departments by creating effective key messages for media and community involvement on many issues, such as Folsom Boulevard business interaction, zoning issues, roadway projects, etc. to encourage better understanding of City positions and to better understand the community's issues.

- Encourage public participation in a variety of City projects and programs.

In progress. We continually support internal departments and City efforts in many ways, as demonstrated through the above-mentioned projects, All-America City celebrations and publicity, etc. Most significant is and will be the community-based effort in conjunction with "Rancho Cordova Growing Strong".

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Created and executed award-winning Annexation Celebration “After a 7-year Engagement, We’re Getting Hitched” to inform and involve the new area of the City. Goals #1 & 10*
- *Publicized All-America City celebrations and created materials for the community to display (decals, coasters, bags, etc.) to share in the pride of the designation. Goals #1 & 10*
- *Implementation of a new city graphic logo font for letterhead and other City documents and forms along with rewrite of public information materials to convey a more sophisticated image for the maturing city. Goal #1*
- *Gold “Cappie” award City Views newsletter and a Bronze “Cappie” for the annexation event, “We’re getting hitched.” Goal #1*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a 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 groundbreaking, ribbon-cuttings, public works projects impacting the public, economic development, housing, animal services, etc.
3. Work as liaison with the Cultural Arts Steering Committee.
4. Support and publicize efforts of the Growing Strong Neighborhoods initiatives.
5. Work on redesign of the website for a more attractive, dynamic and user-friendly site.

Foster Responsible Citizenship – Goal #10

6. 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.
7. Work with various partner agencies in projects to benefit the community.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 318,211 | \$ 364,000 | \$ 344,200 | \$ 381,700 |
| Total Sources | 318,211 | 364,000 | 344,200 | 381,700 |
| Use of Funds: | | | | |
| Salaries | 80,432 | 91,700 | 94,100 | 99,300 |
| Benefits | 39,368 | 40,400 | 40,700 | 55,800 |
| Operations | 198,412 | 231,900 | 209,400 | 226,600 |
| Total Uses | \$ 318,211 | \$ 364,000 | \$ 344,200 | \$ 381,700 |

HUMAN RESOURCES

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 staff and 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.
- Conduct annual 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.
- Maintain confidential personnel and position control data in the Human Resources Information System (HRIS).

FISCAL YEAR 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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, which reflects positively on the image of Rancho Cordova.

Completed and ongoing. *Human Resources staff sent out a survey to City employees which resulted in being named the Best Workplace (51-200 Employees), in Rancho Cordova for the Cordova’s Choice Award. Human Resources staff assisted with the nomination of the Volunteer Spirit Award for the greater Sacramento Region. While we did not win, this nomination brought recognition at the event of the efforts employees make to support our community. Additionally, Human Resources staff hosted an International Public Management Association-HR Spring conference for regional public agency HR professionals at City Hall and invited our City Manager to share our philosophy and positive work culture.*

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

- Strategically use automation to achieve efficiencies and increase staff effectiveness.

Anticipated completion by June 30th. *Human Resources staff worked with the Finance Department and a consultant to implement online timesheets. Human Resources will have ongoing training and administration responsibilities.*

- Research benefits alternatives that offer additional options to employees at no cost to the City.

Completed. *Human Resources staff researched health, dental, vision benefit plans to evaluate opportunities for premium reductions and reviewed AFLAC, Liberty Mutual, and other non-monetary benefits, in conjunction with the E.A.T. team, that would create value for employees.*

- Coordinate two wellness activities or events to encourage employees to be healthy in mind and body, which increases work productivity and attendance.

Completed. *Human Resources staff coordinated a wellness fair in which flu shots were offered, blood pressure tested, and educational resources offered to promote health and fitness. Additionally, staff supported the 2010 Mayor initiative to lose 20 Tons in 2010, by helping create a communication strategy to remind staff of physical activity opportunities, healthy recipes, and provide encouragement.*

- Partner with the Information Technology Department to establish an intranet committee to help develop an interactive design that provides employees with organized information, clear communications and a sense of community.

On hold. *This project was not moved forward due to new projects added during the fiscal year.*

- The Human Resources Department will provide effective safety communications through the implementation of a safety committee in administering the City Injury and Illness Prevention Program.

Partially completed. *Human Resources staff evaluated the City's areas of risk, prepared a draft comprehensive Injury and Illness Prevention Plan. A safety committee will be established to ensure effective administration of ongoing safety needs.*

- Develop a master training plan and schedule based on feedback from staff and supervisors to meet professional development and wellness needs and safety program requirements.

Completed. *A master training schedule was established to meet supervisor and employee professional development needs for the next fiscal year.*

- Coordinate two educational workshops for City staff on City benefits.

Completed. *Human Resources coordinated an educational workshop to encourage individual investment toward retirement savings and educated employees on resources available to assist employees through our Employee Assistance Program.*

- Provide supervisor education on our human resources policies and various employment laws, such as the Family Medical Leave Act, California Family Rights Act, Americans with Disabilities Act (ADA), Fair Employment and Housing Act.

Completed. *Human Resources staff provided education to help supervisors understand employee rights under the various leave laws and expectations for communicating with Human Resources on employee leave needs.*

- Human Resource staff will create a tracking method for professional and drivers' license expiration dates to ensure employee licenses remain current.

Completed. *Human Resources staff utilized Great Plains system capabilities to implement the tracking of license expiration dates and reporting.*

- Create 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.

In progress. *Resources are still being compiled and made available on the intranet to allow easy access through hyperlinks placed in one document so new hires can find resources efficiently and feel supported.*

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

Partially completed. *Our team has been able to evaluate and ensure compliance with nearly all of our job classes. This project will be completed early next fiscal year.*

- To maintain the trust of the public in the performance of our civil service responsibilities, the Human Resources Department will develop background check guidelines to maintain a consistent approach to hiring.

Completed. *Human Resources staff identified critical components of a solid background check process, evaluated legal implications, drafted guidelines to ensure consistency, and discussed implications and expectations with the City's management team.*

Foster Responsible Citizenship – Goal #10

- To support our local community and build employee engagement, the Human Resources Department will coordinate the participation of employees in at least six local events, including blood drives and personal involvement in the community.

Completed. *Human Resources staff coordinated six blood drives, participated in several mock interviews with Heald College students, led the Cordova High School student scholarship project, championed the United Way Employee Giving Campaign, coordinated employee participation in the Rancho Cordova Rotary food basket set-up and delivery, and encouraged donations to the Skoglund Family Toy Drive. Overall, all City employees raised \$12,600 for the community.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Offered numerous webinars to professionally develop employees or educate on best practices from other jurisdictions or leadership related topics such as succession planning, mentoring, and interest based negotiation. Goal #3*
- *Provided training to various groups in the City to enhance employee understanding of diverse communication styles to help them be more effective. Goal #3*
- *Successfully transitioned payroll processing from the Finance Department to offer cost savings to the City through reduced staffing. Goal #11*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

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.

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

2. 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.
3. Develop a workforce planning process to assess risk of loss of critical employees.
4. 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.
5. Evaluate an employee leave donation program to determine implications and legal requirements.
6. Research and evaluate options for an online performance management tool.
7. In conjunction with the Employee Advisory Team, implement non-monetary benefits requested by City employees.
8. 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.
9. The Human Resources Department will complete the review of job classifications to ensure compliance with the Fair Labor Standards Act.
10. Human Resources staff will finalize the Injury and Illness Prevention Plan and establish a safety committee to ensure effective administration of ongoing safety needs.

11. Coordinate and implement a training plan based on the employee Master Training schedule.
12. Provide training on performance management to help our supervisors coach and mentor better performance or innovation and align individual goals with broader organizational goals.
13. Increase participation in professional development classes by 5% annually.
14. Provide four resources on training opportunities to the City Future Leaders and Innovators Team to develop future public sector leaders.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 393,166 | \$ 443,700 | \$ 442,000 | \$ 485,800 |
| Total Sources | 393,166 | 443,700 | 442,000 | 485,800 |
| Use of Funds: | | | | |
| Salaries | 243,518 | 248,800 | 252,300 | 257,500 |
| Benefits | 100,982 | 103,700 | 104,900 | 113,400 |
| Operations | 48,666 | 91,200 | 84,800 | 114,900 |
| Total Uses | \$ 393,166 | \$ 443,700 | \$ 442,000 | \$ 485,800 |

FINANCE

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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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.

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

- The Finance Department will create a page on the citywide intranet in order to disseminate important information throughout the city departments. Content will include the previously completed purchasing policy, Financial Matters for new hires, Accounting Policies and Procedures, blank forms, etc.

Anticipated completion by June 30th. *The Finance Department page on the intranet is currently populated with the Master Fee Schedule, the Developer Impact Fee Deferral Program and the Collections Manual. Work is currently underway designing the department page. The department page is expected to be completed by June 30th and additional content is expected to be loaded prior to the end of this fiscal year as well.*

Ensure a Safe Community – Goal #6

- The Finance Department will be assisting with the administration of the red light camera system approved for installation by the City Council in 2010.

Completed. *The Finance Department assisted the Police Department with the execution of the contract. The Police Department is now working with the contractor to identify subject intersections. The system is expected to be operational in July or August of 2011.*

Practice Sound Fiscal Management – Goal #11

- In order to ensure revenue maximization, we will analyze the results of the Transient Occupancy Tax (TOT) audit performed in FY 2009-10 and take corrective action. Additionally, we will analyze revenues lost through the use of online booking companies and, in conjunction with our City Attorney, will prepare and present to Council our options in dealing with this condition.

Completed. *The audit results showed material compliance and remittance by the hoteliers. Analysis of the online booking company's activities revealed the loss of TOT from online bookings is less than the risk of loss if we were to challenge and prevail, as the online booking companies would likely cease to serve Rancho Cordova hotels. We continue to monitor this issue.*

- In order to gain operating efficiencies, we will implement the electronic timesheet module of the Great Plains accounting system, thereby allowing employees to enter their timesheets directly into the system.

Anticipated completion by June 30th. *We are in the initial phases of this project. However, the project team is moving forward and completion by or near June 30th is likely.*

- Upon incorporation the City adopted many of the provisions of the County of Sacramento's codes, including their fees and fines. In reviewing our municipal code in the context of the Master Fee Schedule and User Fee Study, we found many inconsistencies within our code. In order to maximize revenues and minimize unintended subsidies, we will continue working with the City Attorney's office to clean up our municipal code as it relates to fines and fees.

Completed and ongoing. *By June 30, 2011 we will have made corrections to at least four sections of the municipal code and will continue making adjustments as identified and needed moving forward.*

- Subject to Council approval, the Finance Department will proceed with placing a measure on the November 2010 ballot to safeguard our existing Utility Users Tax (UUT) and to expand the base to which the tax is applied. The measure previously taken to ballot in May 2009, as a special tax, and received 56.5% voter approval. However, as a special tax, the measure did not garner the required 2/3 voter approval (66.67%). By taking the item back as a general tax, instead of a special tax, we need only a simple majority approval by the voters.

Completed. *Voter approval was obtained in November 2010, and the corrected tax is now in place.*

- The Finance Department will be designing and administering systems to collect and comply with the terms of the Revenue Sharing Agreement entered into with the County of Sacramento regarding the sharing of revenues from the annexation area.

Completed. *In the course of designing the system, it was discovered that utility providers are not able to segregate Utility User Taxes received from specific geographic areas within a jurisdiction. The revenue sharing agreement with the County requires us to remit 75% of the gas and electric Utility Users Taxes collected from the annexation area. Since identification of those revenues is not possible, the City will need to*

negotiate this aspect of the agreement with the County moving forward. This will be included as a current year project.

- 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 be completing a systems needs assessment process. This exercise will help us determine exactly what we need out of a financial software system and will guide us through the system selection process.

On hold. *The finance department is awaiting the services of the Information Technology department to complete the needs assessment. The needs assessment is a critical process that must be complete prior to evaluating system options as it provides the yardstick against which we measure possible solutions.*

- Review and revise the existing loan agreement between the City's General Fund and the Kilgore Cemetery Fund. The existing agreement is outdated.

Completed. *The City Council approved a new loan agreement via Resolution #65-2010.*

- Review the fund balance in the General Plan Impact Fee Fund, and determine the General Fund portion of the expenses incurred to date. Once the General Funds portion has been determined, the Finance Department will propose a repayment plan and include in future budgets.

Completed. *It was determined that the General Fund should have contributed 33% of the cost of the initial General Plan. A prior period adjustment was booked against beginning fund balance (July 1, 2010) to move the funds out of the General Fund, into the General Plan Impact Fee fund. This issue is now resolved.*

- In order to ensure adequate funding for future infrastructure needs, the Finance Department will assist in the implementation of Developer Impact Fee studies.

In progress. *The Finance Department continues to participate in the ongoing analysis and discussion with the Building Industry Association (BIA), internal staff and the City Council related to determining our future infrastructure needs that meet the vision for our City.*

- In conjunction with the Neighborhood Services Division, Finance will conduct an in depth analysis of the revenues and expenses pertaining to the Rental Housing Inspection Program and devise a system to comply with the financial accounting guidelines currently established in the Rental Housing ordinance. Such analysis may result in the recommendation to change the "per door Rental Code compliance fee".

Anticipated completion by June 30th. *This project has not yet commenced, but it is likely that it will be completed by the end of the current fiscal year.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *In conjunction with the City Manager's Office and the City Attorney, we proposed ballot measures H and O, relating to the taxation of marijuana. Measure H, approved by the voters in November 2010, allows the City to impose a tax of up to 15% of gross receipts of cannabis businesses. While no such business activities are currently allowed in Rancho Cordova, in the event the law or the interpretation thereof changes, the City now*

has a voter approved tax in place. Measure O, also approved by the voters in November 2010, allows the City to impose a tax upon the cultivation of marijuana. Cultivation of medical marijuana for personal consumption is currently allowed under state law, with a physician's recommendation. Staff continues outreach to interested parties in order to recommend a tax rate to the City Council for adoption. Goals #1, 6, 7, 11 & 13

- *The Corporate Report, held every February, earned the City its first Helen Putnam Award for Excellence in Internal Administration. Goals #1 & 4*
- *In an effort to improve transparency and access to financial information, the Finance Department revamped the budget document. The intent was to shrink the overall size of the document and place data in a more logical sequence within the document. Elements were also added to provide summaries of projects relative to the citywide goals and to provide trend data on our major revenues. Goals #1 and 11*
- *In conjunction with the Code Enforcement Department, we implemented the Tobacco Licensing program. Goals #6 & 11*
- *In conjunction with the Code Enforcement department we implemented our contract with our collection agency and began sending delinquent accounts to collections. Goal #11*
- *Analyzed and identified options to reduce our ongoing pension costs. Options include pre-paying our annual contribution at a discounted rate and paying increased contributions into a side fund in order to mitigate future rate increases. Goal #11*
- *Created and disseminated a Collections manual. This manual guides employees through the various options for the collection of past due debts to the City. It describes the various accounts receivables and gives a menu of collection options for each revenue type. Then, it provides instructions on how to initiate each collection activity. The document is currently available on the Finance Departments intranet page. Goal #11*
- *Executed an agreement with Commerce Bank for the automatic processing of Accounts Payable. This payment option could generate up to \$50,000 of revenue to the City each year. Goal #11*
- *The Finance Department worked closely with the Information Technology Department to improve controls over the security access to the Financial Accounting software package. Goal #11*
- *Reduced our cash receipts processing time by an average of two days. Goal #11*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

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

1. 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 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.

Practice Sound Fiscal Management – Goal #11

3. 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.
4. 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.
5. 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.
6. 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.
7. 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 city Business Tax Program to identify those businesses in Rancho Cordova that are not currently licensed.
8. 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.
9. 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.
10. 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.

11. 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.
12. Conduct an in-house Grant Management training class for all departments who either are currently managing grants or are considering applying for grant funding.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 711,370 | \$ 353,300 | \$ 424,900 | \$ 532,200 |
| Taxes | - | 5,000 | - | - |
| Licenses, Permits & Fees | 186,914 | 390,200 | 341,900 | 358,300 |
| Fines & Forfeitures | - | 5,000 | - | - |
| Charges for Services & Other Revenues | - | 2,500 | 500 | - |
| Total Revenues | 898,285 | 756,000 | 767,300 | 890,500 |
| Other Sources: | | | | |
| Transfers In | 264,500 | 284,000 | 284,000 | 270,300 |
| Total Other Sources | 264,500 | 284,000 | 284,000 | 270,300 |
| Total Sources | 1,162,785 | 1,040,000 | 1,051,300 | 1,160,800 |
| Use of Funds: | | | | |
| Salaries | 681,843 | 627,000 | 635,000 | 708,100 |
| Benefits | 323,479 | 268,000 | 277,200 | 315,700 |
| Operations | 157,463 | 145,000 | 139,100 | 137,000 |
| Total Uses | \$ 1,162,785 | \$ 1,040,000 | \$ 1,051,300 | \$ 1,160,800 |

INFORMATION TECHNOLOGY

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 on-going 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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

- Expand Virtual Desktops

We are working on virtualizing our desktops and will expand on the number of users that will be transitioned into a virtual desktop. We will look at ways of utilizing this technology to allow better, faster, remote access for those users that need this.

Completed. *We have currently installed approximately 50 Virtual Desktops within City Hall, making use of an Energy Efficiency and Conservation Block Grant Program (EECBG) Grant to offset costs. We have also implemented a secure Access Gateway to allow external access to virtual desktops.*

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

- Increase Data Storage and Backup Capacity

Due to increase in file storage that was not predicted, we are finding that we will run out of storage space through mid-year 2011. To solve this problem we will add additional SANs (Storage Area Networks) that will allow for additional storage. We also need to increase our backup capacity and this will be accomplished by adding a tape library to our backup server. Part of this project would be to automate a process for archiving used files and still make them available. This will help reduce file storage and searching of needed files.

Completed. Purchased and installed a new Storage Area Network (SAN) system increasing our Data Storage. Also purchased and installed a new Tape Backup Library to provide a reliable system to protect the city's electronic data.

- Electronic File Cleanup and Archiving

IT will meet with all departments and work on electronic file cleanup. We feel there are a lot of files either no longer needed or duplicated, and this would help reduce time searching for files. This would also be an opportunity for us to educate users to keep these files organized and well maintained.

Completed and ongoing. Did an email and information campaigns and worked with departments and individuals to cleanup email and electronic files. This is going to be an ongoing project to maintain current and relevant stored data.

- Improve the City Hallway Intranet

Work with departments to create their own presence on the intranet and develop applications that would help with their day to day functions. Creating an intranet library for their projects is one example.

On hold. The intranet is currently on hold due to lack of staff resources. We are currently looking into options how to expand the intranet with fewer needs on staff time.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Folsom Cordova Community Partnership (FCCP): Assisted FCCP in relocating staff from Investment Circle office which was at end of lease. IT Staff wired up and configured back office area at RCNC Neighborhood Services office to accommodate FCCP Staff. Interconnected FCCP office in Suite 200 to allow FCCP staff to be connected to FCCP network. Goals #1 & 4*
- *Cordova Recreation Park District (CRPD): CRPD was taking possession of Riverview School and was moving staff to this facility. City IT Staff met with CRPD Staff to determine needs at Riverview School. IT acquired Internet Services for school, specified and assisted in the ordering of network equipment for CRPD. Installed equipment and wired up four buildings to provide internet access and network connectivity. Setup computer lab to get internet access for training. Setup Firewall and segmented networks so computer lab and office computer were not interconnected but could share internet access. Goals #1, 4 & 13*
- *Communications Tower: Worked with an outside vendor to build a communications tower to create a high speed wireless link between City Hall and the Kilgore Police Building to provide data services to staff residing in the Gold Tailings Building. This will also allow us to utilize the server room in the police building as a backup data center protecting the data integrity of the City's data network. This will also provide the City the capability to recover the network data and systems from a disaster involving the City Hall Building. Goals #3 & 4*
- *California Capital Airshow: City IT staff has assisted Airshow staff with many IT needs including providing internet access via a temporary built wireless system that broadcast a signal from the top of the VA Hospital over to the airfield to give the entrance gates the ability to sell tickets at the gates. We have also wired up the Airshow office and donated equipment to allow staff and volunteers to work more efficiently. Goals #1 & 13*

- *Volunteers Income Tax Assistance (VITA): For the second year, IT staff has provided and setup computer equipment within City Hall to be used in the VITA program. We worked with IRS staff to become an IRS VITA Site. Goals #1 & 13*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

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

1. Virtual Desktop Deployment: Implement Phase 2 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.
2. 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.
3. Document Management System: Working with the City Clerks 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).
4. 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
5. 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.

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

6. 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.
7. 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).

8. 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 update website.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 672,760 | \$ 849,400 | \$ 825,900 | \$ 820,000 |
| Total Revenues | 672,760 | 849,400 | 825,900 | 820,000 |
| Other Sources: | | | | |
| Transfers In | 126,193 | - | 10,000 | 95,000 |
| Total Other Sources | 126,193 | - | 10,000 | 95,000 |
| Total Sources | 798,952 | 849,400 | 835,900 | 915,000 |
| Use of Funds: | | | | |
| Salaries | 182,360 | 181,800 | 185,800 | 189,500 |
| Benefits | 66,689 | 73,400 | 73,100 | 77,900 |
| Operations | 392,311 | 471,200 | 437,000 | 574,400 |
| Capital Outlay | 157,592 | 123,000 | 140,000 | 59,500 |
| Total Uses | \$ 798,952 | \$ 849,400 | \$ 835,900 | \$ 901,300 |

RISK MANAGEMENT

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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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 response to the recession, many insurance companies have been increasing the exclusions of their client's insurance policies. As a result, the City has experienced a higher than normal push back from our consultants and contractors regarding our standard insurance requirements. In order to maintain operating efficiency, without compromising our liability protection, the City will be reviewing its standard insurance requirements for vendors and identifying areas susceptible to compromise and items of absolute requirement.

Completed.

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Practice Sound Fiscal Management – Goal #11

1. 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.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 208,513 | \$ 211,100 | \$ 191,000 | \$ 209,100 |
| Total Sources | 208,513 | 211,100 | 191,000 | 209,100 |
| Use of Funds: | | | | |
| Operations | 208,513 | 211,100 | 191,000 | 209,100 |
| Total Uses | \$ 208,513 | \$ 211,100 | \$ 191,000 | \$ 209,100 |

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PUBLIC SAFETY SUMMARY

DESCRIPTION

The Public Safety function is comprised of the budgets for the Rancho Cordova Police Department and the potential services from the Community Prosecutor.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| Taxes | \$ 911,883 | \$ 925,000 | \$ 950,000 | \$ 1,004,000 |
| Licenses, Permits & Fees | 37,300 | 35,000 | 35,000 | 35,000 |
| Fines & Forfeitures | 880,071 | 891,000 | 968,400 | 925,000 |
| Use of Money & Property | 14,134 | - | - | - |
| Intergovernmental | 196,657 | 124,400 | 166,500 | 138,000 |
| Charges for Services & Other Revenues | 218,064 | 256,400 | 218,900 | 229,000 |
| Total Revenues | 2,258,108 | 2,231,800 | 2,338,800 | 2,331,000 |
| Other Sources: | | | | |
| Transfers In | 141,672 | 55,000 | 55,000 | 30,000 |
| Total Other Sources | 141,672 | 55,000 | 55,000 | 30,000 |
| Total Sources of Funds | 2,399,780 | 2,286,800 | 2,393,800 | 2,361,000 |
| Use of Funds: | | | | |
| Operations | 15,108,810 | 15,491,400 | 15,161,800 | 15,896,800 |
| Total Uses of Funds | \$ 15,108,810 | \$ 15,491,400 | \$ 15,161,800 | \$ 15,896,800 |

POLICE DEPARTMENT

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
- Accountability
- Empowerment
- Problem Solving
- Service Orientation
- Risk Taking

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

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 services in the community.
- Administrative Services Bureau – responsible for training, finance and facility operations, and provides the necessary 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; this includes follow-up investigations on both criminal and traffic related cases; this division also provides traffic enforcement, accident investigation and takes crime reports from the public.
- 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 on-going 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

FISCAL YEAR 2010-2011 GOAL STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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

- Add a second Community Services Officer I (CSO I) with existing funds to be relief to the Parking Enforcement Officer and assist with organizing Police Activities League (PAL) and City events.

Completed. A second CSO I was hired in July 2010. This position coordinates PAL events and projects as well as fills in for parking enforcement.

- Continue to strive for added public protection, programs and services, while staying within budget limitations.

Completed. We have added two CSO II positions and one CSO I position. We are increasing the use of volunteers to help ensure and enhance public safety. We have also joined in the Drug Enforcement Administration's "Take It Back Campaign" designed to collect and properly dispose of outdated or no longer needed prescription and over the counter drugs.

- Continue to increase public contact, attend community events and provide website and grapevine news to build a stronger relationship between police and the community.

Completed and ongoing. Community Outreach Advisory Board meets monthly, Facebook is utilized and updated, and RCPD has 513 Twitter followers. We will continue these efforts.

- Continue to seek funding opportunities to provide additional public safety, education and traffic enforcement to the community through grants.

Completed and ongoing. We have been awarded the following grants and will continue to seek other grant and partnering opportunities: ABC Shoulder Tap (\$5,000), PT1117 StepOps OTS grant with Mercy Hospital (\$240,000), Avoid the 17 OTS (Citrus Heights manages the grant and we are reimbursed for overtime.), Click It or Ticket (\$22,000), COPS, SAC ICE Federal MOU (open ended funding for overtime for federally targeted gang enforcement), CHP Ped Grant (\$25,000).

- Plan and implement increased visibility and protection to the Anatolia and other areas such as the annexation area.

Completed and ongoing. We have hired two new Community Service Officer II's (CSO II) and have assigned CSO II's and officers to patrol the Anatolia area. We have worked with businesses in the annexation area and are trying to increase patrols in that area as well.

Ensure a Safe Community – Goal #6

- The goal is to further reduce crime in FY 2010-11 by increasing patrol officer visibility, conducting frequent sweeps for parolees and other violators, expediting communication of problem areas to special teams such as Problem Oriented Policing (POP) and Crime Suppression Unit (CSU), in spite of budget constraints during difficult economic times.

Completed. RCPD has achieved increased visibility by using outside agency assistance for special operations. We have had a 2% reduction in violent crimes from 2009 to 2010. Unfortunately property crimes have risen 17% from 2009 to 2010. This may be due to the poor economy and the implementation of on-line citizen reporting making it easier to report property crimes. Both violent and property crimes are down about 30% from 2006 to 2010. We will continue our efforts to reduce crime.

- Continue DUI enforcement, with the goal for fiscal year 2011-2012 to prevent accidents and deaths related to driving under the influence. Traffic Unit will conduct DUI and driver's license checkpoints, DUI saturation patrols aimed at locating and arresting impaired drivers during the year with the goal of preventing accidents and deaths.

Completed. RCPD conducted seven DUI and driver's license checkpoints in 2010 resulting in 13 arrests for DUI. 110 drivers were cited for being unlicensed or suspended. Although we had one DUI fatality, alcohol related injury collisions were down 36%. Two RCPD officers awarded for their DUI proactive enforcement from MADD.

- POP Unit officers will perform random sweeps on problem areas including Light Rail stations in order to make a safer community.

Completed and ongoing. We have conducted 9 Light Rail enforcement sweeps resulting in 7 felony and 36 misdemeanor arrests and 991 citations being issued.

- 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.

Completed and ongoing. RCPD has increased the number of Neighborhood Watch groups, scheduled zone meetings, began a new Business Watch, offers Crime Prevention presentations and Crime Prevention booths at events.

- The goal is to have fewer traffic collisions than in previous year. Traffic Unit will conduct speed enforcement operations and establish red-light camera enforcement, among other activities during the year with the goal of improving traffic safety.

Completed and ongoing. Traffic collisions have been reduced 6.7% from 2009 to 2010. Injury collisions have been reduced by 5.3% and property damage collisions have been reduced by about 7% from 2009 to 2010.

- Implementation of the 'Redflex' Red Light Program at two high risk intersections.

In progress. The RedFlex contract is signed, and we are moving forward with identification of high risk intersections. The red light cameras should be operational in late summer 2011.

- Add mobile surveillance cameras to areas experiencing higher crimes within the City, utilizing grant funds.

In progress. Through the strategic placement of mobile cameras, we have been successful in reducing calls for service in particular areas. Reports and arrests are monitored in order to best place these cameras. Business owners and citizens are encouraged to attend regular zone meetings with police officers in order to discuss additional crime prevention needs. We are in progress of updating our current cameras and adding additional cameras.

Other Accomplishments not Identified as a Goal in Fiscal Year 2010-2011 Budget

- Fully implemented citizen on-line reporting. Goal #4
- Completed a successful air show operation utilizing a reduced staff, shift exchanges and volunteers in order to maintain level of service and meet reduced air show budget. Goal #6

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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 – Goal #4

1. 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.
2. Secure a building for PAL. The PAL program is working 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.

Ensure a Safe Community – Goal #6

3. Provide cyber bullying training and awareness in the school system. RCPD will be incorporating some cyber bullying education for schools within the City.
4. 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.
5. Continue to enforce panhandling ordinance. RCPD uses existing officers to flex schedules and patrol areas where panhandling has been reported.
6. Mobile surveillance cameras. Mobile surveillance cameras will be placed in problem areas. Two cameras will be used in locations as needed. Additional cost effective cameras are being demonstrated in order to increase the availability of using multiple cameras at once.
7. 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.
8. 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.
9. 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.
10. 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.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 12,709,029 | \$ 13,204,600 | \$ 12,768,000 | \$ 13,470,800 |
| Taxes | 911,883 | 925,000 | 950,000 | 1,004,000 |
| Licenses, Permits & Fees | 37,300 | 35,000 | 35,000 | 35,000 |
| Fines & Forfeitures | 880,071 | 891,000 | 968,400 | 925,000 |
| Use of Money & Property | 14,134 | - | - | - |
| Intergovernmental | 196,657 | 124,400 | 166,500 | 138,000 |
| Charges for Services & Other Revenues | 218,064 | 256,400 | 218,900 | 229,000 |
| Total Revenues | 14,967,137 | 15,436,400 | 15,106,800 | 15,801,800 |
| Other Sources: | | | | |
| Transfers In | 141,672 | 55,000 | 55,000 | 30,000 |
| Total Other Sources | 141,672 | 55,000 | 55,000 | 30,000 |
| Total Sources | 15,108,810 | 15,491,400 | 15,161,800 | 15,831,800 |
| Use of Funds: | | | | |
| Operations | 15,108,810 | 15,491,400 | 15,161,800 | 15,831,800 |
| Total Uses | \$ 15,108,810 | \$ 15,491,400 | \$ 15,161,800 | \$ 15,831,800 |

COMMUNITY PROSECUTOR

DESCRIPTION

The Community Prosecutor is an arm of the Sacramento County District Attorney's Office acting as a liaison between the City and the court system. In prior years, the City contracted with the Community Prosecutor to ensure the City's best interests in civil and criminal actions as well as special prosecutions were represented. While no such contract currently exists, a modest level of funding is included in this budget to support needs as may be identified through the Growing Strong Neighborhoods effort.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|-------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ - | \$ - | \$ - | \$ 65,000 |
| Total Sources | - | - | - | 65,000 |
| Use of Funds: | | | | |
| Operations | - | - | - | 65,000 |
| Total Uses | \$ - | \$ - | \$ - | \$ 65,000 |

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 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| Licenses, Permits & Fees | \$ 1,725,056 | \$ 1,195,100 | \$ 1,251,700 | \$ 1,283,600 |
| Fines & Forfeitures | 182,945 | 261,000 | 290,000 | 470,000 |
| Use of Money & Property | 610,558 | 317,000 | 375,900 | 515,700 |
| Intergovernmental | 1,050 | - | - | - |
| Charges for Services & Other Revenues | 1,093,282 | 870,700 | 1,121,500 | 785,000 |
| Total Revenues | 3,612,891 | 2,643,800 | 3,039,100 | 3,054,300 |
| Other Sources: | | | | |
| Transfers In | 166,463 | 553,000 | 354,400 | 412,800 |
| Total Other Sources | 166,463 | 553,000 | 354,400 | 412,800 |
| Total Sources of Funds | 3,779,355 | 3,196,800 | 3,393,500 | 3,467,100 |
| Use of Funds: | | | | |
| Salaries | 1,169,114 | 1,560,100 | 1,575,500 | 1,661,500 |
| Benefits | 724,911 | 647,100 | 644,700 | 698,500 |
| Operations | 3,022,689 | 3,098,650 | 3,310,000 | 3,125,600 |
| Capital Outlay | 372,001 | 90,800 | 157,200 | 294,000 |
| Total Expenditures | 5,288,715 | 5,396,650 | 5,687,400 | 5,779,600 |
| Other Uses: | | | | |
| Transfers Out | - | - | 100,000 | - |
| Total Other Uses | - | - | 100,000 | - |
| Total Uses of Funds | \$ 5,288,715 | \$ 5,396,650 | \$ 5,787,400 | \$ 5,779,600 |

PLANNING

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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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

- Establish guidelines and continue implementation process to create City Gateways.

***In progress.** Council approved a Gateway design concept on March 7, 2011, and staff will proceed with engineering and construction drawings.*

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

- Offer planning related technical support to homeowner's associations and neighborhood associations within Rancho Cordova to optimize their performance and community benefit.

***In progress.** Ongoing participation within the Rancho Cordova Alliance of Neighborhoods (RCAN). While these efforts will continue, the low level of activity does not merit calling out in future budget cycles.*

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

***In progress.** Suncreek and The Arboretum (Waegell property), have been actively moving forward. Anticipating final action on Suncreek and The Arboretum in FY 2011-12. Efforts on Westborough are on hold at the applicant's direction.*

- Conduct in depth Planning Commission training programs. Training to focus on in-house expertise and speakers that will present at City Hall.

***Completed.** Completed Planning Commission team building workshop. No further Commission training programs will be held.*

- Coordination and Response to County Land Plans. Monitor and comment upon Sacramento County planning programs that affect Rancho Cordova (County General Plan, Cordova Hills, and Jackson Corridor). It is anticipated that the City will take a more active and assertive role in the review of these projects.

***Anticipated completion by June 30th.** Participated in and commented on the Sacramento County General Plan, which is anticipated to be adopted after June 2011. City comments largely have been addressed through the County's development of growth management criteria. Monitoring of County General Plan will continue, and comments to County will be provided as required.*

- Amend the Zoning Code to establish consistency between the City's Zoning Code and Special Planning Areas that were adopted prior to Cityhood, more effectively implement the Housing Element, and complete minor revisions to sign regulations (not a comprehensive sign code update).

In progress. Various Zoning Code Amendments underway, South Sunrise Special Planning Area (SPA) was approved in May 2011 and additional revisions to be presented to City Council within FY 2011-12.

- Amend the Folsom Boulevard Specific Plan, to address existing non-conforming industrial uses.

In progress. Proposed revisions to address industrial uses will be presented to City Council for review of during early FY 2011-12.

- Provide technical support to the City Attorney's office on the resolution of the Vineyards litigation and the related amendments to the Sunrise Douglas Community Plan EIR.

Completed. Planning Department input is complete and anticipate that the Sunrise Douglas Community Plan (SDCP) EIR will be recertified in early FY 2011-12.

- Coordinate with Sacramento County to obtain the files for the newly acquired annexation area.

On hold. Will proceed with efforts once Sacramento County staff is able to provide support identifying files and transferring the information not only for the annexation area but the entire City.

Sustain a Livable Community – Goal #8

- Adopt comprehensive City Open Space Standards by March 2011.

In progress. Internal draft Open Space Standards have been prepared and are under review by staff, outside agencies, and development partners.

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

On hold. Due to budget constraints, this effort was deferred to the following budget year.

- County Mining Permits Review: support City's efforts on review of permits for mining operations proposed east of Rancho Cordova. Evaluate and analyze draft environmental documents, support technical analysis, prepare formal comments and participate in City discussions and County hearings.

In progress. Planning Department technical support for the first County mining permit has been completed, and the City continues to negotiate with Sacramento County. Additional mining applications are now under review by the County, and Planning staff will participate in reviewing and commenting upon these applications.

- South of White Rock General Plan Amendment (GPA)/Rezone. Amend General Plan and Zoning for land located within the City and generally east of Sunrise Boulevard and south of White Rock Road. Amendments for this area, to be completed by fall 2010, will be similar to industrial land amendments underway north of White Rock Road.

Completed. City Council approved and adopted on September 7, 2010.

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

On hold. *Effort has been deferred due to budgetary constraints.*

- Analyze Employment Generating Uses East of Sunrise. Participate in and support evaluation of major proposed specific plans to ensure that projects will collectively meet the City's current economic, housing and environmental goals. Complete review by August 2010.

In progress. *Initial studies have been completed and discussed with City Council (March 1, 2011) and have shifted to how proposed Specific Plans should be modified.*

Drive Diverse Economic Opportunities – Goal #9

- Lead or support efforts to evaluate City regulations, improvement standards and the related development fees to respond to challenging economic conditions.

In progress. *Staff and Council subcommittee are working with developer partners to review overall costs of development and how City standards and related fees might be modified.*

Continue to Provide Regional Leadership – Goal #13

- Evaluate Sacramento County planning programs for land surrounding the City (Jackson Corridor, Cordova Hills, and Easton) and identify strategies for Rancho Cordova to positioning itself to take advantage of County proposals.

In progress. *This effort will be completed through the City's East of Sunrise Land Use evaluations through which the City will plan land uses that will serve and be supported by development both inside and outside of the City.*

- Continue the City's participation within the Urban Land Institute (ULI) and sponsor/co-produce at least one ULI event.

Completed. *Participated in ULI Placemaking panel on July 15, 2010.*

- Continue to participate in the South Sacramento Habitat Conservation Plan (SSHCP) - full approval by local agencies and state and federal regulatory agencies no later than November 2011. Administrative Draft SSHCP anticipated for mid-2010, with draft Section 404 wetlands permits completed fall 2010. Adopt a development impact fee to fund all SSHCP costs incurred by the City.

In progress. *Ongoing efforts to support agencies. Anticipate efforts will continue through FY 2011-12.*

Other Accomplishments not identified as a Project in Fiscal Year 2010-2011 Budget

- *Annexation Rezone. Updated the commercial and industrial zoning districts in this new part of Rancho Cordova to expand the range of allowed uses to facilitate economic activity. Goal #4*
- *Strategic Growth Council Grant. Worked with Public Works, Housing and Economic Development to submit a successful joint application with Sacramento County for \$1*

million grant for infrastructure analysis to facilitate Transit Oriented Development along Folsom Boulevard. Goal #4

- *Zoning Code Update. Updated administrative processes and development standards to make the Code more effective and to streamline process timelines. Goal #8*
- *Public Street Tree List. Worked with Public Works to develop and implement an updated list of street trees appropriate for the area based on work done by Sacramento Tree Foundation. Goal #8*
- *Processed over 20 Limited Use Permits, Conditional Use Permits, Design Reviews and other Entitlements. Goal #9*
- *Actively participated in the fundraising and community events with the Relay for Life 2010, Toy Drive, United Way Campaign, Project 680, City 4th of July Event and the Walk with the Mayor event. Goal #13*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

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, but will likely include Focus on 50 properties, community involvement programs and City Beautification focusing on public facilities.

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

2. 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.

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

3. 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.
4. 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.
5. 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.

Sustain a Livable Community – Goal #8

- 6. 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.
- 7. Conduct at least one City Council/City staff tour to a location outside the Sacramento region to visit innovative and high quality development projects.
- 8. Continue work on proposed specific plans such as Suncreek, Westborough, The Arboretum, and The Ranch.

Drive Diverse Economic Opportunities – Goal #9

- 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.
- 10. Participate in efforts to review and possibly amend City regulations, improvement standards and related development fees to respond to challenging economic conditions.
- 11. 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.

Continue to Provide Regional Leadership – Goal #13

- 12. 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.
- 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.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 668,986 | \$ 718,750 | \$ 641,600 | \$ 647,700 |
| Licenses, Permits & Fees | 14,978 | 18,800 | 21,200 | 24,600 |
| Charges for Services & Other Revenues | 719,275 | 852,200 | 1,057,000 | 712,000 |
| Total Sources | 1,403,239 | 1,589,750 | 1,719,800 | 1,384,300 |
| Use of Funds: | | | | |
| Operations | 1,403,239 | 1,589,750 | 1,719,800 | 1,384,300 |
| Total Uses | \$ 1,403,239 | \$ 1,589,750 | \$ 1,719,800 | \$ 1,384,300 |

BUILDING AND SAFETY

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, on-going 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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 strives to improve performance and will devise a method to measure the outcomes it produces. The Building and Safety Division will survey its customers to identify ways to better serve our customers and the delivery of services.

Completed and ongoing. *The Building & Safety Division revised the existing customer service evaluation form and made cards available at the permit counter for customers to anonymously provide feedback about their experience working with Building & Safety. In an effort to seek additional feedback, the Building & Safety Division started including the evaluation cards in the permit folders at the time of permit issuance. While this current method has provided staff with valuable comments, in FY 2011-12, we will be exploring new options for an electronic survey to be generated upon project completion. Seeking feedback at the conclusion of a project, rather than at permit issuance, will allow customers to provide feedback about the process in its entirety.*

- 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 Building and Safety Division will continue to work in concert with the City Clerk's Office and the Information Technology Department to fully implement an electronic file storage and retrieval system.

***In progress.** The Building & Safety Division has been working with the Information Technology Department and Sytech Solutions to implement an electronic file storage and retrieval system. Based on financial conditions, there was insufficient funding to scan all plans and permit records. Therefore, it may take up to five years of incremental funding to fully implement the electronic file storage and retrieval system. To date, the backlog of Building & Safety commercial plans have been scanned and are available for online retrieval. The Information Technology Department has set aside additional funds, and the continuation of the scanning of permit records has been set as a current year goal.*

- Update the administrative building code requirements for permit and plan review expirations, penalties for violations of the building code, and other sections that would simplify requirements of California's Administrative Code for better use in our community.

***Completed.** The administrative building code requirements were updated and approved in conjunction with the adoption of the 2010 California Building Codes, effective January 1, 2011.*

Ensure a Safe Community – Goal #6

- The Building and Safety Division will continue to work to remove the backlog of building code violations and work without permit cases. Property owners who choose not to respond appropriately will be issued notices and orders and followed up with additional enforcement such as citations, notices to appear, etc.

***Partially completed.** The Building & Safety Division has reduced the backlog of building code violations and work without permit cases by 66%. The remaining violations have been deemed egregious and will be responded to in a timely and appropriate manner. This goal will carry over to FY 2011- 12.*

- Update currently enforced ordinances to reflect the 2010 California Building Codes that are anticipated to go into effect this fiscal year.
- **Completed.** Effective January 1, 2011, the City has adopted the 2010 California Building Codes and the 2009 edition of the Uniform Pool, Spa and Hot Tub Code to meet current industry best practices and to coincide with new codes mandated by the state of California.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *The Building & Safety Division has been working with the Facilities Division and Information Technology Department to complete a reconfiguration of the Resource Center. The reconfiguration will greatly improve access to City information for our customers, while ensuring the area is visually pleasing. This will be an ongoing project into FY 2011-12. Goal #4*
- *Staff updated the Building & Safety web pages to reflect the 2010 California Building Code update and simplified the forms and downloads page by reorganizing the contents, logically grouping them and providing a description for each link. Goal #4*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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 – Goal #4

1. The Building & 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.
2. 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.
3. 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.
4. In an ongoing effort to enhance customer service and simplify resource materials, the Building & 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.
5. 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).

Ensure a Safe Community – Goal #6

6. The Building & 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.

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

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ - | \$ - | \$ - | \$ - |
| Licenses, Permits & Fees | 1,141,079 | 1,056,800 | 1,012,100 | 1,091,000 |
| Intergovernmental | 1,050 | - | - | - |
| Charges for Services & Other Revenues | 28,602 | - | 5,000 | - |
| Total Sources | 1,170,730 | 1,056,800 | 1,017,100 | 1,091,000 |
| Use of Funds: | | | | |
| Salaries | 428,884 | 506,400 | 495,000 | 518,800 |
| Benefits | 167,643 | 172,400 | 164,000 | 185,200 |
| Operations | 574,203 | 378,000 | 358,100 | 387,000 |
| Total Uses | \$ 1,170,730 | \$ 1,056,800 | \$ 1,017,100 | \$ 1,091,000 |

FACILITIES MANAGEMENT

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 and, to a limited extent, the City services housed at the Rancho Cordova Neighborhood Center (RCNC).

Facilities Management provides the following services for the City:

- Management of the maintenance & 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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 Area - Goal # 4

- Provide project coordination and construction management services for the upcoming conversion of office space into the new Rancho Cordova Children's Museum at 2701 Prospect Park Drive.

***In progress.** The construction contract has been awarded. The demolition is complete and the improvements are under way. The Children's Museum is planned to open in the summer of 2011.*

- Provide support to any and all phases of the design and construction for the conversion of 2897 Kilgore from an unoccupied office space to a fully functional 24 hour operations police facility.

Completed. *The Rancho Cordova Police Department will move into the premises by July 2011.*

- Assist with the project coordination and construction management services for the tenant improvements for the remodel of our new building located at 2880 Gold Tailings.

Partially completed. *The 2880 Gold Tailings facility is anticipated to be occupied by our City Neighborhood Services and the police auto maintenance personnel by July 2011.*

- 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.

Partially completed. *The comprehensive operations and maintenance plan will be completed in FY 2011-12 after occupancy.*

Sustain a livable Community - Goal #8

- Develop a process to document and track our sustainable efforts as they relate to our energy performance, water efficiency, indoor environmental quality, sustainable sites, and innovative technologies.

Completed. Energy consumption data is being recorded in Energy Star which tracks and benchmarks our building against other like buildings in the region. All other utilities consumption data is tracked in Excel.

Practice Sound Fiscal Management - Goal #11

- Install and implement comprehensive facility management software that will improve our service, building performance and staff and financial efficiency.

Completed. Software purchased and installed.

Other Accomplishments not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Supported new office space lease for Assemblywoman Alyson Huber, by providing services for new tenant occupied at 2729 Prospect Park Dr. Goal #4*
- *Installed new energy management sub-metering devices and software at City Hall (EECGB grant funded). Goal #8*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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 Area - Goal # 4

1. 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.
2. 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.

Ensure a safe Community - Goal # 6

3. 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 Rd.
4. 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.

Sustain a livable Community - Goal #8

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

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 231,239 | \$ 714,800 | \$ 898,300 | \$ 755,800 |
| Licenses, Permits & Fees | 51,464 | 55,000 | 60,000 | 65,000 |
| Use of Money & Property | 610,558 | 317,000 | 375,900 | 485,700 |
| Charges for Services & Other Revenues | 310,123 | 10,000 | - | - |
| Total Revenues | 1,203,384 | 1,096,800 | 1,334,200 | 1,306,500 |
| Other Sources: | | | | |
| Transfers In | 91,453 | 13,200 | 30,600 | - |
| Total Other Sources | 91,453 | 13,200 | 30,600 | - |
| Total Sources | 1,294,837 | 1,110,000 | 1,364,800 | 1,306,500 |
| Use of Funds: | | | | |
| Salaries | 252,364 | 218,900 | 237,400 | 259,100 |
| Benefits | 77,159 | 95,200 | 92,800 | 126,200 |
| Operations | 593,313 | 705,100 | 777,400 | 807,200 |
| Capital Outlay | 372,001 | 90,800 | 157,200 | 114,000 |
| Total Expenditures | 1,294,837 | 1,110,000 | 1,264,800 | 1,306,500 |
| Other Uses: | | | | |
| Transfers Out | - | - | 100,000 | - |
| Total Other Uses | - | - | 100,000 | - |
| Total Uses | \$ 1,294,837 | \$ 1,110,000 | \$ 1,364,800 | \$ 1,306,500 |

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.

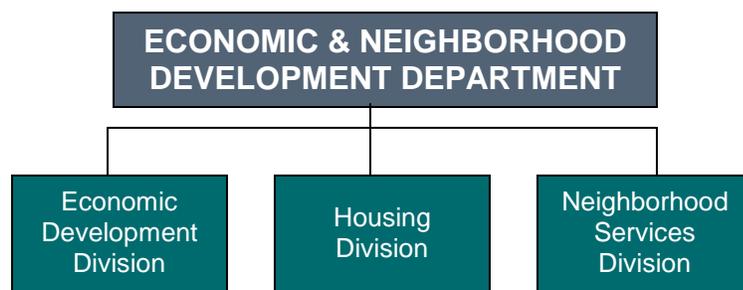
STRUCTURE AND SERVICES

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 City’s 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

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 and Redevelopment Strategies. The four key Economic Development strategies and underlying objectives of those documents include:

- **Revitalize Folsom Boulevard**
 - Focus on the Pulse Points (Mather/Folsom, Zinfandel/Folsom, Sunrise/Folsom)
 - Support the business and property owners
 - Address the infrastructure needs
- **Attract, retain and expand business**
 - Monitor the business community
 - Provide a superior level of service
 - Create visibility and promotion
- **Maximize Revenue Opportunities**
 - Improve the capture of household spending
 - Strengthen retail choices
 - Capitalize on business-to-business and employee spending
- **Foster place making; enhance community amenities**
 - Pursue catalyst projects that create “place”
 - Leverage partnerships to improve community facilities
 - Increase tourism and cultural amenities

FISCAL YEAR 2010 – 2011 GOAL STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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

- Create and publish new marketing materials for the new Enterprise Zone.

Completed. *New materials were created and are now being used to market the Enterprise Zone program.*

- Hold two training events focused on the Enterprise Zone incentives so that our local businesses take advantage of the program.

Completed. *Two events were held in partnership with the Rancho Cordova Chamber and over 50 businesses participated. Woodmack Products and Pacific Coast Building are examples of two headquarter companies that have started using the program.*

- Improve the image of Rancho Cordova through advertising and article placement in 20 areas.

Completed. *Advertising placed in Comstock Magazine and the SACTO Economic Profile.*

- Market the Rancho CordoVan shuttle to our major employers.

Completed. *Participated in six specific company outreach events and ridership has increased 20% in the first quarter of 2011 compared to 2010.*

- Create and distribute a quarterly e-newsletter to brokers, developers, business community, and regional partners, highlighting the development success and opportunities in the City.

Completed. *Four newsletters produced and distributed.*

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

- Evaluate the Design Review requirements and recommend changes to improve the development process.

In progress. *The department is working with Planning staff on a zoning code update which includes changes to the design review process.*

Drive Diverse Economic Opportunities Goal – #9

- Facilitate the pre-development process of the Folsom Lake College - Rancho Cordova Center as part of the Mills Station Crossing Project.

Completed and ongoing. *Worked with Los Rios on site plan/design and will continue to work with the selected master developer, D & S Development, on the other portion of the project.*

- Facilitate a marketing effort for the existing recreational/sports businesses along Folsom Boulevard to attract more users to those businesses.

Partially completed. *Held several meetings with the business owners and are discussing different joint initiatives.*

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

Completed. *Visited over 200 businesses in the 2010-11 fiscal year.*

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

Completed. *Economic Development staff hosted an event with the high performing businesses to discuss various topics.*

- Develop comprehensive business information on our local business community to provide as a resource for initiatives and information distribution.

Completed. Staff responded to various requests for information using CoStar, Metropulse, and other data resources.

- Target the development of medical device companies in Rancho Cordova to support this strong existing cluster.

Completed and ongoing. Participated in the Medstart Advisory Committee and hosted a CEO roundtable for Medstart.

- Partner with regional business development and entrepreneurial groups to grow startup companies.

Completed and ongoing. Staff partnered with Sacramento Area Regional Technology Alliance (SARTA) and Techoire on business development opportunities.

- Work with the Rancho Cordova Chamber of Commerce in marketing the “Cordova CASH” program.

Completed. The Department sponsored the development of the Cordova Cash program.

- In order to be successful in business attraction and retention, work with local commercial brokers to understand location needs and analysis.

Completed and ongoing. Staff has routinely met with the broker community to understand the real estate needs of Rancho Cordova.

- Conduct a Business Walk in participation with the Metro and Rancho Cordova Chamber to build relationships with our businesses.

Completed. Staff held a Business Walk on July 23, 2010, in which 45 volunteers met with 180 businesses.

- Assist in marketing the new Farmer’s Market to the community and evaluate the feasibility for a weekday market.

Partially completed. Staff helped advertise the new Certified Farmer’s Market at Sunrise Station but is still working on the development of a weekday Farmers Market.

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

On hold. Due to the Redevelopment issues at a state level, this initiative was put on hold until statewide resolution.

- Evaluate the non-residential future growth needs for our new growth areas in order to provide direction on sustaining an economically viable city.

Partially completed. Staff completed internal analysis and worked with an outside consultant to bring this discussion to City Council for direction on March 1st, 2011. Currently, we are working with landowners related to the potential use of more acres for non-residential development.

- Spearhead a new “Business Boosters” campaign to highlight new and existing programs and services available through the City and partner agencies.

Completed and ongoing. *Started the campaign and will be looking for projects to use as “Business Boosters” projects.*

- Facilitate the distribution of welcome packages that include city contacts and business resources to new commercial and home-based businesses.

Completed. *Staff developed new materials, and they are being distributed as part of the business license program.*

- Facilitate the newly formed Education committee that includes the fourteen post high school facilities in the City.

Completed. *Facilitated five different meetings with educational institution leaders from the City of Rancho Cordova and the greater Sacramento region.*

Continue To Provide Regional Leadership – Goal #13

- Participate in regional economic development efforts to provide input and direction while promoting Rancho Cordova as a leader in the region.

Completed and ongoing. *Staff continues to partner with Sacramento Area Commerce and Trade Organization (SACTO), Metro Chamber, Rancho Cordova Chamber, LEED, SARTA, Techoire, SACOG, Greenwise, and others to promote Rancho Cordova as a regional leader.*

- Participate in the California Redevelopment Association Brownfields Committee.

On hold. *Additional costs are associated with this participation that were not identified in the 2010-11 budget.*

- Participate in regional company attraction by partnering with SACTO in their 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 participation in the Metropulse program.

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

- Participate in the Rancho Cordova Tourism Committee with area hotels.

Completed. *Staff participated in the regular committee meetings which led to the creation of the new Business Improvement District (BID)*

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Completed Brownfields site property inventory list. Goal #9*
- *Selected a developer for the Mills Station Crossing project. Goal #9*
- *Completed three phase 1 environmental assessments on different opportunity sites. Goal #9*
- *The City of Rancho Cordova was selected to host the 2011 California Association of Enterprise Zones annual conference. Goal #9*
- *Served as Chair for the 2011 Cap to Cap Jobs and Business Growth team. Goal #13*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

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.
2. 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.
3. Develop an entertainment and restaurant guide in coordination with the Rancho Cordova Travel and Tourism District.

Drive Diverse Economic Opportunities Goal – #9

4. 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.
5. Conduct a Business Walk in participation with the Sacramento Metro and Rancho Cordova Chamber to build relationships with our businesses by visiting over 160 businesses.
6. 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.
7. Begin the process to expand the Redevelopment Area into the recently annexed area and contaminated GenCorp property.
8. Enter into a Development and Disposition Agreement with D & S Development for the Mills Station Crossing project.

9. Complete Environmental Protection Agency Brownfields assessment surveys on targeted locations.
10. Submit an application for additional Brownfield grants to prepare sites for development.
11. Submit an application for an Economic Development Administration grant to complete an infrastructure project that promotes job creation.
12. Update the five-year Economic Development strategy with a two-year work plan.
13. Initiate the development of a hospital development strategy to begin the process to build a new hospital in the City.
14. Begin the outreach and steps necessary to start a Property Based Improvement District (PBID) on Folsom Boulevard.
15. Develop a “community advertising sign” strategy to take advantage of the City’s strategic location along a major commuter highway.
16. Assess the needs of our business community by conducting a business roundtable with our top revenue creating businesses.

Continue To Provide Regional Leadership – Goal #13

17. 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.
18. Participate in regional business retention by participating in the Metropulse program and serving as the regional Chair for the program.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 362,319 | \$ 333,100 | \$ 337,800 | \$ 416,900 |
| Licenses, Permits & Fees | 50 | - | - | - |
| Charges for Services & Other Revenues | 690 | - | 7,400 | - |
| Total Sources | 363,059 | 333,100 | 345,200 | 416,900 |
| Use of Funds: | | | | |
| Salaries | 183,013 | 189,100 | 193,000 | 192,900 |
| Benefits | 75,519 | 77,500 | 77,700 | 81,200 |
| Operations | 104,527 | 66,500 | 74,500 | 142,800 |
| Total Uses | \$ 363,059 | \$ 333,100 | \$ 345,200 | \$ 416,900 |

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.). Funds from the Redevelopment Agency's Low/Moderate Income Housing Fund (20% set-aside) are used to address housing issues in the Redevelopment Area. This Division also competes aggressively for grant funding of all types which complement its activities.

FISCAL YEAR 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 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.

Ensure a Safe Community – Goal # 6

- Complete improvements to the Mills Tower Pathway.

***Anticipated completion by June 30th.** Through a coordinated effort with the Public Works Department, improvements were made to the Mills Tower Pathway to improve the safety of residents who utilize that pathway to access the White Rock neighborhood from Coloma Road.*

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

- Complete the construction of the Crossings at New Rancho (18 rental units for families).

***Partially completed.** Construction started on both buildings. Expected completion by December 2011 with full occupancy expected by March 2012.*

- Obtain grants required to complete the financial feasibility of "Horizons at New Rancho" (48± rental units for elderly).

***In progress.** Grant application made to State of California for \$4 million to cover the "gap" in funding necessary for development. Grant awards to be announced in late 2011 or early 2012. If awarded funding, then staff, in coordination with our development*

partner, will apply for tax credit funding to obtain the final money necessary for construction.

- In collaboration with Neighborhood Services, Economic Development, and Growing Strong Neighborhoods, initiate the Woodberry/Mills Park Business Boosters effort to result in information sharing and support for owners and managers of property surrounding the “Crossings and Horizons” new developments.

Completed. Community outreach and meetings have taken place to establish relationships with business owners, apartment managers, and homeowners.

- 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 selected developer team, recommended a preferred development area and is in negotiation with Department of Defense for site control.

- City Council Adoption of the Comprehensive Residential Rehabilitation Loan and Grant Program.

Completed. City Council adopted the Comprehensive Residential Rehabilitation Loan Program (REHAB-O) program September 20, 2010. The program has seen the successful completion of its first two loans and is working on the third.

- Initiate at least one redevelopment strategy for a distressed apartment complex with special attention to addressing “at-risk” buildings.

On hold. Economic conditions have delayed significant progress in the consideration of this activity.

- Conduct an Analysis of Impediments study to identify barriers to fair housing within the City.

Completed. Analysis completed, and results have been distributed to the community and placed on the City website. Information was also utilized to finalize the City’s updated five-year Consolidated Plan for the CDBG program.

- Collaborate with the City Clerk’s office in the acquisition and implementation of contracts management and digital records storage/management.

Anticipated completion by June 30th. Collaboration took place throughout the year and resulted in the acquisition of a comprehensive system that will serve the needs of both the Housing Division and the City Clerk’s office.

- Make submittal of at least two grant applications to support the improvement of existing housing stock.

Completed. Housing submitted applications to both the CalHOME program for funding to support the Comprehensive Residential Rehabilitation Loan and Grant Program and the Housing and Urban Development (HUD) & Department of Transportation (DOT) Challenge Communities Planning Grant. Unfortunately, the competitiveness of both funding programs resulted in no awards to the City.

Sustain a Livable Community - Goal # 8

- Complete work on the development of a Housing Trust program.

***On hold.** Economic conditions have delayed significant progress in the consideration of this activity.*

- Coordinate predevelopment efforts to result in 65 affordable rental units on the Anatolia temporary Fire Station site.

***On hold.** Agreement in principle has been reached with both the Developer and Fire District as to the location of a permanent fire station in the Montelena development area. Efforts involve a land swap including a temporary fire station site in Anatolia and donated land for the permanent site. The swap results in the City control of the only RD-20 zoned land in Anatolia.*

- Assist in the submittal of at least one grant application in support of the Police Department's youth services Police Activities League (PAL) program.

***On hold.** PAL was provided funding from CDBG in order to find a permanent location. Staff determined it best to wait until a site was acquired in order to determine future needs of PAL at their new location to better support a grant application.*

Other Accomplishments Not Identified as a Goal in Fiscal Year 2010-2011 Budget:

- *Completed Analysis of Impediments to Fair Housing study which identified real and perceived barriers to decent, affordable housing in the City. Data is used to better determine programs needed to remove barriers to housing. Goal #7*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Establish a Vibrant Downtown – Goal #5

1. 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.

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

2. Complete construction of the Crossings at New Rancho.
3. Assist developer of Mills Station Crossing to fill the financing gap in the development of a senior living facility.
4. 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.
5. 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 Divisions and the development of a financing strategy to aid the County in addressing deficiencies.

6. Initiate work aimed at preservation of “at risk” housing units within the City.
7. Collaborate with Neighborhood Services to establish an emergency housing program for tenants displaced as a result of health and safety evictions.
8. Begin pre-development activities for the Anatolia multi-family housing project.
9. Make application to at least one large (±\$3 million) housing grant specifically to improve the quality of housing in Rancho Cordova.

Sustain a Livable Community – Goal #8

10. Make application to at least one grant that has a primary focus of improving the built environment to be more sustainable.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 3,368 | \$ 2,500 | \$ 96,500 | \$ 163,600 |
| Use of Money & Property | - | - | - | 30,000 |
| Charges for Services & Other Revenues | 20,024 | - | 40,000 | 63,000 |
| Total Revenues | 23,391 | 2,500 | 136,500 | 256,600 |
| Other Sources: | | | | |
| Transfers In | - | 213,800 | 93,800 | 183,800 |
| Total Other Sources | - | 213,800 | 93,800 | 183,800 |
| Total Sources | 23,391 | 216,300 | 230,300 | 440,400 |
| Use of Funds: | | | | |
| Salaries | (34,249) | 144,400 | 159,100 | 171,700 |
| Benefits | 56,487 | 69,400 | 66,200 | 80,600 |
| Operations | 1,154 | 2,500 | 5,000 | 8,100 |
| Capital Outlay | - | - | - | 180,000 |
| Total Uses | \$ 23,391 | \$ 216,300 | \$ 230,300 | \$ 440,400 |

NEIGHBORHOOD SERVICES

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 Programs 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 pet overpopulation ordinance that increased unaltered pet fees to encourage responsible pet ownership; 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 2010-11 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 development and enforcement of the City's newly adopted Medical Marijuana Ordinance.
- Working on business-related projects as part of the Economic Development Business Booster Program to encourage and assist businesses during the current economic downturn.
- Enforcing the City's business and tobacco licenses to ensure compliance of City code.
- Piloting the initial usage of the City's first outside collection services agreement in the Division's strategy to move towards self-sustainability.
- Providing Neighborhood Cleanups in blighted neighborhoods.
- Implementing the Cordova Pride program with the Volunteers in Neighborhood Services (VINS) to assist in improving the neighborhoods one home at a time.

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 the City's municipal codes pertaining to zoning, housing, abandoned buildings, foreclosures, and scavenging. In addition, the Program disseminates public education materials 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; and, b) eliminating nuisances that either present a danger to the community, or are sources of significant blight. Code Enforcement partners with police efforts by proactively eliminating "attractive" nuisances, which, if left unaddressed, could potentially become areas of high crime.

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

- Providing assistance to residents and businesses.
- Soliciting knowledge and creativity from residents and businesses to enhance Division efforts. This is done in part through the Volunteers in Neighborhood Services (VINS) program.
- Identifying ways to boost business in order to retain retail dollars in Rancho Cordova and to provide a business friendly environment.

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 and Economic Development, the Cabinet meets on a regular basis to monitor progress of the Initiative, and if needed, identify enhancements or adjustments to current work practices. Code Enforcement supports Growing Strong Neighborhoods 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.

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.
- Abatement of abandoned vehicles on private property.
- 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. 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.
- Reviewing, revising and creating needed City Codes and Ordinances.

- Effectively enforce codes utilizing education and the appropriate enforcement tools.

FISCAL YEAR 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for FY 2010-11 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 at least 20 community outreach meetings and events such as Kid's Day in the Park, neighborhood association meeting, and Rancho Cordova Police Department zone meetings.

Completed. *Participated in 22 community outreach meetings and events through May, 2011, such as: Kid's Day; the "Business Walk" co-sponsored by SacMetro Chamber and the City's Economic Development Department; the City's July 1 "Annexation Event" that welcomed the newly annexed area east of Sunrise Blvd., and south of White Rock Road; various neighborhood association meetings; Cordova Pride Project cleanups; and, attendance at Rancho Cordova Police Department zone meetings.*

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

Completed. *Cleanups held in Lincoln Village and White Rock Neighborhoods. Over 360-cubic yards of garbage and debris, and 80-cubic yards of e-waste were removed during these two events.*

Establish a Vibrant Downtown - Goal #5

- Participate in the "Business Boosters" program, a campaign to educate, inform and connect businesses with City services and other programs that may help "boost" their business. The program will implement new, innovative programs and educate businesses on the services already provided by the City of Rancho Cordova. This program will be spearheaded by Economic Development.

Completed. *The program educates businesses on the services already provided by the City and shares information on new and innovative programs to come. Neighborhood Services delivered approximately 100 welcome packages to those businesses identified by Economic Development, the Division that leads the Program.*

- Participate in the Business Walk in partnership with Economic Development and the Sacramento Metro Chamber of Commerce. This will include assisting in providing outreach to the newly annexed area.
- **Completed.** *Participated in the July 23, 2010 "Business Walk" in partnership with Economic Development and the Sacramento Metro Chamber of Commerce.*

- Continue to proactively enforce business licenses under the commercial inspection program. Code Enforcement staff will utilize the business license welcome packet as a vehicle to educate new business while providing them with additional Federal, State, County and City resources.

Completed and ongoing. *Over 130 new business licenses have been issued pursuant to this effort.*

Ensure a Safe Community - #6

- Monitor state and local development with respect to medical marijuana dispensaries and cultivation within Rancho Cordova.

Completed. *Monitored state and local development with respect to medical marijuana dispensaries and cultivation within Rancho Cordova. Provided enforcement of one medical marijuana dispensary and closed the operation of one large dispensary. Code Enforcement will continue to partner with Rancho Cordova Police Department on those that cultivate medical marijuana on a small scale from their home as allowed in the City's new Ordinance.*

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

- The Rental Housing Inspection Program (RHIP) will inspect at least 1,000 rental units using CDBG funded housing inspectors.

Completed. *Inspected over 1,000 rental units using CDBG funded housing inspectors.*

- Provide at least three rental housing training classes to property owners and/or managers. Staff will partner with other departments and Divisions such as Rancho Cordova Police Department, Building and Safety and Animal Services. The training should improve the efficiency of the RHIP as property owners will better understand the expectations of the program. While all owners/managers are encouraged to participate, staff will target owners/managers of properties that show signs of deferred maintenance and excessive calls for police service.

Completed. *Held classes which were attended by over 50 property managers and landlords for properties located in Rancho Cordova. Attendees found the classes beneficial and asked for future classes with additional information.*

Sustain a Livable Community - Goal #8

- Implement the "Cordova Pride" project with the assistance of the Volunteers in Neighborhood Services (VINS). This project utilizes CDBG funds to purchase a utility trailer which will be used to store tools and supplies, and act as the base location for projects on single family homes and in neighborhoods.

Completed. *Five projects completed during FY 2010-11 that assisted either elderly or disabled people in need using volunteers from the VINS program, the First Covenant Church and Cordova High School students.*

- Continue as a partner in the Growing Strong Neighborhoods Cabinet to develop a set of measurements by which the City can determine if there is an improvement in the quality of life for people who live, work and play in Rancho Cordova.

Completed and ongoing. *Code Enforcement is an integral partner in the Growing Strong Neighborhoods Cabinet. While this will be a long term project, Code Enforcement statistics are being utilized as a bench mark for improving the quality of life in Rancho Cordova.*

- Prepare and present a water conservation ordinance to the City Council to establish a water conservation and drought contingency and water emergency response plan for the City of Rancho Cordova.

On hold. *It was unnecessary to develop and introduce a water conservation ordinance to the City Council due to the high level of precipitation in the last year.*

Drive a Diverse Economic Opportunities - Goal #9

- Partner with Economic Development and other departments to develop the “Business Booster” program, a proactive campaign to educate, inform and connect businesses with City services and other programs that may help “boost” their business.

Completed. *Participated in business walk and business outreach meetings with Economic Development Department.*

- Implement a program to visit establishments applying for new business licenses. They will use this opportunity to ensure there are no Health and Safety violations on the premises and provide the owners with “welcome packets”. Staff will act as “ambassadors” to provide assistance to business owners.

Completed and ongoing. *Over 100 business welcome packets have been delivered to new businesses. This gives Code Enforcement staff an opportunity to personally provide assistance to new businesses in Rancho Cordova.*

Practice Sound Fiscal Management - Goal #11

- Research additional ways to actively collect outstanding fines and fees from property owners who fail to maintain their properties.

Completed. *We are utilizing an in-house collections process, the services of an outside collection agency, and a Tax Intercept Program. This FY 2010-11, approximately \$220,400 have been collected.*

Establish Logical (City Boundaries) - Goal #12

- Code Enforcement and Rancho Cordova Police Department Division will assist Sacramento County in ensuring the bike trail along Citrus Road remains free of blight and transients. This path greatly impacts the residents of the Mobile Country Club and the businesses that will be annexed into the City of Rancho Cordova on July 1, 2010.

Completed. Code Enforcement and Rancho Cordova Police Department assisted Sacramento County in ensuring the bike trail along Citrus Road remained free of blight, shopping carts, and transients.

Continue to Provide Regional Leadership - Goal #13

- Assist in organizing the California Association of Code Enforcement Officers (CACEO) annual conference which is being held in Sacramento in 2010.

Completed. Taught two classes at the annual CACEO conference. Topics of the classes were “The Nexus between Animal Services and Code Enforcement” and “Performance Measurements”.

Other Accomplishments Not Identified as a Project in FY 2010-2011 Budget

- Using CDBG funds, Neighborhood Services was the lead Division that designed and produced the creation of a utility trailer used to store equipment and public education materials for outreach in the community to promote the City’s Growing Strong Neighborhoods Initiative. Painted red, white and blue, the trailer was officially named the “Rancho Cordova All-America City” trailer after the City received the coveted All-America award in 2010. The trailer has had a presence at various Rancho Cordova community events such as the Capital Airshow, and the Ice Cream Socials All-America City celebration events. Goal #1
- Participated in the City’s E-Waste drop off event at City Hall. Goal #1
- Took the lead on having a City team participate in Eppie’s Great Race. Goal #1
- Took the lead on the City employees collecting “Box Tops for Education”. Goal #1
- Utilized four student interns (three Heald students, one summer of Service High School Student). Goal #3
- Provided hot dogs for 500 children in support of the Police Activities League (PAL) annual basketball tournament. Goal #4
- Provided free Notary Day to residents. Goal #4
- Participated in “Christmas in White Rock.” Neighborhood Services Division staff barbequed for 500 residents and handed out food baskets and toys for low income families in collaboration with Rancho Cordova Police Department. Goal #4
- Rental Housing Program facilitated the receivership and change of ownership of seven apartment complexes. Many of the rehabilitations exceeded state minimum standards. Goal #7

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova - Goal #1

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

Ensure a Safe Community - #6

3. Collaborate with Rancho Cordova Police and Probation Department in the "Focus on 50" Project as part of the Strong Neighborhoods Program.
4. Lead the Panhandling Task Force, in conjunction with other City Departments, to remove nuisances and ensure safety for potential shoppers in Rancho Cordova.

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

5. Inspect 1,000 apartments as part of the Rental Housing Inspection Program.
6. Provide at least two rental housing training classes to property owners and/or managers, to encourage responsible property maintenance, provide crime prevention through environmental design (CPTED) in conjunction with Rancho Cordova Police Department.

Sustain a Livable Community- Goal - #8

7. Participate in four Blight Buster events.
8. Collaborate with Public Works, Economic Development & residents in a graffiti abatement taskforce as part of Growing Strong Neighborhoods.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 237,373 | \$ 75,000 | \$ 131,500 | \$ - |
| Licenses, Permits & Fees | 4,000 | 4,000 | 4,000 | 4,000 |
| Fines & Forfeitures | 168,002 | 231,000 | 260,000 | 369,300 |
| Charges for Services & Other Revenues | 14,489 | 8,500 | 12,000 | 10,000 |
| Total Revenues | 423,865 | 318,500 | 407,500 | 383,300 |
| Other Sources: | | | | |
| Transfers In | 75,010 | 326,000 | 230,000 | 229,000 |
| Total Other Sources | 75,010 | 326,000 | 230,000 | 229,000 |
| Total Sources | 498,875 | 644,500 | 637,500 | 612,300 |
| Use of Funds: | | | | |
| Salaries | 202,086 | 395,500 | 397,500 | 369,600 |
| Benefits | 231,968 | 180,600 | 175,000 | 162,500 |
| Operations | 64,821 | 68,400 | 65,000 | 80,200 |
| Total Uses | \$ 498,875 | \$ 644,500 | \$ 637,500 | \$ 612,300 |

Animal Services

The Animal Services Program (the other “partner” in the Neighborhood Services Division) ensures the protection of, promotion of, respect for, and the 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 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for FY 2010-11 listed the Animal Services 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 Animal 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.

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

- Participate in the rental housing training program.

Completed. *Participated in the rental housing training program to provide property owners/managers the benefits of ensuring that tenants vaccinate and license their pets. Staff also discussed other aspects of renting to tenants with pets, such as spay/neuter programs.*

Ensure a Safe Community - Goal #10

- Participate in eight outreach meetings including bite prevention training and spay/neuter outreach programs for residents and businesses.

Completed. *Participated in eight outreach meetings, including bite prevention training and spay/neuter outreach programs for residents and businesses, Winter Woof Fest and Bark ‘n Splash.*

Other Accomplishments not identified as a project in Fiscal Year 2010-11 Budget

- *Participated in "Rio's Pet Outreach" SSPCA Drive. Collected and delivered to the SSPCA truck full of blankets, food, toys, & other pet related items. Goal #1*
- *Participated in standardizing regional animal licensing forms. Goal #1*
- *Hosted free rabies clinic in conjunction with Sacramento Valley Regional Veterinary Association; 122 pets were vaccinated in one day. Goal #6*
- *Increased pet licensing by 33%. This is a benefit to the community as it increases rabies suppression and reduces expenditures on shelter cost because animals are returned to resident. Revenues for this fiscal year are approximately \$47,000. Goal #11*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova - Goal #1

1. Participate in eight outreach meetings including bite prevention training and spay/neuter outreach programs for residents and businesses.

Ensure a Safe Community - #6

2. Host one free rabies clinic.
3. Increase the number of pets licensed in the city through education and enforcement by 20%.

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

4. Participate in the rental housing training program to encourage property owners/managers establish guidelines for renting to people with pets.

Practice Sound Fiscal Management - Goal #11

5. Negotiate a cost effective contract for animal shelter services while providing quality services for our residents. The City contract for shelter services with SPCA expires on December 31, 2011.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ 459,924 | \$ 366,200 | \$ 377,600 | \$ 433,200 |
| Licenses, Permits & Fees | 59,637 | 50,000 | 65,000 | 65,000 |
| Fines & Forfeitures | 14,943 | 30,000 | 30,000 | 30,000 |
| Charges for Services & Other Revenues | 80 | - | 100 | - |
| Total Sources | 534,584 | 446,200 | 472,700 | 528,200 |
| Use of Funds: | | | | |
| Salaries | 137,017 | 105,800 | 93,500 | 149,400 |
| Benefits | 116,135 | 52,000 | 69,000 | 62,800 |
| Operations | 281,433 | 288,400 | 310,200 | 316,000 |
| Total Uses | \$ 534,584 | \$ 446,200 | \$ 472,700 | \$ 528,200 |

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PUBLIC WORKS

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, solid waste management, plan review and development services, infrastructure financing and special projects.

Many of the daily activities and on-going programs of Public Works support the City's Growing Strong Neighborhoods Initiative and will support the Growing Strong Neighborhoods Focus on 50 concept. 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 on-going 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
- Transportation Development Impact Fee Program management

- Kilgore Cemetery management
- Management of the Building and Safety Division
- Oversight of the Facilities Management Division

FISCAL YEAR 2010 – 2011 PROJECT STATUS AND ACCOMPLISHMENTS

The City has thirteen overall goals as stated on page 2. The budget for fiscal year 2010-2011 listed the Public Works 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 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 on the following Capital Improvement Projects:
 - Complete construction of the International Drive connection to Sunrise Boulevard (CP05-2009, Estimated Cost \$11.8 million)

Anticipated completion by June 30th. Construction significantly complete with project completion estimated by May 2011.
 - Complete construction of 2009 Street Rehabilitation projects, including overlay of Rossmore Drive (Coloma to Ambassador, seal coat for Zinfandel Drive (Folsom to Sunrise). (CP09-2072, Estimated Cost: \$3.2 million)

Completed. Construction was completed November 2010.
 - 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, Estimated Cost: \$3.0 million)

In progress. Design and environmental complete. Construction contract anticipated to be awarded by June 2011. Completion of construction has been listed as a current year goal.
 - Complete construction of landscape and frontage improvements on International Drive near Capital Center Drive. (CP09-2079, Estimated Cost: \$70,000)

Completed. Construction completed July 2010.
 - Kilgore Cemetery Phase 2 – complete site renovations to provide for casket burials and to allow services to begin at the site. (Estimated Cost: \$212,000)

On hold. Budget prioritization workshop anticipated to be held in May 2011 to evaluate funding available for this project. The outcome of this of effort will establish the project goal for next year.

- Replace all street name signs in the Annexation Area with new City of Rancho Cordova signs. (CP11-2089, Estimated Cost: \$45,000)

Completed. Replacement of signs completed July 2010.

- Award construction contracts or commence construction on the following Capital Improvement Projects:

- Commence construction of Folsom Boulevard Enhancements – Phase II (CP07-2033, Estimated Cost this phase: \$9.8 million)

Anticipated completion by June 30th. Construction contract awarded in November 2010. Construction anticipated commencing March 2011. Ongoing project construction with completion by September 2012 has been listed as a current year goal.

- Hagan Park Electrical Upgrade - Provide electrical system upgrades to facilitate future community events (Estimated Cost: \$371,800)

Anticipated completion by June 30th. Contract awarded March 2011, construction anticipated to be complete by June 30th.

- Village Green Park Electrical Upgrade - Provide electrical system upgrades at the existing stage to allow for theatrical sound and lighting for future events (Estimated Cost: \$29,400)

Anticipated completion by June 30th. Contract awarded March 2011, construction anticipated to be complete by June 30th.

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:

- Complete environmental work and Right of Way (ROW) acquisition, 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, Estimated Cost: \$5.3 million)

Partially completed. Environmental work completed and construction bids anticipated to be solicited in June 2011. Commencement of construction has been listed as a current year goal.

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, Estimated Cost: \$4.5 million)

In progress. Construction contract was awarded, and construction has commenced. Completion of construction has been listed as a current year goal.

- Complete construction of the Sunrise Boulevard, North of White Rock missing frontage improvements project by June 2009. (CP09-2071, Estimated Cost: \$260,000)

Completed. Construction was completed September 2010.

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:

- Continue design for the Rancho Cordova Parkway Interchange Project. Circulate EIR by Spring 2011. (CP05-2003, Estimated Cost of this Phase: \$2,650,000)

***In progress.** EIR is significantly completed and anticipated to circulate in Summer of 2011. Certification of the environmental document and evaluation of the design schedule has been listed as a current year goal.*

- Complete design, permitting and ROW acquisition 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, Estimated Cost of this Phase: \$2.3 million)

***In progress.** Design 30% complete, environmental work is progressing, and staff is coordinating with the County on design and right of way issues. Completion of environmental documents has been listed as a current year goal.*

- Work with the County to complete design, environmental work, and ROW acquisition on 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, Estimated Cost of this Phase: \$40,000)

***Partially completed.** Staff is coordinating with the County on this project. Environmental complete, and design phase has begun. Project construction has been listed as a current year goal.*

- Initiate design and permitting of the Douglas Road Bike and Pedestrian Safety Improvement project to provide a bicycle trail connection to the Folsom South Canal (CP09-2078, Estimated Cost of this Phase: \$105,000)

***Partially completed.** Construction of shoulder bike lanes has been completed on Douglas Road from Sunrise Blvd. to the Folsom South Canal. Staff is negotiating agreements with the Bureau of Reclamation to provide the connection to the Folsom South Canal. Completion of the agreements and design and permitting of the connection has been listed as a current year goal.*

- Complete design and environmental work and initiate construction for the North Mather Boulevard connection to Villages of Zinfandel. (CP06-2027, Estimated Cost of this Phase: \$125,000)

***In progress.** Staff has completed an agreement with the County for engineering and financing. Design is underway. Completion of design and award of a construction contract have been listed as a current year goal.*

- Substantially complete detail design for the improvement plans and specifications. Circulate and certify the environmental document for the White Rock Road improvements from Sunrise Boulevard to city limits. (CP07-2055, Estimated Cost of this Phase: \$700,000)

***In progress.** The California Environmental Quality Act (CEQA) work is complete; National Environmental Policy Act (NEPA) is in progress. Anticipate to commence design by June 2011. Certification of the environmental documents and completion of design have been listed as current year goals. Funding for construction has not been fully identified.*

- 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 April 2011.

***In progress.** County anticipates to open bids and award contract by June 2011. Completion of construction has been listed 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 environmental document for the Capital Southeast Connector project is substantially complete and is anticipated to be circulated in Spring 2011. The JPA is continuing to evaluate funding strategies and is continuing to detail the design standards.*

- Continue oversight and outreach for the Rancho CordoVan Shuttle Service

***In progress.** Staff, working cooperatively with Regional Transit, conducted eight separate outreach events at businesses along the shuttle route during September and October of 2010. That effort resulted in a 37% increase in ridership this FY compared to last FY. Working on a sustainable funding plan to continue services has been listed as a current year goal.*

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

- Complete renovation of the Kilgore property for use as a police station, service building and corporation yard (CP10-2090, Estimated Cost: \$4.3 million)

***Anticipated completion by June 30th.** Project renovations are underway, completion of construction anticipated by June 30th with occupancy planned for July 30th.*

- Present proposal for phase two of the Kilgore Cemetery Restoration project (CP08-2066).

***On hold.** Budget prioritization workshop anticipated to be held in May 2011 to evaluate funding available for this project. Outcome of this effort will establish the project goal for next year.*

Ensure a Safe Community – Goal #6

- Complete feasibility analysis and initiate design and environmental work on pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and

Rockingham Drive (AKA Union Pacific Spur Rails-to-Trails). (CP10-2084, Estimated Cost of this Phase: \$100,000)

***In progress.** The conceptual design is in progress, and staff has initiated feasibility discussions with the County Airports. Design and environmental work has been listed as a current year goal.*

Practice Sound Fiscal Management – Goal #11

- By 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.** The 5-Year CIP is revised each year as part of the annual budget process for the department, with continuing work on funding strategies for core backbone infrastructure. While this is an ongoing and regular part of the department's annual work plan, it is a large and critical document that plans and budgets for future infrastructure needs of the City.*

- 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 developed 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. Staff assisted members of the City Council and City Manager's Office in lobbying Congress for federal funding. Staff has also been working to secure funds for critical backbone infrastructure through the potential second phase of the American Recovery and Reinvestment Act (ARRA and also referred to as Economic Stimulus) and through the federal Surface Transportation Reauthorization and Water Resources Development Act (WRDA) reauthorization.*

Progress during FY 2010-11 includes:

Staff supported City Council Members during meetings in Washington, DC to secure funding for Rancho Cordova projects. While staff was able to receive support from the legislators for the Rancho Cordova Law Enforcement and Technology Initiative, the Sacramento Children's Museum, and transportation improvements, no funding has been allocated or received due to federal budget constraints.

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 will construct 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 secured an extension of the \$1.7 M Community Design Grant that was awarded on the "City Center" project on the north side of Folsom Boulevard across from Mills Station and have the funding applied in 2005. \$1.7 M CDBG Grant for the City Center project and have the funding applied to the Los Rios College Extension campus.

- Execute the franchise agreement with the remaining private water purveyor in the City by June 2011.

Anticipated to be completed by June 30th. The agreement is under review in the City Attorney's office, and execution is anticipated by June 30th.

Other Accomplishments Not Identified as a Project in Fiscal Year 2010-2011 Budget

- *Completion of about 870 linear feet of new sidewalk on the north side of Horn Road and just west of Routier. Included removing and replacement of sidewalk ramps at the intersections along Horn Road. Goal #6*
- *Completion of sidewalk rehabilitation improvements at various locations throughout the City (CP09-2085). Goal #6*
- *Completion of the White Rock Community Pathway Improvement located across Folsom Boulevard from Coloma Road. This project straightened the pathway to create a clear line of sight. Goal #6*

FISCAL YEAR 2011 – 2012 PROJECTS

The City has thirteen overall goals as stated on page 2. 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.

Foster a Positive Image of Rancho Cordova – Goal #1

1. Complete construction of the following Capital Improvement Projects:
 - a. Complete construction of Folsom Boulevard Enhancements – Phase II by September 2012. (CP07-2033)
 - b. 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)
2. Award construction contracts or commence construction on the following Capital Improvement Projects:
 - a. 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)
 - b. Commence construction of the 2011 Street Rehabilitation project at various locations within the Cordova Gardens Neighborhood.
3. Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
 - a. 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)

- b. Complete design and environmental on the 2012 Sunrise Boulevard Street Rehabilitation Project from American River Bridge to US Highway 50. (CP12-2105)

Improve Transportation & Connectivity – Goal #2

4. Complete construction of the following Capital Improvement Projects
 - a. Complete construction of Douglas Road, Phase I, from Rancho Cordova Parkway to Borderlands Drive. (CP06-2024)
 - b. 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)
5. Award construction contracts or commence construction on the following Capital Improvement Projects:
 - a. 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.
6. Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
 - a. Continue design, certify the environmental document, and evaluate the design schedule for the Rancho Cordova Parkway Interchange Project. (CP05-2003)
 - b. 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)
 - c. 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)
 - d. 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)
 - e. Complete design and initiate construction for the North Mather Boulevard connection to Villages of Zinfandel. (CP06-2027)
 - f. 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)

- g. 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)
7. Continue to actively participate as a member jurisdiction in the JPA for the design of the Capital Southeast Connector.
8. Continue oversight and outreach and work on a sustainable funding plan for the Rancho CordoVan Shuttle Service and increase ridership by 5%.

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

9. Present proposal for phase two of the Kilgore Cemetery Restoration project. (CP08-2066)
10. Complete detachment from County Service Area No.1 (CSA-1) for street light maintenance and transition services to the City.

Ensure a Safe Community – Goal #6

11. 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)
12. 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)
13. Install speed humps and raised crosswalks on Dawes Street, Malaga Way, Los Amigos Drive, Rinda Drive, and Dolecetto Drive. (CP10-2098)

Practice Sound Fiscal Management – Goal #11

14. 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.
15. 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.
16. Execute new residential franchise agreement by December 2011.
17. 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.

ADOPTED FISCAL YEAR 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ - | \$ - | \$ - | \$ - |
| Licenses, Permits & Fees | 733,578 | 879,750 | 1,033,200 | 1,154,600 |
| Use of Money & Property | 144 | - | - | - |
| Charges for Services & Other Revenues | 1,614,133 | 3,183,800 | 2,270,600 | 2,156,900 |
| Total Sources | 2,347,855 | 4,063,550 | 3,303,800 | 3,311,500 |
| Use of Funds: | | | | |
| Salaries | 717,719 | 1,456,100 | 1,264,400 | 1,328,500 |
| Benefits | 589,735 | 641,100 | 572,100 | 603,000 |
| Operations | 1,040,400 | 1,792,750 | 1,293,700 | 1,244,400 |
| Capital Outlay | - | 30,600 | 30,600 | 30,600 |
| Total Expenditures | 2,347,854 | 3,920,550 | 3,160,800 | 3,206,500 |
| Other Uses: | | | | |
| Transfers Out | - | 143,000 | 143,000 | 100,000 |
| Total Other Uses | - | 143,000 | 143,000 | 100,000 |
| Total Uses | \$ 2,347,854 | \$ 4,063,550 | \$ 3,303,800 | \$ 3,306,500 |

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 2011-2012 BUDGET

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Source of Funds: | | | | |
| General Fund | \$ - | \$ - | \$ - | \$ - |
| Taxes | 6,801,580 | 6,877,200 | 7,750,200 | 7,398,200 |
| Licenses, Permits & Fees | 545,623 | 524,000 | 524,000 | 494,000 |
| Use of Money & Property | 444,155 | 472,000 | 523,800 | 100,000 |
| Intergovernmental | 713,601 | 215,800 | 178,300 | 200,000 |
| Charges for Services & Other Revenues | 9,856 | 265,000 | 20,000 | 50,000 |
| Total Revenues | 8,514,815 | 8,354,000 | 8,996,300 | 8,242,200 |
| Other Sources: | | | | |
| Transfers In | 47,584 | - | 14,800 | 20,600 |
| Total Other Sources | 47,584 | - | 14,800 | 20,600 |
| Total Sources | 8,562,399 | 8,354,000 | 9,011,100 | 8,262,800 |
| Use of Funds: | | | | |
| Benefits | 942 | 20,000 | 353,100 | - |
| Operations | 600,530 | 866,300 | 796,800 | 618,600 |
| Total Expenditures | 601,472 | 886,300 | 1,149,900 | 618,600 |
| Other Uses: | | | | |
| Transfers Out | 1,500,701 | 753,000 | 1,146,500 | 720,200 |
| Debt Service | | | | |
| Principal & Interest | 6,460,226 | 6,714,700 | 6,714,700 | 6,924,000 |
| Total Other Uses | 7,960,927 | 7,467,700 | 7,861,200 | 7,644,200 |
| Total Uses | \$ 8,562,399 | \$ 8,354,000 | \$ 9,011,100 | \$ 8,262,800 |

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SPECIAL REVENUE FUNDS

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

- State & County Subvention Funds
 - Gas Tax
 - Measure A
 - Prop 42
 - Transportation Development Act

- Assessment Districts, Special Tax Districts and Landscaping & Lighting Districts
 - Landscape & Lighting District
 - Transit Related Service Area (Zone 1)
 - Transit Related Service Area (Zone 2)
 - Transit Related Service Area (Zone 3)
 - Road Maintenance District

- Other Special Revenue Funds
 - Street Trench Cut Fees
 - Mather Field Traffic Impact Fee
 - Roadway Improvement
 - Storm Water Utility Tax
 - Asset Forfeitures

ADOPTED FISCAL YEAR 2011-2012 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 |
|---|--|---------------------|----------------------|--|---|-----------------------------------|-----------------------------------|
| Beginning Fund Balance - 6/30/11 (est) | \$ 71,179 | \$ 21,719,579 | \$ (5,794) | \$ 4,728,606 | \$ 3,869,679 | \$ 5,565,510 | \$ 35,948,759 |
| Revenues: | | | | | | | |
| Taxes | - | - | - | - | 1,050,000 | - | 1,050,000 |
| Licenses & Permits | 80,000 | 4,242,800 | - | - | - | 149,160 | 4,471,960 |
| Fines & Forfeitures | - | - | - | - | - | - | - |
| Use of Money & Property | - | - | - | - | - | - | - |
| Intergovernmental | 797,900 | - | 12,374,800 | 8,164,660 | - | 300,000 | 21,637,360 |
| Charges for Services & Other Revenues | - | - | - | - | - | - | - |
| Total Revenues | 877,900 | 4,242,800 | 12,374,800 | 8,164,660 | 1,050,000 | 449,160 | 27,159,320 |
| Other Sources: | | | | | | | |
| Transfers In | - | - | - | - | - | 100,000 | 100,000 |
| Proceeds from Debt | - | - | - | - | - | - | - |
| Total Other Sources | - | - | - | - | - | 100,000 | 100,000 |
| Total Revenues & Other Sources | \$ 877,900 | \$ 4,242,800 | \$ 12,374,800 | \$ 8,164,660 | \$ 1,050,000 | \$ 549,160 | \$ 27,259,320 |
| Expenditures: | | | | | | | |
| Salaries | - | 871,800 | - | 154,500 | 169,800 | 300,000 | 1,496,100 |
| Benefits | - | - | - | - | - | - | - |
| Operations | 176,900 | 2,296,800 | 223,900 | 1,298,500 | 503,300 | - | 4,499,400 |
| Capital Outlay | 414,600 | 590,000 | 3,800,000 | - | - | 25,000 | 4,829,600 |
| Capital Improvements | - | - | - | - | - | - | - |
| Total Expenditures | 591,500 | 3,758,600 | 4,023,900 | 1,453,000 | 673,100 | 325,000 | 10,825,100 |
| Other Uses: | | | | | | | |
| Transfers Out | 381,000 | 13,706,800 | 8,350,900 | 9,433,100 | 6,700 | 175,000 | 32,053,500 |
| Debt Service | - | - | - | - | - | - | - |
| Principal & Interest | - | - | - | - | - | - | - |
| Total Other Uses | 381,000 | 13,706,800 | 8,350,900 | 9,433,100 | 6,700 | 175,000 | 32,053,500 |
| Total Expenditures & Other Uses | 972,500 | 17,465,400 | 12,374,800 | 10,886,100 | 679,800 | 500,000 | 42,878,600 |
| Surplus/(Deficit) | (94,600) | (13,222,600) | - | (2,721,440) | 370,200 | 49,160 | (15,619,280) |
| Fund Balance - 6/30/12 (est) | \$ (23,421) | \$ 8,496,979 | \$ (5,794) | \$ 2,007,166 | \$ 4,239,879 | \$ 5,614,670 | \$ 20,329,479 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (214,855) | \$ (24,099) | \$ (24,099) | \$ (24,099) |
| Source of Funds: | | | | |
| Fines & Forfeitures | 65,919 | 121,730 | - | - |
| Intergovernmental | 709,260 | 982,000 | 947,900 | 797,900 |
| Total Revenues | 775,179 | 1,103,730 | 947,900 | 797,900 |
| Other Sources: | | | | |
| Transfers In | 7,091 | - | - | - |
| Total Other Sources | 7,091 | - | - | - |
| Total Sources | 782,270 | 1,103,730 | 947,900 | 797,900 |
| Use of Funds: | | | | |
| Salaries | 258,966 | - | - | - |
| Operations | 312,925 | 154,830 | 331,000 | 102,900 |
| Capital Outlay | 19,623 | 183,200 | 2,900 | 414,600 |
| Capital Improvements | | | | |
| Total Expenditures | 591,514 | 338,030 | 333,900 | 517,500 |
| Other Uses: | | | | |
| Transfers Out | - | 765,700 | 614,000 | 280,400 |
| Total Other Uses | - | 765,700 | 614,000 | 280,400 |
| Total Uses | 591,514 | 1,103,730 | 947,900 | 797,900 |
| Ending Fund Balance (est) | \$ (24,099) | \$ (24,099) | \$ (24,099) | \$ (24,099) |

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. 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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 846,827 | \$ 58,278 | \$ 58,278 | \$ 95,278 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 15,863 | 15,000 | 15,000 | 15,000 |
| Use of Money & Property | 10,961 | - | - | - |
| Total Revenues | 26,824 | 15,000 | 15,000 | 15,000 |
| Other Sources: | | | | |
| Transfers In | - | - | 90,000 | - |
| Total Other Sources | - | - | 90,000 | - |
| Total Sources | 26,824 | 15,000 | 105,000 | 15,000 |
| Use of Funds: | | | | |
| Salaries | 28,706 | - | - | - |
| Operations | 18,348 | 22,500 | 25,000 | 74,000 |
| Capital Outlay | - | 15,000 | 15,000 | - |
| Total Expenditures | 47,054 | 37,500 | 40,000 | 74,000 |
| Other Uses: | | | | |
| Transfers Out | 768,319 | 28,000 | 28,000 | 35,600 |
| Total Other Uses | 768,319 | 28,000 | 28,000 | 35,600 |
| Total Uses | 815,373 | 65,500 | 68,000 | 109,600 |
| Ending Fund Balance (est) | \$ 58,278 | \$ 7,778 | \$ 95,278 | \$ 678 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 74,275 | 75,000 | 65,000 | 65,000 |
| Use of Money & Property | 735 | - | - | - |
| Total Sources | 75,010 | 75,000 | 65,000 | 65,000 |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | 75,010 | 75,000 | 65,000 | 65,000 |
| Total Uses | 75,010 | 75,000 | 65,000 | 65,000 |
| Ending Fund Balance (est) | \$ - | \$ - | \$ - | \$ - |

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
- Capital Village Park Development Fee

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 443,473 | \$ 458,758 | \$ 458,758 | \$ 468,458 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 9,850 | 10,200 | 15,700 | 6,400 |
| Use of Money & Property | 6,308 | - | - | - |
| Total Sources | 16,158 | 10,200 | 15,700 | 6,400 |
| Use of Funds: | | | | |
| Salaries | - | - | - | 1,500 |
| Operations | - | 3,000 | 3,000 | 1,600 |
| Total Expenditures | - | 3,000 | 3,000 | 3,100 |
| Other Uses: | | | | |
| Transfers Out | 873 | 183,100 | 3,000 | 180,400 |
| Total Other Uses | 873 | 183,100 | 3,000 | 180,400 |
| Total Uses | 873 | 186,100 | 6,000 | 183,500 |
| Ending Fund Balance (est) | \$ 458,758 | \$ 282,858 | \$ 468,458 | \$ 291,358 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 20,090,578 | \$ 19,549,074 | \$ 19,549,074 | \$ 13,780,674 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 1,553,876 | 1,147,500 | 1,150,000 | 1,009,900 |
| Use of Money & Property | 289,142 | - | - | - |
| Charges for Services & Other Revenues | - | - | 500,000 | - |
| Total Sources | 1,843,018 | 1,147,500 | 1,650,000 | 1,009,900 |
| Use of Funds: | | | | |
| Salaries | 17,456 | - | - | 565,600 |
| Operations | 34,049 | 1,448,100 | 1,448,100 | 716,000 |
| Total Expenditures | 51,505 | 1,448,100 | 1,448,100 | 1,281,600 |
| Other Uses: | | | | |
| Transfers Out | 2,333,017 | 5,970,300 | 5,970,300 | 7,278,700 |
| Total Other Uses | 2,333,017 | 5,970,300 | 5,970,300 | 7,278,700 |
| Total Uses | 2,384,522 | 7,418,400 | 7,418,400 | 8,560,300 |
| Ending Fund Balance (est) | \$ 19,549,074 | \$ 13,278,174 | \$ 13,780,674 | \$ 6,230,274 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 5,949,976 | \$ 4,916,545 | \$ 4,916,545 | \$ 1,459,045 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 824,652 | 587,500 | 609,100 | 478,900 |
| Use of Money & Property | 75,570 | - | - | - |
| Total Sources | 900,222 | 587,500 | 609,100 | 478,900 |
| Use of Funds: | | | | |
| Salaries | 46,071 | - | - | - |
| Operations | 27,522 | 20,000 | 10,100 | 5,200 |
| Capital Outlay | 546,097 | 3,164,000 | - | - |
| Total Expenditures | 619,690 | 3,184,000 | 10,100 | 5,200 |
| Other Uses: | | | | |
| Transfers Out | 1,313,963 | 863,100 | 4,056,500 | 1,257,000 |
| Total Other Uses | 1,313,963 | 863,100 | 4,056,500 | 1,257,000 |
| Total Uses | 1,933,653 | 4,047,100 | 4,066,600 | 1,262,200 |
| Ending Fund Balance (est) | \$ 4,916,545 | \$ 1,456,945 | \$ 1,459,045 | \$ 675,745 |

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, 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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 14,702,072 | \$ 13,510,505 | \$ 13,510,505 | \$ 6,322,105 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 2,970,836 | 1,438,100 | 1,489,200 | 2,597,100 |
| Use of Money & Property | 207,008 | - | - | - |
| Total Sources | 3,177,844 | 1,438,100 | 1,489,200 | 2,597,100 |
| Use of Funds: | | | | |
| Salaries | 208,901 | - | - | 304,700 |
| Operations | 10,000 | 723,000 | 723,000 | 300,000 |
| Capital Outlay | 1,072,898 | - | 110,000 | 590,000 |
| Capital Improvements | | | | |
| Total Expenditures | 1,291,799 | 723,000 | 833,000 | 1,194,700 |
| Other Uses: | | | | |
| Transfers Out | 3,077,612 | 7,844,600 | 7,844,600 | 4,988,000 |
| Total Other Uses | 3,077,612 | 7,844,600 | 7,844,600 | 4,988,000 |
| Total Uses | 4,369,411 | 8,567,600 | 8,677,600 | 6,182,700 |
| Ending Fund Balance (est) | \$ 13,510,505 | \$ 6,381,005 | \$ 6,322,105 | \$ 2,736,505 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|-----------------------|-----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (1,471,217) | \$ (1,525,969) | \$ (1,525,969) | \$ (1,660,269) |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 56,396 | 30,260 | 50,000 | 15,800 |
| Total Sources | 56,396 | 30,260 | 50,000 | 15,800 |
| Use of Funds: | | | | |
| Operations | 111,148 | 184,300 | 184,300 | 105,000 |
| Total Uses | 111,148 | 184,300 | 184,300 | 105,000 |
| Ending Fund Balance (est) | \$ (1,525,969) | \$ (1,680,009) | \$ (1,660,269) | \$ (1,749,469) |

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 \$842 to \$1,702 per residential parcel.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 2,029,126 | \$ 1,980,036 | \$ 1,980,036 | \$ 1,312,236 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 182,842 | 105,000 | 145,000 | 134,700 |
| Use of Money & Property | 27,758 | - | - | - |
| Total Sources | 210,600 | 105,000 | 145,000 | 134,700 |
| Use of Funds: | | | | |
| Operations | 234,865 | - | 810,000 | 1,169,000 |
| Total Expenditures | 234,865 | - | 810,000 | 1,169,000 |
| Other Uses: | | | | |
| Transfers Out | 24,825 | - | 2,800 | 2,700 |
| Total Other Uses | 24,825 | - | 2,800 | 2,700 |
| Total Uses | 259,690 | - | 812,800 | 1,171,700 |
| Ending Fund Balance (est) | \$ 1,980,036 | \$ 2,085,036 | \$ 1,312,236 | \$ 275,236 |

Capital Village Park Development Fee

The Capital Village Park Development Impact Fee is collected to fund park construction in the Capital Village area.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 36,817 | \$ 37,330 | \$ 37,330 | \$ 37,330 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 366,129 | - | - | - |
| Use of Money & Property | 513 | - | - | - |
| Total Sources | 366,642 | - | - | - |
| Use of Funds: | | | | |
| Capital Outlay | 366,129 | - | - | - |
| Total Uses | 366,129 | - | - | - |
| Ending Fund Balance (est) | \$ 37,330 | \$ 37,330 | \$ 37,330 | \$ 37,330 |

STATE AND FEDERAL GRANTS

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.

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. While staff was able to receive support from the legislators for the Rancho Cordova Law Enforcement and Technology Initiative, the Sacramento Children's Museum, and transportation improvements, the FY 2010-11 appropriations process was eliminated after a shift in Congress during the November 2010 election.

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. On May 10, 2011, City staff learned from Congressman Lungren that members of the House of Representative and the Senate are currently debating whether specific projects will be listed in the bill and the duration of the bill (e.g., two years or six years).

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 will construct 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.

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 Program and Occupant Protection

This program's goal is to increase compliance with safety restraint laws including the correct and consistent use of infant and child safety seats.

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 Program provides monies to local law enforcement entities to provide enhanced public safety services. The State of California has ceased to provide this funding source; however, we will be spending unspent funds from prior fiscal years.

Federal Grants

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (335,726) | \$ (329,652) | \$ (329,652) | \$ (329,652) |
| Source of Funds: | | | | |
| Intergovernmental | 3,810,547 | 16,689,950 | 16,689,950 | 8,767,000 |
| Total Sources | 3,810,547 | 16,689,950 | 16,689,950 | 8,767,000 |
| Use of Funds: | | | | |
| Salaries | 36,713 | 4,250 | 4,250 | - |
| Operations | 122,293 | 465,600 | 465,600 | 20,000 |
| Capital Outlay | 56,049 | 52,300 | 52,300 | 3,800,000 |
| Total Expenditures | 215,055 | 522,150 | 522,150 | 3,820,000 |
| Other Uses: | | | | |
| Transfers Out | 3,589,418 | 16,167,800 | 16,167,800 | 4,947,000 |
| Total Other Uses | 3,589,418 | 16,167,800 | 16,167,800 | 4,947,000 |
| Total Uses | 3,804,473 | 16,689,950 | 16,689,950 | 8,767,000 |
| Ending Fund Balance (est) | \$ (329,652) | \$ (329,652) | \$ (329,652) | \$ (329,652) |

State Grants

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 374,974 | \$ 423,858 | \$ 423,858 | \$ 323,858 |
| Source of Funds: | | | | |
| Use of Money & Property | 170 | - | - | - |
| Intergovernmental | 350,254 | 1,027,320 | 1,027,320 | 3,607,800 |
| Total Revenues | 350,424 | 1,027,320 | 1,027,320 | 3,607,800 |
| Other Sources: | | | | |
| Transfers In | 61,869 | - | - | - |
| Total Other Sources | 61,869 | - | - | - |
| Total Sources | 412,293 | 1,027,320 | 1,027,320 | 3,607,800 |
| Use of Funds: | | | | |
| Salaries | 528 | - | - | - |
| Operations | 91,123 | 344,520 | 344,520 | 203,900 |
| Capital Outlay | - | 50,000 | 50,000 | - |
| Total Expenditures | 91,651 | 394,520 | 394,520 | 203,900 |
| Other Uses: | | | | |
| Transfers Out | 271,758 | 732,800 | 732,800 | 3,403,900 |
| Total Other Uses | 271,758 | 732,800 | 732,800 | 3,403,900 |
| Total Uses | 363,409 | 1,127,320 | 1,127,320 | 3,607,800 |
| Ending Fund Balance (est) | \$ 423,858 | \$ 323,858 | \$ 323,858 | \$ 323,858 |

STATE & COUNTY SUBVENTION FUNDS

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 revenues 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 transit funding.

In FY 2010-11, the revenues were allocated as follows:

1. Transportation debt service (State Bonds);
2. \$54 million monthly set aside for future appropriation by the legislature (possibly for a future loan to the State General Fund under the currently flexible loan provisions of the Highway Users Tax Account (HUTA) provisions in the state constitution);
3. Remainder allocated:
 - a. 50% State Transportation Improvement Program (STIP);
 - b. 50% evenly split between cities and counties using current HUTA formulas.

Beginning in FY 2011-12 and subsequent years, the revenues will be allocated as follows:

1. Transportation debt service (State Bonds);
2. Remainder allocated:
 - a. 44% 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 all the Gas Tax funds are allocated to maintenance and rehabilitation of the existing roadways. \$4,236,800 of Gas Tax funding is allocated in FY 2011-12 for Capital Improvement Projects.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 3,793,078 | \$ 3,751,384 | \$ 3,751,384 | \$ 3,527,084 |
| Source of Funds: | | | | |
| Use of Money & Property | 58,593 | - | - | - |
| Intergovernmental | 1,035,212 | 987,300 | 1,287,300 | 1,611,300 |
| Total Sources | 1,093,805 | 987,300 | 1,287,300 | 1,611,300 |
| Use of Funds: | | | | |
| Salaries | 7,500 | - | - | 27,500 |
| Operations | - | - | - | 118,000 |
| Total Expenditures | 7,500 | - | - | 145,500 |
| Other Uses: | | | | |
| Transfers Out | 1,127,999 | 3,011,600 | 1,511,600 | 4,236,800 |
| Total Other Uses | 1,127,999 | 3,011,600 | 1,511,600 | 4,236,800 |
| Total Uses | 1,135,499 | 3,011,600 | 1,511,600 | 4,382,300 |
| Ending Fund Balance (est) | \$ 3,751,384 | \$ 1,727,084 | \$ 3,527,084 | \$ 756,084 |

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 2011-12 is \$237,200, down by approximately \$1.2 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 \$6,978,000. Additional funding is remaining for both of these projects. In addition, the City will continue to accrue interest on the remaining funds held at STA.

The new Measure A maintenance funding for FY 2011-12 is \$1,192,200, down from a 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 when the economy improves.

Measure A Construction

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (453,709) | \$ - | \$ - | \$ - |
| Source of Funds: | | | | |
| Intergovernmental | 1,126,601 | 1,280,400 | 1,280,400 | 1,038,100 |
| Total Sources | 1,126,601 | 1,280,400 | 1,280,400 | 1,038,100 |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | 672,892 | 1,280,400 | 1,280,400 | 1,038,100 |
| Total Other Uses | 672,892 | 1,280,400 | 1,280,400 | 1,038,100 |
| Total Uses | 672,892 | 1,280,400 | 1,280,400 | 1,038,100 |
| Ending Fund Balance (est) | \$ - | \$ - | \$ - | \$ - |

New Measure A Maintenance

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ - | \$ 784,381 | \$ 784,381 | \$ 817,081 |
| Source of Funds: | | | | |
| Intergovernmental | 1,102,034 | 1,032,700 | 1,032,700 | 1,192,200 |
| Total Sources | 1,102,034 | 1,032,700 | 1,032,700 | 1,192,200 |
| Use of Funds: | | | | |
| Operations | 317,653 | 1,000,000 | 1,000,000 | 1,180,500 |
| Total Uses | 317,653 | 1,000,000 | 1,000,000 | 1,180,500 |
| Ending Fund Balance (est) | \$ 784,381 | \$ 817,081 | \$ 817,081 | \$ 828,781 |

New Measure A Construction

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 12,431 | \$ 392,864 | \$ 392,864 | \$ 392,864 |
| Source of Funds: | | | | |
| Use of Money & Property | 953 | - | - | - |
| Intergovernmental | 2,182,341 | 5,913,500 | 5,913,500 | 4,285,200 |
| Total Sources | 2,183,294 | 5,913,500 | 5,913,500 | 4,285,200 |
| Use of Funds: | | | | |
| Salaries | - | - | - | 127,000 |
| Total Expenditures | - | - | - | 127,000 |
| Other Uses: | | | | |
| Transfers Out | 1,802,861 | 5,913,500 | 5,913,500 | 4,158,200 |
| Total Other Uses | 1,802,861 | 5,913,500 | 5,913,500 | 4,158,200 |
| Total Uses | 1,802,861 | 5,913,500 | 5,913,500 | 4,285,200 |
| Ending Fund Balance (est) | \$ 392,864 | \$ 392,864 | \$ 392,864 | \$ 392,864 |

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.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 40,010 | \$ 594,503 | \$ 594,503 | \$ - |
| Source of Funds: | | | | |
| Use of Money & Property | 2,343 | - | 5,497 | - |
| Intergovernmental | 561,727 | 632,000 | - | - |
| Total Sources | 564,070 | 632,000 | 5,497 | - |
| Use of Funds: | | | | |
| Operations | 9,577 | - | - | - |
| Total Expenditures | 9,577 | - | - | - |
| Other Uses: | | | | |
| Transfers Out | - | 634,000 | 600,000 | - |
| Total Other Uses | - | 634,000 | 600,000 | - |
| Total Uses | 9,577 | 634,000 | 600,000 | - |
| Ending Fund Balance (est) | \$ 594,503 | \$ 592,503 | \$ - | \$ - |

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 2011-12 allocation of LTF bicycle and pedestrian funds is \$37,800. Previous years' allocations have totaled \$317,200 and have been reserved by SACOG for use by the City.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ - | \$ 39,750 | \$ 39,750 | \$ - |
| Source of Funds: | | | | |
| Intergovernmental | 39,750 | 26,300 | 138,250 | 37,860 |
| Total Sources | 39,750 | 26,300 | 138,250 | 37,860 |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | - | 178,000 | 178,000 | - |
| Total Other Uses | - | 178,000 | 178,000 | - |
| Total Uses | - | 178,000 | 178,000 | - |
| Ending Fund Balance (est) | \$ 39,750 | \$ (111,950) | \$ - | \$ 37,860 |

ASSESSMENT DISTRICTS, SPECIAL TAX DISTRICTS AND LANDSCAPING & LIGHTING DISTRICTS

Assessment Districts, Special Districts and Landscaping & 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

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 26 tax zones, for which the revenue collected by this tax is to be used solely for the purposes 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. Police activities are recorded in the General Fund, therefore these revenues are deposited there as well.

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 Maintenance District (SLMD), now the responsibility of the City. 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's southern boundary as identified in the District Boundary Maps.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 511,954 | \$ 516,178 | \$ 516,178 | \$ 392,878 |
| Source of Funds: | | | | |
| Taxes | 84,564 | 87,400 | 87,400 | 83,000 |
| Use of Money & Property | 7,219 | - | - | - |
| Total Sources | 91,783 | 87,400 | 87,400 | 83,000 |
| Use of Funds: | | | | |
| Salaries | 12,024 | 1,000 | 1,000 | 15,000 |
| Operations | 53,439 | 208,700 | 208,700 | 155,200 |
| Total Expenditures | 65,463 | 209,700 | 209,700 | 170,200 |
| Other Uses: | | | | |
| Transfers Out | 22,096 | 1,000 | 1,000 | 6,700 |
| Total Other Uses | 22,096 | 1,000 | 1,000 | 6,700 |
| Total Uses | 87,559 | 210,700 | 210,700 | 176,900 |
| Ending Fund Balance (est) | \$ 516,178 | \$ 392,878 | \$ 392,878 | \$ 298,978 |

Transit Related Services Special Tax

On January 17, 2006, the City Council adopted 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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 98,899 | \$ 202,773 | \$ 202,773 | \$ 194,873 |
| Source of Funds: | | | | |
| Taxes | 109,054 | 110,900 | 110,900 | 118,000 |
| Use of Money & Property | 1,898 | - | - | - |
| Total Sources | 110,952 | 110,900 | 110,900 | 118,000 |
| Use of Funds: | | | | |
| Salaries | 2,822 | 2,000 | 2,000 | 41,800 |
| Operations | 3,256 | 114,800 | 114,800 | 92,000 |
| Total Expenditures | 6,078 | 116,800 | 116,800 | 133,800 |
| Other Uses: | | | | |
| Transfers Out | 1,000 | 2,000 | 2,000 | - |
| Total Other Uses | 1,000 | 2,000 | 2,000 | - |
| Total Uses | 7,078 | 118,800 | 118,800 | 133,800 |
| Ending Fund Balance (est) | \$ 202,773 | \$ 194,873 | \$ 194,873 | \$ 179,073 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 133,010 | \$ 226,366 | \$ 226,366 | \$ 124,066 |
| Source of Funds: | | | | |
| Taxes | 87,330 | 83,000 | 83,000 | 88,000 |
| Use of Money & Property | 2,849 | - | - | - |
| Total Revenues | 90,179 | 83,000 | 83,000 | 88,000 |
| Other Sources: | | | | |
| Transfers In | 51,492 | - | - | - |
| Total Other Sources | 51,492 | - | - | - |
| Total Sources | 141,671 | 83,000 | 83,000 | 88,000 |
| Use of Funds: | | | | |
| Salaries | 45,810 | 1,000 | 1,000 | 35,000 |
| Operations | 35,008 | 183,300 | 183,300 | 55,200 |
| Total Expenditures | 80,818 | 184,300 | 184,300 | 90,200 |
| Other Uses: | | | | |
| Transfers Out | (32,503) | 1,000 | 1,000 | - |
| Total Other Uses | (32,503) | 1,000 | 1,000 | - |
| Total Uses | 48,315 | 185,300 | 185,300 | 90,200 |
| Ending Fund Balance (est) | \$ 226,366 | \$ 124,066 | \$ 124,066 | \$ 121,866 |

Transit Related Services Benefit District (formerly CSA 10) Zone 2

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 1,121,462 | \$ 1,472,791 | \$ 1,472,791 | \$ 1,736,991 |
| Source of Funds: | | | | |
| Taxes | 384,597 | 363,800 | 363,800 | 388,000 |
| Use of Money & Property | 17,417 | - | - | - |
| Total Sources | 402,014 | 363,800 | 363,800 | 388,000 |
| Use of Funds: | | | | |
| Salaries | 3,057 | 3,000 | 3,000 | 60,000 |
| Operations | 46,628 | 93,600 | 93,600 | 115,900 |
| Total Expenditures | 49,685 | 96,600 | 96,600 | 175,900 |
| Other Uses: | | | | |
| Transfers Out | 1,000 | 3,000 | 3,000 | - |
| Total Other Uses | 1,000 | 3,000 | 3,000 | - |
| Total Uses | 50,685 | 99,600 | 99,600 | 175,900 |
| Ending Fund Balance (est) | \$ 1,472,791 | \$ 1,736,991 | \$ 1,736,991 | \$ 1,949,091 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 750,948 | \$ 1,192,671 | \$ 1,192,671 | \$ 1,420,871 |
| Source of Funds: | | | | |
| Taxes | 478,781 | 351,900 | 351,900 | 373,000 |
| Use of Money & Property | 12,757 | - | - | - |
| Total Sources | 491,538 | 351,900 | 351,900 | 373,000 |
| Use of Funds: | | | | |
| Salaries | 9,654 | 3,000 | 3,000 | 18,000 |
| Operations | 39,161 | 117,700 | 117,700 | 85,000 |
| Total Expenditures | 48,815 | 120,700 | 120,700 | 103,000 |
| Other Uses: | | | | |
| Transfers Out | 1,000 | 3,000 | 3,000 | - |
| Total Other Uses | 1,000 | 3,000 | 3,000 | - |
| Total Uses | 49,815 | 123,700 | 123,700 | 103,000 |
| Ending Fund Balance (est) | \$ 1,192,671 | \$ 1,420,871 | \$ 1,420,871 | \$ 1,690,871 |

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.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 124,783 | \$ 189,446 | \$ 189,446 | \$ 239,446 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 64,333 | 35,000 | 50,000 | 55,000 |
| Use of Money & Property | 330 | - | - | - |
| Total Sources | 64,663 | 35,000 | 50,000 | 55,000 |
| Use of Funds: | | | | |
| Total Uses | - | - | - | - |
| Ending Fund Balance (est) | \$ 189,446 | \$ 224,446 | \$ 239,446 | \$ 294,446 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (152,866) | \$ 1,003,883 | \$ 1,003,883 | \$ - |
| Source of Funds: | | | | |
| Use of Money & Property | 15,047 | - | 317 | - |
| Intergovernmental | 2,000,000 | - | - | - |
| Total Sources | 2,015,047 | - | 317 | - |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | 858,298 | 1,281,200 | 1,004,200 | - |
| Total Other Uses | 858,298 | 1,281,200 | 1,004,200 | - |
| Total Uses | 858,298 | 1,281,200 | 1,004,200 | - |
| Ending Fund Balance (est) | \$ 1,003,883 | \$ (277,317) | \$ - | \$ - |

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 2011-12 \$175,000 is allocated to projects identified in the Capital Improvement Program.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 6,341,117 | \$ 5,165,153 | \$ 5,165,153 | \$ 5,235,153 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 81,213 | 82,390 | 100,000 | 94,160 |
| Use of Money & Property | 89,740 | - | - | - |
| Total Revenues | 170,953 | 82,390 | 100,000 | 94,160 |
| Other Sources: | | | | |
| Transfers In | - | 100,000 | 100,000 | 100,000 |
| Total Other Sources | - | 100,000 | 100,000 | 100,000 |
| Total Sources | 170,953 | 182,390 | 200,000 | 194,160 |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | 1,346,917 | 130,000 | 130,000 | 175,000 |
| Total Uses | 1,346,917 | 130,000 | 130,000 | 175,000 |
| Ending Fund Balance (est) | \$ 5,165,153 | \$ 5,217,543 | \$ 5,235,153 | \$ 5,254,313 |

Storm Water Utility Tax

The Public Works Department has negotiated the annual transfer of funds to the City from utility taxes collected by the County of Sacramento for storm water utility. These funds may be used at the Public Works Director's discretion for any drainage related expenses including staff costs.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 329,020 | \$ (14,782) | \$ (14,782) | \$ 60,118 |
| Source of Funds: | | | | |
| Use of Money & Property | 4,022 | - | - | - |
| Intergovernmental | - | 1,079,000 | 1,579,000 | 300,000 |
| Total Sources | 4,022 | 1,079,000 | 1,579,000 | 300,000 |
| Use of Funds: | | | | |
| Salaries | 158,722 | 300,000 | 300,000 | 300,000 |
| Operations | 28,178 | 500,000 | 500,000 | - |
| Total Expenditures | 186,900 | 800,000 | 800,000 | 300,000 |
| Other Uses: | | | | |
| Transfers Out | 160,924 | 944,100 | 704,100 | - |
| Total Other Uses | 160,924 | 944,100 | 704,100 | - |
| Total Uses | 347,824 | 1,744,100 | 1,504,100 | 300,000 |
| Ending Fund Balance (est) | \$ (14,782) | \$ (679,882) | \$ 60,118 | \$ 60,118 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 21,906 | \$ 29,093 | \$ 29,093 | \$ 30,793 |
| Source of Funds: | | | | |
| Fines & Forfeitures | 6,973 | - | 1,700 | - |
| Use of Money & Property | 358 | - | - | - |
| Total Sources | 7,331 | - | 1,700 | - |
| Use of Funds: | | | | |
| Operations | 144 | - | - | - |
| Capital Outlay | - | - | - | 25,000 |
| Total Uses | 144 | - | - | 25,000 |
| Ending Fund Balance (est) | \$ 29,093 | \$ 29,093 | \$ 30,793 | \$ 5,793 |

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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 2011-2012 BUDGET | |
|---|----------------------|
| CIP | |
| Beginning Fund Balance - 6/30/11 (est) | \$ 2,159,350 |
| Revenues: | |
| Taxes | - |
| Licenses & Permits | - |
| Fines & Forfeitures | - |
| Use of Money & Property | - |
| Intergovernmental | - |
| Charges for Services & Other Revenues | 526,000 |
| Total Revenues | 526,000 |
| Other Sources: | |
| Transfers In | 31,257,200 |
| Proceeds from Debt | - |
| Total Other Sources | 31,257,200 |
| Total Revenues & Other Sources | \$ 31,783,200 |
| Expenditures: | |
| Salaries | - |
| Benefits | - |
| Operations | - |
| Capital Outlay | - |
| Capital Improvements | 31,885,600 |
| Total Expenditures | 31,885,600 |
| Other Uses: | |
| Transfers Out | - |
| Debt Service | - |
| Principal & Interest | - |
| Total Other Uses | - |
| Total Expenditures & Other Uses | 31,885,600 |
| Surplus/(Deficit) | (102,400) |
| Fund Balance - 6/30/12 (est) | \$ 2,056,950 |

Capital Projects Fund

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 257,764 | \$ 2,159,350 | \$ 2,159,350 | \$ 2,159,350 |
| Source of Funds: | | | | |
| Intergovernmental | - | 796,000 | 796,000 | - |
| Charges for Services & Other Revenues | 156,172 | - | - | 526,000 |
| Total Revenues | 156,172 | 796,000 | 796,000 | 526,000 |
| Other Sources: | | | | |
| Transfers In: | | | | |
| General Fund | 53,271 | 43,000 | 93,000 | |
| Gas Tax | 1,128,192 | 3,011,600 | 1,511,600 | 4,236,800 |
| Measure A | 2,714,940 | 7,193,900 | 7,193,900 | 5,196,300 |
| Proposition 42 | | 634,000 | 600,000 | |
| Sunridge Anatolia CFD 2003-1 | | 5,546,000 | 5,546,000 | |
| Traffic Impact Fees | 2,326,818 | 5,970,300 | 5,970,300 | 7,278,700 |
| SD Traffic Mitigation Fees | 3,077,612 | 7,844,600 | 7,844,600 | 4,988,000 |
| VOZ Traffic Mitigation Fees | 873 | 183,100 | 3,000 | 180,400 |
| CFF Impact Fees | 77,263 | 2,796,000 | 2,796,000 | |
| City Operations COP's | | 837,000 | 837,000 | |
| Federal Grants | 4,240,066 | 16,055,600 | 16,095,600 | 4,917,000 |
| State Grants | 312,941 | 701,800 | 701,800 | 3,403,900 |
| CDBG | 360,000 | 434,700 | 449,000 | |
| Capital Facilities ISF | 4,117 | 297,000 | 600,000 | |
| Infrastructure ISF | | 318,000 | 50,000 | 554,400 |
| Technology ISF | | | 100,000 | |
| Special Districts | 21,596 | | | 6,700 |
| Transportation Dev. Act | | 178,000 | 178,000 | |
| Roadway Improvement Fund | 1,346,917 | 130,000 | 130,000 | 175,000 |
| Storm Water Utility Tax | 157,583 | 944,100 | 704,100 | |
| Mather Field Impact Fee | 858,298 | 1,281,200 | 1,004,200 | |
| VLIHF | 768,319 | | | |
| Redevelopment Agency | 1,599 | 300,000 | | 320,000 |
| Redevelopment Agency Low/Mod | 897,631 | 100,000 | 100,000 | |
| Sub-total Transfers In | 18,348,036 | 54,799,900 | 52,508,100 | 31,257,200 |
| Total Other Sources | 18,348,036 | 54,799,900 | 52,508,100 | 31,257,200 |
| Total Sources | 18,504,208 | 55,595,900 | 53,304,100 | 31,783,200 |
| Use of Funds: | | | | |
| Salaries | 1,285,544 | - | - | - |
| Operations | 3,981,355 | 526,000 | 526,000 | - |
| Capital Improvements | 10,101,113 | 55,069,900 | 52,778,100 | 31,885,600 |
| Total Expenditures | 15,368,012 | 55,595,900 | 53,304,100 | 31,885,600 |
| Other Uses: | | | | |
| Transfers Out | 1,234,610 | - | - | - |
| Total Other Uses | 1,234,610 | - | - | - |
| Total Uses | 16,602,622 | 55,595,900 | 53,304,100 | 31,885,600 |
| Ending Fund Balance (est) | \$ 2,159,350 | \$ 2,159,350 | \$ 2,159,350 | \$ 2,056,950 |

The City will be working on 34 different Capital Improvement Projects in FY 2011-12, as listed on the following pages. Below is a description of the major projects scheduled for this budget year.

Folsom Boulevard Enhancements Phase II (CP07-2033) - \$10,938,900

This project will provide for improved safety and mobility along Folsom Boulevard between Mather Field Road and Sunrise Boulevard. The proposed enhancements include the installation of landscaped medians, construction of sidewalks, landscaping, lighting and streetscape improvements. This project is funded with Impact Fees, Federal Grants, State Grants, Measure A Construction, New Measure A Construction (Bonds), Infrastructure Repair and Replacement, and Redevelopment funds.

Folsom Boulevard Enhancements Phase III (CP10-2088) - \$6,426,600

This project will provide for improved aesthetics and safety along Folsom Boulevard between Rod Beaudry and Mather Field Road, add frontage improvements at Los Rio and median modification throughout the project limits. The proposed enhancements include the installation of landscaped medians, construction of sidewalks, landscaping, streetscape improvements at intersections, installation of street lights and road rehabilitation on Folsom Boulevard from Horn Road to Coloma Road. This project is funded with State Grants (Bonds), Measure A Construction, New Measure A Construction (Bonds), and Storm Water Utility Tax funds. The City is advancing the State Grant (Bonds) with Supplemental Transportation Fee funds until the State issues the bonds allocated to this project.

Sunrise Boulevard Douglas Road to Kiefer Boulevard (CP06-2028) - \$3,924,100

The project is significantly complete but not yet accepted. The project constructed improvements on Sunrise from White Rock to Douglas, widened Sunrise Boulevard to five-lanes from Douglas Road to Kiefer Boulevard, and Douglas Road to five-lanes from Sunrise to Rancho Cordova Parkway, including intersection and signalization improvements on Sunrise at Douglas Road and Chrysanthy Boulevard. Construction is being done by developers and funded through impact fees and Measure A bond funds. Upon completion and acceptance, credits for future impact fees will be issued to the developers.

2010 Street Rehabilitation Projects (CP10-2087) - \$1,795,000

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. The streets being repaired in FY 2011-12 are Horn Road from Routier Road to Folsom Boulevard, Business Park Drive from Bradshaw Road to Horn Road, Kilgore Road from White Rock Road to Trade Center Drive, Sun Center Drive from Prospect Park Drive to Sunrise Boulevard, Trade Center Drive from Kilgore Road to Sun Center Drive, Prospect Park Drive from White Road to White Rock Road, and Fite Circle from Horn Road to Horn Road. This project is funded with Gas Tax funds.

2011 Street Rehabilitation Projects (CP12-2102) - \$1,600,000

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 is funded with Gas Tax funds.

Air Park Drive (Femoyer Road) Mather Blvd to International Dr (CP06-2021) - \$967,400

The project proposes to widen the existing Femoyer Road to four-lanes and construct the roadway extension from Air Park Drive to International Drive. Various improvements will also be constructed on Air Park Drive. An interim two lane connection project is anticipated in the short term. That work will pave a two lane roadway connecting Femoyer Road to Air

Park Drive and will install a three way stop at Peter A. McCuen Drive. The County is constructing a \$4 million project. The city is contributing a total of \$1 million plus staff costs. The Cities contribution is budgeted in this project and in North Mather Boulevard (CP06-2027).

The FY 2011-12 projects that will be funded are as follows:

Capital Improvement Project Fund

| | |
|---|----------------------|
| CP07-2033 - Folsom Boulevard and Mather Field Road Enhancements Phase II | \$ 10,938,900 |
| CP10-2088 - Folsom Boulevard Phase III | 6,426,600 |
| CP06-2028 Sunrise Boulevard, Douglas Road to Keifer Boulevard | 3,924,100 |
| CP10-2087 - 2010 Street Rehabilitation Project | 1,795,000 |
| CP12-2102 - 2011 Street Rehabilitation Project | 1,600,000 |
| CP06-2021 - Air Park Drive, Mather Boulevard to International Drive | 967,400 |
| CP06-2048 - ROW Program / Contingency | 848,480 |
| CP05-2003 - Rancho Cordova Parkway Interchange | 701,000 |
| CP11-2100 - Sunrise Boulevard Widening and Intersection Improvements | 500,000 |
| CP12-2103 - White Rock Road Sidewalk Improvements | 438,100 |
| CP07-2055 – White Rock Road Improvements, Sunrise to City Limits | 400,000 |
| CP07-2036 - Kiefer Boulevard, Sunrise Boulevard to Jaeger Road | 342,600 |
| CP05-2009 - International Drive, Kilgore Road to Sunrise Boulevard | 310,000 |
| CP07-2035 - Rancho Cordova Parkway, Douglas Road to Kiefer Boulevard | 308,000 |
| CP09-2078 - Douglas Road Bike and Pedestrian Safety Improvement | 295,800 |
| CP10-2082 - Safety, Streetscaping, Pedestrian and Bicycle Facilities Program | 278,000 |
| CP06-2041 - Streetscape Improvement Program | 249,000 |
| CP10-2081 - Traffic Control and Safety Program | 223,000 |
| CP12-2104 - 2012 Street Rehabilitation Project | 210,000 |
| CP12-2101 - Elderly, Disabled and Pedestrian Improvements for FY2011/2012 | 200,000 |
| CP12-2105 - 2012 Sunrise Boulevard Street Rehabilitation Project | 200,000 |
| CP10-2084 - Pedestrian, ADA and Safety Improvements Mather Field Road | 180,000 |
| CP11-2098 - 2010 NTMP Project | 118,000 |
| CP08-2063 - Americanos Boulevard Douglas Road to Chrysanthy Boulevard | 105,100 |
| CP11-2096 - Annexation Road Rehabilitation | 100,000 |
| CP06-2027 - (North) Mather Boulevard, Mather Field Plaza to Zinfandel Drive | 72,700 |
| CP12-2107 - Class II & III Bicycle System Expansion | 56,000 |
| CP06-2042 - Bikeway Improvement Program | 43,000 |
| CP07-2032 - Douglas Road, Americanos Boulevard to Grant Line Road | 24,300 |
| CP07-2056 - RC Sign Safety Project | 13,300 |
| CP09-2067 - Villages of Zinfandel Traffic Signals | 5,720 |
| CP06-2024 - Douglas Road, Sunrise Boulevard to Americanos Boulevard | 5,000 |
| CP06-2025 - Zinfandel / Douglas Extension (Douglas Road to Villages of Zinfandel) | 5,000 |
| CP06-2050 - Rancho Cordova Parkway (Douglas Road to White Rock Road) | 1,500 |
| Total | \$ 31,885,600 |

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 2011-2012 BUDGET

Debt Service

Beginning Fund Balance - 6/30/11 (est) \$ 1,866,707

Revenues:

| | |
|---------------------------------------|---|
| Taxes | - |
| Licenses & Permits | - |
| Fines & Forfeitures | - |
| Use of Money & Property | - |
| Intergovernmental | - |
| Charges for Services & Other Revenues | - |
| Total Revenues | - |

Other Sources:

| | |
|---------------------|-----------|
| Transfers In | 1,951,800 |
| Proceeds from Debt | - |
| Total Other Sources | 1,951,800 |

Total Revenues & Other Sources \$ 1,951,800

Expenditures:

| | |
|----------------------|-------|
| Salaries | - |
| Benefits | - |
| Operations | 5,000 |
| Capital Outlay | - |
| Capital Improvements | - |
| Total Expenditures | 5,000 |

Other Uses:

| | |
|----------------------|-----------|
| Transfers Out | - |
| Debt Service | |
| Principal & Interest | 1,946,800 |
| Total Other Uses | 1,946,800 |

Total Expenditures & Other Uses 1,951,800

Surplus/(Deficit) -

Fund Balance - 6/30/12 (est) \$ 1,866,707

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 is being renovated as 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 City spent the greater part of fiscal year 2010-2011 rehabilitating the building and land into the new site for the Rancho Cordova Police Station.

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|---------------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 2,697,672 | \$ 2,703,707 | \$ 2,703,707 | \$ 1,866,707 |
| Source of Funds: | | | | |
| Use of Money & Property | 3,893 | - | - | - |
| Charges for Services & Other Revenues | 350 | - | - | - |
| Total Revenues | 4,243 | - | - | - |
| Other Sources: | | | | |
| Transfers In | 1,955,253 | 1,951,100 | 1,951,100 | 1,951,800 |
| Total Other Sources | 1,955,253 | 1,951,100 | 1,951,100 | 1,951,800 |
| Total Sources | 1,959,496 | 1,951,100 | 1,951,100 | 1,951,800 |
| Use of Funds: | | | | |
| Operations | 10,200 | 5,100 | 5,100 | 5,000 |
| Total Expenditures | 10,200 | 5,100 | 5,100 | 5,000 |
| Other Uses: | | | | |
| Transfers Out | 350 | 837,000 | 837,000 | - |
| Debt Service | | | | |
| Principal & Interest | 1,942,911 | 1,946,000 | 1,946,000 | 1,946,800 |
| Total Other Uses | 1,943,261 | 2,783,000 | 2,783,000 | 1,946,800 |
| Total Uses | 1,953,461 | 2,788,100 | 2,788,100 | 1,951,800 |
| Ending Fund Balance (est) | \$ 2,703,707 | \$ 1,866,707 | \$ 1,866,707 | \$ 1,866,707 |

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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 on-going facility maintenance costs.

ADOPTED FISCAL YEAR 2011-2012 BUDGET ENTERPRISE FUNDS

| | Kilgore Cemetery | Kilgore Cemetery Endowment Care Fund | Total Enterprise Funds |
|---|---------------------|---|------------------------------|
| Beginning Fund Balance - 6/30/11 (est) | \$ (26,796) | \$ 12,367 | (14,429) |
| Revenues: | | | |
| Taxes | - | - | - |
| Licenses & Permits | 6,000 | 1,500 | 7,500 |
| Fines & Forfeitures | - | - | - |
| Use of Money & Property | - | - | - |
| Intergovernmental | - | - | - |
| Charges for Services & Other Revenues | - | - | - |
| Total Revenues | <u>6,000</u> | <u>1,500</u> | <u>7,500</u> |
| Other Sources: | | | |
| Transfers In | - | - | - |
| Proceeds from Debt | - | - | - |
| Total Other Sources | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Revenues & Other Sources | <u>\$ 6,000</u> | <u>\$ 1,500</u> | <u>\$ 7,500</u> |
| Expenditures: | | | |
| Salaries | - | - | - |
| Benefits | - | - | - |
| Operations | 71,100 | - | 71,100 |
| Capital Outlay | - | - | - |
| Capital Improvements | - | - | - |
| Total Expenditures | <u>71,100</u> | <u>-</u> | <u>71,100</u> |
| Other Uses: | | | |
| Transfers Out | - | - | - |
| Debt Service | - | - | - |
| Principal & Interest | - | - | - |
| Total Other Uses | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Expenditures & Other Uses | <u>71,100</u> | <u>-</u> | <u>71,100</u> |
| Surplus/(Deficit) | <u>(65,100)</u> | | |
| Fund Balance - 6/30/12 (est) | <u>\$ (91,896)</u> | <u>\$ 13,867</u> | <u>\$ (78,029)</u> |

Kilgore Cemetery

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 78,507 | \$ (4,896) | \$ (4,896) | \$ (26,796) |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 6,500 | - | 60,000 | 6,000 |
| Total Sources | 6,500 | - | 60,000 | 6,000 |
| Use of Funds: | | | | |
| Salaries | 18,400 | - | 10,000 | - |
| Operations | 71,503 | 71,900 | 71,900 | 71,100 |
| Total Uses | 89,903 | 71,900 | 81,900 | 71,100 |
| Ending Fund Balance (est) | \$ (4,896) | \$ (76,796) | \$ (26,796) | \$ (91,896) |

Kilgore Cemetery Endowment Care Fund

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 9,222 | \$ 10,867 | \$ 10,867 | \$ 12,367 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 1,500 | - | 1,500 | 1,500 |
| Use of Money & Property | 145 | - | - | - |
| Total Sources | 1,645 | - | 1,500 | 1,500 |
| Use of Funds: | | | | |
| Total Uses | - | - | - | - |
| Ending Fund Balance (est) | \$ 10,867 | \$ 10,867 | \$ 12,367 | \$ 13,867 |

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 2011-2012 BUDGET INTERNAL SERVICE FUNDS

| | Employee Benefits | Insurance Fund | Capital Facilities | Infrastructure | Vehicle & Equipment Replacement | Technology Enhancement & Replacement | Total Internal Service Funds |
|---|----------------------|-------------------|-----------------------|-------------------|---------------------------------------|---|---------------------------------|
| Beginning Fund Balance - 6/30/11 (est) | \$ 2,365 | \$ 484,951 | \$ 468,552 | \$ 665,849 | \$ 370,944 | \$ 378,884 | \$ 2,371,545 |
| Revenues: | | | | | | | |
| Taxes | - | - | - | - | - | - | - |
| Licenses & Permits | - | - | - | - | - | - | - |
| Fines & Forfeitures | - | - | - | - | - | - | - |
| Use of Money & Property | - | - | - | - | - | - | - |
| Intergovernmental | - | - | - | - | - | - | - |
| Charges for Services & Other Revenues | - | - | - | - | - | - | - |
| Total Revenues | - | - | - | - | - | - | - |
| Other Sources: | | | | | | | |
| Transfers In | - | - | - | - | - | - | - |
| Proceeds from Debt | - | - | - | - | - | - | - |
| Total Other Sources | - | - | - | - | - | - | - |
| Total Revenues & Other Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Salaries | - | - | - | - | - | - | - |
| Benefits | - | - | - | - | - | - | - |
| Operations | - | 25,000 | - | - | - | - | 25,000 |
| Capital Outlay | - | - | - | - | - | - | - |
| Capital Improvements | - | - | - | - | - | - | - |
| Total Expenditures | - | 25,000 | - | - | - | - | 25,000 |
| Other Uses: | | | | | | | |
| Transfers Out | - | - | - | 554,400 | - | 87,500 | 641,900 |
| Debt Service | - | - | - | - | - | - | - |
| Principal & Interest | - | - | - | - | - | - | - |
| Total Other Uses | - | - | - | 554,400 | - | 87,500 | 641,900 |
| Total Expenditures & Other Uses | - | 25,000 | - | 554,400 | - | 87,500 | 666,900 |
| Surplus/(Deficit) | - | (25,000) | - | (554,400) | - | (87,500) | (666,900) |
| Fund Balance - 6/30/12 (est) | \$ 2,365 | \$ 459,951 | \$ 468,552 | \$ 111,449 | \$ 370,944 | \$ 291,384 | \$ 1,704,645 |

Employee Benefits Fund

The Employee Benefits Fund is used to account for funds accumulated to pay for employees' future post-retirement medical benefits.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 266,493 | \$ 2,365 | \$ 2,365 | \$ 2,365 |
| Source of Funds: | | | | |
| Use of Money & Property | 2,365 | - | - | - |
| Total Revenues | 2,365 | - | - | - |
| Other Sources: | | | | |
| Transfers In | - | 33,000 | - | - |
| Total Other Sources | - | 33,000 | - | - |
| Total Sources | 2,365 | 33,000 | - | - |
| Use of Funds: | | | | |
| Benefits | 266,493 | - | - | - |
| Total Uses | 266,493 | - | - | - |
| Ending Fund Balance (est) | \$ 2,365 | \$ 35,365 | \$ 2,365 | \$ 2,365 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 523,747 | \$ 509,951 | \$ 509,951 | \$ 484,951 |
| Source of Funds: | | | | |
| Use of Money & Property | 7,165 | - | - | - |
| Total Sources | 7,165 | - | - | - |
| Use of Funds: | | | | |
| Operations | 20,961 | 25,000 | 25,000 | 25,000 |
| Total Uses | 20,961 | 25,000 | 25,000 | 25,000 |
| Ending Fund Balance (est) | \$ 509,951 | \$ 484,951 | \$ 484,951 | \$ 459,951 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 633,992 | \$ 751,052 | \$ 751,052 | \$ 468,552 |
| Source of Funds: | | | | |
| Use of Money & Property | 5,180 | - | - | - |
| Total Revenues | 5,180 | - | - | - |
| Other Sources: | | | | |
| Transfers In | 472,780 | - | 317,500 | - |
| Total Other Sources | 472,780 | - | 317,500 | - |
| Total Sources | 477,960 | - | 317,500 | - |
| Use of Funds: | | | | |
| Operations | 6,480 | - | - | - |
| Capital Outlay | 350,303 | - | - | - |
| Total Expenditures | 356,783 | - | - | - |
| Other Uses: | | | | |
| Transfers Out | 4,117 | 297,000 | 600,000 | - |
| Total Other Uses | 4,117 | 297,000 | 600,000 | - |
| Total Uses | 360,900 | 297,000 | 600,000 | - |
| Ending Fund Balance (est) | \$ 751,052 | \$ 454,052 | \$ 468,552 | \$ 468,552 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 316,996 | \$ 556,849 | \$ 556,849 | \$ 665,849 |
| Source of Funds: | | | | |
| Use of Money & Property | 3,463 | - | - | - |
| Total Revenues | 3,463 | - | - | - |
| Other Sources: | | | | |
| Transfers In | 236,390 | - | 159,000 | - |
| Total Other Sources | 236,390 | - | 159,000 | - |
| Total Sources | 239,853 | - | 159,000 | - |
| Use of Funds: | | | | |
| Other Uses: | | | | |
| Transfers Out | - | 318,000 | 50,000 | 554,400 |
| Total Other Uses | - | 318,000 | 50,000 | 554,400 |
| Total Uses | - | 318,000 | 50,000 | 554,400 |
| Ending Fund Balance (est) | \$ 556,849 | \$ 238,849 | \$ 665,849 | \$ 111,449 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 365,863 | \$ 370,944 | \$ 370,944 | \$ 370,944 |
| Source of Funds: | | | | |
| Use of Money & Property | 5,081 | - | - | - |
| Total Sources | 5,081 | - | - | - |
| Use of Funds: | | | | |
| Total Uses | - | - | - | - |
| Ending Fund Balance (est) | \$ 370,944 | \$ 370,944 | \$ 370,944 | \$ 370,944 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 596,778 | \$ 478,884 | \$ 478,884 | \$ 378,884 |
| Source of Funds: | | | | |
| Use of Money & Property | 8,299 | - | - | - |
| Total Sources | 8,299 | - | - | - |
| Other Uses: | | | | |
| Transfers Out | 126,193 | - | 100,000 | 87,500 |
| Total Other Uses | 126,193 | - | 100,000 | 87,500 |
| Total Uses | 126,193 | - | 100,000 | 87,500 |
| Ending Fund Balance (est) | \$ 478,884 | \$ 478,884 | \$ 378,884 | \$ 291,384 |

REDEVELOPMENT AGENCY

The City Council approved the formation of the Rancho Cordova Redevelopment Agency in FY 2006-07. The project area was approved in 2006. The Redevelopment Agency began to collect tax increment revenues in FY 2007-08. Due to the current volatility in the financial markets, funding for the Redevelopment Agency will be made through ongoing tax increment received and advances from the General Fund. In the event that there are projects that over extend the General Fund beyond appropriate levels the Redevelopment Agency will pursue alternative financing sources at that time. Expenditures are concentrated on identifying projects for redevelopment assistance.

ADOPTED FISCAL YEAR 2011-2012 BUDGET REDEVELOPMENT AGENCY FUNDS

| | Administration | Capital Projects | Debt Service | Low/Moderate Income Housing | Total Redevelopment Agency Funds |
|---|------------------------------|--------------------------|--------------------|-----------------------------------|--|
| Beginning Fund Balance - 6/30/11 (est) | \$ (5,139,680) | \$ 496,185 | \$ - | \$ 145,459 | \$ (4,498,036) |
| Revenues: | | | | | |
| Taxes | - | - | 530,000 | - | 530,000 |
| Licenses & Permits | - | - | - | - | - |
| Fines & Forfeitures | - | - | - | - | - |
| Use of Money & Property | 54,000 | - | - | - | 54,000 |
| Intergovernmental | - | - | - | - | - |
| Charges for Services & Other Revenues | - | - | - | - | - |
| Total Revenues | <u>54,000</u> | <u>-</u> | <u>530,000</u> | <u>-</u> | <u>584,000</u> |
| Other Sources: | | | | | |
| Transfers In | 106,000 | - | - | 106,000 | 212,000 |
| Proceeds from Debt | - | - | - | - | - |
| Total Other Sources | <u>106,000</u> | <u>-</u> | <u>-</u> | <u>106,000</u> | <u>212,000</u> |
| Total Revenues & Other Sources | \$ 160,000 | \$ - | \$ 530,000 | \$ 106,000 | \$ 796,000 |
| Expenditures: | | | | | |
| Salaries | 154,500 | - | - | - | 154,500 |
| Benefits | 66,900 | - | - | - | 66,900 |
| Operations | 578,400 | - | 10,000 | 214,000 | 802,400 |
| Capital Outlay | 4,774,000 | - | - | - | 4,774,000 |
| Capital Improvements | - | - | - | - | - |
| Total Expenditures | <u>5,573,800</u> | <u>-</u> | <u>10,000</u> | <u>214,000</u> | <u>5,797,800</u> |
| Other Uses: | | | | | |
| Transfers Out | 320,000 | - | 212,000 | 31,800 | 563,800 |
| Debt Service | - | - | - | - | - |
| Principal & Interest | - | - | 308,000 | - | 308,000 |
| Total Other Uses | <u>320,000</u> | <u>-</u> | <u>520,000</u> | <u>31,800</u> | <u>871,800</u> |
| Total Expenditures & Other Uses | 5,893,800 | - | 530,000 | 245,800 | 6,669,600 |
| Surplus/(Deficit) | (5,733,800) | - | - | (139,800) | (5,873,600) |
| Fund Balance - 6/30/12 (est) | <u>\$(10,873,480)</u> | <u>\$ 496,185</u> | <u>\$ -</u> | <u>\$ 5,659</u> | <u>\$ (10,371,636)</u> |

Redevelopment Administration

This fund accounts for monies received from tax increment funds for administration of the district and for major capital projects.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|-----------------------|-----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ (1,342,046) | \$ (1,062,180) | \$ (1,062,180) | \$ (5,139,680) |
| Source of Funds: | | | | |
| Use of Money & Property | 4,072 | - | 18,000 | 54,000 |
| Total Revenues | 4,072 | - | 18,000 | 54,000 |
| Other Sources: | | | | |
| Transfers In | 1,547,973 | 842,000 | 283,000 | 106,000 |
| Total Sources | 1,547,973 | 842,000 | 283,000 | 106,000 |
| | 1,552,045 | 842,000 | 301,000 | 160,000 |
| Use of Funds: | | | | |
| Salaries | 139,758 | 149,200 | 149,200 | 154,500 |
| Benefits | 65,192 | 63,300 | 63,300 | 66,900 |
| Operations | 799,520 | 872,900 | 901,000 | 578,400 |
| Capital Outlay | 3,815 | - | 3,215,000 | 4,774,000 |
| Total Expenditures | 1,008,285 | 1,085,400 | 4,328,500 | 5,573,800 |
| Other Uses: | | | | |
| Transfers Out | 263,894 | 300,000 | 50,000 | 320,000 |
| Total Other Uses | 263,894 | 300,000 | 50,000 | 320,000 |
| Total Uses | 1,272,179 | 1,385,400 | 4,378,500 | 5,893,800 |
| Ending Fund Balance (est) | \$ (1,062,180) | \$ (1,605,580) | \$ (5,139,680) | \$ (10,873,480) |

Redevelopment Capital Projects

The Redevelopment Agency is required to place a certain amount of tax increment into a capital projects fund. These dollars will ultimately be passed through to the Sacramento Metro Fire District for the acquisition and/or construction of capital facilities.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 327,675 | \$ 446,185 | \$ 446,185 | \$ 496,185 |
| Source of Funds: | | | | |
| Use of Money & Property | 4,570 | - | - | - |
| Total Revenues | 4,570 | - | - | - |
| Other Sources: | | | | |
| Transfers In | 113,940 | 116,000 | 50,000 | - |
| Total Sources | 113,940 | 116,000 | 50,000 | - |
| | 118,510 | 116,000 | 50,000 | - |
| Use of Funds: | | | | |
| Total Uses | - | - | - | - |
| Ending Fund Balance (est) | \$ 446,185 | \$ 562,185 | \$ 496,185 | \$ 496,185 |

Debt Service Fund

The Debt Service Fund is used to receive the tax increment revenue and apportion 80% to the Administration Fund and 20% to the Low/Moderate Income Housing Fund. Additionally and prior to the apportionment of the tax increment to the Administration Fund, the Debt Service Fund pays principal and interest on any outstanding agency debt.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - |
| Source of Funds: | | | | |
| Taxes | 1,941,974 | 1,330,000 | 780,000 | 530,000 |
| Use of Money & Property | 2,445 | - | - | - |
| Total Revenues | 1,944,419 | 1,330,000 | 780,000 | 530,000 |
| Other Sources: | | | | |
| Transfers In | 148,355 | - | - | - |
| Total Sources | 148,355 | - | - | - |
| | 2,092,774 | 1,330,000 | 780,000 | 530,000 |
| Use of Funds: | | | | |
| Operations | 29,080 | 30,000 | 30,000 | 10,000 |
| Total Expenditures | 29,080 | 30,000 | 30,000 | 10,000 |
| Other Uses: | | | | |
| Transfers Out | 1,936,856 | 1,108,000 | 439,000 | 212,000 |
| Debt Service | | | | |
| Principal & Interest | 126,838 | 192,000 | 311,000 | 308,000 |
| Total Other Uses | 2,063,694 | 1,300,000 | 750,000 | 520,000 |
| Total Uses | 2,092,774 | 1,330,000 | 780,000 | 530,000 |
| Ending Fund Balance (est) | \$ - | \$ - | \$ - | \$ - |

Low/Moderate Income Housing

California law requires that not less than twenty percent (20%) of the redevelopment tax increment must be set aside for increasing, improving, and preserving the community's supply of low and moderate-income housing. These Tax Increment Set-Aside funds are held by the agency in a separate Low and Moderate Income Housing Fund until used.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|----------------------------------|----------------------|----------------------|------------------------|---------------------------------|
| Beginning Fund Balance | \$ 920,162 | \$ 352,359 | \$ 352,359 | \$ 145,459 |
| Source of Funds: | | | | |
| Use of Money & Property | 11,424 | - | - | - |
| Total Revenues | 11,424 | - | - | - |
| Other Sources: | | | | |
| Transfers In | 388,884 | 150,000 | 156,000 | 106,000 |
| Proceeds from Debt | | | | |
| Total Sources | 388,884 | 150,000 | 156,000 | 106,000 |
| | 400,308 | 150,000 | 156,000 | 106,000 |
| Use of Funds: | | | | |
| Salaries | 54,843 | - | - | - |
| Operations | 15,847 | 43,500 | 47,100 | 214,000 |
| Capital Outlay | (210) | - | 85,000 | - |
| Total Expenditures | 70,480 | 43,500 | 132,100 | 214,000 |
| Other Uses: | | | | |
| Transfers Out | 897,631 | 140,800 | 230,800 | 31,800 |
| Total Other Uses | 897,631 | 140,800 | 230,800 | 31,800 |
| Total Uses | 968,111 | 184,300 | 362,900 | 245,800 |
| Ending Fund Balance (est) | \$ 352,359 | \$ 318,059 | \$ 145,459 | \$ 5,659 |

AGENCY FUNDS

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:

- 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 2011-2012 BUDGET AGENCY FUNDS

| | Sunridge Anatolia CFD 2003-1 | Sunridge Park CFD 2004-1 | Sunridge North Douglas CFD 2005-1 | Montelena |
|---|------------------------------------|-----------------------------|---|-----------------|
| Beginning Fund Balance - 6/30/11 (est) | \$ 8,255,001 | \$ 6,170,947 | \$ 44,088 | \$ 8,210 |
| Revenues: | | | | |
| Taxes | 4,124,600 | 1,282,400 | - | - |
| Licenses & Permits | - | - | - | - |
| Fines & Forfeitures | - | - | - | - |
| Use of Money & Property | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges for Services & Other Revenues | - | - | - | - |
| Total Revenues | <u>4,124,600</u> | <u>1,282,400</u> | <u>-</u> | <u>-</u> |
| Other Sources: | | | | |
| Transfers In | - | - | - | - |
| Proceeds from Debt | - | - | - | - |
| Total Other Sources | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Revenues & Other Sources | <u>\$ 4,124,600</u> | <u>\$ 1,282,400</u> | <u>\$ -</u> | <u>\$ -</u> |
| Expenditures: | | | | |
| Salaries | - | - | - | - |
| Benefits | - | - | - | - |
| Operations | 32,700 | 21,600 | - | - |
| Capital Outlay | 397,400 | 352,500 | - | - |
| Capital Improvements | - | - | - | - |
| Total Expenditures | <u>430,100</u> | <u>374,100</u> | <u>-</u> | <u>-</u> |
| Other Uses: | | | | |
| Transfers Out | 206,200 | 64,100 | - | - |
| Debt Service | - | - | - | - |
| Principal & Interest | 3,488,300 | 844,200 | - | - |
| Total Other Uses | <u>3,694,500</u> | <u>908,300</u> | <u>-</u> | <u>-</u> |
| Total Expenditures & Other Uses | <u>4,124,600</u> | <u>1,282,400</u> | <u>-</u> | <u>-</u> |
| Surplus/(Deficit) | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Fund Balance - 6/30/12 (est) | <u>\$ 8,255,001</u> | <u>\$ 6,170,947</u> | <u>\$ 44,088</u> | <u>\$ 8,210</u> |

ADOPTED FISCAL YEAR 2011-2012 BUDGET AGENCY FUNDS

| | Citywide Landscape Maintenance CFD | Road Maintenance CFD | Sunrise Douglas Parks Impact Fee | Total Agency Funds |
|---|---|----------------------------|---|-----------------------|
| Beginning Fund Balance - 6/30/11 (est) | \$ 8,963 | \$ 38,251 | \$ 6,326,916 | \$ 20,852,376 |
| Revenues: | | | | |
| Taxes | 38,000 | 33,000 | - | 5,478,000 |
| Licenses & Permits | - | - | 383,600 | 383,600 |
| Fines & Forfeitures | - | - | - | - |
| Use of Money & Property | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges for Services & Other Revenues | - | - | - | - |
| Total Revenues | <u>38,000</u> | <u>33,000</u> | <u>383,600</u> | <u>5,861,600</u> |
| Other Sources: | | | | |
| Transfers In | - | - | - | - |
| Proceeds from Debt | - | - | - | - |
| Total Other Sources | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Revenues & Other Sources | <u>\$ 38,000</u> | <u>\$ 33,000</u> | <u>\$ 383,600</u> | <u>\$ 5,861,600</u> |
| Expenditures: | | | | |
| Salaries | 10,000 | 29,500 | 10,000 | 49,500 |
| Benefits | - | - | - | - |
| Operations | 30,500 | 13,800 | - | 98,600 |
| Capital Outlay | - | - | - | 749,900 |
| Capital Improvements | - | - | - | - |
| Total Expenditures | <u>40,500</u> | <u>43,300</u> | <u>10,000</u> | <u>898,000</u> |
| Other Uses: | | | | |
| Transfers Out | - | - | - | 270,300 |
| Debt Service | - | - | - | - |
| Principal & Interest | - | - | - | 4,332,500 |
| Total Other Uses | <u>-</u> | <u>-</u> | <u>-</u> | <u>4,602,800</u> |
| Total Expenditures & Other Uses | <u>40,500</u> | <u>43,300</u> | <u>10,000</u> | <u>5,500,800</u> |
| Surplus/(Deficit) | <u>(2,500)</u> | <u>(10,300)</u> | <u>373,600</u> | <u>360,800</u> |
| Fund Balance - 6/30/12 (est) | <u>\$ 6,463</u> | <u>\$ 27,951</u> | <u>\$ 6,700,516</u> | <u>\$ 21,213,176</u> |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 9,300,041 | \$ 8,072,701 | \$ 8,072,701 | \$ 8,255,001 |
| Source of Funds: | | | | |
| Taxes | 4,016,363 | 3,750,000 | 3,750,000 | 4,124,600 |
| Fines & Forfeitures | 9,547 | - | - | - |
| Use of Money & Property | 203,319 | - | - | - |
| Intergovernmental | 778,458 | - | - | - |
| Charges for Services & Other Revenues | 1,800 | - | - | - |
| Total Sources | 5,009,487 | 3,750,000 | 3,750,000 | 4,124,600 |
| Use of Funds: | | | | |
| Operations | 28,432 | 107,500 | 107,500 | 32,700 |
| Capital Outlay | 2,652,340 | - | - | 397,400 |
| Total Expenditures | 2,680,772 | 107,500 | 107,500 | 430,100 |
| Other Uses: | | | | |
| Transfers Out | 198,200 | - | 203,000 | 206,200 |
| Debt Service | | | | |
| Principal & Interest | 3,357,855 | 3,257,200 | 3,257,200 | 3,488,300 |
| Total Other Uses | 3,556,055 | 3,257,200 | 3,460,200 | 3,694,500 |
| Total Uses | 6,236,827 | 3,364,700 | 3,567,700 | 4,124,600 |
| End Due to Assessment Holders (est) | \$ 8,072,701 | \$ 8,458,001 | \$ 8,255,001 | \$ 8,255,001 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 11,225,100 | \$ 11,449,547 | \$ 11,449,547 | \$ 6,170,947 |
| Source of Funds: | | | | |
| Taxes | 1,235,432 | 1,200,000 | 1,200,000 | 1,282,400 |
| Use of Money & Property | 153,318 | - | - | - |
| Total Revenues | 1,388,750 | 1,200,000 | 1,200,000 | 1,282,400 |
| Other Sources: | | | | |
| Transfers In | (283,170) | - | - | - |
| Total Other Sources | (283,170) | - | - | - |
| Total Sources | 1,105,580 | 1,200,000 | 1,200,000 | 1,282,400 |
| Use of Funds: | | | | |
| Operations | 7,890 | 38,500 | 38,500 | 21,600 |
| Capital Outlay | - | - | - | 352,500 |
| Total Expenditures | 7,890 | 38,500 | 38,500 | 374,100 |
| Other Uses: | | | | |
| Transfers Out | 61,000 | 5,614,000 | 5,614,000 | 64,100 |
| Debt Service | | | | |
| Principal & Interest | 812,243 | 826,100 | 826,100 | 844,200 |
| Total Other Uses | 873,243 | 6,440,100 | 6,440,100 | 908,300 |
| Total Uses | 881,133 | 6,478,600 | 6,478,600 | 1,282,400 |
| End Due to Assessment Holders (est) | \$ 11,449,547 | \$ 6,170,947 | \$ 6,170,947 | \$ 6,170,947 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 43,696 | \$ 44,088 | \$ 44,088 | \$ 44,088 |
| Source of Funds: | | | | |
| Use of Money & Property | 608 | - | - | - |
| Total Sources | 608 | - | - | - |
| Use of Funds: | | | | |
| Operations | 216 | - | - | - |
| Total Uses | 216 | - | - | - |
| End Due to Assessment Holders (est) | \$ 44,088 | \$ 44,088 | \$ 44,088 | \$ 44,088 |

Montelena

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 6,719 | \$ 8,210 | \$ 8,210 | \$ 8,210 |
| Source of Funds: | | | | |
| Use of Money & Property | 1,491 | - | - | - |
| Total Sources | 1,491 | - | - | - |
| Use of Funds: | | | | |
| Total Uses | - | - | - | - |
| End Due to Assessment Holders (est) | \$ 8,210 | \$ 8,210 | \$ 8,210 | \$ 8,210 |

CFD No. 2005-2 (Landscape Maintenance)

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 12,324 | \$ 15,963 | \$ 15,963 | \$ 8,963 |
| Source of Funds: | | | | |
| Taxes | 32,624 | 28,000 | 28,000 | 38,000 |
| Use of Money & Property | 171 | - | - | - |
| Total Sources | 32,795 | 28,000 | 28,000 | 38,000 |
| Use of Funds: | | | | |
| Salaries | 3,275 | 1,000 | 1,000 | 10,000 |
| Operations | 25,381 | 33,000 | 33,000 | 30,500 |
| Total Expenditures | 28,656 | 34,000 | 34,000 | 40,500 |
| Other Uses: | | | | |
| Transfers Out | 500 | 1,000 | 1,000 | - |
| Total Other Uses | 500 | 1,000 | 1,000 | - |
| Total Uses | 29,156 | 35,000 | 35,000 | 40,500 |
| End Due to Assessment Holders (est) | \$ 15,963 | \$ 8,963 | \$ 8,963 | \$ 6,463 |

CFD 2008-1 (Street Lighting & 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 area for projects which have been annexed into the CFD was FY 2009-2010.

| | FY 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ (36,552) | \$ 17,751 | \$ 17,751 | \$ 38,251 |
| Source of Funds: | | | | |
| Taxes | 32,611 | 32,000 | 32,000 | 33,000 |
| Use of Money & Property | 81 | - | - | - |
| Charges for Services & Other Revenues | 13,900 | - | - | - |
| Total Sources | 46,592 | 32,000 | 32,000 | 33,000 |
| Use of Funds: | | | | |
| Salaries | (12,662) | 2,000 | 2,000 | 29,500 |
| Operations | 3,951 | 7,500 | 7,500 | 13,800 |
| Total Expenditures | (8,711) | 9,500 | 9,500 | 43,300 |
| Other Uses: | | | | |
| Transfers Out | 1,000 | 2,000 | 2,000 | - |
| Total Other Uses | 1,000 | 2,000 | 2,000 | - |
| Total Uses | (7,711) | 11,500 | 11,500 | 43,300 |
| End Due to Assessment Holders (est) | \$ 17,751 | \$ 38,251 | \$ 38,251 | \$ 27,951 |

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 2009-10 Actual | FY 2010-11 Budget | FY 2010-11 Forecast | FY 2011-12 Adopted Budget |
|--|----------------------|----------------------|------------------------|---------------------------------|
| Beg Due to Assessment Holders | \$ 6,147,387 | \$ 6,856,916 | \$ 6,856,916 | \$ 6,326,916 |
| Source of Funds: | | | | |
| Licenses, Permits & Fees | 809,552 | 417,000 | 700,000 | 383,600 |
| Use of Money & Property | 90,342 | - | - | - |
| Charges for Services & Other Revenues | - | - | - | - |
| Total Sources | 899,894 | 417,000 | 700,000 | 383,600 |
| Use of Funds: | | | | |
| Salaries | - | - | 15,000 | 10,000 |
| Operations | - | - | 1,215,000 | - |
| Capital Outlay | 190,365 | - | - | - |
| Total Uses | 190,365 | - | 1,230,000 | 10,000 |
| End Due to Assessment Holders (est) | \$ 6,856,916 | \$ 7,273,916 | \$ 6,326,916 | \$ 6,700,516 |

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DEBT SCHEDULES

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 SERIES A
CITY HALL FACILITY ACQUISITION PROJECT

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Fiscal Year Total</u> |
|--------------------|----------------------|----------------------|--------------------------|
| 2012 | \$ - | \$ 534,725 | \$ 534,725 |
| 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 |
| | <u>\$ 12,100,000</u> | <u>\$ 10,214,850</u> | <u>\$ 22,314,850</u> |

**LONG-TERM DEBT DETAIL
2007 CERTIFICATES OF PARTICIPATION SERIES B
CITY HALL FACILITY ACQUISITION PROJECT**

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Fiscal Year Total</u> |
|--------------------|---------------------|---------------------|--------------------------|
| 2012 | \$ 415,000 | \$ 382,405 | \$ 797,405 |
| 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 |
| | <u>\$ 6,850,000</u> | <u>\$ 2,770,525</u> | <u>\$ 9,620,525</u> |

LONG-TERM DEBT DETAIL
2005 CERTIFICATES OF PARTICIPATION SERIES A
CITY OPERATIONS FACILITY ACQUISITION PROJECT

| Fiscal Year | Principal | Interest | Fiscal Year Total |
|--------------------|---------------------|---------------------|--------------------------|
| 2012 | \$ 85,000 | \$ 147,886 | \$ 232,886 |
| 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 |
| | \$ 3,465,000 | \$ 2,253,069 | \$ 5,718,069 |

LONG-TERM DEBT DETAIL
2005 CERTIFICATES OF PARTICIPATION SERIES B
CITY OPERATIONS FACILITY ACQUISITION PROJECT

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Fiscal Year Total</u> |
|--------------------|--------------------|-------------------|--------------------------|
| 2012 | \$ 305,000 | \$ 76,625 | \$ 381,625 |
| 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 |
| | <u>\$1,685,000</u> | <u>\$ 218,875</u> | <u>\$ 1,903,875</u> |

**LONG-TERM DEBT DETAIL
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2003-1 (SERIES 2003)**

| Fiscal Year | Principal | Interest | Fiscal Year Total |
|--------------------|---------------------|---------------------|--------------------------|
| 2012 | \$ - | \$ 1,401,155 | \$ 1,401,155 |
| 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 |
| | \$23,320,000 | \$28,327,634 | \$ 51,647,634 |

**LONG-TERM DEBT DETAIL
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2003-1 (SERIES 2005)**

| Fiscal Year | Principal | Interest | Fiscal Year Total |
|--------------------|--------------------|---------------------|--------------------------|
| 2012 | \$ 105,000 | \$ 773,544 | \$ 878,544 |
| 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 |
| | \$7,235,000 | \$12,151,122 | \$ 19,386,122 |

**LONG-TERM DEBT DETAIL
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2003-1 (SERIES 2007)**

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Fiscal Year Total</u> |
|--------------------|----------------------|----------------------|--------------------------|
| 2012 | \$ 135,000 | \$ 1,073,625 | \$ 1,208,625 |
| 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 |
| | <u>\$ 10,270,000</u> | <u>\$ 17,715,175</u> | <u>\$ 27,985,175</u> |

**LONG-TERM DEBT DETAIL
SUNRIDGE PARK AREA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2004-1 (SERIES 2007)**

| Fiscal Year | Principal | Interest | Fiscal Year Total |
|--------------------|--------------------|---------------------|--------------------------|
| 2012 | \$ 55,000 | \$ 789,127 | \$ 844,127 |
| 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 |
| | \$6,330,000 | \$13,425,214 | \$ 19,755,214 |

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.

TRANSFERS IN

| General Fund | | Capital Projects Funds | |
|------------------------------------|----------------------------|-------------------------------------|----------------------------|
| Community Facilities | \$ 25,400 | Redevelopment Agency | \$ 320,000 |
| Very Low Income Housing | 35,600 | PW Federal Grants | 4,917,000 |
| CFD's | 270,300 | PW State Grants | 3,403,900 |
| CDBG | 280,400 | Traffic Mitigation | 7,273,000 |
| Rental Code Compliance Program | 65,000 | Traffic Mitigation Administrative | 5,700 |
| Park Renovation | 2,700 | Gas Tax | 4,236,800 |
| Redevelopment Agency | 31,800 | Measure A | 5,196,300 |
| Technology Internal Service Fund | 87,500 | Landscape & Lighting District | 6,700 |
| OTS Federal Grant | 30,000 | Roadway Improvement Fund | 175,000 |
| Total General fund | <u>\$ 828,700</u> | Sunridge Douglas Traffic Mitigation | 4,988,000 |
| | | VOZ Traffic Mitigation | 180,400 |
| | | Infrastructure Fund | <u>554,400</u> |
| Special Revenue Funds | | Total Capital Projects | <u>\$31,257,200</u> |
| Roadway Improvement Fund | <u>100,000</u> | | |
| Total Special Revenue Funds | <u>\$ 100,000</u> | | |
| | | | |
| Debt Service Funds | | Redevelopment Agency | |
| City Hall COP's | \$ 1,334,900 | Administration | \$ 106,000 |
| City Operations COP's | <u>616,900</u> | Low/Mod | <u>106,000</u> |
| Total Debt Service | <u>\$ 1,951,800</u> | Total Redevelopment | <u>\$ 212,000</u> |
| | | | |
| | | TOTAL TRANSFERS IN | <u>\$34,349,700</u> |

TRANSFERS IN AND TRANSFERS OUT (CONT.)

| TRANSFERS OUT | | | |
|---|----------------------------|---|------------------------------|
| General Fund | | | Special Revenue Funds |
| Roadway Improvement Fund | \$ 100,000 | Rental Code Compliance Program (to GF) | \$ 65,000 |
| City Hall Certificates of Participation | 492,500 | CFF - City Hall (to Debt Service Fund) | 379,100 |
| City Ops Certificates of Participation | <u>227,700</u> | CFF - Comm. Ctr. (to Debt Service Fund) | 463,300 |
| Total General Fund | <u>\$ 820,200</u> | CFF - Admin (to General Fund) | 17,900 |
| | | CFF - Police (to Debt Service Fund) | 389,200 |
| Grants | | CFF - Records Management (to GF) | 7,500 |
| Public Works State Grants (to CIP) | \$ 3,403,900 | Gas Tax (to CIP) | 4,236,800 |
| Public Works Federal Grants (to CIP) | 4,917,000 | Sunrise Douglas Traffic Mitigation (to CIP) | 4,988,000 |
| OTS Federal Grant (to General Fund) | 30,000 | Measure A (to CIP) | 5,196,300 |
| CDBG (to General Fund and CIP) | <u>280,400</u> | Park Renovation Impact Fees (to GF) | 2,700 |
| Total Grants | <u>\$ 8,631,300</u> | Traffic Mitigation (to CIP) | 7,273,000 |
| | | Traffic Mitigation Administrative (to CIP) | 5,700 |
| Internal Service Funds | | Very Low Income Housing Fund (to GF) | 35,600 |
| Technology Enhancement (to General Fund) | \$ 87,500 | Landscape & Lighting District (to CIP) | 6,700 |
| Infrastructure (to CIP) | <u>554,400</u> | Roadway Improvement Fund (to CIP) | 175,000 |
| Total Internal Service Funds | <u>\$ 641,900</u> | VOZ Traffic Mitigation (to CIP) | <u>180,400</u> |
| | | Total Special Revenues | <u>\$23,422,200</u> |
| Community Facilities Districts (CFD's) | | Redevelopment Agency | |
| CFD 2003-1 Sunridge Anatolia (to GF) | 206,200 | Administration (to CIP) | \$ 320,000 |
| CFD 2004-1 Sunridge Park (to GF) | <u>64,100</u> | Low/Mod (to General Fund) | 31,800 |
| Total Community Facilities Districts | <u>\$ 270,300</u> | Debt Service (to Admin and Low/Mod) | <u>212,000</u> |
| | | Total Redevelopment | <u>\$ 563,800</u> |
| | | TOTAL TRANSFERS OUT | <u>\$34,349,700</u> |

FULL-TIME ALLOCATION–CITY EMPLOYEES

REGULAR CITY POSITION SUMMARY SCHEDULE

| <u>Department</u> | FY 2009-10 Actual | FY 2010-11 Actual | FY 2011-12 Adopted |
|------------------------------------|-------------------------|-------------------------|--------------------------|
| Administrative Support | 5.0 | 4.0 | 4.0 |
| Building and Safety | 7.0 | 6.0 | 6.0 |
| City Clerk | 4.0 | 3.0 | 3.0 |
| City Manager | 4.0 | 3.0 | 3.0 |
| Economic Development/Redevelopment | 4.0 | 4.0 | 4.0 |
| Facilities Management | 3.0 | 3.0 | 4.0 |
| Finance | 9.0 | 8.0 | 9.0 |
| Housing Services | 2.0 | 3.0 | 2.0 |
| Human Resources | 3.0 | 3.0 | 3.0 |
| Information Technology | 2.0 | 2.0 | 2.0 |
| Neighborhood Services | 10.0 | 7.0 | 7.0 |
| Public Information | 1.0 | 1.0 | 2.0 |
| Public Works | 17.0 | 17.6 | 15.0 |
| Total | 71.0 | 64.6 | 64.0 |

DETAILED SCHEDULE OF CHANGES

| | FY 2009-10 Actual | FY 2010-11 Actual | Add / Deletes | FY 2011-12 Adopted |
|--|-------------------------|-------------------------|------------------|--------------------------|
| Administrative Support | | | | |
| Executive Assistant to City Manager | 1.0 | 1.0 | | 1.0 |
| Administrative Assistant (FY 9/10 moved from Building & Safety) | 1.0 | 2.0 | | 2.0 |
| Administrative Secretary (FY 9/10 moved to Building & Safety) | 1.0 | 0.0 | | 0.0 |
| Customer Service Specialist | 2.0 | 1.0 | | 1.0 |
| Total | 5.0 | 4.0 | 0.0 | 4.0 |
| Building and Safety | | | | |
| Special Project Manager | 1.0 | 0.0 | | 0.0 |
| Supervising Building Inspector | 1.0 | 1.0 | | 1.0 |
| Building Inspector II | 1.0 | 1.0 | | 1.0 |
| Building Permit Services Supervisor | 1.0 | 1.0 | | 1.0 |
| Building Permit Technician II | 1.0 | 1.0 | | 1.0 |
| Building Permit Tech I (FY 10/11 reclass from Customer Service Specialist) | 1.0 | 1.0 | | 1.0 |
| Administrative Assistant (FY 09/10 moved to City Manager Dept) | 1.0 | 0.0 | 1.0 | 1.0 |
| Administrative Secretary (FY 09/10 moved from City Manager Dept) | 0.0 | 1.0 | -1.0 | 0.0 |
| Total | 7.0 | 6.0 | 0.0 | 6.0 |
| City Clerk | | | | |
| City Clerk | 1.0 | 1.0 | | 1.0 |
| Deputy City Clerk | 1.0 | 1.0 | -1.0 | 0.0 |
| Administrative Secretary | 1.0 | 1.0 | 1.0 | 2.0 |
| Customer Service Specialist | 1.0 | 0.0 | | 0.0 |
| Total | 4.0 | 3.0 | 0.0 | 3.0 |
| City Manager | | | | |
| City Manager | 1.0 | 1.0 | | 1.0 |
| Assistant City Manager | 1.0 | 1.0 | | 1.0 |
| Senior Management Analyst | 1.0 | 1.0 | | 1.0 |
| Management Analyst I | 1.0 | 0.0 | | 0.0 |
| Total | 4.0 | 3.0 | 0.0 | 3.0 |

FULL-TIME ALLOCATION–CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES

| | FY 2009-10 Actual | FY 2010-11 Actual | Add / Deletes | FY 2011-12 Adopted |
|---|-------------------------|-------------------------|------------------|--------------------------|
| Economic Development/Redevelopment | | | | |
| Economic Development Director | 1.0 | 1.0 | | 1.0 |
| Senior Management Analyst | 1.0 | 1.0 | | 1.0 |
| Management Analyst (FY 11/12 reclass from Management Technician) | 1.0 | 1.0 | | 1.0 |
| Administrative Assistant | 1.0 | 1.0 | | 1.0 |
| Total | 4.0 | 4.0 | 0.0 | 4.0 |
| Facilities Management | | | | |
| Facilities Services Manager | 1.0 | 1.0 | | 1.0 |
| Facilities Maintenance Worker | 1.0 | 1.0 | | 1.0 |
| Facilities Services Rep (FY 10/11 reclass from Customer Service Specialist) | 1.0 | 1.0 | | 1.0 |
| Facilities Attendant | 0.0 | 0.0 | 1.0 | 1.0 |
| Total | 3.0 | 3.0 | 1.0 | 4.0 |
| Finance | | | | |
| Finance Director | 1.0 | 1.0 | | 1.0 |
| Senior Accountant | 2.0 | 2.0 | | 2.0 |
| Senior Finance Analyst | 1.0 | 1.0 | | 1.0 |
| Accountant | 2.0 | 2.0 | | 2.0 |
| Senior Accounting Technician | 1.0 | 1.0 | | 1.0 |
| Accounting Technician | 2.0 | 1.0 | | 1.0 |
| Accounting Technician (Limited Term) | 0.0 | 0.0 | 1.0 | 1.0 |
| Total | 9.0 | 8.0 | 1.0 | 9.0 |
| Housing Services | | | | |
| Housing Administrator | 1.0 | 1.0 | | 1.0 |
| Management Technician (FY 10/11 reclass from Housing Services Asst) | 1.0 | 1.0 | | 1.0 |
| Code Enforcement Officer | 0.0 | 1.0 | -1.0 | 0.0 |
| Total | 2.0 | 3.0 | -1.0 | 2.0 |
| Human Resources | | | | |
| Human Resources Manager | 1.0 | 1.0 | | 1.0 |
| Human Resources Analyst | 1.0 | 1.0 | | 1.0 |
| Human Resources Technician | 1.0 | 1.0 | | 1.0 |
| Total | 3.0 | 3.0 | 0.0 | 3.0 |
| Information Technology | | | | |
| Information Technology Manager | 1.0 | 1.0 | | 1.0 |
| Information Technology Analyst (FY 11/12 reclass from IT Technician) | 1.0 | 1.0 | | 1.0 |
| Total | 2.0 | 2.0 | 0.0 | 2.0 |
| Neighborhood Services | | | | |
| Neighborhood Services Manager | 1.0 | 1.0 | | 1.0 |
| Code Enforcement Officer | 6.0 | 3.5 | 0.5 | 4.0 |
| Code Enforcement Officer / Animal Services Officer | 0.0 | 0.5 | -0.5 | 0.0 |
| Accounting Technician | 1.0 | 1.0 | | 1.0 |
| Animal Services Officer | 2.0 | 1.0 | | 1.0 |
| Total | 10.0 | 7.0 | 0.0 | 7.0 |
| Public Information | | | | |
| Public Information and Legislative Affairs Manager | 1.0 | 1.0 | | 1.0 |
| Communications Advisory Aide (Limited-term) | | | 1.0 | 1.0 |
| Total | 1.0 | 1.0 | 1.0 | 2.0 |

FULL-TIME ALLOCATION–CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES

| | FY 2009-10 Actual | FY 2010-11 Actual | Add / Deletes | FY 2011-12 Adopted |
|---|-------------------------|-------------------------|------------------|--------------------------|
| Public Works | | | | |
| Public Works Director / Chief Building Official | 1.0 | 1.0 | | 1.0 |
| Senior Civil Engineer | 5.0 | 5.0 | -1.0 | 4.0 |
| Associate Civil Engineer | 1.0 | 1.0 | | 1.0 |
| Assistant Civil Engineer | 1.0 | 1.0 | | 1.0 |
| Assistant Land Surveyor | 1.0 | 1.0 | | 1.0 |
| Street Operations and Maintenance Manager | 1.0 | 1.0 | | 1.0 |
| Integrated Waste Manager | 1.0 | 1.0 | | 1.0 |
| Management Analyst II | 2.0 | 2.0 | | 2.0 |
| Streets Maintenance Worker | 1.0 | 1.0 | -1.0 | 0.0 |
| Engineering Technician | 1.0 | 1.0 | | 1.0 |
| Accounting Technician | 1.0 | 1.0 | | 1.0 |
| Administrative Assistant | 1.0 | 1.0 | | 1.0 |
| Special Project Manager (Limited term) | 0.0 | 0.6 | -0.6 | 0.0 |
| Total | 17.0 | 17.6 | -2.6 | 15.0 |
| TOTAL | 71.0 | 64.6 | -0.6 | 64.0 |

FULL-TIME ALLOCATION-CONTRACT EMPLOYEES

CONTRACT POSITION SUMMARY SCHEDULE

| <u>Department</u> | FY | FY | FY |
|------------------------|-------------------|-------------------|--------------------|
| | 2009-10 Actual | 2010-11 Actual | 2011-12 Adopted |
| Building and Safety | 2.30 | 2.30 | 2.30 |
| City Attorney | 2.00 | 2.00 | 2.00 |
| City Manager | 0.80 | 0.70 | 0.70 |
| Information Technology | 1.00 | 1.00 | 1.50 |
| Planning | 7.50 | 7.50 | 6.50 |
| Police | 73.00 | 71.60 | 71.60 |
| Public Works | 3.80 | 4.80 | 5.70 |
| Total | 90.40 | 89.90 | 90.30 |

DETAILED SCHEDULE OF CHANGES

| | | FY | FY | FY | |
|-------------------------------|--|-------------------|-------------------|-----------------|--------------------|
| | | 2009-10 Actual | 2010-11 Actual | Add/ Deletes | 2011-12 Adopted |
| Building and Safety | Building Inspector II | 1.50 | 1.80 | -0.80 | 1.00 |
| | Plans Examiner (FY 10/11 corrected title from Building Inspector II) | 0.00 | 0.00 | 0.80 | 0.80 |
| | Permit Technician | 0.80 | 0.50 | | 0.50 |
| | Total | 2.30 | 2.30 | 0.00 | 2.30 |
| City Attorney | City Attorney | 1.00 | 1.00 | | 1.00 |
| | Deputy City Attorney | 1.00 | 1.00 | | 1.00 |
| | Total | 2.00 | 2.00 | 0.00 | 2.00 |
| City Manager | PR Consultant | 0.40 | 0.40 | | 0.40 |
| | Administrative Consultant | 0.30 | 0.30 | | 0.30 |
| | Management Consultant | 0.10 | 0.00 | | 0.00 |
| | Total | 0.80 | 0.70 | 0.00 | 0.70 |
| Information Technology | GIS Manager | 0.50 | 0.50 | | 0.50 |
| | Project Manager | 0.50 | 0.50 | 0.50 | 1.00 |
| | Total | 1.00 | 1.00 | 0.50 | 1.50 |
| Planning | Planning Director | 1.00 | 1.00 | | 1.00 |
| | Principal Planner | 1.00 | 1.00 | | 1.00 |
| | Senior Planner | 1.00 | 1.00 | -0.50 | 0.50 |
| | Associate Planner | 1.50 | 1.50 | | 1.50 |
| | Assistant Planner | 1.00 | 1.00 | | 1.00 |
| | Planning Technician | 1.00 | 1.00 | | 1.00 |
| | Planning Clerk / Admin | 1.00 | 1.00 | -0.50 | 0.50 |
| | Total | 7.50 | 7.50 | -1.0 | 6.50 |
| Police | Sworn Officers | 60.80 | 57.60 | | 57.60 |
| | Non-sworn positions | 12.20 | 14.00 | | 14.00 |
| | Total | 73.00 | 71.60 | 0.00 | 71.60 |
| Public Works | GIS Analyst | 0.80 | 0.80 | -0.20 | 0.60 |
| | Grant Writer | 0.00 | 0.00 | 0.10 | 0.10 |
| | Maintenance Worker II (FY 10/11 budgeted as regular City position) | 0.00 | 0.00 | 1.00 | 1.00 |
| | Maintenance Worker I | 0.00 | 1.00 | | 1.00 |
| | Solid Waste Manager/Assistant for Recycle Grant | 1.00 | 1.00 | | 1.00 |
| | PW Inspector/Resident Engineer | 2.00 | 2.00 | | 2.00 |
| | Total | 3.80 | 4.80 | 0.90 | 5.70 |
| TOTAL | | 90.40 | 89.90 | 0.40 | 90.30 |

CITY BUDGET RESOLUTION, COMMUNITY
REDEVELOPMENT AGENCY BUDGET RESOLUTION
AND RESOLUTIONS TO ESTABLISH THE
CITY'S APPROPRIATION LIMIT FOR
FISCAL YEAR 2011-2012
INCLUDING CALCULATIONS

CITY OF RANCHO CORDOVA

RESOLUTION NO. 62-2011

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, 2011 THROUGH JUNE 30, 2012, 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 2011/2012 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 2011-2012" 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, 2011 and ending on June 30, 2012, 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 6th day of June, 2011 by the following vote:

AYES: Budge, Cooley, Skoglund, Sander, and Mayor McGarvey

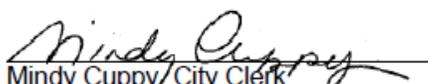
NOES: None

ABSENT: None

ABSTAIN: None


Robert J. McGarvey, Mayor

ATTEST:


Mindy Cuppy, City Clerk

Resolution No. 62-2011

CITY OF RANCHO CORDOVA

AGENCY RESOLUTION NO. CRA 10-2011

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA ADOPTING AN OPERATING BUDGET FOR THE AGENCY FOR THE FISCAL YEAR JULY 1, 2011 THROUGH JUNE 30, 2012, AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURES OF ALL SUMS SET FORTH THEREIN

WHEREAS: the Executive Director has submitted to the Agency Board a Fiscal Year 2011/2012 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

WHEREAS: under Section 33334.2(a) of the California Community Redevelopment Law (Health and Safety Code Section 33000 et seq.), not less than 20% of all taxes allocated to the Community Redevelopment Agency must be set aside by the Agency in a Housing Reserve Fund and used for the purpose of increasing, improving and preserving the community's supply of low and moderate income, and

WHEREAS: under section 33334.3(d) of the California Community Redevelopment Law (Health and Safety Code section 33000 et seq.), the amount of money spent for planning and general administration from the Housing Reserve Fund must not be disproportionate to the amount actually spent for the cost of production.

NOW, THEREFORE BE IT RESOLVED by the board of 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 2011-2012" presented by the Executive Director is hereby adopted and the appropriations for the annual budget of the Community Redevelopment Agency of the City of Rancho Cordova for the fiscal year beginning on July 1, 2011 and ending on June 30, 2012, 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.
4. The Agency hereby determines that it is necessary to use \$35,800 of the \$245,800 2011/2012 Low to Moderate Income Housing Fund budget for planning and administrative expenses for the production, improvement or preservation of low and moderate housing during the 2011/2012 fiscal year.

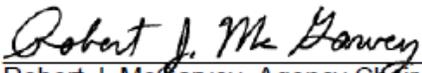
PASSED AND ADOPTED Community Redevelopment Agency of the City of Rancho Cordova on the 6th day of June, 2011 by the following vote:

AYES: Budge, Cooley, Skoglund, Sander, and Mayor McGarvey

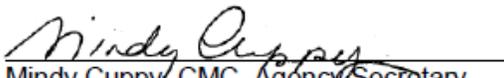
NOES: None

ABSENT: None

ABSTAIN: None


Robert J. McGarvey, Agency Chair

ATTEST:


Mindy Cuppy, CMC, Agency Secretary

CITY OF RANCHO CORDOVA

RESOLUTION NO. 64-2011

A RESOLUTION OF THE CITY COUNCIL ADOPTING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2011/2012 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 2011/2012.

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 2011/2012 Appropriations Limit shall be \$53,323,098,
2. The Fiscal Year 2011/2012 Appropriations subject to the Limit is \$22,669,365,
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.

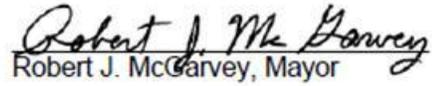
PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the 6th day of June, 2011 by the following votes:

AYES: Budge, Cooley, Skoglund, Sander, and Mayor McGarvey

NOES: None

ABSENT: None

ABSTAIN: None


Robert J. McGarvey, Mayor

ATTEST:


Mindy Cuppy, CMC, City Clerk

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 5

APPROPRIATIONS LIMIT

| | <u>Amount</u> | <u>Source</u> |
|---|-----------------------------|----------------|
| A. Last Year's Limit | \$ 50,113,160 | Voter Approved |
| B. Adjustment Factors | | |
| 1. Growth in Rancho Cordova Population | 1.0251 | State Finance |
| 2. Growth in California Per Capita Income | 1.0380 | State Finance |
| Total Adjustment % | 1.0641 | (B1 * B2) |
| C. Annual Adjustment \$ | <u>3,209,938</u> | (B*A) |
| D. Other Adjustments | | |
| Lost Responsibility (-) | - | |
| Transfer to Private (-) | - | |
| Transfer to Fees (-) | - | |
| Assumed Responsibility (+) | - | |
| Subtotal | <u>-</u> | |
| E. Total Adjustments | <u>3,209,938</u> | (C+D) |
| F. This Year's Limit | <u>\$ 53,323,098</u> | (A+E) |

CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS

SCHEDULE NO. 1

USER FEES VERSUS COSTS

| | Planning Services | Building & Safety | Engineering Fees | Legal Fees | FY 2011 - 2012 Fiscal Year |
|---|------------------------------|----------------------------------|-----------------------------|---------------------|---------------------------------------|
| COSTS REASONABLY BORNE | \$ 1,384,300 | \$ 1,091,000 | \$ 3,306,500 | \$ 962,000 | \$ 6,743,800 |
| FEES | <u>736,600</u> | <u>1,125,000</u> | <u>2,387,500</u> | <u>302,900</u> | <u>4,552,000</u> |
| AMOUNT OF FEE REVENUE LESS THAN COST | <u>\$ (647,700)</u> | <u>\$ 34,000</u> | <u>\$ (919,000)</u> | <u>\$ (659,100)</u> | <u>\$ (2,191,800)</u> |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 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 | \$ 7,574,000 | \$ - | \$ - | \$ - | \$ 7,574,000 | \$ - |
| Property Taxes In Lieu | 4,585,000 | - | - | - | 4,585,000 | - |
| Sales Taxes | 10,544,000 | - | - | - | 10,544,000 | - |
| Other Taxes: | | | | | | |
| Garbage Franchise Fee | - | 924,000 | - | - | - | 924,000 |
| Cable Franchise Fee | - | 420,000 | - | - | - | 420,000 |
| PG&E Franchise Fee | - | 74,000 | - | - | - | 74,000 |
| Other Franchise | - | 67,900 | - | - | - | 67,900 |
| Property Transfer Tax | 150,000 | - | - | - | 150,000 | - |
| Police Tax | 1,004,000 | - | - | - | 1,004,000 | - |
| Utility User Tax | 3,120,000 | - | - | - | 3,120,000 | - |
| Transient Occupancy Tax | 2,450,000 | - | - | - | 2,450,000 | - |
| Traffic Mitigation Fees | - | - | - | - | - | - |
| TOTAL TAXES | 29,427,000 | 1,485,900 | - | - | 29,427,000 | 1,485,900 |
| From State: | | | | | | |
| Motor Vehicle In Lieu | 200,000 | - | - | - | 200,000 | - |
| Gas Tax | - | - | - | 1,611,300 | - | 1,611,300 |
| Homeowners Relief | 110,000 | - | - | - | 110,000 | - |
| TDA | - | - | 37,860 | - | 37,860 | - |
| SB 90 Reimbursements | - | - | - | - | - | - |
| Sub-Total | 310,000 | - | 37,860 | 1,611,300 | 347,860 | 1,611,300 |
| Other Intergovernmental | | | | | | |
| Measure A Sales Tax | - | - | - | 6,515,500 | - | 6,515,500 |
| Proposition 42 | - | - | - | - | - | - |
| CDBG Block Grant | - | - | - | 797,900 | - | 797,900 |
| Other Intergovernmental | - | - | - | - | - | - |
| Grants | - | 138,000 | - | 12,374,800 | - | 12,512,800 |
| Sub-Total Other Intergovt'l | - | 138,000 | - | 19,688,200 | - | 19,826,200 |
| Locally Raised: | | | | | | |
| Sp. Benefit - Assmt. Districts | - | - | - | 1,050,000 | - | 1,050,000 |
| Zinfandel Impact Fees | - | - | - | 6,400 | - | 6,400 |
| Comm. Fac. Fees | - | - | - | 478,900 | - | 478,900 |
| Traffic Impact Fees | - | - | - | 1,009,900 | - | 1,009,900 |
| Park Renovation Fees | - | - | - | 134,700 | - | 134,700 |
| Low Income Housing | - | - | - | 15,000 | - | 15,000 |
| Sunrise Douglas Impact | - | - | - | 2,597,100 | - | 2,597,100 |
| General Plan Impact | - | - | - | 15,800 | - | 15,800 |
| Environmental Impact | - | - | - | - | - | - |
| Mather Field Impact | - | - | - | - | - | - |
| Roadway Improvement Fund | - | - | - | 94,160 | - | 94,160 |
| Storm Water Utility Tax | - | - | - | 300,000 | - | 300,000 |
| Licenses Permits & Fees | - | 524,100 | - | 65,000 | - | 589,100 |
| Fines/Forfeitures & Penalties | - | 1,395,000 | - | - | - | 1,395,000 |
| Rents | - | 485,700 | - | - | - | 485,700 |
| Charges for Services | - | 322,100 | - | - | - | 322,100 |
| Transfers In | - | 828,700 | - | 100,000 | - | 928,700 |
| Other | - | - | - | 55,000 | - | 55,000 |
| Sub-Total Locally Raised | - | 3,555,600 | - | 5,921,960 | - | 9,477,560 |
| TOTAL ALL FUNDS | \$ 29,737,000 | \$ 5,179,500 | \$ 37,860 | \$ 27,221,460 | \$ 29,774,860 | \$ 32,400,960 |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 3

INTEREST EARNINGS PRODUCED BY TAXES

| | <u>Amount</u> | <u>Source</u> |
|---|-------------------|---------------|
| A. Non-Interest Tax Proceeds | \$ 29,774,860 | Worksheet # 2 |
| B. Minus Exclusions | <u>7,203,226</u> | Worksheet # 7 |
| C. Net Invested Taxes | <u>22,571,634</u> | (A-B) |
| D. Total Non-Interest Budget | <u>36,952,960</u> | Worksheet # 2 |
| E. Tax Proceeds as % of Budget | 61.08% | (C/D) |
| F. Interest Earnings | 160,000 | Budget |
| G. Amount of Interest Earned from Taxes | <u>\$ 97,731</u> | (E*F) |
| H. Amount of Interest Earned from Non-Taxes | <u>\$ 62,269</u> | (F-G) |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 4

APPROPRIATIONS SUBJECT TO LIMITATION

| | Amount | Source |
|---|------------------------------|----------------|
| A. Proceeds of Taxes | \$ 29,872,591 | Schedule No. 8 |
| B. Exclusions | <u>7,203,226</u> | Schedule No. 7 |
| C. Appropriations Subject to Limitation | <u>22,669,365</u> | (A-B) |
| D. Current Year Limitation | <u>53,323,098</u> | Schedule No. 6 |
| E. Over/(Under) Limit | <u><u>\$(30,653,733)</u></u> | (C-D) |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 5

APPROPRIATIONS LIMIT

| | Amount | Source |
|---|----------------------|----------------|
| A. Last Year's Limit | \$ 50,113,160 | Voter Approved |
| B. Adjustment Factors | | |
| 1. Growth in Rancho Cordova Population | 1.0251 | State Finance |
| 2. Growth in California Per Capita Income | 1.0380 | State Finance |
| Total Adjustment % | 1.0641 | (B1 * B2) |
| C. Annual Adjustment \$ | 3,209,938 | (B*A) |
| D. Other Adjustments | | |
| Lost Responsibility (-) | - | |
| Transfer to Private (-) | - | |
| Transfer to Fees (-) | - | |
| Assumed Responsibility (+) | - | |
| Subtotal | - | |
| E. Total Adjustments | 3,209,938 | (C+D) |
| F. This Year's Limit | \$ 53,323,098 | (A+E) |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 6

APPROPRIATIONS LIMIT ANALYSIS

FY 2010-2011 Appropriations Limit **\$ 50,113,160**

Adjustment Factors

Change in Per Capita Personal Income (FY 2010-2011) 1.0251

Increase in Rancho Cordova Population 1.0380

Factor for Fiscal Year 2011-2012 1.0641

FY 2011-2012 Appropriations Limit **\$ 53,323,098**

FY 2011-2012 Proceeds of Taxes 29,872,591
Exclusion (7,203,226)

FY 2011-2012 Appropriations Subject to Limit **22,669,365**

FY 2011-2012 Appropriations Under Limit **\$ 30,653,733**

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 7

EXCLUSIONS TO APPROPRIATIONS LIMIT

| | | |
|--------------------------------------|-----------|--------------------------------|
| COURT ORDERS | \$ | - |
| FEDERAL MANDATES | | |
| FLSA Payments | | - |
| Medicare Payments | | 75,126 |
| Landfill Closure Costs | | - |
| Underground Tank Monitoring | | - |
| Unemployment Payments | | - |
| TOTAL FEDERAL MANDATES | | <u>75,126</u> |
| QUALIFIED CAPITAL OUTLAYS | | |
| Technology Enhancements | | 59,500 |
| Building Improvements | | 114,000 |
| Vehicles | | - |
| Other Capital Equipment | | <u>30,600</u> |
| | | 204,100 |
| QUALIFIED DEBT SERVICE | | |
| Certificates of Participation | | 720,200 |
| Revenue Neutrality Payment | | <u>6,924,000</u> |
| | | 6,924,000 |
| TOTAL EXCLUDED APPROPRIATIONS | \$ | <u><u>7,203,226</u></u> |

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2011-12 GANN CALCULATIONS**

SCHEDULE NO. 8

CALCULATION OF PROCEEDS OF TAXES

| REVENUE | Proceeds of Taxes | Non-Proceeds of Taxes | Total |
|---------------------------------------|------------------------------|----------------------------------|-----------------------------|
| Taxes | \$ 29,427,000 | \$ 1,485,900 | \$ 30,912,900 |
| Subventions from State | | | - |
| Motor Vehicle In Lieu | 200,000 | - | 200,000 |
| Gas Tax | - | 1,611,300 | 1,611,300 |
| Homeowner's Relief | 110,000 | - | 110,000 |
| SB 90 Reimbursements | - | - | - |
| TDA | 37,860 | - | 37,860 |
| Other Intergovernmental | - | 797,900 | 797,900 |
| Locally Raised | | | - |
| Local Dedicated Sales Tax | - | 6,515,500 | 6,515,500 |
| Special Benefit-Landscape Assessments | - | 1,050,000 | 1,050,000 |
| Impact Fees | - | 4,257,800 | 4,257,800 |
| Grants | - | 12,512,800 | 12,512,800 |
| Licenses and Permits | - | 589,100 | 589,100 |
| Fines, Forfeiture and Penalties | - | 1,395,000 | 1,395,000 |
| Rents | - | 485,700 | 485,700 |
| Charges for Services | - | 322,100 | 322,100 |
| Storm Water Utility Tax | - | 300,000 | 300,000 |
| Roadway Improvement Fund | - | 94,160 | 94,160 |
| User Fees | - | 4,552,000 | 4,552,000 |
| Transfers In | - | 928,700 | 928,700 |
| Other | - | 55,000 | 55,000 |
| Subtotal | <u>29,774,860</u> | <u>36,952,960</u> | <u>66,727,820</u> |
| | | | - |
| Interest Earnings | <u>97,731</u> | <u>62,269</u> | 160,000 |
| Total Revenue | <u>29,872,591</u> | <u>37,015,229</u> | <u>66,887,820</u> |
| Reserve Withdrawals | <u>-</u> | <u>-</u> | <u>-</u> |
| TOTAL BUDGET APPROPRIATIONS | <u><u>\$ 29,872,591</u></u> | <u><u>\$ 37,015,229</u></u> | <u><u>\$ 66,887,820</u></u> |

FREQUENTLY ASKED QUESTIONS

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 "2012 Annual Budget" or "Fiscal Year 2011–2012" refers to the period that begins on July 1, 2011 and concludes on June 30, 2012.

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 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

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| ADOPTED BUDGET | The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the Appropriation Resolution. |
| ACCRUAL/ACCRUAL BASIS OF ACCOUNTING | 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. |
| ANNUAL FINANCIAL REPORT | A financial report applicable to a single fiscal year. |
| APPROPRIATION | 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. |
| ASSESSED VALUATION | A valuation set upon real estate or other property by a government as a basis for a tax levy. |
| AUDIT | A view of the City accounts by an independent auditing firm to substantiate year-end fund, salaries, reserves and cash on hand. |
| BEGINNING/ENDING FUND BALANCE | Appropriated resources available in a fund from the prior/current year after payment of the prior/current year's expenses. This is not necessarily cash on hand. |
| BOND | A City may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specified rate. |
| BUDGET | A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them. |
| BUDGETARY BASIS | The method of accounting applied to the budgetary accounts and process. |
| BUDGETARY CONTROL | 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. |
| BUDGET MESSAGE OR BUDGET TRANSMITTAL LETTER | 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. |

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| BUDGETARY BASIS | The form of accounting utilized throughout the budget process. |
| C.O.P | Community Oriented Policing |
| DEBT SERVICE | Payment of interest and repayment of principal to holders of the City's debt instruments (bonds). |
| DEBT SERVICE FUND | Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. |
| DEFICIT | An excess of expenditures or expenses over resources. |
| DEPARTMENT | An operational and budgetary unit designated by the City Council to define and organize City operations. |
| DEPRECIATION | The portion of the cost of a fixed-asset charged as an expense prorated over the estimated life of the asset. |
| ENCUMBRANCE | 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. |
| ESTIMATED REVENUES | The budgeted, projected revenues expected to be realized during the budget (fiscal) year to finance all or part of the planned expenditures. |
| EXPENDITURE | The actual payment for goods and services. |
| EXPENSES | 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. |
| FISCAL YEAR (FY) | A 12-month period of time to which the budget applies. For the City of Rancho Cordova it is July 1 through June 30. |
| FIXED ASSET | 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.). |
| FULL TIME EQUIVALENT (FTE) POSITION | 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). |
| FUND | 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 |

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| | certain objectives in accordance with special regulations, restrictions or limitations. |
| FUND BALANCE | 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. |
| GANN | 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. |
| GASB | Governmental Accounting Standards Board. |
| GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) | 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). |
| GENERAL FUND | The primary governmental fund used to account for all financial resources, except those required to be accounted for in another fund. |
| GENERAL PLAN | A comprehensive, long-range policy guide intended to promote efficient and desirable growth in the community. |
| GOVERNMENTAL FUNDS | Distinguished by their measurement focus on determining financial position and changes in financial position. |
| GRANTS | Contributions of gifts or cash or other assets from another government to be used or expended for a specific purpose, activity or facility. |
| INFRASTRUCTURE | Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports. |
| INTERFUND TRANSFERS | Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses. |
| LINE ITEM | The description of an object of expenditure, i.e. salaries, supplies, professional services and other operational costs. |
| MAINTENANCE & OPERATION (M&O) COSTS | 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 |

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| MODIFIED ACCRUAL | 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. |
| NOTES | 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. |
| OBJECT | An individual expenditure account. |
| OBJECTIVE | 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. |
| OPERATING BUDGET | 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. |
| OPERATING DEFICIT | The deficiency of operating revenues under expenditures. |
| OPERATING EXPENSES | Expenditures for materials, supplies and services which are ordinarily consumed within a fiscal year and which are not included in the program inventories. |
| OPERATING SURPLUS | The excess of operating revenues over operating expenditures. |
| ORDINANCE | A formal legislative enactment by the City Council. It is the full force and effect of law within the City boundaries unless pre-empted by a higher form of law. |
| PERFORMANCE MEASURES | 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. |
| PROGRAM | A group of related activities performed by one or more organizational units for the purpose of accomplishing a City responsibility. |
| PROPOSED BUDGET | 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". |

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| RESERVE | 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. |
| RESOLUTION | A special order of the City Council, which has a lower legal standing than an ordinance. |
| RESOURCES | Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances. |
| RETAINED EARNINGS | An equity account reflecting the accumulated earnings of an enterprise or internal service fund. |
| REVENUE | Income received through such sources as taxes, fines, fees, grants or service charges that can be used to finance operations or capital assets. |
| RISK MANAGEMENT | An organized attempt to protect an organization's assets against accidental loss in the most cost effective manner. |
| SELF INSURANCE | 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). |
| SERVICE EFFORT | A measure of expected output by a budgetary program. |
| SPECIAL REVENUE FUNDS | 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. |
| SUBVENTIONS | 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. |
| TAX ALLOCATION BONDS | 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. |
| TRANSFER IN/OUT | 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. |
| TRANSIENT OCCUPANCY TAX (TOT) | 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. |
| TRUST FUNDS | Funds held by the City that are subject to the terms of the trust that created the source of funding. |

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| USER CHARGES | The payment of a fee in direct receipt of a public service by the party who benefits from the service. |
| WORKLOAD INDICATORS | 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

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:

| | |
|---------------|--|
| ADA | Americans with Disabilities Act |
| ARRA | American Recovery and Reinvestment Act |
| BIA | Builders Industry Association |
| BID | Business Improvement District |
| CACEO | California Association of Code Enforcement |
| CAFR | Comprehensive Annual Financial Report or Annual Financial Report |
| CAP | Certified Administrative Professional |
| CCAC | City Clerk's Association of California |
| CDBG | Community Development Block Grant |
| CEQA | California Environmental Quality Act |
| CFD | Community Facilities District |
| CIP | Capital Improvement Plan |
| COP | Certificate of Participation |
| CPS | Certified Professional Secretary |
| CPTED | Crime Prevention Through Environmental Design |
| CRM | Customer Relationship Manager |
| CRPD | Cordova Recreation and Park District |
| CSA | County Service Area |
| CSO | Community Services Officer |
| CSU | Crime Suppression Unit |
| DOT | Department of Transportation |
| E.A.T. | Employee Advisory Team |
| EECBG | Energy Efficiency and Conservation Block Grant Program |
| ERMS | Electronic Records Management System |
| FLITe | Future Leaders and Innovators Team |
| FTE | Full Time Equivalent |
| GAAP | Generally Accepted Accounting Principles |
| GPA | General Plan Amendment |
| HCP | Habitat Conservation Plan |
| HRIS | Human Resources Information System |
| HSIP | Highway Safety Improvement Plan |
| HUD | Housing and Urban Development |
| HUTA | Highway Users Tax Account |
| IAAP | International Association of Administrative Professionals |
| ICSC | International Council of Shopping Centers |

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|----------------|---|
| IIMC | International Institute of Municipal Clerks |
| IT | Information Technology |
| LEED | Leadership in Energy and Environmental Design |
| LTF | Local Transportation Fund |
| MOS | Microsoft Office Specialist |
| MOU | Memorandum of Understanding |
| NEPA | National Environmental Policy Act |
| NTS | Neighborhood Traffic Safety |
| PAL | Police Activities League |
| POP | Problem Oriented Policing |
| RCAN | Rancho Cordova Alliance of Neighborhoods |
| RCNC | Rancho Cordova Neighborhood Center |
| RCPD | Rancho Cordova Police Department |
| RCSC | Rancho Cordova Sister Cities |
| RCTBID | Rancho Cordova Tourism Business Improvement District |
| REHAB-O | Residential Rehabilitation Loan Program |
| RHIP | Rental Housing Inspection Program |
| ROW | Right of Way |
| RT | Regional Transit |
| SACOG | Sacramento Area Council of Governments |
| SACTO | Sacramento Area Commerce and Trade Organization |
| SAN | Storage Area Network |
| SARTA | Sacramento Area Regional Technology Alliance |
| SDCP | Sunrise Douglas Community Plan |
| SHOPP | State Highway Operational Protection Program |
| SLMD | Sacramento Landscape Maintenance District |
| SPA | Special Planning Area |
| SRSP | Sunridge Specific Plan |
| SSHCP | South Sacramento Habitat Conservation Plan |
| SSPCA | Sacramento Society of Prevention and Cruelty to Animals |
| STA | State Transit Assistance |
| STIP | State Transportation Improvement Plan |
| SWAT | Special Weapons and Tactics |
| TDA | Transportation Development Act |
| TOT | Transient Occupancy Tax |
| ULI | Urban Land Institute |
| UTO | Universal Time Off |
| UUT | Utility Users Tax |
| VINS | Volunteers in Neighborhood Services |
| VITA | Volunteer Income Tax Assistance |
| VLIHF | Very Low Income Housing Fund |

| | |
|-------------|---------------------------------|
| VOZ | Villages of Zinfandel |
| WRDA | Water Resources Development Act |