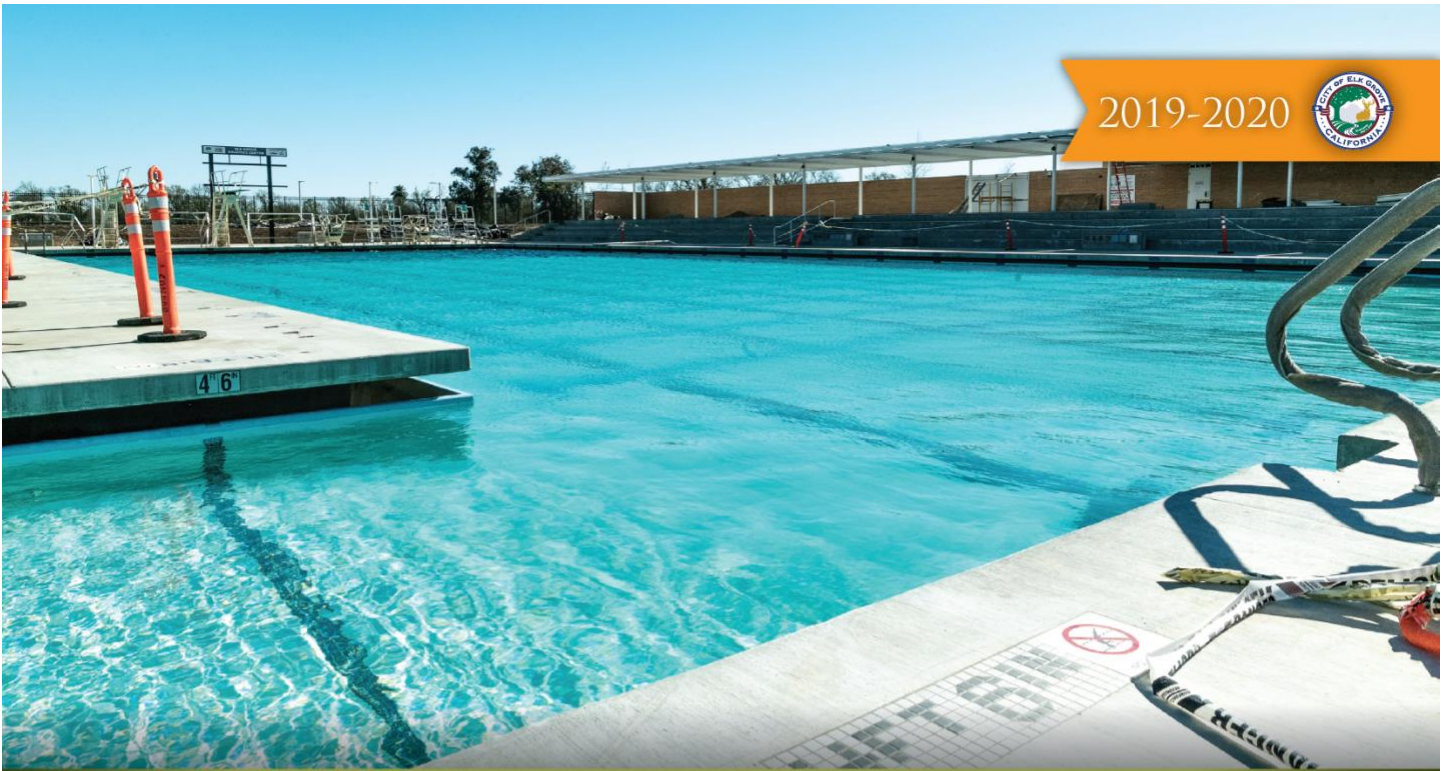


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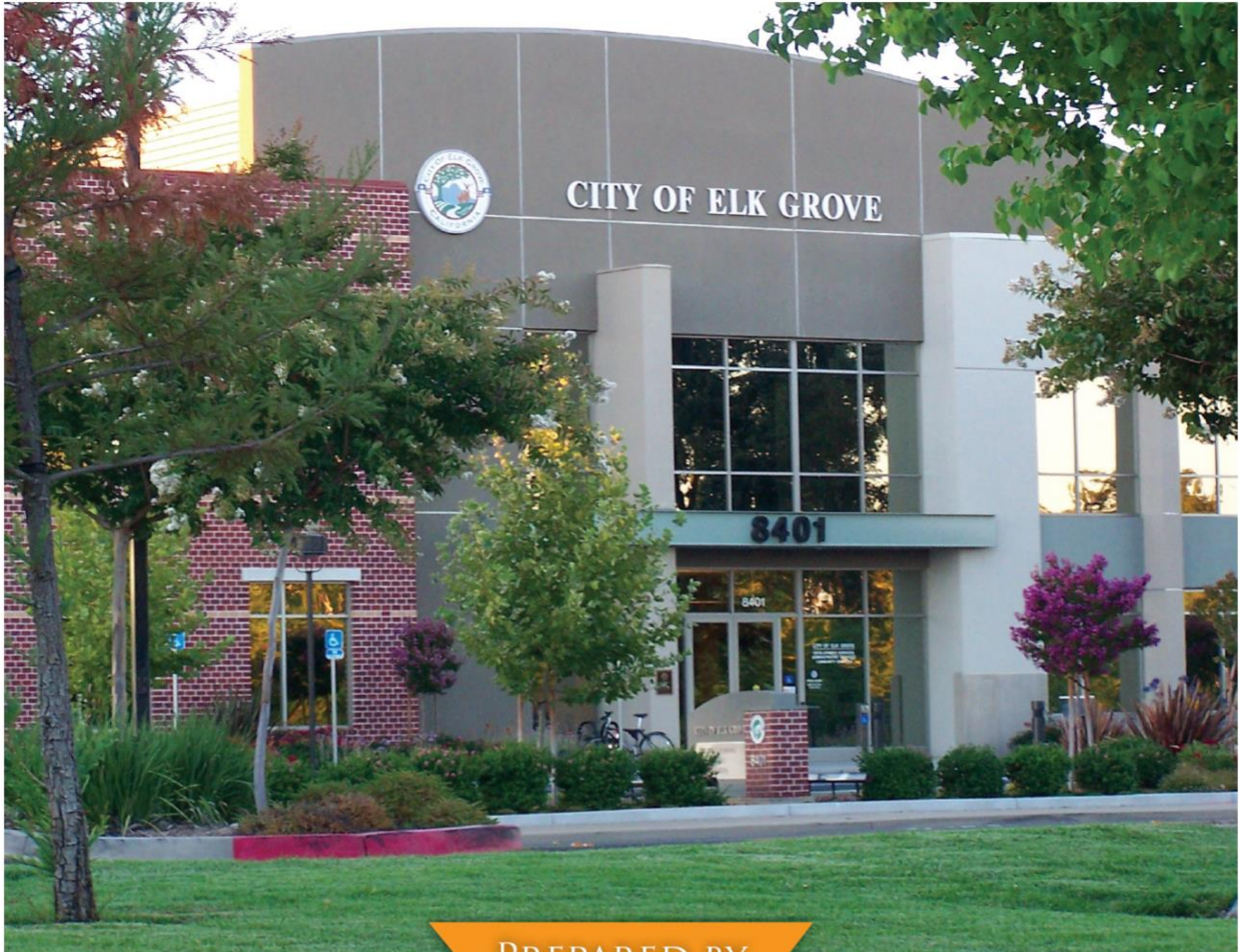
ANNUAL BUDGET

CITY OF ELK GROVE, CALIFORNIA



ANNUAL BUDGET

FISCAL YEAR 2019-2020



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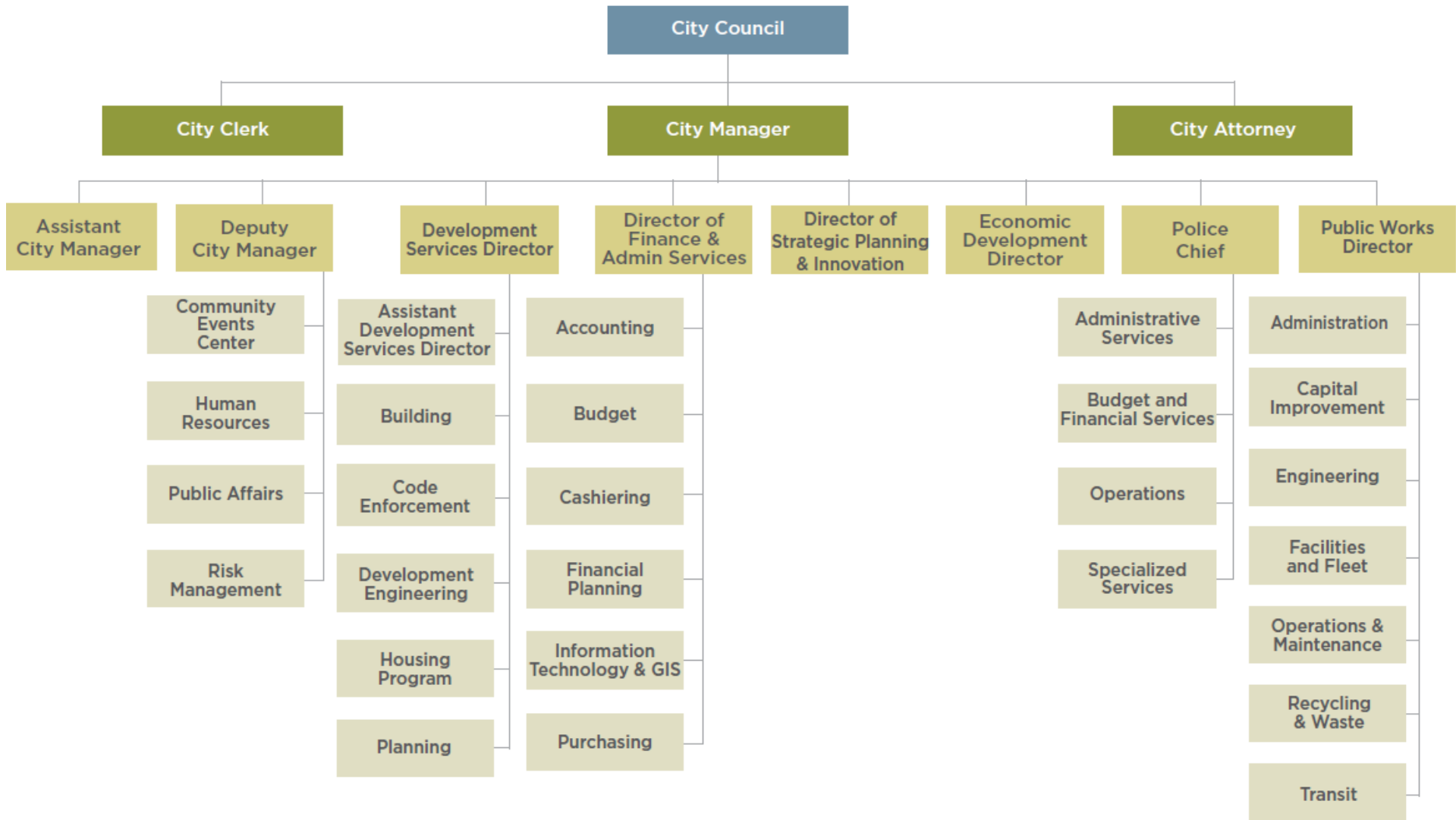
From left to right: Stephanie Nguyen, Councilmember; Pat Hume, Vice Mayor; Steve Ly, Mayor; Steve Detrick, Councilmember; Darren Suen, Councilmember



Jason Behrmann, City Manager
Jonathan Hobbs, City Attorney
Jason Lindgren, City Clerk
Bryan Noblett, Chief of Police
Kara Reddig, Deputy City Manager
Brad Koehn, Director of Finance and Administrative Services
Bob Murdoch, Public Works Director
Darren Wilson, Development Services Director
Darrell Doan, Economic Development Director
Christopher Jordan, Director of Strategic Planning & Innovation



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California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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May 22, 2019

Mayor and Council Members:

It is my pleasure to submit for your review and consideration the Fiscal Year 2019-20 and 2020-21 Proposed Budget (Budget). The City's proposed General (discretionary) Fund Budget is \$77.9 million for FY 2019-20, which is \$3.3 million (4.4%) more than the FY 2018-19 Adopted Budget of \$74.6 million. The projected FY 2020-21 General Fund Budget is \$80.1 Million, a \$2.2 million (2.9%) increase over FY 2019-20. The City has and will continue to construct several noteworthy capital projects that are reflected in both the prior and current Capital Improvement Program (CIP) budgets. The total Proposed Budget (including CIP) for FY 2019-20, net of transfers and internal service costs, is \$291 million, which is \$2 million (1%) less than the FY 2018-19 Budget of \$293 million. The total projected Budget (including CIP) for FY 2020-21, net of transfer and internal service costs, is \$209 million, which is \$82 million (28%) less than the FY 2019-20 Budget. The primary reason for the decrease is the spending on and completion of Capital Projects that are planned and budgeted for in FY 2019-20. Highlights of the proposed FY 2019-20 Budget are noted below:

- Assumes full operations of the Aquatics Center, Community Center and Animal Shelter
- Provides funding and programming of City Council Priority Projects
- Provides further transparency in allocating internal service and pension costs to the appropriate departments
- Assumes the prepayment of future obligations to unfunded CalPERS liabilities. Such prepayments continue the practice of mitigating future pension costs
- Adds four Police Officers and one Community Service Officer to the Police Department budget in FY 2019-20 and an additional three Police Officers and one Community Service Officer in FY 2020-21
- Improves the level of service to the residents of Elk Grove, with continued focused efforts on public safety and economic development
- Maintains healthy reserves and realigns reserve allocations based on the newly adopted General Fund Reserve Policy

The budget recommendations for the coming year are based upon the revised Mission, Vision and Goals for FY 2019-20 and FY 2020-21 approved by the City council on April 24th, 2019. The FY 2019-20 Service Plan below details the nexus between these elements and highlights some of the key projects and changes proposed for FY 2019-20.

FY 2019-20 Service Plan

In April 2019, the City Council adopted the following vision statement used to guide development of this budget document:

Elk Grove prioritizes a superior quality of life for all that builds upon the community's diversity and heritage through safe, welcoming, and connected neighborhoods, with a variety of residential, educational, and employment choices and amenities that create a sense of place.

The City Council also adopted four strategic goals that form the basis for the FY 2019-20 service plan. The following section highlights key elements of the service plan for each strategic goal:

A vibrant community and sustainable economy with diverse businesses and amenities.

Promote business attraction, retention, and expansion

Facilitate development of amenities including retail, dining, entertainment, hospitality, and cultural arts

Ensure public and private development that is high-quality and attractive, contributing to a sense of place

Plan and promote neighborhoods of varying densities and characteristics – from rural to suburban to urban

- **Civic Center:** The FY 2019-20 work plan provides for the completion of phase one of the Civic Center master plan and opening of the Aquatics Center, Commons, Veterans Grove and Community Center, as well as design completion and beginning construction on the next Civic Center phase; the Nature Area. Full operation of the Civic Center is programmed for FY 2019-20. This includes local and regional swim meets, recreational and instructional swimming, Community Center rentals for public and private events and use of the facilities by local veterans' organization and the Elk Grove Senior Center through facility use agreements. The Civic Center will also be home to year-round planned events at the Commons outdoor activity space.
- **Art in Public Places.** The City will continue to invest in public art and will complete the Avenue of the Arts in the Civic Center Commons, multiple works of art in the Community Center and artwork both inside and outside of the Animal Shelter. The City's total investment in public art in these new facilities is over \$800,000.
- **Old Town Plaza:** The City has begun design on the Old Town Plaza Phase 2 and 3. Phase 2 will improve the overall frontage along Elk Grove Boulevard and provide seating and bicycle parking. Phase 2 should begin construction in 2020. Phase 3 is being taken to a schematic design phase before being considered for additional funding. Phase 2 and 3 could be constructed together in 2020 or 2021 if funding becomes available.
- **Old Town Transportation Projects:** The City continues to develop improvements in the Old Town Elk Grove area that will improve access to residents and businesses through walking, biking, and transit options. The City previously completed an Old Town Area Streetscape Project Phase 1 that improved access and provided other streetscape type amenities. The City currently has programmed the Old Town Area Streetscape Project Phase 2 to further improve access for pedestrians, bicyclists, and transit users. Construction for Old Town Streetscape Phase 2 is planned for 2020 and 2021. The project is predominantly grant funded.
- **Kammerer Road Corridor Urban Design Study:** This study would evaluate opportunities and present recommendations that could facilitate employment-focused urban style development within the Kammerer Road corridor.
- **Railroad Street Project.** The City's Railroad Street Improvements Project (WTR049), will provide two new public parking lots in Old Town near the City's Old Town Plaza, the reconstruction of Railroad Street, and the extension of drainage and utilities. The project will correct a variety of existing deficiencies, improve infrastructure supporting Old Town Plaza, and promote current and future private economic development projects that would benefit from these public improvements. Construction on Railroad street is planned for late 2019 and spring/summer of 2020. In addition, the City continues to pursue redevelopment of the historic brick buildings along Railroad Street in partnership with private developers, with the intent of rehabilitating the buildings as a mixed-use dining, retail, and residential project that would serve as a catalyst for investment in additional retail, dining, and entertainment activity in the area. Construction of the private improvements along Railroad Street could begin at the same time that the City commences with the Railroad Street Improvements Project.

- **Economic Development Activities:** The City's Office of Economic Development will continue to administer the City's economic development programs, including the following key activities:
 - Administer the City's Business Retention and Expansion Program to include targeted business visitations to better identify and assist businesses seeking to expand within the City and prevent relocation of businesses out of the City.
 - Administer the City's Business Recruitment Program with an emphasis on target industries and target employment centers and aligning recruitment activities with resident employment needs/choices.
 - Administer the City's Small Business Support Program to identify small business startup and scale-up candidates and support their launch and growth to foster future major employers and tax revenue generators.
 - Administer the City's Workforce Development Program to grow the City's workforce, while maintaining low resident unemployment rates, through partnership with large employers and regional workforce development providers, with emphasis on meeting the employment needs of our major and emerging companies.
 - Pursue projects and businesses that create new and enhanced retail, dining, and entertainment offerings that will improve the quality of life for residents and employees, enhance business attraction activities, and generate new tax revenue.
 - Administer the City's Economic Development Incentive and Financing Programs and continue to review and revise current incentive and financing programs to better attract desired employers. The proposed FY 2019-20 budget includes a \$200,000 transfer from the General Fund to the Economic Development Incentive Fund and a \$100,000 transfer from the General Fund to the Small Business Incentive Fund to support these programs.
 - Position Elk Grove as a competitive location for business and personal travel and pursue attraction and development of hospitality assets such as hotels, meeting spaces, and lifestyle amenities that will increase visitation to the City.
 - Deploy and further develop the "Invest Elk Grove" brand through enhancement of existing brand properties and development of new brand properties.

A safe and resilient community.

Invest in community safety

Provide public safety through prevention, intervention, and enforcement

Plan and prepare for effective emergency operations

Promote a sustainable community and protect the natural environment

- **Neighborhood Policing Efforts:** The FY 2019-20 budget for the Operations Division includes the addition of four police officers, and one community service officer. The addition of four police officers will help to ensure the Department maintains and/or enhances its current service levels, and priority calls have prompt response times. Each position is essential to a new initiative focused on intelligence-led and data-driven policing and is consistent with the recommendations of the 2016 Police Department Staffing Study. A Selective Traffic Enforcement Program (STEP) grant application was submitted in January 2019 through the California Office of Traffic Safety. If awarded, this \$204,000 grant will fund overtime hours to conduct DUI/Driver's License checkpoints along with speed, distracted driver, and pedestrian enforcement operations in Elk Grove between the period of October 2019 and September 2020. Officers will continue to participate in regional enforcement operations with a goal of improved community safety throughout the region. Those operations include: auto theft, probation/parole, sex offender compliance, and traffic safety. In addition, there will be an increased focus on domestic violence prevention, intervention, enforcement and prosecution.

- **Expanded Use of Video Technology:** The Police Department will continue to explore significant expansion of video camera deployment at strategic locations throughout the city, along with operating a Real Time Information Center (RTIC). The RTIC will provide officers with real-time data that will support and improve public safety.
- **Increased Notification Capabilities.** The Police Department's FY 2019-20 work plan includes the continuation of a self-registration portal for the Community Notification System. This will provide citizens the option to register cell and/or voice over internet protocol (VOIP) phones, providing first responders crucial information in the event of a local, regional or statewide emergency. The Police Department will also continue to partner with special needs residents and their families to provide important emergency information that will facilitate calls for service involving an individual with special needs and first responders.
- **Climate Action Plan.** The City adopted a Climate Action Plan in early 2019. Funds have been included in the FY 2019-20 budget to implement the plan, including the installation of additional EV charging stations and other sustainability measures that will be implemented throughout the organization.
- **Resiliency Planning.** City Council expressed the need to develop local resiliency to the impacts of climate change and technological innovations. To that end, in FY 2019-20, the Office of Strategic Planning and Innovation is preparing a Community/Mobility Resiliency Plan, addressing three key areas of flooding, extreme heat, and fiscal impacts. Funding for the study comes from a Caltrans grant.

A high performing organization

Maintain the fiscal health and stability of the City

Embrace new ideas and innovation in the delivery of services

Provider responsive and courteous customer service

Develop and support a diverse professional work force

Further regional cooperation and collaboration, keeping the City's best interest in mind

Engage the community often and in a transparent and inclusive way

- **Diversity and Inclusion:** During the course of the last fiscal year, City staff received the findings from the Diversity Audit and Inclusion Strategy. These documents and findings were initially reported to Council in August 2018 and a six-month update was provided in March 2019. An 18-member Diversity and Inclusion Team made up of City employees was organized to review and prioritize diversity and inclusion efforts within the City. Major efforts this year included training in the area of Procedural Justice and Implicit Bias as well as the creation of employee focused Vision and Values. Additionally, the City joined the Government Alliance on Race and Equity (GARE) Organization to participate in a Northern California Learning Cohort. This next year, staff will continue to prioritize and implement elements of the Inclusion Strategy to foster a diverse and inclusive work environment. Major projects for implementation will include the creation of a long-term training strategy, finalizing department specific Mission statements, enhancing mentoring and training programs for staff, working to implement GARE race-forward principles and implement elements of the inclusion Strategy to foster a diverse and inclusive work environment.

- **Regional Partnerships:** Staff continues to work with our regional partners, including Sacramento County, the Cosumnes Community Services District (CCSD), the Sacramento Area Council of Governments, the Local Agency Formation Commission, and Greater Sacramento Economic Council (GSEC), among others, to deliver the best value and services to our residents and promote the economic success of our businesses. An important example of this commitment to regional partnerships and collaboration is the Aquatic Center operating agreement between the City and the CCSD.
- **OpenGov:** The City will implement a new transparent government platform called OpenGov, providing the public with new web tools to examine the City's budget and expenditures.
- **Smart City Action Plan:** In FY 2019-20, the City will undertake a smart city initiative to guide its efforts to use advanced information and communication technologies to collect, communicate, and analyze data. This plan will help the City improve its systems, programs, and citizen engagement for greater efficiency, effectiveness, and equity, thereby improving the City's sustainability, resiliency, and quality of life.
- **Team Inspire:** The creation of the Strategic Planning and Innovation Division and the appointment of a staff innovation team called Team Inspire will pursue innovative projects and policies to streamline processes, save money, enhance employee morale, improve services delivered to the public and promote a greater level of transparency.
- **Public Employee Retirement System (PERS):** The budget proposes an advance payment of \$900,000 to the City's PERS unfunded liability. It is estimated that over a 20-year period the City will reduce interest payments to PERS to an amount similar to that of the advance payment.

A city with infrastructure that meets its current and future needs

Improve effectiveness and efficiency of maintenance and operations of City facilities and infrastructure

Implement enhancements to the City's roadways, bicycle and pedestrian routes, and transit system

Provide infrastructure that supports business attraction and expansion

Plan for future transportation technologies and innovations

- **Kammerer Road Widening and Extension:** The Kammerer Road Extension Project is the top infrastructure priority for Elk Grove. This project is programmed in the current CIP as a divided two-lane extension of Kammerer Road from Lent Ranch Parkway to Interstate 5. This initial work is the first phase of a larger four-lane project currently in the Environmental Phase with the California Environmental Quality Act (CEQA) work complete and the National Environmental Policy Act (NEPA) work scheduled for completion by the end of the 2019 calendar year.

There is enough funding for a divided two-lane road from Lent Ranch Road to Bruceville Road. Construction from Lent Ranch Road to Big Horn Boulevard is anticipated to begin in the summer of 2020. Construction from Big Horn Boulevard to Bruceville Road is anticipated to begin in the summer of 2021. There is also enough funding to complete the design and acquire the needed right of way for the two-lane extension from Bruceville Road to I-5. This will leave the City with a shovel ready \$42 million project, \$16 million in local funds, and in search of \$26 million in grant funding to complete the two-lane extension to I-5.

Staff intends to follow a dual track strategy for grant funding. The first track will assume funding comes in smaller increments. Therefore, construction would occur in phases heading east to west. The second track will be to secure funding for the entire Project from federal or state transportation funding sources such as TIGER, INFRA, and SB1.

- **Animal Shelter:** Due to ongoing capacity issues at the County shelter, the City has chosen to construct an Animal Shelter at the City's Corporation Yard, with an anticipated opening in Summer of 2019. For the first time, City residents will have a full-service animal shelter in their community and will no longer have to travel outside of the City for basic animal care services such as licensing, spay and neutering, lost and deceased pets, fostering and adoption services, and microchipping, as well as other services. Having a local facility will improve outcomes for animals, including re-unification, re-homing, animal health, and unwanted births. Fully staffed, the new shelter will have 24 staff members and hundreds of volunteers at the time of opening. The shelter is expected to meet the growing needs of the City for at least the next 20 years. The Proposed FY 2019-20 Budget includes debt service payment for the facility as well as the start-up and operating expenses of shelter operations.
- **Street Maintenance:** Public Works Operations & Maintenance has significantly improved efficiencies and reduced costs. These efforts will continue over the next fiscal year to develop acceptable levels of service for each asset class (e.g. pavement, striping, signing, etc.). To track the condition of the City's pavement asset, staff has been using the StreetSaver pavement management program since 2003, which tracks streets' Pavement Condition Index (PCI). An average PCI of 70 or above is considered excellent/good. Elk Grove's current average PCI is 74, which is higher than that of many surrounding jurisdictions. The StreetSaver program estimates that \$12.1 million per year is needed to maintain an average PCI of 70 throughout the City. Savings realized due to the improved efficiencies and reduced costs that staff has implemented, additional Senate Bill 1 funding, and programming additional capital resurfacing projects have increased the projected annual average amount spent on pavement to \$8.8 million. This increase does not reflect potential grants the City may receive, which have averaged \$1 million annually. The projected \$9.8 million will result in a one to two-point drop in PCI over the next five years, resulting in an estimated PCI score of 72 to 73.
- **Infrastructure Maintenance:** During fiscal year 2018-19, Public Works advertised and is working towards awarding a contract for a Computerized Maintenance Management System (CMMS) for asset management. In fiscal year 2019-20, once a contract is awarded, Public Works will implement the new CMMS that will execute programmed maintenance, streamline work order processes, and will provide better financial analytics that will identify priorities and budget shortfalls. Staff will use the CMMS to shift to more programmed and preventative maintenance and reduce reactive maintenance activities. The CMMS will also enhance performance measure capabilities of the department.
- **Traffic Management.** The 2019 General Plan Update identifies many arterial road segments and intersections that will experience higher levels of congestion under the projected buildout conditions. To meet the demands of a growing transportation system, the Engineering Services Division has developed a Traffic Congestion Management Plan (Plan) that identifies specific strategies for more efficient management of the system. As part of the early implementation of this Plan, the FY 2019-20 Budget includes funding for increased levels of traffic data collection and analysis as well as implementation of several pilot studies to examine new technologies and traffic management strategies that could make the system more efficient. The FY 2019-20 Budget also includes funding for the equivalent of 0.4 FTE needed to increase the hours of operation for the Traffic Management Center (TMC) to include operating during the AM and PM peak hours of travel and during the lunch hour. Hours of operation for the TMC will increase to 7:00AM-6:00PM Monday through Friday compared to 8:00AM-5:00PM Monday through Friday.

Financial Overview

Continued economic growth and the results of additional new development are expected to continue into FY 2019-20. Some factors suggesting continued strong revenue growth include:

- The nation experienced a 2.9% increase in the real gross domestic product (GDP) between 2017 and 2018 (3.5% for California); a 2.4% increase is estimated between 2018 and 2019 nationwide;
- The state and many of its metro areas continue to be at or near record lows in terms of unemployment rates, picking up where they left off last year. The statewide rate was 4.2% in January, slightly above the all-time low of 4.1% for several months running. Indeed, recent increases in California's labor force have kept the unemployment rate above the four percent threshold. The state's labor force growth has been trending up in recent months, increasing by 1.5% in January 2019, up considerably from 0.6% one year earlier;
- Sales tax revenue growth is expected to increase by 1.1% in FY 2019-20. The modest increase is driven by significant yet modest increases in General Consumer Goods and State & County Pools;
- California's median home price was \$539,000 in the fourth quarter of 2018, a 2.1% year-over-year increase. The 30-year fixed mortgage rate hit nearly 5% in mid-November, the highest in years, but has since retreated below 4.5%. Given recent increases in the state's supply of homes, and assuming rates hold steady in the next few months, the peak season of 2019 could be better than many expect;
- Current projections for Transient Occupancy Taxes are reflective of increased demand region wide, leading to substantially higher occupancy rates and a modest increase in room rates. Furthermore, Elk Grove in particular is experiencing average daily occupancy rates over 80%. Hence, the City is actively exploring opportunities to encourage new lodging developments. This City anticipates the opening of the new Marriott Town & Suites to occur in the first half of FY 2019-20;
- Home building activity in Elk Grove remains robust, with the City issuing more single-family home permits in 2018 (693 permits) than since 2005. Early home building activity through April 2019 shows continued strength in this area.

The Proposed FY 2019-20 Budget reflects growth in the City's major revenue sources and commensurate growth in operating expenses. The proposed budget for the General Fund, which primarily funds public safety, administration, and governance, provides for enhanced operations and pension liability reductions while still achieving the Council's strategic goals.

Fund Balance Analysis. The Fund Balance Reserve Policy specifies annual reserve levels that provide the City with flexibility to adapt to local, regional and state-wide economic changes and to stabilize the delivery of City services during periods of economic recession or disaster response. The previous General Fund Reserve level was targeted between 15% and 20% (adopted in FY 2008-09) of the adjusted appropriations for any given budget year. On April 24th, 2019, Council adopted General Fund Economic Uncertainty Reserve target increases to between 20% and 25% of the adjusted appropriations. Increasing fund balance reserve levels will assist the City with navigating future economic uncertainty and cash flow needs; while also providing an immediate resource for emergencies and potential strategic opportunities. Council also adopted on April 24th an additional reserve fund called the Opportunity Reserve. This reserve will add future budget flexibility as it will be available for the purpose of providing funding for projects, acquisitions, or unforeseen events or need. In addition, the Opportunity Reserve may be utilized for unanticipated projects, acquisitions, or other needs identified during the course of a fiscal year. The proposed Opportunity Reserve level is targeted between 0% and 5%. Allocation of reserves beyond the combined Reserve for Economic Uncertainty and Opportunity Reserve level of 30% of adjusted appropriations shall be reallocated to two purposes: 50% to Capital Reserves and 50% to Economic Development, provided that reserve balances in the next budget year are adequately meeting target ranges.

Five-Year Projection. The current baseline projection five-year forecast for the General Fund indicates that a contribution from fund balance is necessary to fund some one-time costs for FY 2019-20, but not necessary for the remaining projection period. Further, the General Fund has the capacity to reduce unfunded PERS liabilities (\$900k annually) and provide for an annual increase in Police Department staffing levels. The forecast incorporates 4 sworn & 1 non-sworn in FY 2019-20, 3 sworn & 1 non-sworn in FY 2020-21, and 2 sworn & 1 non-sworn in FY 2021-22 and beyond consistent with the 2016 staffing analysis. Staffing needs will continue to be revisited on an annual basis to meet public safety needs. The reduction of the Revenue Neutrality increment payment beginning in FY 2018-19 has a significant impact on the projection and creates the funding capacity for operating the new animal shelter. At this time, the five-year projection indicates that, starting in FY 2020-21 for each year of the projection period, revenues will exceed expenditures and fund balance levels will exceed 30%.

\$ in 000s	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Fund Balance	23,080	22,431	22,762	23,478	24,189
Total Revenues	77,508	80,653	83,334	86,150	89,113
Total Expenditures	77,857	80,089	82,268	84,640	87,349
Contributions to/from Fund Balance	(349)	564	1,066	1,510	1,764
Cumulative Results	(349)	214	1,280	2,790	4,554
Initial Ending Fund Balance	22,731	22,995	23,828	24,987	25,953
Transfer to Capital Reserve	(150)	(116)	(175)	(399)	(476)
Transfer to Economic Development	(150)	(116)	(175)	(399)	(476)
Opportunity Reserve - 5%	3,654	3,794	3,913	4,031	4,167
Reserve for Economic Uncertainty - 25%	18,270	18,968	19,565	20,157	20,835
Total Ending Fund Balance	21,924	22,762	23,478	24,189	25,002
Fund Balance as a % of Adjusted Appropriations	30%	30%	30%	30%	30%
Future Reserve Target Support	507	-	-	-	-

Organizational Issues

Compensation. The Proposed FY 2019-20 Budget includes potential impacts from negotiated compensation increases, and compensation and benefit increases for unrepresented employees. Negotiations with the Police Officers Association are currently underway and are expected to be concluded prior to the start of FY 2019-20.

Long-Term Pension Liabilities. The Proposed FY 2019-20 Budget includes a \$900,000 prepayment of future obligations to unfunded CalPERS liabilities. This prepayment continues the practice of mitigating future pension cost increases that the City started in FY 2015-16, when \$680,000 was paid to CalPERS at the close of the fiscal year. The year-end estimate for FY 2018-19 assumes a \$1.8 million prepayment. These accelerated payments will mitigate the future cost impact of CalPERS' phased reduction in its discount rate to 7%.

Position Management. The Proposed FY 2019-20 Budget includes funding for an additional 25 full-time equivalents (FTEs) across all funds, of which 7 are budgeted in the General Fund and assigned to the various departments as described below.

- Public Works Operations & Maintenance: In order to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans, the division will be transitioning to a core staff model and contracting directly for maintenance services beginning in FY 2019-20. At the February 27th, 2019 City Council meeting, direction was given to move forward with adding 13 new positions to the division. Core staffing and direct contracting will reduce the financial impact to multiple funds used for maintenance. The savings will not fully relieve the funding shortfalls necessary for O&M to meet service level requirements but will provide additional funding to reduce maintenance shortfalls. This change highlights the division's continued focus on increasing efficiencies and effectiveness in delivering service.

Position	FTE	Estimated Hire Date
General Operations Supervisor	2.0	August 2019 / April 2020
Administrative Analyst I	1.0	August 2019
Street Maintenance Supervisor	1.0	September 2019
Utility Locator	1.0	September 2019
Senior Engineering Technician	1.0	November 2019
Engineering Technician II	1.0	November 2019
Engineering Technician I	1.0	November 2019
Customer Service Specialist	2.0	December 2019
Traffic Control & Street Lighting Supervisor	1.0	February 2020
Landscape Maintenance Supervisor	1.0	February 2020
Drainage/Storm Utility Maintenance	1.0	March 2020
Total FTE	13.0	

- Police Officers: The addition of 5 Police Department positions (4 Police Officers and 1 Community Service Officer) will assist with maintaining quick response times to the highest priority calls for service. The additional staffing will allow the department to maintain or enhance current service delivery levels. For FY 2020-21, the addition of another 3 sworn officers and 1 non-sworn officer is projected.
- Code Enforcement Officer: An additional Code Enforcement Officer position is needed to augment current staffing to meet elevated service demands resulting from population increases and the construction of new neighborhoods. In recent years, Code Enforcement has encountered new aspects of enforcement that has stressed current staffing and deployment models; specifically, noise complaints related to nightlife activity, and the enforcement of marijuana cultivation as a Zoning Code violation.
- Human Resources Specialist: This new position is needed due to the continual growth of the City. The position would work in conjunction with the Sr. HR Specialist and would focus on recruitments and community outreach as well as some of the recruitment efforts that are currently being performed by the Professional Standards staff in the Police Department.
- Civic Center Part-Time Attendants: The Community Center will require Part-Time flexible staffing to assist with facility set-ups for reservations, providing tours of the facility to potential clients, assisting with reservations, checking clients in and out, general oversight of the building, and customer service. A total of 6 Attendants will be needed to help operate the facility especially during evening and weekend reservations when full-time staff may not be available.
- Senior Geographical Information Systems (GIS) Analyst: A new GIS analyst position is needed to keep pace with the growing demands of the organization, including data driven initiatives from all departments. This position is proposed to replace an existing contract position that will reduce costs and provide a higher level of service to the organization.

- Recycling & Waste Coordinator II: The 2018 City of Elk Grove Solid Waste and Recycling Program Needs Assessment and Long-Range Strategic Plan, prepared by HF&H Consultants, LLC identified that between 1.62 to 2.82 additional FTE's would be needed within the Recycling & Waste Division on an ongoing basis to fulfill the requirements of SB 1383 regarding organic waste recycling. The FY 2019-20 Budget includes 1.0 new FTE to carry out the planning and implementation tasks leading up to the January 1, 2022 effective date of the new regulations.
- Reclassifications: The current Human Resources Specialist position is being reclassified to a Senior Human Resources Specialist (Sr. HR Specialist). The Sr. HR Specialist position will oversee recruitments, community outreach, retirements, and training. This position will provide oversight of recruitments with the assistance of the new HR Specialist to build better relationships, stronger communications with hiring managers and create a layer of flexibility for peak recruiting periods. The Senior position is needed to provide a more robust training program to Staff with a specific focus on career development. Significant time will be spent on developing training programs, communications and advertising, as well as specific department outreach. A Sr. Administrative Assistant is being reclassified to Human Resources Specialist. This reclassification will give the department the ability to reorganize duties and develop this position with a focus in areas of greater need. The title change will give this position a broader scope within HR and the flexibility to move workload between the HR Specialists as needed.

Conclusions/Acknowledgments

During FY 2018-19, departments limited their spending and prioritized those services that directly affect the residents of Elk Grove. Their sustained dedication through the FY 2019-20 budget process facilitated the balanced plan proposed to meet the City Council's highest priorities.

I want to acknowledge Budget Manager Shay Narayan, Finance Director Brad Koehn, Senior Management and Budget Analyst Nathan Bagwill, and Management and Budget Analyst Maria Phillips for their perseverance and dedication in preparing this document. I also thank the Finance & Administrative Services staff, with acknowledgement of Revenue Manager Jamie Bandy, Finance Analyst Kara Taylor-Seeman, Administrative Analyst Jannet Meyer, and Finance Analyst Brandon Merritt for their contributions and support of the Budget team during this preparation season. Special thanks are given to Graphic Designer Jordan Haynes for proofing much of the visual content. Additionally, I thank City Council members for their support of our workforce.

The Budget is scheduled to be presented to the Council at the May 22 Council meeting, with an opportunity for questions, comments and direction. Staff will then present the Budget for further discussion, deliberation and possible adoption at the June 12 Council meeting. The Budget may be adopted on June 12 or 26.

My staff and I look forward to working with you as you review the proposed budget. During your review, please contact me with any questions that you or the public may have concerning the Proposed FY 2019-20 Budget.

Respectfully submitted,



Jason A. Behrmann
City Manager

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BUDGET DEVELOPMENT STRATEGIES

City Council Mission, Vision, and Goals

The involvement of the City Council in instituting direction is essential to the budget process. The mission, vision and goals provide overarching and long-term direction to staff, help determine the allocation of resources and establish priorities.

The City Council developed the following mission, vision, and goals during their Strategic Planning sessions on February 8th and 9th, 2019. The mission, vision and goals were formally adopted by Council on April 24th, 2019. The Council goals are the driving force behind all budget recommendations made by the City Manager and City Staff in presenting this budget document for Council consideration.

CITY COUNCIL MISSION AND VISION STATEMENTS AND GOALS FOR FISCAL YEARS 2019-20 AND 2020-21

MISSION

Provide exceptional services that enhance the quality of life for our residents and promote a thriving economy in an efficient and cost-effective manner.

VISION

Elk Grove prioritizes a superior quality of life for all that builds upon the community's diversity and heritage through safe, welcoming, and connected neighborhoods, with a variety of residential, educational, and employment choices and amenities that create a sense of place.

GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

- Promote business attraction, retention, and expansion
- Facilitate development of amenities including retail, dining, entertainment, hospitality, and cultural arts
- Ensure public and private development that is high-quality and attractive, contributing to a sense of place
- Plan and promote neighborhoods of varying densities and characteristics - from rural to suburban to urban

A safe and resilient community

- Invest in community safety
- Provide public safety through prevention, intervention, and enforcement
- Plan and prepare for effective emergency operations
- Promote a sustainable community and protect the natural environment

A high performing organization

- Maintain the fiscal health and stability of the City
- Embrace new ideas and innovation in the delivery of services
- Provide responsive and courteous customer service
- Develop and support a diverse professional work force
- Further regional cooperation and collaboration, keeping the City's best interest in mind
- Engage the community often and in a transparent and inclusive way

BUDGET DEVELOPMENT STRATEGIES

A city with infrastructure that meets its current and future needs

- Improve effectiveness and efficiency of maintenance and operations of City facilities and infrastructure
- Implement enhancements to the City's roadways, bicycle and pedestrian routes, and transit system
- Provide infrastructure that supports business attraction and expansion
- Plan for future transportation technologies and innovations

PRIORITY PROJECTS

Priority Project	Goals Implemented by this Project/Action			
	Vibrant community and sustainable economy	Safe and resilient community	High performing organization	City Infrastructure
Civic Amenities				
Complete and open new community amenities, including the Animal Shelter, Aquatics Center, and Community Center	✓		✓	
Complete design and construction of remaining phases of Old Town Plaza	✓			
Complete design and construction of Civic Center Nature Area	✓	✓		
Transportation				
Kammerer Road: <ul style="list-style-type: none"> • Replace existing 2 lane Kammerer Road from Lotz Parkway to Bruceville Road • Extend Kammerer Road from Bruceville Road to I-5 	✓	✓		✓
Whitelock Parkway Interchange – complete project design and environmental review	✓			✓
Partner with Caltrans to start construction in 2019 of HOV lanes on I-5 from Elk Grove to downtown Sacramento				✓
Complete Elk Grove Blvd Streetscape Phase 2, School Street to Waterman Road	✓			✓
Adopt Intelligent Transportation System (ITS) Master Plan Update				✓
Adopt Bicycle, Pedestrian, and Trails Master Plan Update	✓			✓
Develop an Autonomous and Connected Vehicle Readiness Plan			✓	✓
Prepare a Mobility Resiliency Plan		✓	✓	✓
Compete the Bus Rapid Transit (BRT) early implementation study	✓			✓
Support Regional Transit's efforts to extent Light Rail (LRT) to the City	✓			✓

BUDGET DEVELOPMENT STRATEGIES

Priority Project	Goals Implemented by this Project/Action			
	Vibrant community and sustainable economy	Safe and resilient community	High performing organization	City Infrastructure
Community Development				
Complete Railroad Street revitalization project	✓			✓
Update the Old Town Special Planning Area	✓			
Facilitate development of vacant commercial land in the western Elk Grove Boulevard corridor (Bruceville to Laguna Springs) including the development of destination retail and lifestyle amenities	✓			
Complete Design Guidelines update	✓			
Prepare Urban Design Study for Kammerer Road Corridor	✓			
Community Safety				
Increase city-wide bandwidth capacity to support public safety technology expansion		✓	✓	✓
Complete real-time information center project		✓	✓	✓
Implement enhanced crime analysis system		✓	✓	
Continue staff additions in keeping with recommendations from the 2016 Police Department Strategic Staffing Plan		✓	✓	
Adopt plan to remove all developed property from 200-year floodplain		✓		
City Operations				
Complete space needs analysis for City offices and police department		✓		✓
Increase minimum reserve policy in order to respond to opportunities and challenges	✓	✓	✓	✓
Implement the results of the Diversity Audit and Inclusion Strategy	✓		✓	
Identify opportunities and implement more efficient and cost-effective delivery of Public Works Operations and Maintenance services			✓	✓
Undertake a Smart City Initiative	✓	✓	✓	✓
Maintain existing City assets at an appropriate level consistent with best practices and as funding allows				✓

BUDGET DEVELOPMENT STRATEGIES

Budget Strategies

To implement the Council's mission, vision, and goals identified, staff has enlisted the strategies below in making budget decisions:

- Strategic Focus – The City's financial management should be strategic, reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.
- Fiscal control and accountability – The City's financial activities should be fiscally sound and accountable to the City Council through the City Manager.
- Clarity – The City's financial planning and reporting should be clear and easy to understand so that all participants, the Council, the community, and staff can productively participate in decisions making.
- Long-term planning – The City's financial planning should include information regarding long-term allocation of resources.
- Flexible and cost-effective responses – The City's financial management practices should encourage a mission-driven organization that responds quickly and straightforwardly to community demands. The City's management should flexibly respond to opportunities for delivering better service, should proactively monitor revenues, and should cost-effectively manage ongoing operating costs.

Annual Budget and Financial Plan

The City Manager will present an annual budget and financial plan and periodic financial information to the City Council stemming from the following information:

- Actual revenues, expenditures, reserve balances, and fund balances for the prior fiscal year. Total Fund Balance is the difference between assets and liabilities in any given fund as of a given point in time. Available Fund Balance is the portion of the Total Fund Balance that is available to be programmed toward expenditures with proper consideration of projected future revenues.
- Estimated revenues, expenditures, reserve balances, and fund balances for the current fiscal year.
- Projected revenues, expenditures, reserve balances, and fund balances for the next fiscal year.
- Articulated priorities and service levels to be achieved by the organization over the next year.
- Long-range financial plans, which will include projected revenues, expenditures, and reserve balances for the next five years.
- Capital Improvement Program for the next five years.

The City's annual budget represents the official financial and organizational plan by which the City's policies, programs, and resources are implemented for the ensuing fiscal year. It is also a strategic and financial plan of services to be provided to the citizens of Elk Grove.

Budget Development and Calendar

The budget is prepared by City staff under the direction of the City Manager. The annual budget process commences in October with a series of public outreach efforts including surveys, social media posts, and a formal Town Hall meeting. In January the Budget Manager provides information to the department managers on the financial condition of the City and establishes general parameters for budget submittal. The Mid-Year Budget Update provided to City Council in February reflects the financial condition of the City at that point in time.

BUDGET DEVELOPMENT STRATEGIES

In January and February, the department managers prepare their operating and capital budget requests in accordance with the general parameters. The Budget staff reviews each manager's requests and proposals and then formulates them into a "Proposed Budget." The Proposed Budget is reviewed by the Finance & Administration staff and the City Manager prior to submitting to the City Council. The Proposed Budget is balanced when expenditures are equal to or less than the sum of total revenues and the use of reserves, according to Council adopted policy.

In late May, a presentation is scheduled for the City Council to receive information and public input regarding the Proposed Budget. As early as the first Council meeting in June, the Budget can be adopted by Council Resolution and becomes the City's action plan for the ensuing fiscal year. If the City Council fails to adopt the Budget by July 1, the City Council may elect one of the following courses of action until the adoption of a Budget and the appropriation of funds occurs:

- Provide the City Manager with Continuing Resolution Authority to allow continued services at expenditure levels not greater than those levels approved in the prior year budget; or
- Require staff to obtain prior approval for the expenditure (disbursement) of City funds.

Copies of the City budget as adopted are public records and shall be made available to the public upon request. The electronic version of the budget is available online on the City's website after it is officially adopted by Council. The calendar below shows the budget timelines and process in brief for Fiscal Year 2019-20 Budget preparation.

Date	Item
October	Public outreach via surveys, social media, and formal meetings
November	Revenue assumption development
December	Capital improvement project requests due
January	Cost allocation plan development
March	Department budget & personnel requests due
March	Community grant applications due to City Staff
April	Community grants awarded by City Council
April	Special event sponsorship applications due to City Staff
April	2019-2024 Capital Improvement Program reviewed by Planning Commission
May	Present Proposed FY 2019-20 Budget and 2019-24 Capital Improvement Program to City Council
June	City Council Budget Work Session and opportunities for budget adoption

BUDGET DEVELOPMENT STRATEGIES

Appropriation Control

Appropriations of fiscal resources are the responsibility of the City Council and the City Manager.

Appropriations requiring Council action are:

- Appropriation of reserves, unless directed otherwise by Council resolution
- Transfers between funds, except those that are defined as “like funds” by Council resolution
- Inter-fund multi-year loan repayments
- Transfers between Capital Improvement Projects, unless otherwise directed by Council resolution

Appropriations requiring City Manager action are:

- Transfers within a fund, between or within a department
- Transfers between “like funds” as defined by Council resolution
- Appropriation of reserves as directed by Council resolution
- An increase or decrease to the overall City Budget per authority granted by Council resolution
- Transfers between Capital Improvement Projects as directed by Council

Administration

Detailed budget reports are available and accessible to City staff for distribution to City Council, the City Manager, department managers, and support staff. These reports are organized by department, division, and line item showing the authorized budget amount as well as expenditures and encumbrances to date. As a matter of policy, expenditures are not to exceed the appropriated budget. During the course of the fiscal year, it may become necessary to amend, transfer, or adjust the amounts appropriated in the Adopted budget. Any subsequent appropriation of additional monies for a fiscal year requires approval by the City Council, as does the transfer of appropriations between funds, with the exception of “like funds”, in the operating budget or between capital projects.

Basis of Budgeting

The budget is developed on a modified accrual basis, consistent with Generally Accepted Accounting Principles (GAAP). Under the modified accrual basis, revenues are recognized when they are measurable and available. “Measurable” means the amount can be determined and “available” means collectible within the current period and up to 60 days after. Expenditures are recorded when the related fund liability is incurred.

FIVE YEAR FORECASTS

Introduction

The City recognizes the need to look beyond the next Fiscal Year to develop a long-range financial plan. As with any forecast, the further out one goes, the less reliable the forecast is likely to be due primarily to the increase in unknown factors. For instance, if actual revenues in Fiscal Year 2019-20 come in at 99% of the anticipated level, the City would realize \$775,000 less revenue than projected.

A forecast based on known factors, reasonable estimates and assumptions, combined with contextual analysis of risks and opportunities, is a valuable decision-making tool. The following forecast is intended to help guide decision making and resource prioritization in the long-range. In addition, scenarios have been discussed that would require a re-evaluation of the forecast should they come to fruition during the term.

The forecast represents the baseline scenario for all long-range financial plans. In this scenario, prior year employment agreements and service level provision are assumed to continue creating moderate impact on expenditures. The cost of upcoming Police Officer Association (POA) and non-representative compensation increases are not finalized at this time. However, a set aside titled "Salary and Benefit Adjustments" is shown in the forecast in anticipation of a POA Memorandum of Understanding and modifications to the non-representative compensation. The current forecast results in flexibility, fund balances above 30% for the full five-year term, continued increase in public safety staff, the addition of a City-run Animal Shelter, and accelerated payments towards Public Employee Retirement System (PERS) unfunded liabilities. The forecast shows moderate appropriations to fund balance for each year through FY 24 that maintains the combined 30% fund balance and allocated additional reserves generated in each year to the Capital Reserve Fund and Economic Development Incentive Programs.

The following tables encompass the City's Five-Year General Fund Forecast. Following the forecast is the set of assumptions used to develop the forecast model. The bottom lines of the forecast show the annual appropriations to fund balances and what the resulting fund balance projections are. Fiscal Year 2018-19 shows one-time appropriations from Fund Balance for land acquisitions and improvements in Old Town. Finally, this report concludes with the qualitative analysis of risks and opportunities the City faces in the short to long term that may impact the forecast.

FIVE YEAR FORECASTS

FIVE YEAR GENERAL FUND FORECAST - REVENUE PROJECTIONS						
Revenues	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Property Tax	13,308,697	14,020,518	14,816,479	15,668,798	16,582,897	17,565,073
Property Tax in Lieu of Vehicle License Fee	13,136,128	13,839,000	14,625,000	15,466,000	16,368,000	17,337,000
Property Transfer Tax	997,895	1,018,000	1,038,000	1,059,000	1,080,000	1,102,000
Sales Tax	28,462,758	28,766,677	29,563,601	30,291,044	31,025,682	31,767,749
Utility Users Tax	6,179,920	6,242,000	6,304,000	6,367,000	6,431,000	6,495,000
Transient Occupancy Tax [1]	2,245,613	2,415,968	2,718,938	2,773,000	2,828,000	2,885,000
Cable & Gas Franchise Fee	1,263,457	1,235,501	1,229,086	1,217,000	1,205,000	1,193,000
Recycling & Waste Franchise Fee	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Business Licenses & Misc.	93,200	100,000	103,000	105,575	108,214	110,920
Investment Income	135,000	135,953	141,150	145,588	149,999	155,039
Mello Roos - Police Services	3,316,438	3,340,000	3,660,000	3,733,000	3,808,000	3,884,000
Governance [2]	3,630,859	3,940,319	4,020,539	4,061,000	4,102,000	4,143,000
Public Protection	1,135,725	1,126,340	1,103,172	1,114,000	1,125,000	1,136,000
Code Enforcement	124,900	127,250	129,750	133,000	136,000	139,000
Total Revenue	\$ 75,230,590	\$ 77,507,526	\$ 80,652,715	\$ 83,334,004	\$ 86,149,793	\$ 89,112,780
Revenue Increase	N/A	3.0%	4.1%	3.3%	3.4%	3.4%

[1] The significant increase in Transient Occupancy Tax in FY 20 and FY 21 is due to anticipation of new Marriott Town & Suites hotel opening in mid-FY 20

[2] Governance is comprised of revenues from General Cost Allocation plan, City Manager, City Clerk, Human Resources, special events, and also compensation from Recycling & Waste funds for a Code Enforcement officer

FIVE YEAR FORECASTS

EXPENDITURE PROJECTIONS						
Expenditure Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salaries	28,862,012	31,746,016	33,360,064	35,277,678	37,286,245	39,781,144
PERS Payroll Deductions	3,604,038	4,698,725	4,970,792	5,170,000	5,377,000	5,593,000
PERS Unfunded Accrued Liability	860,490	1,118,431	1,325,100	1,551,400	1,748,000	1,879,200
Other Benefits	10,229,665	10,588,410	10,985,025	11,480,000	11,997,000	12,537,000
Salary and Benefit Adjustments	-	1,300,000	2,550,000	2,652,000	2,758,080	2,868,403
Total Salaries and Benefits	\$ 43,556,205	\$ 49,451,582	\$ 53,190,981	\$ 56,131,078	\$ 59,166,325	\$ 62,658,747
Operations	7,566,873	9,026,560	8,836,142	8,996,000	9,158,000	9,323,000
Internal Services	6,440,125	6,556,079	6,687,200	6,808,000	6,931,000	7,056,000
Revenue Neutrality	7,140,000	6,482,296	5,583,958	4,733,334	3,769,631	2,680,963
Debt Service - Laguna Palms	365,213	383,440	383,440	383,440	383,440	383,440
Debt Service - Animal Shelter	690,000	1,126,524	1,126,524	1,126,524	1,126,524	1,126,524
Franchise Fee Special Project Funding	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Sales Tax Sharing Agreement	191,000	391,000	401,000	410,867	420,832	430,897
Long Range Strategic Planning	741,486	545,000	115,000	150,000	150,000	150,000
Transfers	1,419,587	336,429	338,512	343,865	348,900	353,835
Transit Support	835,304	835,304	835,304	835,304	835,304	835,304
Capital Outlay / One-Time expenditures	1,064,605	622,600	491,000	250,000	250,000	250,000
Contributions to Unfunded Liabilities	1,800,000	900,000	900,000	900,000	900,000	900,000
Remaining Expenditures	\$ 29,454,193	\$ 28,405,232	\$ 26,898,080	\$ 26,137,334	\$ 25,473,631	\$ 24,689,963
Total Expenditures	\$ 73,010,397	\$ 77,856,814	\$ 80,089,061	\$ 82,268,412	\$ 84,639,955	\$ 87,348,710
Expenditure Increase	N/A	6.6%	2.9%	2.7%	2.9%	3.2%
Contributions from Fund Balance for One-Time expenditures	-	(349,288)	-	-	-	-
Contributions to Fund Balance	2,220,193	-	563,654	1,065,592	1,509,837	1,764,069
Appropriation from Fund Balance for Old Town Parking Lot Improvements	(910,000)	-	-	-	-	-
Adjusted Appropriations [1]	\$ 72,567,354	\$ 73,079,250	\$ 75,873,097	\$ 78,258,448	\$ 80,629,991	\$ 83,338,746
Initial Ending Fund Balance	\$ 24,368,931	\$ 22,731,113	\$ 22,994,767	\$ 23,827,521	\$ 24,987,372	\$ 25,953,067
Transfer to Capital Reserve	(644,265)	(150,000)	(116,419)	(174,993)	(399,187)	(475,721)
Transfer to Economic Development	(644,265)	(150,000)	(116,419)	(174,993)	(399,187)	(475,721)
Opportunity Reserve - 5%	3,628,368	3,653,963	3,793,655	3,912,922	4,031,500	4,166,937
Reserve for Economic Uncertainty - 25%	18,141,839	18,269,813	18,968,274	19,564,612	20,157,498	20,834,687
Future Reserve Target Support	1,310,195	507,338	-	-	-	-

[1] Per Fund Balance Reserve Policy, this is calculated as Total Expenditures - Debt Service - Capital Outlay - One-Time costs.

FIVE YEAR FORECASTS

**FIVE YEAR GENERAL FUND FORECAST -
BASELINE ASSUMPTIONS**

Revenue Category	FY 20	FY 21	FY 22	FY 23	FY 24	Assumptions
Property Taxes	5%	6%	6%	6%	6%	
Property Transfer Taxes	2%	2%	2%	2%	2%	
City Share of Property Tax	40%	50%	60%	70%	80%	Based on Revenue Neutrality Agreement
Sales Tax [1]	1.1%	2.8%	2.5%	2.4%	2.4%	
Utility Users Tax	1%	1%	1%	1%	1%	Based on market trends
Transient Occupancy Tax [2]	8%	13%	2%	2%	2%	Driven by trends in lodging occupancy
Cable and Gas Franchise Fee	-2%	-1%	-1%	-1%	-1%	
Recycling & Waste Franchise Fees	0%	0%	0%	0%	0%	
Mello Roos - Police Services	1%	10%	2%	2%	2%	Mainly from CFD Police Services
Governance/Public Protection	9%	2%	1%	1%	1%	Driven by individual department services
All other Revenue Categories	2.5%	2.5%	2.5%	2.5%	2.5%	

[1] Sales Tax assumptions and forecasts are provided by the City's Sales Tax consultant(s)

[2] The significant increase in Transient Occupancy Tax in FY 20 and FY 21 is due to anticipation of new Marriott Town & Suites hotel opening in mid-FY 20

Expenditure Categories	FY 20	FY 21	FY 22	FY 23	FY 24	
Salaries & Salary Based Benefits [1]	10.0%	5.1%	4%	4%	4%	FY20 & FY21 is determined by Position Budgeting Models
PERS Rates Increases	6%	6%	0%	0%	0%	Based on PERS Actuarial Study and weighted average of employee tiers
PERS Payroll Deductions	30%	6%	4%	4%	4%	FY20 & FY21 are determined by Position Budgeting models
PERS Unfunded Accrued Liabilities	30%	18%	17%	13%	8%	Based on PERS Actuarial Study as of June 30, 2017
Health Care Premium Increases [2]	6.5%	6.5%	6.5%	6.5%	6.5%	
Operations	19.3%	-2.1%	1.8%	1.8%	1.8%	
New Sworn Police Staff per Year [3]	4	3	2	2	2	

[1] FY 20 proposes 7 new positions in the General Fund with recruitments phased in over the Fiscal Year.

[2] Based on the Price Waterhouse Cooper Medical Cost Trend released in January 2017.

[3] FY 20 is based on costs for the actual positions requested. FY 21 thru FY 24 is based on the cost of a mid-career officer.

FIVE YEAR FORECASTS

Additional Revenue and Expenditure Assumptions:

- In April 2017, the City adopted an agreement with The Ridge EG East, LP, for a Costco development project that opened in Fall of FY 2018-19. The Sales Tax impact of the new Costco is incorporated and shown in the forecast starting in FY 2018-19. The future Sales Tax generation for Costco has been included in the forecast.
- In March 2016, a 96-unit hotel complex was approved for a Marriott Town & Suites. The hotel is currently under construction and is expected to open by mid-FY 2019-20. Projected revenues from the new hotel are incorporated in the Transient Occupancy Tax line in the forecast.
- Includes allowances for prepayment of PERS unfunded liabilities from FY 19 through FY 24.
- Recent changes at CalPERS will cause PERS payments to increase. Continued accelerated contributions to these unfunded liabilities will mitigate some of the increase.
- Animal Shelter operating costs are included in the operations line. The FY 20 operations budget incorporates the start-up operational costs of the Shelter and cost for the Shelter's first full year of regular operations. The inclusion of the start-up costs results in the FY 20 operations budget being larger than FY 21.
- There are two Debt Service lines in the forecast, one is for the transfer out to the Animal Shelter Debt Service Fund and the other is the transfer out to the Laguna Palms Campus Debt Service Fund.
- The Franchise Fee Special Project Funding line is the General Fund contribution to the Capital Reserve Fund and is being funded from Recycling & Waste Franchise Fee revenue.
- The Capital Outlay line is primarily budgeting for Police Information Technology equipment and software upgrades.
- Incorporates the procedures from the amended reserve policy adopted by Council on April 24th, 2019. Per section 2.0.5 of the Reserve Policy, "maintaining the target level funding for the projected fund balance amounts in the next Fiscal Year will be considered before a transfer of reserves is initiated." The "Future Reserve Target Support" line at the bottom of the forecast adheres to this procedure in the policy.

Risks and Opportunities

This section is intended to provide context to the forecast. If realized, the circumstances discussed in this section would have significant positive or negative net impacts to the General Fund. Those that would negatively impact the General Fund are Risks. Those that would have a positive impact are Opportunities. Both the timing and scale of impact for each of these scenarios are uncertain. As such, they are left out of the baseline. As circumstances surrounding each unfold, they can be added into the baseline forecast.

FIVE YEAR FORECASTS

Risks

CalPERS Discount Rate and Other Assumption Changes

In February 2017, CalPERS (California Public Employees Retirement System) elected to reduce the discount rate from 7.5% to 7.0%. The discount rate is the assumed earning rate on all contributions to the CalPERS system. By lowering the rate, the Unfunded Accrued Liability (UAL) of all agencies, including Elk Grove, has increased. In addition, the normal cost (the cost of today's employee for future unearned benefits) will also increase. The City cannot take action that would impact the normal cost as that is set by CalPERS. However, the City can continue its past practice of aggressively addressing the unfunded liabilities it does have. The forecast calls for additional budgeted expenditures to go towards paying down the UAL, in addition to PERS required contributions towards the UAL for all fiscal years in the forecast.

The implementation of the discount rate change takes place over a seven-year period beginning with Fiscal Year 2017-18. The City's continued additional funding of the UAL should help to constrain or mitigate increases to the UAL because of the seven-year phase in.

CalPERS has indicated the reduction to the discount rate is not its last action that may impact contribution requirements from local agencies. CalPERS may elect to further reduce the discount rate in the future, and/or modify certain demographic assumptions (such as life expectancy) that could possibly increase costs. Any further changes at CalPERS would require a refresh of the forecast.

Recession

The City, State and Nation have experienced ten years of consecutive economic growth. The recovery has exceeded the average length of economic expansions in the post-World War II era. This recovery differs in the extremity of the preceding downturn and in its slower pace. The slower pace combined with indicators showing there is still capacity for growth sets the basis for the baseline forecast assuming continued growth.

The forecast implies minor to modest economic growth and does not account for a formal recession. In a recession pattern, economic activity declines, which could lead to negative revenue growth for the City. Particularly, consumer-based revenues such as Sales Tax, Utility Users Tax and Transient Occupancy Tax would certainly be impacted significantly due to lack of consumer spending. The City relies heavily on Sales Tax revenues (its largest individual revenue source) of which approximately 30% typically comes from auto sales. If economic activity declines, auto sales and other sales tax generating activities are likely to decline. Recessions often result in a declining real estate market which could significantly impact Property Transfer Tax revenue. Essentially, less home sales mean less Transfer Tax. Due to the passing of Proposition 8, declining home values combined with a slowdown in new home construction would result in negative impacts to Property Taxes, the City's second largest revenue source. If all the above were to hold true during a recession, the General Fund forecast would look very different, incurring annual contributions from fund balance rather than to fund balance, resulting in declining reserves.

FIVE YEAR FORECASTS

Opportunities

Reserve Policy

The Fund Balance Reserve Policy specifies annual reserve levels that provide the City with flexibility to adapt to local, regional and state-wide economic changes and to stabilize the delivery of City services during periods of economic recession or disaster response. The previous General Fund Reserve level was targeted between 15% and 20% (adopted in FY 2008-09) of the adjusted appropriations for any given budget year. On April 24th, 2019, Council adopted General Fund Economic Uncertainty Reserve target increases to between 20% and 25% of the adjusted appropriations. Increasing fund balance reserve levels will assist the City with navigating future economic uncertainty and cash flow needs; while also providing an immediate resource for emergencies and potential strategic opportunities. Council also adopted on April 24th an additional reserve fund called the Opportunity Reserve. This reserve will add future budget flexibility as it will be available for providing funding for projects, acquisitions, or unforeseen events or need. In addition, the Opportunity Reserve may be utilized for unanticipated projects, acquisitions, or other needs identified during a fiscal year. The proposed Opportunity Reserve level is targeted between 0% and 5%. Allocation of reserves beyond the combined Reserve for Economic Uncertainty and Opportunity Reserve level of 30% of adjusted appropriations shall be reallocated to two purposes: 50% to Capital Reserves and 50% to Economic Development, if reserve balances in the next budget year are adequately meeting target ranges.

Casino

In February 2018, a Federal judge upheld the Federal Bureau of Indian Affairs' acceptance of 36 acres of land for the benefit of the Wilton Rancheria Indian Tribe (Tribe) for the development of a proposed casino resort project in the City of Elk Grove. The land is located just north of the previously approved and since demolished outlet mall site. The casino will contain significant lifestyle amenities, including restaurants and entertainment venues. All State and Federal approvals for the project have been granted but remain subject to challenge in pending litigation. Start of construction and completion dates are unknown at this time.

In order to mitigate the potential impacts of the Project, the City and the Tribe have executed a Memorandum of Understanding, approved by the City Council in September 2016, that provides funding to the City of Elk Grove, Elk Grove Unified School District, and local non-profit organizations to pay for services such as law enforcement and traffic impacts and compensate for loss of tax revenue. The total cumulative payment from the Tribe to the community over 20 years is approximately \$132 million. Due to the uncertain timing of the project, no revenue from the project is assumed in the forecast.

Favorable Revenue Neutrality Schedule

In Fiscal Year 2019-20, the City is to receive 40% (rather than 25% annually from FY 2014-15 through FY 2017-18 and 30% in FY 2018-19) of its property tax share per the Revenue Neutrality agreement between the City and Sacramento County approved by the Local Agency Formation Commission (LAFCO) at the time of incorporation. The remaining 60% of property tax revenue is transferred to the County. Beginning in Fiscal Year 2019-20, and in each subsequent year through Fiscal Year 2025-26, the City will receive an additional 10% of the City's share. In Fiscal Year 2025-26 and beyond, the City will receive 100% of its share of property tax revenue. The above portions of the City share of property tax per the revenue neutrality agreement are incorporated in the above forecast.

Economic Development and Capital Reserve Five Year Forecasts

Per the recently amended Reserve Policy, when the City successfully retains a Reserve for Economic Uncertainty amount beyond 25% and an Opportunity Reserve beyond 5% of Adjusted Appropriations for a given Budget Year, the close out of the Fiscal Year will include the reallocation (transfer-out) of reserves over the 30% for two purposes: 50% to Capital Reserves and 50% to Economic Development Programs. Maintaining the target level funding for the projected fund balance amounts in the next Fiscal Year will be considered before a transfer of reserves is initiated. Below are five-year forecasts displaying the activity in these two funds that will utilize the excess reserves.

FIVE YEAR FORECASTS

ECONOMIC DEVELOPMENT BUSINESS INCENTIVE FIVE YEAR FORECAST

Beginning Available Fund Balance:	\$ 1,057,685	\$ 1,749,195	\$ 1,910,544	\$ 2,038,312	\$ 2,241,312	\$ 2,668,318
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
General Fund Contribution Economic Development Funding	1,035,265	741,000	717,419	802,519	1,036,488	1,123,088
Other Revenues	11,349	11,349	11,349	11,349	11,349	11,349
Total Revenue	\$ 1,046,614	\$ 752,349	\$ 728,768	\$ 813,868	\$ 1,047,837	\$ 1,134,437
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Sales Tax Sharing Agreement	155,104	391,000	401,000	410,867	420,832	430,897
Large Business Incentive Program	200,000	200,000	200,000	200,000	200,000	200,000
Total Expenses	\$ 355,104	\$ 591,000	\$ 601,000	\$ 610,867	\$ 620,832	\$ 630,897
Fund Balance Contribution	\$ 691,510	\$ 161,349	\$ 127,768	\$ 203,001	\$ 427,005	\$ 503,540
Available Fund Balance	\$ 1,749,195	\$ 1,910,544	\$ 2,038,312	\$ 2,241,312	\$ 2,668,318	\$ 3,171,858

GENERAL CAPITAL RESERVE FIVE YEAR FORECAST

Beginning Available Fund Balance:	\$ 8,924,371	\$ 6,898,375	\$ 1,122,323	\$ 2,295,357	\$ 3,752,464	\$ 4,581,761
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
General Fund Contribution Special Project Funding	3,147,265	1,350,000	1,316,419	1,391,652	1,615,656	1,692,191
Other Revenues	289,599	110,240	110,724	114,994	116,199	116,199
Total Revenue	\$ 3,436,864	\$ 1,460,240	\$ 1,427,143	\$ 1,506,646	\$ 1,731,855	\$ 1,808,390
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Capital Projects						
WCC002 - Civic Center - Aquatics Center Art Work	373,000	126,000	-	-	-	-
WCC010 - Civic Center - Senior/Community Center	1,111,395	812,049	-	-	-	-
WCE022 - Old Town Plaza Phase 2 and 3	68,840	1,056,960	-	-	-	-
WFC004 - Elk Grove Multi-Sport Park Complex	115,023	186,207	-	-	-	-
WFC017 - City Hall Office Remodel	196,605	94,119	-	-	-	-
WFC018 - City Facilities Door Security Replacement	26,400	344,600	-	-	-	-
WMI005 - SEPA Sewer Lift Station and Infrastructure	2,556,520	82,678	-	-	-	-
WTL016 - Laguna Creek Trail - Crossing at SR99	-	-	-	38,500	886,000	-
WTR012 - Old Town Streetscape Phase II	-	160,000	40,000	-	-	-
WTR049 - Railroad Property Improvements	171,459	3,890,541	-	-	-	-
Operations and Overhead Allocation	287,681	483,138	214,109	11,039	16,558	24,837
Land Acquisition	293,000	-	-	-	-	-
Minor Capital Projects	262,937	-	-	-	-	-
Total Expenses	\$ 5,462,860	\$ 7,236,292	\$ 254,109	\$ 49,539	\$ 902,558	\$ 24,837
Fund Balance Contribution	\$ (2,025,996)	\$ (5,776,052)	\$ 1,173,034	\$ 1,457,107	\$ 829,297	\$ 1,783,553
Available Fund Balance	\$ 6,898,375	\$ 1,122,323	\$ 2,295,357	\$ 3,752,464	\$ 4,581,761	\$ 6,365,314

FIVE YEAR FORECASTS

GAS TAX FIVE YEAR FORECAST						
Beginning Available Fund Balance	\$ 3,464,278	\$ 1,965,275	\$ 677,565	\$ 32,300	\$ 54,957	\$ 79,167
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Highway User Tax	3,592,963	4,566,069	4,502,082	4,636,095	4,774,127	4,916,301
Total Revenue	\$ 3,592,963	\$ 4,566,069	\$ 4,502,082	\$ 4,636,095	\$ 4,774,127	\$ 4,916,301
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salaries & Benefits	61,176	503,396	710,226	738,635	768,180	798,908
Operations & Maintenance	3,824,780	3,744,257	3,365,994	3,156,554	3,507,183	3,612,547
Capital Projects	734,915	904,282	515,000	-	-	-
Minor Capital Projects	210,000	282,000	100,000	253,000	-	-
Overhead Allocation	261,095	419,845	456,127	465,249	474,554	484,045
Total Other Expenses	\$ 5,091,966	\$ 5,853,780	\$ 5,147,347	\$ 4,613,438	\$ 4,749,918	\$ 4,895,500
Fund Balance Contribution	\$ (1,499,003)	\$ (1,287,711)	\$ (645,264)	\$ 22,656	\$ 24,210	\$ 20,801
Fund Balance	\$ 1,965,275	\$ 677,565	\$ 32,300	\$ 54,957	\$ 79,167	\$ 99,968

Forecast Comments**Revenues**

The State of California imposes per-gallon excise taxes on gasoline and diesel fuel, sales taxes on gasoline and diesel fuel and registration taxes on motor vehicles with allocations dedicated to transportation purposes. These allocations flow through the Highway Users Tax Account (HUTA), the familiar gasoline tax revenues that have been in place for decades, and the Road Maintenance and Rehabilitation Account (RMRA) which allocates much of the revenue from the Road Repair and Accountability Act of 2017 (SB1 Beall) (League of California Cities, 2018).

The Senate Bill 1 Road Repair and Accountability Act legislation that passed in April of 2017 included updates to HUTA rates as described below. This legislation will reset the price-based gasoline excise tax to its 2010 year original 17.3 cent per gallon rate on July 1, 2019. With regard to diesel fuel taxes, SB1 eliminated upon its enactment the price-based adjustment mechanism applied to the diesel fuel tax rate. The diesel fuel tax rate will remain at its current 16 cents per gallon until July 1, 2020. On July 1, 2020, and every July 1 thereafter, the gasoline and diesel fuel excise tax rates including the 18 cent per gallon gasoline base rate, the 17.3 cent per gallon gasoline rate, the diesel fuel excise tax rate and vehicle registration taxes will be increased by the change in the California Consumer Price Index. All the above factors are assumed and incorporated in the above forecast.

Compared to the version of this forecast in the FY 2018-19 budget publication the revenue projections above align more closely with the economic assumptions in the General Fund forecast, resulting in a more conservative outlook.

Expenditures

The above forecast factors in Capital Outlay Project costs from the Capital Improvement Program and continued Operations and Maintenance spending on curbs, gutters, sidewalks, pavement, markings, pot-holes, and preventative maintenance.

At the February 27th, 2019 City Council meeting, direction was given to move forward with adding new positions to the Public Works Operations & Maintenance division which are partially funded by the Gas Tax fund. Core staffing and direct contracting will reduce the financial impact to this fund in professional services costs and increase salary and benefits for FY 2019-20 and beyond.

FIVE YEAR FORECASTS

SENATE BILL 1 - STREETS AND ROADS FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 748,988	\$ 2,558,629	\$ 41,756	\$ 163,847	\$ 214,340	\$ 260,972
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Senate Bill 1 - Local Streets & Roads	2,741,941	2,848,801	2,934,265	3,022,293	3,112,962	3,206,351
Total Revenue	\$ 2,741,941	\$ 2,848,801	\$ 2,934,265	\$ 3,022,293	\$ 3,112,962	\$ 3,206,351
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Capital Projects	932,300	5,364,500	2,811,000	2,895,000	2,982,000	3,056,000
Overhead Allocation	-	1,174	1,174	76,800	84,330	86,850
Total Other Expenses	\$ 932,300	\$ 5,365,673	\$ 2,812,174	\$ 2,971,800	\$ 3,066,330	\$ 3,142,850
Fund Balance Contribution	\$ 1,809,641	\$ (2,516,872)	\$ 122,091	\$ 50,493	\$ 46,632	\$ 63,501
Fund Balance	\$ 2,558,629	\$ 41,756	\$ 163,847	\$ 214,340	\$ 260,972	\$ 324,473

Forecast Comments

On April 28, 2017, the Governor signed Senate Bill 1 (SB1) (Beall, Chapter 5, Statutes of 2017), which is known as the Road Repair and Accountability Act of 2017. The purpose and intention of the act is to address basic road maintenance, rehabilitation and critical safety needs on both the state highway and local streets and road systems, as well as provide transit assistance. The above forecast illustrates the City's projected revenue and expenditures related to the Local Streets and Roads funding of the Road Maintenance and Rehabilitation Account (RMRA) package.

FIVE YEAR FORECASTS

MEASURE A MAINTENANCE FIVE YEAR FORECAST						
Beginning Available Fund Balance	\$ 3,387,808	\$ 3,463,864	\$ 1,566,937	\$ 27,488	\$ 50,711	\$ 116,402
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Revenue	4,322,309	4,399,698	4,528,967	4,650,965	4,784,142	4,927,666
Total Revenue	\$ 4,322,309	\$ 4,399,698	\$ 4,528,967	\$ 4,650,965	\$ 4,784,142	\$ 4,927,666
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salaries & Benefits	75,251	107,815	153,960	160,118	166,523	173,184
Operations & Maintenance	2,991,620	3,278,500	3,233,000	3,202,500	3,550,000	3,830,000
Capital Projects	1,007,852	2,603,492	2,348,000	925,000	800,000	800,000
Overhead Allocation	171,529	306,818	333,455	340,124	201,928	79,550
Total Other Expenses	\$ 4,246,252	\$ 6,296,625	\$ 6,068,415	\$ 4,627,743	\$ 4,718,451	\$ 4,882,734
Fund Balance Contribution	\$ 76,056	\$ (1,896,927)	\$ (1,539,448)	\$ 23,222	\$ 65,691	\$ 44,932
Fund Balance	\$ 3,463,864	\$ 1,566,937	\$ 27,488	\$ 50,711	\$ 116,402	\$ 161,334

Forecast Comments

The Measure A Maintenance fund is eligible for a variety of capital project and operations & maintenance spending. Operations and maintenance costs include, but are not limited to, pavement patch & repairs, emergency & hazmat response, lighting & landscape utilities, graffiti abatement, and landscape maintenance.

Compared to the version of this forecast in the FY 2018-19 budget publication, the revenue projections above align more closely with the economic assumptions in the General Fund forecast; resulting in a more conservative outlook. To reduce the funding gap for pavement maintenance and other programmed maintenance plans the City is transitioning to a core staff model and contracting directly for maintenance services beginning FY 2019-20. Direct contracting will reduce the financial impact to multiple funds used for professional services, and in turn increase operations and maintenance spending within the Measure A Maintenance fund.

FIVE YEAR FORECASTS

MEASURE A-SAFETY, STREETSCAPE, BIKE, AND PED FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 1,268,487	\$ 867,860	\$ 138,021	\$ 245,699	\$ 282,083	\$ 181,427
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Revenue	606,146	621,930	643,475	663,808	686,004	706,585
Total Revenue	\$ 606,146	\$ 621,930	\$ 643,475	\$ 663,808	\$ 686,004	\$ 706,585
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Administrative Operations	890	890	890	915	941	967
Capital Projects	766,628	1,241,266	357,200	583,900	775,000	150,000
Minor Capital Projects	165,000	70,000	138,000	-	-	-
Overhead Allocation	74,255	39,613	39,707	42,610	10,720	8,390
Total Other Expenses	\$ 1,006,773	\$ 1,351,769	\$ 535,797	\$ 627,425	\$ 786,661	\$ 159,357
Fund Balance Contribution	\$ (400,627)	\$ (729,838)	\$ 107,678	\$ 36,383	\$ (100,656)	\$ 547,228
Fund Balance	\$ 867,860	\$ 138,021	\$ 245,699	\$ 282,083	\$ 181,427	\$ 728,654

This forecast projects continued revenue growth in the Measure A Safety, Streetscape, Bike, and Pedestrian fund at 3% annually. Various trail projects are funded over the 5-year period such as Laguna Creek Trail and Bruceville Road Improvements, Laguna Creek Open Space Preserve Trail, pedestrian crossings, annual trail pavement, Whitehouse Creek Trail, city-wide bike lanes and Elk Grove Creek Trail.

MEASURE A TRAFFIC CONTROL AND SAFETY FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 1,227,330	\$ 767,816	\$ 295,444	\$ 219,513	\$ 66,287	\$ 4,437
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Revenue	431,514	439,970	452,897	465,097	478,414	492,767
ITS Phase IV Grant reimbursement	144,136	-	-	-	-	-
Total Revenue	\$ 575,650	\$ 439,970	\$ 452,897	\$ 465,097	\$ 478,414	\$ 492,767
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Administrative Operations	98,170	202,200	252,200	100,763	106,551	121,550
Capital Projects	849,117	598,520	-	389,900	-	-
Minor Capital Projects	60,000	60,000	225,000	75,000	380,000	75,000
Overhead Allocation	27,877	51,622	51,627	52,660	53,713	54,787
Total Other Expenses	\$ 1,035,164	\$ 912,342	\$ 528,827	\$ 618,323	\$ 540,264	\$ 251,337
Fund Balance Contribution	\$ (459,514)	\$ (472,373)	\$ (75,931)	\$ (153,226)	\$ (61,850)	\$ 241,429
Fund Balance	\$ 767,816	\$ 295,444	\$ 219,513	\$ 66,287	\$ 4,437	\$ 245,866

This forecast projects continued revenue growth in the Measure A Traffic Control and Safety fund at 3% annually beginning in FY 2020-21. Various transportation projects are funded for pedestrian crossing upgrades, guardrail replacements and annual speed control.

FIVE YEAR FORECASTS

DRAINAGE FIVE YEAR FORECAST						
Beginning Available Fund Balance	\$ 20,809,521	\$ 16,830,166	\$ 7,853,394	\$ 235,632	\$ 361,459	\$ 48,986
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Program Fees	7,046,144	7,195,518	7,379,378	7,600,759	7,828,782	8,063,646
IT Phase IV (WTC001) Interfund Loan Interest	23,120	23,120	-	-	-	-
IT Phase IV (WTC001) Interfund Loan Principle ^[See Note Below]	-	2,300,000	-	-	-	-
Total Revenue	\$ 7,069,264	\$ 9,518,638	\$ 7,379,378	\$ 7,600,759	\$ 7,828,782	\$ 8,063,646
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salary & Benefits	246,171	692,049	912,472	948,971	986,930	1,026,407
Operations, Maintenance and Admin Expenses	4,911,828	4,739,762	4,685,920	4,817,126	4,952,005	5,090,661
Capital Projects	4,384,987	12,279,295	8,843,200	1,122,000	1,318,000	1,200,000
Minor Capital Projects	781,798	250,000	-	-	-	-
Overhead Allocation	723,836	534,304	555,548	586,835	884,320	112,200
Total Other Expenses	\$ 11,048,619	\$ 18,495,410	\$ 14,997,140	\$ 7,474,932	\$ 8,141,255	\$ 7,429,268
Fund Balance Contribution	\$ (3,979,355)	\$ (8,976,772)	\$ (7,617,762)	\$ 125,827	\$ (312,473)	\$ 634,377
Fund Balance	\$ 16,830,166	\$ 7,853,394	\$ 235,632	\$ 361,459	\$ 48,986	\$ 683,363

Forecast Comments

The Drainage fund has historically retained a healthy fund balance. However, over the past several fiscal years, Public Works has completed various capital projects, acquired land, equipment and other infrastructure which has gradually decreased fund balance.

In effort to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans, the City is transitioning to a core staff model and contracting directly for maintenance services beginning FY 2019-20. The core staff model and direct contracting will reduce the financial impact to multiple funds used for professional services, and in turn increase salaries and benefits, and operations and maintenance spending within the Drainage fund.

Key capital projects included in the five-year plan are Laguna Creek & Whitehouse Creek Corridor, Old Town Streetscape, Southeast Policy Area (SEPA) Drainage Right-of-Way Acquisition, Bond Road Storm Drain Improvements and Annual Storm Drain repairs and upgrades.

FIVE YEAR FORECASTS

RECYCLING & WASTE FUNDS FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 14,828,724	\$13,264,777	\$ 13,130,446	\$ 12,519,837	\$ 12,261,878	\$ 12,021,578
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Commercial Franchise Fee	557,800	549,500	541,300	557,539	574,265	591,493
Admin Fees	2,482,463	3,283,393	3,320,325	3,419,935	3,522,533	3,628,209
Utility Billing/Walk-In Payments	104,505	40,055	40,000	41,200	42,436	43,709
Building Permit Fees	12,000	12,700	12,900	13,287	13,686	14,096
Build America Bonds Rebate	85,184	85,184	85,184	87,740	90,372	93,083
Other Revenues	88,187	44,289	45,279	46,637	48,036	49,478
Total Revenue	\$ 3,330,139	\$ 4,015,121	\$ 4,044,988	\$ 4,166,338	\$ 4,291,328	\$ 4,420,068
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salaries and Benefits	598,664	727,444	742,928	763,385	784,660	806,786
Operations	1,326,086	1,435,670	1,913,140	1,648,610	1,727,719	1,804,398
Capital Outlay	1,238,093					
Debt Service	777,460	1,019,462	1,010,744	1,003,741	990,517	981,477
Internal Services & Overhead	953,784	966,875	988,785	1,008,561	1,028,732	1,049,307
Total Other Expenses	\$ 4,894,086	\$ 4,149,451	\$ 4,655,597	\$ 4,424,297	\$ 4,531,628	\$ 4,641,968
Fund Balance Contribution	\$ (1,563,947)	\$ (134,331)	\$ (610,609)	\$ (257,959)	\$ (240,300)	\$ (221,900)
Fund Balance	\$ 13,264,777	\$ 13,130,446	\$ 12,519,837	\$ 12,261,878	\$ 12,021,578	\$ 11,799,677

Forecast Comments

The 5-year forecast for Recycling & Waste incorporates several changes that took place due to a new franchise agreement effective July 1, 2017. The most significant changes include the transition of Utility Billing to Republic Services which was also reflected in last year's projections as well as a transition of the Residential Franchise Fee revenue to the General Fund.

The Solid Waste and Recycling Program Needs Assessment and Long-Range Strategic Plan was presented to Council in May of 2018. This study outlined the City's projected solid waste needs for the next 20 years. A key determinant of the study, and therefore of the 5-year projections for the Recycling & Waste Division, is the passage of Senate Bill 1383, which will require mandatory organics recycling statewide starting in 2022. Compliance with this bill will require the City to implement several new programs within the next 3-5 years including curbside organics collection, edible food recovery programs, inspection and enforcement programs and extensive public education and outreach programs to go along with each new program. The costs of each program were estimated in the Strategic Plan and have been included in the 5-year budget projections. To assist with the implementation, a new Recycling and Waste Coordinator II position is being added in FY 20. Much of the one-time costs associated with implementing the new program conclude in FY 21, resulting in lower operations costs starting in FY 22.

There is a significant fund balance available in the Solid Waste Fund that will be used for two primary purposes: (1) SB 1383 implementation costs including establishing programs, education campaigns, initial supplies, the state-mandated outreach, purchasing the new labels and carts that will be required, etc.; and (2) as a reserve against the ongoing future cost increases associated with SB 1383 implementation so that the City can delay increasing its Solid Waste Administrative Fee as long as necessary. There is an anticipated significant increase in the operations portion of solid waste rates (the portion that goes to the City's franchised hauler), so the ability to reduce or delay an increase to the administrative portion of the fee will create less impact on residents.

As implementation of SB 1383 moves forward, there may be additional need for funding as the State will require each jurisdiction to guarantee it has enough organics processing capacity. Funding may be needed for organics capacity planning or to prepare an Improvement Plan if the City is not meeting the capacity requirements.

FIVE YEAR FORECASTS

TRANSIT OPERATIONS FUND FIVE YEAR FORECAST

Beginning Deficit Balance	\$ (5,298,842)	\$ (4,463,538)	\$ (3,628,234)	\$ (2,792,930)	\$ (1,957,626)	\$ (1,122,322)
	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Fixed Route Fares	1,061,205	1,110,843	1,128,627	1,128,627	1,128,627	1,128,627
Demand Route Fares	66,170	68,100	69,550	70,246	70,948	71,657
General Fund Deficit Forgiveness Contribution	835,304	835,304	835,304	835,304	835,304	835,304
Federal	1,408,791	1,435,207	1,437,107	1,451,478	1,465,993	1,480,653
Transportation Development Act. (Local Transportation Funds and State Transit Assistance Funds)	8,240,830	7,558,562	9,214,535	8,806,680	8,894,747	8,679,694
Other Misc	26,877	-	-	-	-	-
Total Revenue	\$ 11,639,177	\$ 11,008,016	\$ 12,685,123	\$ 12,292,335	\$ 12,395,619	\$ 12,195,936
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Salaries and Benefits	553,904	688,705	705,435	733,652	762,998	793,518
Other Operating and Admin Expenses	1,478,756	1,182,433	1,096,047	1,126,736	1,158,285	1,190,717
Purchased Transportation	6,712,099	6,872,991	7,079,177	7,433,136	7,804,793	8,195,032
Fuel	850,000	850,000	850,000	875,500	901,765	928,818
Maintenance	156,000	197,000	197,170	199,142	201,133	203,144
Total Other Expenses	\$ 9,750,759	\$ 9,791,129	\$ 9,927,829	\$ 10,368,166	\$ 10,828,974	\$ 11,311,230
Fund Balance Contribution	\$ 1,053,114	\$ 381,583	\$ 1,921,990	\$ 1,088,864	\$ 731,340	\$ 49,401
Available Fund Balance	\$ 1,053,114	\$ 1,434,697	\$ 3,356,687	\$ 4,445,551	\$ 5,176,891	\$ 5,226,293
General Fund Deficit Forgiveness Contribution	\$ 835,304	\$ 835,304	\$ 835,304	\$ 835,304	\$ 835,304	\$ 835,304
Deficit Balance	\$ (4,463,538)	\$ (3,628,234)	\$ (2,792,930)	\$ (1,957,626)	\$ (1,122,322)	\$ (287,018)

Forecast Comments

The Transit operations budget has remained stable and more balanced over the last several years slowly reducing the overall negative fund balance in the Transit Operations fund. The negative fund balance is expected to turn positive in FY 25 and will no longer rely on the General Fund Deficit Forgiveness contribution. Much of the success in creating and maintaining a balanced Transit operation can be attributed to the Comprehensive Operations Analysis (COA) adopted by Council in April of 2017, the anticipation of receiving increased revenues through Senate Bill 1 (SB 1), and to sound fiscal management by the Transit staff. Transportation Development Act (TDA) funds, which are Local Transportation Funds (LTF) and State Transit Assistance Funds (STA), are recognized as revenue in the fiscal year that Sacramento Area Council of Governments (SACOG) apportions them to each agency. TDA guidelines require that these funds be spent on current or future year expenses and so any unspent TDA revenues are rolled into restricted cash and restricted fund balance to be spent in the next budget cycle. Hence, these revenues cannot be used to reduce the Deficit balance, leaving only the General Fund Deficit Forgiveness contribution to reduce the deficit over time.

FIVE YEAR FORECASTS

TRANSIT CAPITAL FUND FIVE YEAR FORECAST						
Revenues	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Federal ¹	384,000	3,084,720	-	3,424,000	-	1,216,000
Transportation Development Act (State Transit Assistance Funds) ²	768,353	1,440,000	-	356,000	-	-
Senate Bill 1 (SB 1) State of Good Repair ³	97,248	-	-	500,000	-	304,000
Accumulated LCTOP Revenues for Capital						
Total Revenue	\$ 1,249,601	\$ 4,524,720	\$ -	\$ 4,280,000	\$ -	\$ 1,520,000
Expense Category	FY 19 YE Est.	FY 20	FY 21	FY 22	FY 23	FY 24
Capital Bus Purchases	974,321	4,800,000	-	4,280,000	-	1,520,000
Capital Facilities Improvements						
Total Other Expenses	\$ 974,321	\$ 4,800,000	\$ -	\$ 4,280,000	\$ -	\$ 1,520,000
Fund Balance Contribution	\$ 275,280	\$ (275,280)	\$ -	\$ -	\$ -	\$ -
Available Fund Balance	\$ 275,280	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

[1] Federal funding used for capital bus purchases

[2] Transportation Development Act State Transit Assistance funding is based on the Sacramento Area Council of Governments (SACOG) apportionment forecasting, and Transit's 10-year capital and operations plan

[3] Based on actual receipt of SB 1 revenues in FYs 2018 and 2019, estimated allocation of SB 1 revenues for capital in FYs 2020-22

Forecast Comments

The Transit Capital Fund is primarily funded via Federal and State Grants in which revenues must equal expenditures, therefore, it does not incur any deficit, surplus, or any remaining fund balance in the long run.

There are not anticipated grant funding for Bus purchases in FY 21 at this time.

FINANCIAL SUMMARIES

Expenditures Summary

	Fund No.	Estimated Fund Balance 7/1/2019	Estimated Revenues 6/30/2020	Estimated Expenses 6/30/2020	Estimated Fund Balance 6/30/2020
General Fund					
Undesignated	101	23,080,402	77,507,526	77,856,814	22,731,114
Total General Fund		\$ 23,080,402	\$ 77,507,526	\$ 77,856,814	\$ 22,731,114
Economic Development Fund					
Operations	105	1,749,195	752,349	591,000	1,910,544
Total Economic Development Fund		\$ 1,749,195	\$ 752,349	\$ 591,000	\$ 1,910,544
Capital Reserve Fund					
Operations	106	6,898,376	1,460,240	7,236,292	1,122,324
Total Facilities Reserve Fund		\$ 6,898,376	\$ 1,460,240	\$ 7,236,292	\$ 1,122,324
Small Business Econ Incentive Fund					
Operations	108	190,000	100,000	250,000	40,000
Total SBEIF Fund		\$ 190,000	\$ 100,000	\$ 250,000	\$ 40,000
Development Services Fund					
Operations	295	(73,321)	10,184,419	9,755,327	355,771
Total Development Services Fund		\$ (73,321)	\$ 10,184,419	\$ 9,755,327	\$ 355,771
Public Works Fund					
Operations	296	1,020,476	4,862,399	5,233,309	649,566
Total Public Works Fund		\$ 1,020,476	\$ 4,862,399	\$ 5,233,309	\$ 649,566
Special Revenue Funds					
Recycling Grant	201	69,731	1,001	70,732	-
Used Oil Recycling Grant	202	14,870	438	15,308	-
Board of State Corrections - Local Police Grant	210	182,603	-	93,062	89,541
Police Off-Duty	213	33,163	-	-	33,163
State Asset Seizure	215	883,986	-	877,540	6,446
Federal Capital Grants	216	(47,081)	378,990	305,963	25,946
Local Police Grants	217	5,723	135,000	135,000	5,723
Supplemental Law Enforcement Grant	218	234,885	295,000	522,089	7,796
Gas Tax Fund	221	1,965,275	4,566,069	5,853,780	677,564
Senate Bill 1 Streets & Roads	227	2,558,629	2,848,801	5,365,674	41,756
Senate Bill 1 Local Partnership	228	-	254,000	254,000	-
Affordable Housing	231	12,751,439	3,433,650	7,159,291	9,025,798
Agricultural Preservation	233	1,974,880	17,829	1,901,000	91,709
Swainson Hawk Mitigation Fee	234	2,483,797	321,302	594,073	2,211,026
Tree Mitigation	235	766,494	150,376	261,500	655,370
Street Trench Cut	238	442,241	97,270	111,867	427,644
Community Development Block Grant	241	521,341	2,150,000	1,814,782	856,559
State Homeless Appropriation	242	4,115,062	43,931	2,198,574	1,960,419
Community Facilities District 2003-1 Police Services	251	376,570	899,371	871,542	404,399
CFD 2003-2 Police Services	252	1,239,319	2,915,188	2,555,276	1,599,231
CFD 2006-1 Maintenance Services	255	343,071	1,305,336	1,422,973	225,434
CFD 2005-1 Maintenance Services	256	10,610,187	3,471,381	3,150,632	10,930,936
Street Maintenance D1 Zone 1	261	4,736,090	1,460,869	1,029,730	5,167,229
Street Maintenance D1 Zone 2	262	101,285	48,951	36,963	113,273
Street Maintenance D1 Zone 3	263	160,855	296,675	317,844	139,686
Street Maintenance D1 Zone 4	264	27,953	30,211	20,541	37,623
Street Maintenance D1 Zone 5	265	1,622,436	723,305	931,317	1,414,424
Street Light Maintenance Zone 1	267	31,121	830,344	815,902	45,563
Street Light Maintenance Zone 2	268	178,692	270,924	285,982	163,634
Federal Asset Forfeiture	275	711,288	-	704,563	6,725
Library Ownership	280	969,637	128,108	149,738	948,007
Neighborhood Stabilization	285	413,899	58,683	415,580	57,002
Measure A Maintenance	294	3,463,864	4,399,698	6,296,625	1,566,937
Total Special Revenue Funds		\$ 53,943,305	\$ 31,532,701	\$ 46,539,443	\$ 38,936,563

FINANCIAL SUMMARIES

	Fund No.	Estimated Fund Balance 7/1/2019	Estimated Revenues 6/30/2020	Estimated Expenses 6/30/2020	Estimated Fund Balance 6/30/2020
Capital Project Funds					
Federal Capital Grants	301	4,497,383	6,930,910	11,428,293	-
State Capital Grants	302	328,552	3,939,327	4,267,879	-
Local Transportation Fund - Bike and Ped	305	572,088	158,942	635,134	95,896
Capital Facilities Fee - City Admin Facilities	311	1,309,250	198,378	8,563	1,499,065
CFF - Police	312	3,125,016	826,694	196,687	3,755,023
CFF - Corp Yard	313	166,582	566,962	271,058	462,486
CFF - Library	315	4,205,399	1,215,154	4,955	5,415,598
CFF - Transit Facilities	317	3,082,357	602,719	484,407	3,200,669
CFF - Admin	319	274,864	144,770	277,366	142,268
East Franklin Landscape Corridor Fee	324	6,559,338	360,460	1,132,618	5,787,180
East Franklin Fee - Admin	326	284,000	41,262	13,473	311,789
Elk Grove Roadway Fee	328	28,684,226	8,455,334	25,262,979	11,876,581
Impact Fee Administration	329	347,846	63,021	27,953	382,914
Impact Fee Admin	330	200,000	-	-	200,000
LRSP Quimby in Lieu Fee	331	766,612	1,077,978	202,110	1,642,480
LRSP Supplemental Park Facilities	332	8,349,490	2,147,913	9,045,674	1,451,729
Laguna Ridge Parks	333	448,466	127,416	115,791	460,091
Laguna Ridge Specific Plan Drainage Fee [1]	334	-	5,609,562	1,100,000	4,509,562
Laguna West Service Area	335	429,611	65,091	163,453	331,249
Lakeside Service Area	336	80,707	732	966	80,473
External Agencies Fund	338	700,381	2,533,955	3,234,336	-
In-Lieu Roadway	339	2,406,263	100,000	1,740,929	765,334
CFD 2002-1 East Franklin	341	19,017,016	1,484,865	14,185,907	6,315,974
CFD 2003-1 Poppy Ridge	343	1,127,642	1,013,443	1,431,024	710,061
CFD 2005-1 Laguna Ridge	344	1,349,115	1,294,773	2,240,554	403,334
Animal Shelter Capital Improvement	346	4,825,785	226,124	5,046,955	4,954
Laguna Area CFD	347	708,443	6,391	-	714,834
Laguna West CFD	348	132,342	1,194	120	133,416
Lakeside CFD	349	276,097	-	275,903	194
Federal Capital Grants 2	351	(2,057,557)	2,221,846	164,289	-
State Capital Grant 2	352	7,000,000	-	7,000,000	-
Southeast Policy Area - Cost Recovery Fee [2]	353	-	711,605	50,000	661,605
Southeast Policy Area - Drainage Fee [3]	354	-	6,514,514	1,100,000	5,414,514
Southeast Policy Area - City Infrastructure Fee [4]	355	-	651,384	50,000	601,384
Southeast Policy Area - Park Fee [5]	356	-	1,122,762	550,000	572,762
Southeast Policy Area - Trail Fee [6]	357	-	1,013,194	550,000	463,194
Laguna Ridge Park Fee	360	5,313,962	944,730	6,177,110	81,582
Freeway Mitigation Fee	365	-	-	-	-
Measure A Safety, Streetscape, Bike, Ped	393	867,860	621,930	1,351,769	138,021
Measure A Traffic Control & Safety	394	767,816	439,970	912,342	295,444
Total Capital Project Funds		\$ 106,146,952	\$ 53,435,305	\$ 100,700,597	\$ 58,881,660

[1] Newly established fund, [2] Newly established fund, [3] Newly established fund, [4] Newly established fund, [5] Newly established fund
[6] Newly established fund

FINANCIAL SUMMARIES

	Fund No.	Estimated Fund Balance 7/1/2019	Estimated Revenues 6/30/2020	Estimated Expenses 6/30/2020	Estimated Fund Balance 6/30/2020
Debt Service Fund					
Financing Authority - Laguna Palms Campus	403	286,455	603,444	590,511	299,388
Financing Authority 2018 - Animal Shelter	406	246,263	1,321,771	1,546,181	21,853
Total Debt Service Fund		\$ 532,718	\$ 1,925,215	\$ 2,136,692	\$ 321,241
Enterprise Fund					
Solid Waste Residential	501	2,847,432	1,191,788	1,012,062	3,027,158
Commercial Haulers	502	2,747,720	586,609	572,997	2,761,332
Drainage Fee	503	16,830,165	9,518,638	18,495,410	7,853,393
Special Waste Collection Center	506	7,669,626	2,236,724	2,573,858	7,332,492
Transit Operations	511	1,053,114	10,172,712	9,791,129	1,434,697
Transit Deficit	511	(4,463,538)	835,304	-	(3,628,234)
Transit - Prop 1B	512	2,530	484	-	3,014
Transit Capital	514	275,280	4,524,720	4,800,000	-
Transit Low Carbon Program	515	2,020	342,936	-	344,956
Total Enterprise Fund		\$ 26,964,349	\$ 29,409,915	\$ 37,245,456	\$ 19,128,808
Internal Service Funds					
Risk Management	601	1,610,547	5,934,442	6,465,285	1,079,704
Facilities & Fleet	602	2,850,160	4,323,908	4,922,855	2,251,213
Information Technology & GIS	603	1,245,130	3,410,721	4,089,588	566,263
State Unemployment Insurance	604	201,793	50,000	50,000	201,793
Total Internal Service Fund		\$ 5,907,630	\$ 13,719,071	\$ 15,527,728	\$ 4,098,973
Agency Funds					
Laguna Springs Open Space Preserve	709	73,964	-	7,211	66,753
Employee Sunshine Fund	730	29,280	15,295	35,000	9,575
CFD 2005-1 Laguna Ridge	756	6,876,952	8,371,544	8,269,438	6,979,058
CFD 2002-1 E Franklin	757	4,036,920	4,305,021	5,004,650	3,337,291
CFD 2003-1 Poppy Ridge	758	\$1,797,617	\$3,952,652	\$4,263,150	\$1,487,119
Total Agency Fund		\$ 12,814,733	\$ 16,644,512	\$ 17,579,449	\$ 11,879,796
TOTAL		\$ 239,174,815	\$ 241,533,652	\$ 320,652,107	\$ 160,056,360
Less Transfers and Internal Service Costs			\$ 29,538,933	\$ 29,538,933	
GRAND TOTAL		\$ 239,174,815	\$ 211,994,719	\$ 291,113,174	\$ 160,056,360

FINANCIAL SUMMARIES

General Fund Activity

	FY 2018	FY 2019	FY 2019	FY 2020	Change From FY	FY 2021
	Actuals	Budget	Estimate	Budget	2019 to FY 2020	Projected
					Budget	
Revenues						
Property Taxes	\$ 25,079,950	\$ 26,220,577	\$ 26,444,825	\$ 27,859,518	\$ 1,638,941	\$ 29,441,479
Property Transfer Tax	728,082	1,167,693	997,895	1,018,000	(149,693)	1,038,000
Sales Tax	27,320,405	28,231,460	28,462,758	28,766,677	535,217	29,563,601
Utility Users Tax	6,049,794	6,152,560	6,179,920	6,242,000	89,440	6,304,000
Transient Occupancy Tax	2,061,088	2,196,447	2,245,613	2,415,968	219,521	2,718,938
Franchise Fees	2,741,786	2,675,000	2,463,457	2,435,501	(239,499)	2,429,086
Business Licenses & Misc.	223,033	93,200	93,200	100,000	6,800	103,000
Investment Income	111,610	152,250	135,000	135,953	(16,297)	141,150
Mello Roos - Police Services	3,177,980	3,316,438	3,316,438	3,340,000	23,562	3,660,000
Governance	2,463,282	3,391,853	3,630,859	3,940,319	548,466	4,020,539
Public Protection	1,355,177	1,205,072	1,135,725	1,126,340	(78,732)	1,103,172
Code Enforcement	141,254	150,000	124,900	127,250	(22,750)	129,750
Revenue Total	\$ 71,453,442	\$ 74,952,550	\$ 75,230,590	\$ 77,507,526	\$ 2,554,977	\$ 80,652,715
Expenses by Function						
City Council	\$ 440,453	\$ 349,163	\$ 330,818	\$ 512,542	\$ 163,379	\$ 516,058
City Manager	3,877,026	3,702,172	3,369,701	4,962,242	1,260,071	5,044,684
City Attorney	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291
City Clerk	492,493	645,832	642,169	595,367	(50,465)	781,913
Finance & Admin Services	2,202,626	2,864,586	2,788,819	3,357,958	493,372	3,402,931
Human Resources	694,008	985,166	952,471	1,286,241	301,075	1,275,269
Planning Commission	5,389	9,755	8,147	9,782	27	9,782
Non-Departmental*	15,099,519	13,667,260	13,566,717	7,407,450	(6,259,810)	8,747,379
Revenue Neutrality	7,276,299	7,140,000	7,140,000	6,482,296	(657,704)	5,583,958
Community Service Grants	355,178	396,383	396,383	399,552	3,169	411,238
Event Sponsorship	761,993	993,277	658,476	1,125,310	132,033	1,015,490
Police Department	36,648,491	41,517,029	40,025,807	48,719,862	7,202,833	50,240,000
Planning	190,000	719,457	718,377	150,048	(569,409)	152,318
Code Enforcement	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Expenses by Function Total	\$ 70,124,502	\$ 75,391,535	\$ 73,010,397	\$ 77,856,814	\$ 2,465,279	\$ 80,089,060
Expenses by Category						
Compensation	\$ 42,701,948	\$ 46,539,679	\$ 45,356,205	\$ 50,377,579	\$ 3,837,900	\$ 54,122,716
Operating Expenses	14,243,971	16,623,145	15,448,358	16,027,859	(595,286)	14,503,364
Internal Services	5,518,465	6,440,125	6,440,125	6,556,079	115,954	6,687,200
Capital Outlay	945,923	1,086,941	1,064,605	622,600	(464,341)	491,000
Transfers Out	6,714,195	4,701,645	4,701,104	4,272,697	(428,948)	4,284,780
Expenses by Category Total	\$ 70,124,502	\$ 75,391,535	\$ 73,010,397	\$ 77,856,814	\$ 2,465,279	\$ 80,089,060
Beginning Fund Balance	21,729,798	23,058,738	23,058,738	23,080,401	21,663	22,431,113
Change in Fund Balance	1,328,940	(438,985)	2,220,193	(349,288)	89,698	563,655
Appropriation from Fund Balance for Old Town Parking Lot Improvements*	-	(910,000)	(910,000)	-	910,000	-
Initial Ending Fund Balance	23,058,738	21,709,753	24,368,931	22,731,113	1,021,361	22,994,768
Transfer to Capital Reserve*	-	(644,265)	(644,265)	(150,000)	494,265	(116,419)
Transfer to Economic Development*	-	(644,265)	(644,265)	(150,000)	494,265	(116,419)
Opportunity Reserve - 5%	-	3,628,368	3,628,368	3,653,963	25,595	3,793,655
Reserve for Economic Uncertainty - 25%	-	18,141,839	18,141,839	18,269,813	127,974	18,968,274
Future Reserve Target Support	-	1,310,195	1,310,195	507,338	(802,856)	-

Note: Appropriation from Fund Balance and transfer of reserve amounts indicated with an "*" are deducted from the "Non-Departmental" amounts

General Cost Allocation and Internal Service Plan

The City of Elk Grove prepares a General Cost Allocation Plan and an Internal Service Fund Report each year. The report, which follows, presents a summary of the comprehensive analysis undertaken to identify the appropriate distribution of citywide administrative and support costs, benefits, and goods and services to all City operating departments, divisions, and programs.

The primary objective of a General Cost Allocation Plan is to spread costs from central support departments, generally called “Central Service Departments” (such as Finance or Human Resources) to those departments, divisions, cost centers, and/or funds that receive services in support of conducting their operations. In doing so, the City can both better understand its full cost of providing specific services to the community, and also generate organizational awareness regarding indirect (overhead) costs associated with operations.

The primary objective of the Internal Service Fund Report is to spread the costs of providing benefits, goods and services to the government’s other departments on a cost reimbursement basis. Internal Service Funds consist of Risk, Fleet and Facilities, Information Technology & Graphic Information Systems.

Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department’s budget summary table in the row labeled “Internal Services” for the FY 2020 Budget and FY 2021 Projected columns.

FINANCIAL SUMMARIES

General Cost Allocation and Internal Service Plan

	Fund 101	Fund 296	Fund 403 Debt Service	Fund 601- RM	Fund 602- Fac	Fund 602- Fleet	Fund 603- IT	Fund 603- GIS	Total
General Fund		9,191	383,439						392,630
1011100 City Council				16,811	14,553		134,129	6,553	172,046
1011200 City Manager				112,074	53,739		245,904	46,839	458,556
1011300 City Attorney				33,622	24,645		78,242	3,823	140,332
1011400 City Clerk				16,811	19,345		33,532	5,121	74,809
1011500 Finance				100,867	44,078		234,726	28,880	408,551
1011600 HR				22,415	14,271		100,597	4,915	142,198
1012240 Police Department				1,305,667	1,259,082	2,137,208	90,073	191,064	4,983,094
1013540 Code Enforcement				50,433	16,733	23,780	78,242	7,305	176,493
2953120 Planning	597,041		33,133	61,641	26,882	-	190,016	44,109	952,822
2953130 Building	355,811		28,717	11,207	23,405	-	245,904	116,490	781,534
2953140 DS - Eng	88,515		19,813	11,207	16,394	-	212,371	20,823	369,123
2964120 PW - CP Mngmt	112,624		77,463	22,415	16,582	-	257,081	64,798	550,963
2964140 PW - Eng	21,388								21,388
Total			159,126	106,470	83,263	-	905,372	246,220	2,675,830
221 Gas Tax	22,391	204,598	-	4,742	33,493	2,148	52,027	8,436	327,835
238 Street Trench	1,894	2,967	-	69	486	31	754	122	6,323
251 CFD	8,287	-	-	-	-	-	-	-	8,287
252 CFD	29,661	-	-	-	-	-	-	-	29,661
255 CFD	47,085	51,999	-	1,205	8,512	546	13,223	2,144	124,714
256 CFD	44,781	34,458	-	799	5,641	362	8,762	1,421	96,223
261 St Maint Dist	14,588	26,543	-	615	4,345	279	6,750	1,094	54,214
262 SMD	1,981	1,294	-	30	212	14	329	53	3,913
263 SMD	12,110	7,793	-	181	1,276	82	1,982	321	23,744
264 SMD	3,576	968	-	22	158	10	246	40	5,021
265 SMD	13,696	16,706	-	387	2,735	175	4,248	689	38,636
267 SLMD	9,869	28,932	-	671	4,736	304	7,357	1,193	53,062
268 SLMD	18,377	8,263	-	192	1,353	87	2,101	341	30,713
280 Library Ownership	4,054	-	-	-	-	-	-	-	4,054
294 Measure A Maint	18,807	150,204	-	3,482	24,588	1,577	38,195	6,193	243,046
305 LTF Bike & Ped	2,448	706	-	16	116	7	180	29	3,502
319 CFF Admin	123,826	54,716	-	1,268	8,957	574	13,914	2,256	205,511
326 EF Admin	4,268	4,826	-	112	790	51	1,227	199	11,473
328 Roadway Fee	35,807	171,824	-	3,983	28,128	1,804	43,693	7,085	292,323
329 CCSD IF Admin	20,582	-	-	-	-	-	-	-	20,582
333 LR Parks	12,796	-	-	-	-	-	-	-	12,796
335 Laguna West SA	1,801	2,781	-	64	455	29	707	115	5,953
336 Lakeside SA	916	-	-	-	-	-	-	-	916
339 In-Lieu	795	-	-	-	-	-	-	-	795
341 East Franklin CFD	58,619	-	-	-	-	-	-	-	58,619
343 Poppy Ridge CFD	34,892	398,518	-	9,237	65,237	4,184	101,338	16,432	629,839
344 Laguna Ridge CFD	181,452	197,958	-	4,588	32,406	2,078	50,338	8,163	476,983
360 LR Park Fee	4,614	-	-	-	-	-	-	-	4,614
393 Measure A SSPBF	6,481	496	-	11	81	5	126	20	7,221
394 Measure A TCS	8,233	-	-	-	-	-	-	-	8,233
501 Solid Waste	265,218	-	4,042	7,472	23,297	-	48,436	7,010	355,474
502 Commercial Haul	36,774	-	4,042	7,472	23,297	4,209	48,436	7,010	131,239
503 Drainage	232,710	83,990	6,875	13,154	19,162	882	77,245	9,676	443,694
506 SWCC	295,153	-	4,042	7,472	23,297	4,209	48,436	7,010	389,618
511 Transit	370,083	9,015	19,574	28,019	168,381	-	111,774	15,908	722,754
601 Insurance	198,631	-	2,579	-	2,619	-	10,929	425	215,183
602 Facilities	105,976	6,090	-	14,009	-	30,838	21,857	850	179,620
602 Fleet	97,943	-	-	8,406	56,975	-	21,857	850	186,031
603 IT	137,608	-	10,551	28,019	8,259	-	-	-	184,437
603 GIS	35,410	-	5,729	16,811	4,848	-	32,786	-	95,584
Total	3,699,571	1,474,836	600,000	1,927,678	2,083,549	2,215,473	2,670,069	645,806	14,456,127

FINANCIAL SUMMARIES

Capital Improvement Program Cost Allocation Plan

Executing, overseeing, and completing the various capital projects under the Capital Improvement Program generates administrative costs. These administrative costs of administering the Capital Improvement Program are budgeted in the Capital Improvement Program Administration division of the Public Works Administration Fund (Fund 296). To fund the administrative costs in this division, various funds are charged allocations based on actual expenditures of direct project costs from two fiscal years prior. The reason for using actuals from two fiscal years prior as the basis of allocation is because current fiscal year activity has not yet concluded. The funds being charged, the amounts of actual expenditures and the allocated amounts are presented in the report below.

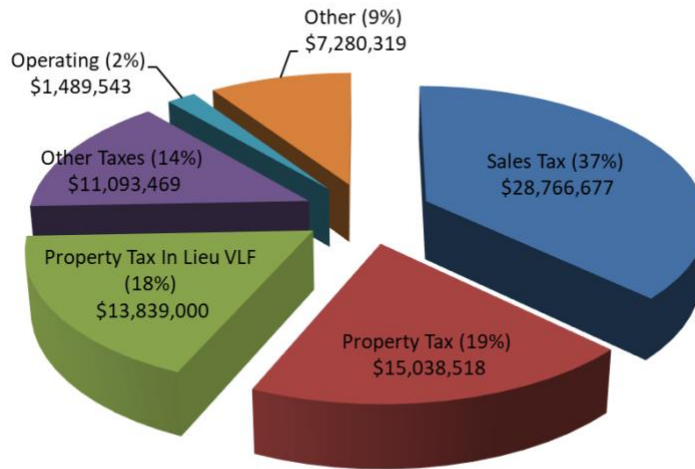
Fund	Total Expenditure	% by Expenditure	Allocation
106 General Capital Reserve	250,354	0.39%	7,359
221 Gas Tax	3,130,142	4.85%	92,010
227 SB1 Local Streets & Roads	39,937	0.06%	1,174
238 Street Trench Cut	175,000	0.27%	5,144
261 SMD	1,114,697	1.73%	32,766
265 SMD	440,321	0.68%	12,943
294 Measure A Maint	2,169,485	3.36%	63,771
312 CFF Police	567,676	0.88%	16,687
313 CFF Corp Yard	2,589,156	4.01%	76,107
315 CFF Library	168,559	0.26%	4,955
317 CFF Transit Facilities	592,913	0.92%	17,429
324 East Franklin Landscape Corridor Fee	232,641	0.36%	6,838
328 Roadway Fee	9,290,205	14.39%	273,083
332 LRSP Park Facilities Fee	200,711	0.31%	5,900
341 East Franklin CFD	622,810	0.96%	18,307
343 Poppy Ridge CFD	9,303,200	14.41%	273,465
344 Laguna Ridge CFD	27,708,728	42.92%	814,490
393 Measure A Safety	1,101,964	1.71%	32,392
394 Measure A Traffic	1,476,093	2.29%	43,389
503 Drainage	3,082,531	4.78%	90,610
506 SWCC	97,683	0.15%	2,871
511 Transit Ops	151,552	0.23%	4,455
602 Fleet & Facilities	48,973	0.08%	1,440
Grand Total	64,555,330	100.00%	1,897,585

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GENERAL FUND REVENUES

The FY 2019-20 Budget projects \$77,507,526 in General Fund Revenues.

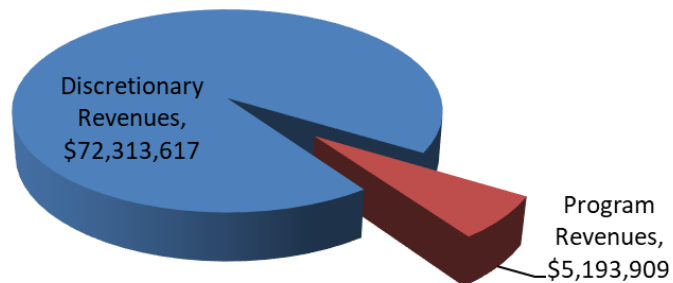
FY 2019-20 General Fund Revenues: \$77,507,526



Revenues in the General Fund are shown in two categories:

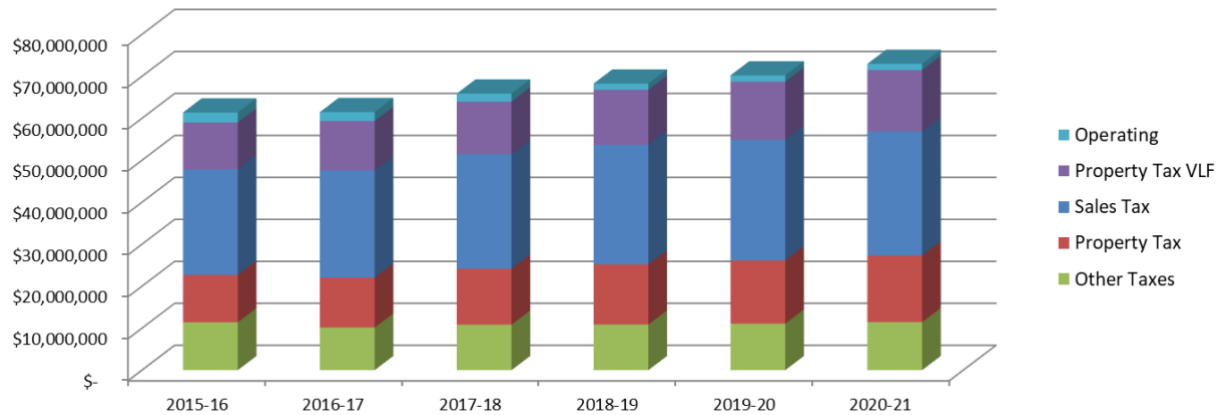
- **Discretionary Revenues** – Revenues that are not derived from or dependent upon direct activity from a single department. Examples include property taxes and business license fees.
- **Program Revenues**– Revenues that are derived from or dependent upon direct activity from a single department. Examples include animal license fees, code enforcement citations, event sponsorships, and vehicle code fines.

FY 2019-20 General Fund Revenues: \$77,507,526



GENERAL FUND REVENUES

General Fund Discretionary Revenues



Property Taxes

Historically, property tax revenues have been a stable source of funds for California municipalities. In Sacramento County, slow steady growth averaging 5% is the norm. Based on Sacramento County Assessor's office estimates, 5% is assumed for FY 2019-20. However, 6% growth is assumed for FY 2020-21 based on anticipated new development that will add to the City's property tax base.

Sales Taxes

Sales tax is a volatile revenue source, yet it is the City's largest single source for general operations budgeted at 37% of General Fund revenue. Sales tax revenues are projected to hit an all-time high in FY 2018-19 and taxable sales are projected to increase by 1.1% in FY 2019-20 and 2.8% in FY 2020-21.

Currently, the sales tax rate in Elk Grove is 7.75%. For every dollar spent on taxable goods in the City, sales tax revenue is distributed as follows:

- 3.94% - State of California
- 1.56% - County Realignment (Mental Health/Welfare/Public Safety)
- 1.00% - City General Fund (Bradley Burns)
- 0.50% - County Public Safety (Prop 172)
- 0.50% - Sacramento Transportation Authority (Measure A)
- 0.25% - Countywide Transportation Fund

Other Taxes

Utility User's Tax. A tax of 2.25% is levied on electricity, gas, sewer, communications technology, and video services. The population continues to migrate towards mobile technologies and continues to trend toward the way in which mobile technologies are purchased. UUT revenue is expected to continue its growth as the revenue from prepaid wireless is now captured thanks to recently enacted legislation at the State level. However, with recent mobile data plans now offering unlimited talk, text, and data, the purchasing of pre-paid wireless may decline as consumers drift toward these new mobile plans. 1% growth is projected annually (see General Fund Five Year Forecast) resulting in \$6,242,000 in FY 2019-20 and \$6,304,000 in FY 2020-21 for revenue amounts.

GENERAL FUND REVENUES

Gas and Cable Franchise Taxes. Gas and cable franchise taxes are collected from those utility companies operating within the City limits. These revenues are based on agreements with Sacramento County prior to the City's incorporation. The franchise fee revenues are projected to decline slightly according to industry trends due to more residents opting for internet based streaming entertainment rather than for the traditional cable subscription. Growth is projected at -2% in FY 2019-20 and then -1% annually (see General Fund Five Year Forecast) resulting in revenue amounts of \$1,235,501 in FY 2019-20 and \$1,229,086 in FY 2020-21.

Transient Occupancy Tax. A tax of 12% is levied on hotel and motel rentals in the City limits. The City experienced substantial growth in this category over the past three fiscal years due to increased occupancy demand. A significant increase in Transient Occupancy Tax (8%) is expected in FY 2020 due to the anticipated opening of a new Marriott Town & Suites hotel, currently under construction. Growth is projected at 8% in FY 2019-20 and then 13% in FY 2020-21 (see General Fund Five Year Forecast) resulting in revenue amounts of \$2,415,968 in FY 2019-20 and \$2,718,938 in FY 2020-21.

Property Tax in lieu of VLF

In 2004, most of the Vehicle License Fee (VLF) revenues traditionally received by local governments were swapped with the State of California for an additional property tax share. This amount grows annually with the change in assessed valuation for each jurisdiction. With the projected increase in assessed value, property tax in lieu of VLF revenue is projected at a 5% increase for FY 2019-20 (\$13,839,000) and 6% in FY 2020-21 (\$14,625,000). These amounts are also in the General Fund Five Year Forecast.

Licenses and Permits

In 2012, the City Council changed the function of business licenses to no longer be regulatory. The fee for business licenses was reduced, commensurate with the diminished level of effort required of City staff. Revenue is projected to be flat annually resulting in \$100,000 in FY 2019-20 and \$103,000 in FY 2020-21.

Investment Income

Revenues into the General Fund do not occur evenly over the fiscal year. For example, most property taxes are received in January and May of each year. The Finance Director is authorized to invest these funds in short-term investments. The resulting interest accrued on the invested funds is considered revenue for the City. Interest income is budgeted at growth over the estimated prior year based on the growth of the General Fund reserve balance at \$135,953 in FY 2019-20 and \$141,150 in FY 2020-21. These amounts are also in the General Fund Five Year Forecast.

Other Revenue

Finance Charges. These revenues are miscellaneous charges accrued on various customers' charges for services. The FY 2019-20 budget assumes little activity, which is the norm since this revenue source is difficult to project and is very minimal in dollar amount.

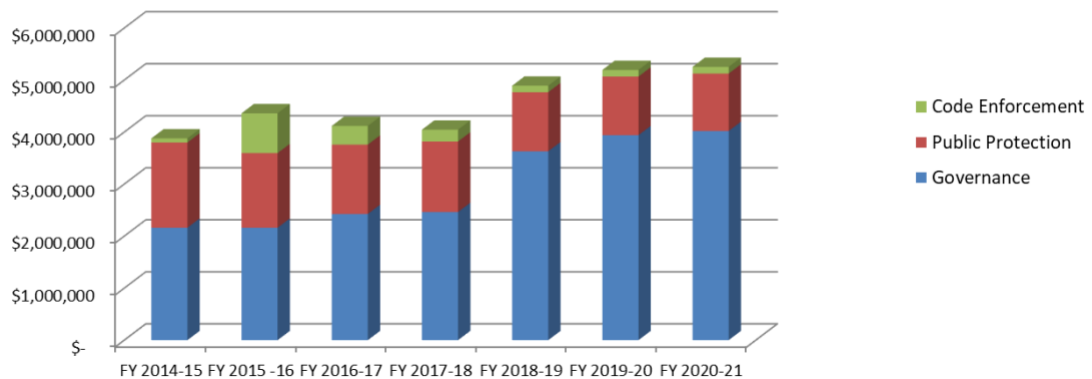
Miscellaneous Revenues. This category is used to record those revenues that are miscellaneous in nature and unrelated to specific departmental activities. The FY 2019-20 budget assumes similar activity to historic norms.

Transfers from Other Funds

The General Fund receives transfers from other funds that share in the cost of activities performed in the General Fund. Specifically, the 2003-1 and 2003-2 Police Services Community Facilities Districts contribute to the costs of providing Police services. Continued growth in the tax base means continuously larger transfers to the General fund. These amounts are in the General Fund Five Year Forecast (\$3,340,000 for FY 2019-20 and \$3,660,000 for FY 2020-21).

GENERAL FUND REVENUES

General Fund Program Revenues



Governance

The FY 2019-20 budget includes Governance revenues from City Manager's Office operations, City Clerk's Office operations, Human Resources operations, special events, the General Cost Allocation Plan and Internal Service Plan and reimbursement from the Recycling and Waste fund for a Code Enforcement Officer. Cost allocation and Internal Service revenue comprises the most significant portion of the Governance revenues. The cost allocation plan incorporated into the 2019-20 budget relies on FY 2017-18 financial data to recover costs expended on providing services to departments and activities outside the General Fund. These amounts are in the General Fund Five Year Forecast (\$3,940,000 for FY 2019-20 and \$4,020,539 for FY 2020-21).

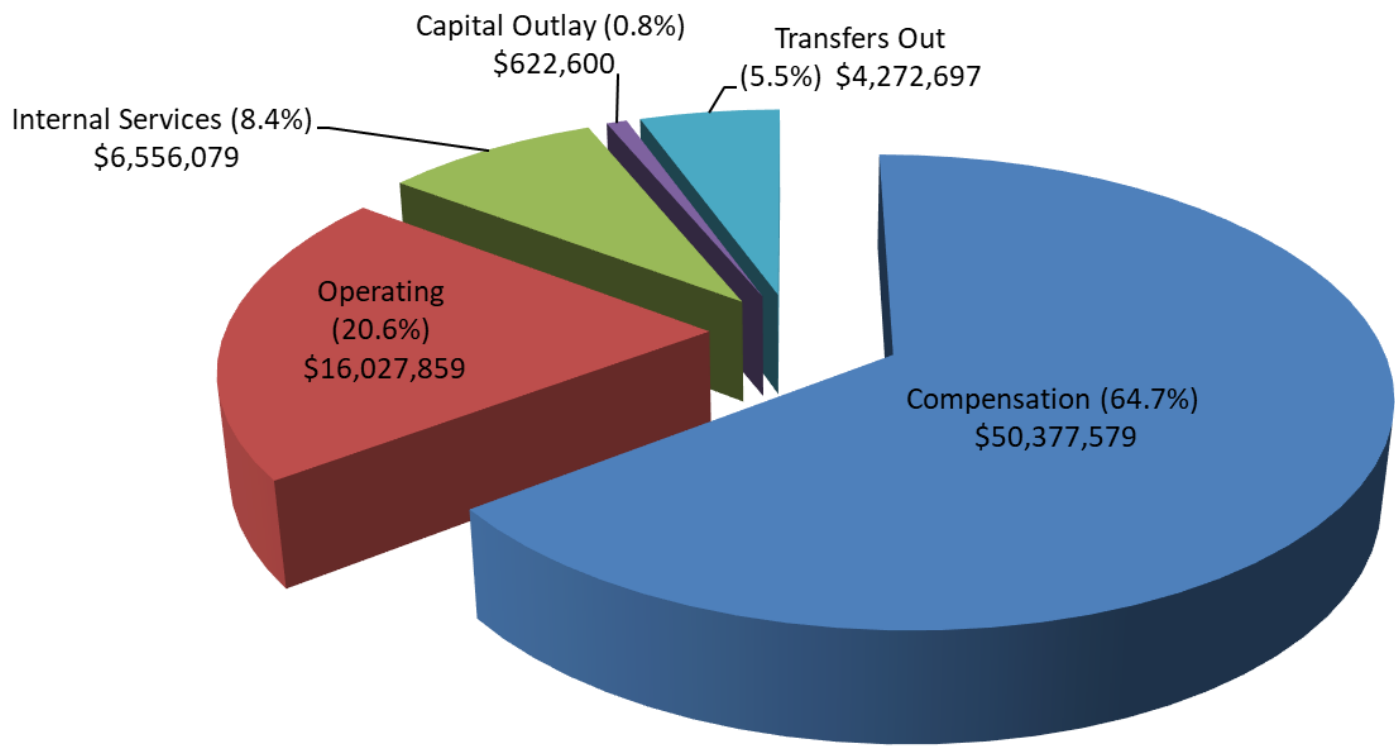
Public Protection

Public protection revenues are a direct result of activities and services of the Police Department. Examples of public protection revenues include animal licenses, false alarm fees, and vehicle code fines. These amounts are in the General Fund Five Year Forecast (\$1,126,340 for FY 2019-20 and \$1,103,172 for FY 2020-21).

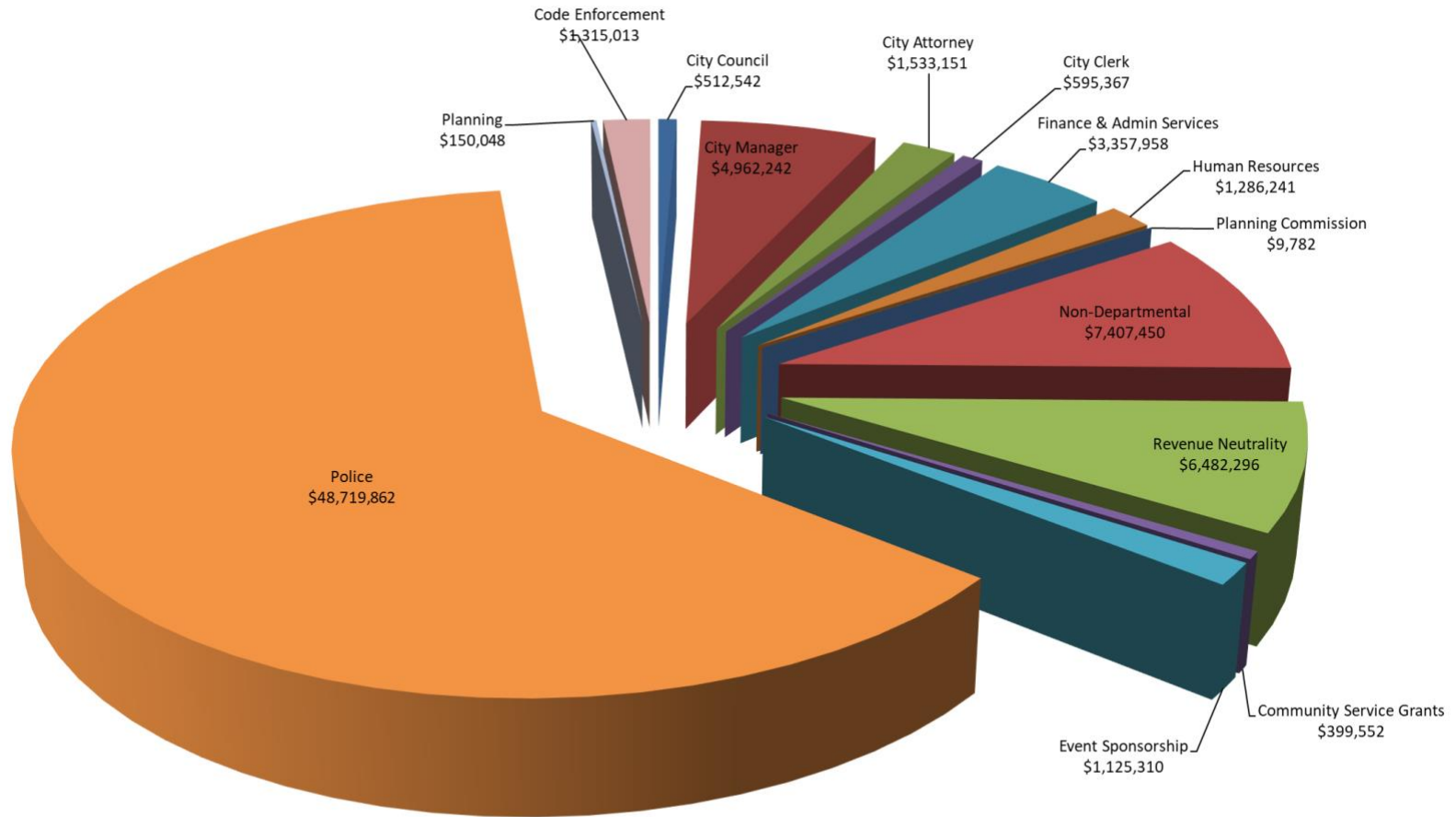
Code Enforcement

Code Enforcement revenues are largely derived from citations, abatement fees, and inspections. These amounts are in the General Fund Five Year Forecast (\$127,250 for FY 2019-20 and \$129,750 for FY 2020-21).

FY 2019-20 General Fund Expenditures by Category: \$77,856,814



FY 2019-20 General Fund Expenditures by Function: \$77,856,814



CITY COUNCIL

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	193,829	239,547	221,203	265,316	25,769	265,316
Operating Expenses	246,624	109,615	109,615	75,180	(34,435)	75,255
Internal Services	-	-	-	172,046	172,046	175,487
Total	440,453	349,163	330,818	512,542	163,379	516,058
Expenditures By Resource						
General Fund	440,453	349,163	330,818	512,542	163,379	516,058
Total	440,453	349,163	330,818	512,542	163,379	516,058

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the City Council budget, see the City Council department presentation section.

CITY MANAGER

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	2,771,953	2,147,029	2,057,940	2,484,092	337,063	2,913,237
Operating Expenses	1,105,073	1,552,643	1,309,261	2,019,594	466,952	1,663,720
Internal Services	-	-	-	458,556	458,556	467,727
Capital Outlay	-	2,500	2,500	-	(2,500)	-
Total	3,877,026	3,702,172	3,369,701	4,962,242	1,260,071	5,044,684
Expenditures By Resource						
General Fund	3,877,026	3,702,172	3,369,701	4,962,242	1,260,071	5,044,684
Total	3,877,026	3,702,172	3,369,701	4,962,242	1,260,071	5,044,684

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

NOTE: Expenditures related to Strategic Initiatives & Long-Range Planning in the General Fund are budgeted in the new Strategic Planning & Innovation division under the City Manager department starting in FY 2020. These expenditures were budgeted in Fund 107 – Strategic Initiatives and Long-Range Planning in prior years. This fund is no longer utilized starting in FY 2020. The expenditures in Fund 107 were supported by transfer-outs from the General Fund that are displayed in the General Fund Planning table (further below) for FY 2018 and 2019.

Note: For more information on the City Manager budget, see the City Manager department presentation section.

CITY ATTORNEY

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	1,135,024	1,255,457	1,248,720	1,254,578	(879)	1,271,673
Operating Expenses	61,955	136,570	132,920	138,241	1,671	138,480
Internal Services	-	-	-	140,332	140,332	143,138
Total	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291
Expenditures By Resource						
General Fund	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291
Total	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the City Attorney budget, see the City Attorney department presentation section.

CITY CLERK

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	465,321	493,882	490,219	491,308	(2,574)	491,808
Operating Expenses	27,173	151,950	151,950	29,250	(122,700)	213,800
Internal Services	-	-	-	74,809	74,809	76,305
Total	492,493	645,832	642,169	595,367	(50,465)	781,913
Expenditures By Resource						
General Fund	492,493	645,832	642,169	595,367	(50,465)	781,913
Total	492,493	645,832	642,169	595,367	(50,465)	781,913

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the City Clerk budget, see the City Clerk department presentation section.

FINANCE AND ADMINISTRATIVE SERVICES

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	1,793,375	2,278,902	2,333,223	2,379,110	100,208	2,426,788
Operating Expenses	409,251	585,685	455,596	570,297	(15,388)	559,420
Internal Services	-	-	-	408,551	408,551	416,723
Total	2,202,626	2,864,586	2,788,819	3,357,958	493,372	3,402,931
Expenditures By Resource						
General Fund	2,202,626	2,864,586	2,788,819	3,357,958	493,372	3,402,931
Total	2,202,626	2,864,586	2,788,819	3,357,958	493,372	3,402,931

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the Finance budget, see the Finance & Administrative Services department presentation section.

HUMAN RESOURCES

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	566,409	596,557	640,340	708,284	111,727	744,078
Operating Expenses	127,599	388,609	312,131	435,759	47,150	386,150
Internal Services	-	-	-	142,198	142,198	145,041
Total	694,008	985,166	952,471	1,286,241	301,075	1,275,269
Expenditures By Resource						
General Fund	694,008	985,166	952,471	1,286,241	301,075	1,275,269
Total	694,008	985,166	952,471	1,286,241	301,075	1,275,269

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the Human Resources budget, see the Human Resources department presentation section.

PLANNING COMMISSION

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	5,389	9,755	8,147	9,782	27	9,782
Total	5,389	9,755	8,147	9,782	27	9,782
Expenditures By Resource						
General Fund	5,389	9,755	8,147	9,782	27	9,782
Total	5,389	9,755	8,147	9,782	27	9,782

GENERAL FUND NON-DEPARTMENTAL

Expenditures by Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	2,698,708	2,660,490	2,660,490	2,667,376	6,886	3,956,300
Operating Expenses	358,151	430,000	330,000	467,376	37,376	506,300
Internal Services	5,518,465	6,440,125	6,440,125	-	(6,440,125)	-
Transfers	6,524,195	6,335,175	6,334,634	4,572,697	(1,762,478)	4,517,618
Total	15,099,519	15,865,790	15,765,249	7,707,449	(8,158,341)	8,980,218
Expenditures By Resource						
General Fund	15,099,519	15,865,790	15,765,249	7,707,449	(8,158,341)	8,980,218
Total	15,099,519	15,865,790	15,765,249	7,707,449	(8,158,341)	8,980,218

Appropriation from Fund Balance for Old Town Parking Lot Improvements*	-	(910,000)	(910,000)	-	910,000	-
Transfer to Capital Reserve*	-	(644,265)	(644,265)	(150,000)	494,265	(116,419)
Transfer to Economic Development*	-	(644,265)	(644,265)	(150,000)	494,265	(116,419)
Net Total	15,099,519	13,667,260	13,566,717	7,407,450	(6,259,810)	8,747,379

Note: FY 2020 and FY 2021 totals include estimates of General Fund Reserve contributions to the Economic Development and Capital Reserve Funds. Less these reserve contributions the FY 2020 total is \$7,407,450 as shown in the pie chart earlier in this section.

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2020 the Public Employee Retirement System (PERS) required fixed contributions for the Safety Plan tiers are budgeted in the Police Department. The required fixed contributions for the Misc Plan tiers are still budgeted in the Non-Departmental division under compensation.

GENERAL FUND EXPENDITURES

PROGRAM DESCRIPTION

The non-departmental section includes appropriations that are not directly attributable to any one function.

Compensation and Operations **\$3,134,752**

	FY 2019-20	FY 2020-21	Purpose
Compensation	\$ 467,376	\$ 506,300	Public Employee Retirement System (PERS) Contributions (Required)
Compensation	900,000	900,000	Accelerated PERS contributions
Compensation	1,300,000	2,550,000	Salary and Benefit Adjustments
Operating	467,376	506,300	Health Retirement Account Option 1 Trust Funding
Totals	\$ 3,134,752	\$ 4,462,600	

Note: Although the amounts paying the PERS required contributions and Health Retirement Account Funding are identical, the two liabilities of employee benefits are independent.

Note: The cost of upcoming Police Officer Association (POA) and non-representative compensation increases are not finalized at this time. However, in anticipation of a POA Memorandum of Understanding and modifications to the non-representative compensation a set aside titled "Salary and Benefit Adjustments" is shown in the table above.

Transfers Out **\$4,572,697**

The General Fund makes transfers to other funds for overhead, operating, and capital outlay purposes. Transfers for FY 2019-20 from the General Fund are summarized below.

General Fund Non-Departmental - Transfer Outs				
		FY 2019-20	FY 2020-21	Purpose
Transfers Out expense to				
Fund 105	Economic Development	\$ 200,000	\$ 200,000	Economic Development Incentive Program
Fund 105	Economic Development	391,000	401,000	Sales Tax sharing agreement
Fund 105	Economic Development	150,000	116,419	Projected General Fund Reserve Contribution
Fund 106	General Fund Capital Projects	7,359	7,359	CIP Cost Allocation Plan
Fund 106	General Fund Capital Projects	1,200,000	1,200,000	Infrastructure Projects
Fund 106	General Fund Capital Projects	150,000	116,419	Projected General Fund Reserve Contribution
Fund 108	Small Business Econ Incentives	100,000	100,000	Economic Development Small Business Incentive Program
Fund 406	Debt Service Fund	1,126,524	1,126,524	Animal Shelter Debt payments
Fund 501	Integrated Waste	19,880	20,870	LifeLine rate subsidy
Fund 511	Transit	835,304	835,304	Contribution to Transit Deficit Forgiveness
	Total	\$ 4,180,067	\$ 4,123,895	
Overhead Transfer expense to				
Fund 403	Debt Service Fund	383,439	383,439	Laguna Palms Facility Debt payments - Cost Allocation Plan
Fund 296	Cost Allocation Plan	9,191	10,284	
	Total	\$ 392,630	\$ 393,723	
	Grant Total	\$ 4,572,697	\$ 4,517,618	
	Reserve Contribution	\$ 300,000	\$ 232,838	
	Less Reserve Contribution	\$ 4,272,697	\$ 4,284,780	

REVENUE NEUTRALITY

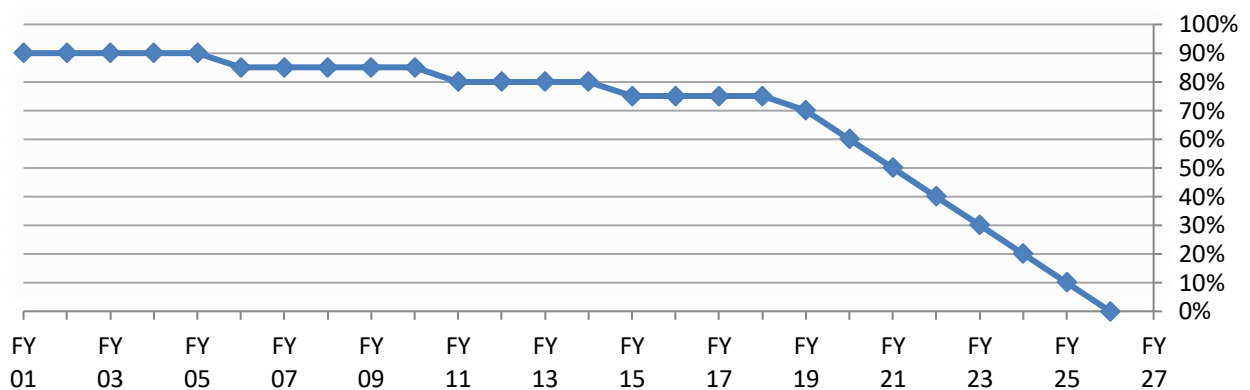
Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Operating Expenses	7,276,299	7,140,000	7,140,000	6,482,296	(657,704)	5,583,958
Total	7,276,299	7,140,000	7,140,000	6,482,296	(657,704)	5,583,958
Expenditures By Resource						
General Fund	7,276,299	7,140,000	7,140,000	6,482,296	(657,704)	5,583,958
Total	7,276,299	7,140,000	7,140,000	6,482,296	(657,704)	5,583,958

PROGRAM DESCRIPTION

Under the terms of incorporation, the City transfers a percentage of its property tax revenues from the original City boundary to Sacramento County for a period of 25 years. During FY 2019-20, 60% will be transferred to the County of Sacramento compared to a 70% transfer in FY 2018-19. During FY 2020-21, 50% will be transferred to the County of Sacramento.

Elk Grove Property Tax Revenue Neutrality

% of Elk Grove Property Tax to County



COMMUNITY SERVICE GRANTS

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Operating Expenses	355,178	396,383	396,383	399,552	3,169	411,238
Total	355,178	396,383	396,383	399,552	3,169	411,238
Expenditures By Resource						
General Fund	355,178	396,383	396,383	399,552	3,169	411,238
Total	355,178	396,383	396,383	399,552	3,169	411,238

PROGRAM DESCRIPTION

City Council Art Commission

\$10,000

The City Council-appointed Arts Commission locates and recommends specific pieces of art to be installed at City-owned facilities, provides recommendations to the City Council for arts and entertainment within the City, and dialogues with regional and local entities interested in arts and entertainment.

City Council Community Service Grants

\$389,552

Awards are granted by the City Council to organizations to fund activities for the betterment and improvement of the community. The budget allocation in Community Service Grants, for FY 2020, increased by 2.5% from FY 2019 to align with economic growth.

GENERAL FUND EXPENDITURES

COMMUNITY SERVICE GRANTS

Organization	Activity	Activity Description	Requested Funding	Total Activity Cost	Total Years Funded	2019-20 CSG Funding
916 Ink	Find Your Voice - Elk Grove	Provide 12-session "Find Your Voice" creative writing workshops at three school sites in the 2019-20 school year, transforming students into published authors and confident communicators.	\$ 30,000	\$ 41,550	-	\$ 3,000
Alchemist CDC	CalFresh: Connecting Families to Farmers	Provide staff for program at the Elk Grove Laguna Gateway Center Farmers' Market that allows CalFresh (food stamp) recipients to use their benefits and receive a matching incentive to purchase fresh and healthy foods.	\$ 9,865	\$ 27,198	5	\$ 9,000
Big Brothers Big Sisters Mentoring Program	Big Brothers Big Sisters Mentoring Program	Provide a one-on-one mentoring program that matches 37 disadvantaged Elk Grove youth (27 existing, 10 new) with a stable, caring adult to increase school performance and decrease risky behavior.	\$ 30,000	\$ 30,000	5	\$ 4,247
Chicks in Crisis, Inc.	Chicks in Crisis – for a Foster-Free Future	Provide parenting, health, crisis pregnancy, life skills, and educational services to teens and young adults. Requested funding for mortgage and utility payments at E Stockton Blvd facility.	\$ 25,000	\$ 700,375	4	\$ 25,000
Creator X	Creator X	Offer an Arts, Media, and Entertainment Camp offering youth the opportunity to learn from industry professionals, network, and participate in workshops in music, story, animation, traditional art, dance, and performance.	\$ 59,003	\$ 59,003	-	\$ 10,000
Elk Grove Community Garden and Learning Center	Elk Grove Community Garden Operational Expense	Provide operational support to the Elk Grove Community Garden and Learning Center, which offers garden plots, free classes and open house events for all Elk Grove residents. Funding requested for utilities and portable restroom.	\$ 6,500	\$ 6,500	1	\$ 4,300
Elk Grove Food Bank Services	Food Bank Operations	Provide a variety of services to low-income persons, focusing on emergency food distribution. Other services include six mobile pantry sites in Elk Grove, a clothes closet, and food delivery to homebound individuals.	\$ 100,000	\$ 2,570,502	10+	\$ 85,000
Elk Grove HART Elk Grove Homeless Assistance Resource Team	Elk Grove HART Support	Assist people experiencing homelessness in Elk Grove toward self-sufficiency and greater independence. Programs include Winter Sanctuary (EG WINS), transitional housing, and mentoring. Working to build volunteer capacity.	\$ 14,000	\$ 14,000	3	\$ 10,000
Elk Grove United Methodist Church	Elk Grove Community Weekend Meal Program	Provide a free meal every Saturday (breakfast) and Sunday (lunch) of the year to any member of the community. Many attendees are low-income or homeless.	\$ 5,500	\$ 14,700	6	\$ 5,500
Face2Face Youth Group Inc.	Teen Talk	Provide "Teen Talk" program offering special group discussions for pre-teens and teens in Elk Grove, with the goal of encouraging dialogue, understanding and empathy, and creating support networks.	\$ 5,000	\$ 13,494	-	\$ 2,000

GENERAL FUND EXPENDITURES

Organization	Activity	Activity Description	Requested Funding	Total Activity Cost	Total Years Funded	2019-20 CSG Funding
Hmong International Culture Institute	Txuj Ci Hmong School	Provide weekly Hmong language, arts, culture, and history classes to youth through the Txuj Ci Hmong School. Perform at and host community events that celebrate Hmong culture.	\$ 20,000	\$ 32,280	1	\$ 5,000
Linda Mae Mahon Lema Foundation	Elk Grove Oral History Preservation	Preserve existing oral history recordings, collect new oral history recordings, and create and disseminate podcasts on Elk Grove history topics.	\$ 2,890	\$ 11,670	2	\$ 2,890
Meals on Wheels by ACC	Senior Nutrition Services	Provide five hot or frozen home-delivered meals per week to homebound seniors and operate a congregate nutrition program serving weekday meals to Elk Grove seniors, at location(s) to be determined.	\$ 56,964	\$ 257,412	10+	\$ 31,355
Musical Mayhem Productions	Musical Mayhem Productions	Provide theater education for children and special needs adults through rehearsal and workshop classes.	\$ 40,000	\$ 40,000	4	\$ 13,540
Project R.I.D.E., Inc.	Project R.I.D.E. Therapeutic Horseback Riding	Provide recreational therapeutic horseback riding lessons to people with special needs. Request covers tuition vouchers, horse maintenance, and equipment to increase usage of new Riding for the Disabled Simulator.	\$ 14,640	\$ 29,280	10+	\$ 12,600
Runnin' for Rhett	Runnin' for Rhett Youth Fitness	Provide twice yearly Spring and Fall 7-week training program for students at Elk Grove schools to learn about proper running techniques, stretches, and nutrition. Youth also participate in annual 5K race.	\$ 25,118	\$ 25,118	-	\$ 10,000
Sacramento Self Help Housing	Housing Counseling	Provide housing counseling to low-income Elk Grove residents who are homeless or at-risk of homelessness. Services include completing housing needs and barriers assessments and providing tangible housing referrals.	\$ 24,218	\$ 24,218	10+	\$ 12,500
Sacramento Self Help Housing	Transitional Housing Case Management	Provide case management for the residents of the City's two transitional housing resources for homeless residents of Elk Grove.	\$ 30,000	\$ 29,810	5	\$ 1,370
Senior Center of Elk Grove, Inc.	Senior Center Operations	Provide Elk Grove seniors (50+) with programs for lifelong learning, social interaction, and independence in a welcoming environment. Center will be transitioning to Civic Center location in Summer/Fall 2019.	\$ 80,000	\$ 151,248	10+	\$ 80,000
Society of Saint Vincent De Paul	Utility Assistance Program	Provide emergency funding to low-income families to prevent utility shutoff. Serves the 95757 and 95758 zip codes.	\$ 10,000	\$ 12,700	1	\$ 10,000
Teen Center USA	Teen Center Operations	Provide an after-school drop-in center serving teens in the 7th-12th grades. Offer tutoring, interviewing, job readiness, etiquette & personal development skills for students who will soon enter the workforce.	\$ 40,000	\$ 158,498	10+	\$ 40,000
Uplift Elk Grove	Uplift People of Elk Grove	Provide individuals and families living in or near poverty with mentoring by community volunteers and a goal-structured curriculum focused on ending generational poverty.	\$ 27,800	\$ 96,028	1	\$ 7,500
xHope, Inc.	Caring for Kids Kits and Senior Packages	Provide backpacks or diaper bags to foster youth in the Elk Grove Unified School District, as well as senior packages covering yearbooks, senior social activities, testing fees, etc. to foster and at-risk youth.	\$ 8,600	\$ 18,890	-	\$ 4,750
TOTAL			\$ 2,082,697	\$ 12,007,623		\$ 389,552

GENERAL FUND EXPENDITURES

CITY EVENT SPONSORSHIP

MISSION

The Events budget is managed by the City Manager's Office through its Public Affairs staff for the purpose of providing attractions and experiences that support a vibrant community that attracts visitors. Funding in the Events budget supports the multi-departmental production of events and provides in-kind services and financial support to community events supported by the Event Sponsorship Grant Program.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	148,738	191,097	197,026	243,000	51,903	245,000
Operating Expenses	613,255	802,180	461,450	882,310	80,130	770,490
Total	761,993	993,277	658,476	1,125,310	132,033	1,015,490
Expenditures By Resource						
General Fund	761,993	993,277	658,476	1,125,310	132,033	1,015,490
Total	761,993	993,277	658,476	1,125,310	132,033	1,015,490

PROGRAM DESCRIPTIONS

City Event Productions

Signature events produced by the City of Elk Grove and/or its standing committees in FY2019-20 include the Salute to the Red, White and Blue, Elk Grove Multicultural Festival, Party on the Palms Teen Festival, Bike & Bite, Fitfest, Festival of Lights, Lunar New Year Celebration, and Big Truck Day as well as groundbreaking and grand openings for city projects. Events produced in partnership with independent event organizers are also included within this section to cover costs associated with the provision of in-kind services and support. Events within this category include Food Truck Mania, Farmer's Markets, Brewfest, Taco Fiesta, Dogtoberfest, Petapalooza, and the Amgen Tour of California. Events anticipated for launch at the Civic Center are also incorporated in this budget, including a Holiday Tree lighting and marketplace celebration and a Halloween "trunk-r-treat" event.

Event Sponsorship Grant Program

More than 30 community events are provided assistance through the Event Sponsorship Grant Program. Public Affairs staff is responsible for facilitating grant agreements and coordinating the disbursement of cash and in-kind services provided by the Police, Public Works, Facilities, and Recycling & Waste Departments to encourage safe and successful community events.

Budget Issues and Changes for FY 2019-20

Staff has restructured some of the projects within the events budget to reflect current operations. Dedicated funding has been allocated for re-occurring events that support the City's diversity and inclusion efforts including the Elk Grove MLK Breakfast, participation in the regional March for the Dream event, and production of the Festival of Lights and Lunar New Year celebrations introduced in FY 2018-19. The opening of the Civic Center has resulted in the addition of funding requested within the Civic Center Events (CCE) project to support new holiday experiences at this location for the community.

GENERAL FUND EXPENDITURES

FY 2019-20 Work Plan Supporting City Council Goals

A vibrant community and sustainable economy with diverse businesses and amenities

- Host and/or support events that promote community pride and celebrate Elk Grove's heritage and the diversity of its residents.
- Produce events and experiences that foster a sense of place and attract regional visitors.

A high performing organization

- Conduct competitive bidding for event equipment and services that packages annual City events together to take advantage of opportunities for "economies of scale" whenever possible.
- Establish dynamic working relationships with other local agencies and organizations that produce events or re-design an event that generates regional recognition.

PERFORMANCE MEASURES

Note: Performance measures for City Events are reported in the Public Affairs Performance Measure table under the City Manager section.

GENERAL FUND EXPENDITURES

CITY EVENT SPONSORSHIP

Date of Event	Organization & Event	Anticipated Attendees	2019-20 Request				2019-20 Funding Recommendation					2019-20
			Cash Sponsorship	Police	Public Works	Integrated Waste	Cash Sponsorship	Police	Public Works	Integrated Waste	Total Cash & In-Kind Support	Other City Funding
5/16/2020	American Cancer Society Relay for Life of Cosumnes River Communities	400	\$ 2,500				\$ 2,500				\$ 2,500	
11/28/2019	Chicks in Crisis, Inc. Gobble Wobble Thanksgiving Day Walk/Run	2,500	\$ 5,000	y	y	y	\$ 5,000	\$ 2,550	\$ 10,000	\$ 1,000	\$ 18,550	
9/13/2019	Cosumnes Oaks HS Homecoming Parade	1,500	\$ -	y	y			\$ 1,020	\$ 2,000		\$ 3,020	
6/22/2019	Cosumnes Services District Concert in the Park	700	\$ -	y				\$ 2,380			\$ 2,380	
10/5-6/2019	Cosumnes Services District Giant Pumpkin Festival	65,000	\$ -	y	y	y		\$ 21,760	\$ -	\$ 5,000	\$ 26,760	
8/1/2019	Cosumnes Services District Hot Summer Nights Concert Series	1,000-1,500	\$ -	y				\$ 12,750			\$ 12,750	
12/3-5/2019	Cosumnes Services District Santa and Sirens Parade 2019	800	\$ -	y				\$ 4,590			\$ 4,590	
5/16/2020	Elk Grove American Legion Post 233 1st Annual EG Armed Forces Day	3,000	\$ 3,000				\$ 3,000				\$ 3,000	
11/11/2020	Elk Grove American Legion Post 233 ¹ Veterans Day Parade	6,000	\$ 3,000	y	y	y	\$ 3,000	\$ 10,200	\$ 10,000	\$ 400	\$ 23,600	
3/27/2020	Elk Grove Chamber of Commerce 20th Annual State of the City Address	175	\$ 7,500				\$ 3,000				\$ 3,000	
7/26/2019	Elk Grove Chamber of Commerce 2019 State of the County	150	\$ 5,000				\$ 1,500				\$ 1,500	
11/1/2019	Elk Grove Community Council Hall of Fame Induction Ceremony	150	\$ 5,000				\$ 5,000				\$ 5,000	
12/7/2019	Elk Grove Community Council ² Holiday of Lights Parade	5,000-10,000	\$ 2,500	y	y		\$ 2,500	\$ 6,375	\$ 10,000		\$ 18,875	
March 2020	Elk Grove Fine Arts Center 8th Annual Open Fine Arts Competition	400-500	\$ 1,500				\$ 1,500				\$ 1,500	
6/14/2020	Elk Grove Fine Arts Center 9th Annual Art Tour	200-300	\$ 1,000				\$ 1,000				\$ 1,000	
6/27/2020	Elk Grove Food Bank Services Run 4 Hunger	2,000	\$ 10,000	y	y	y	\$ 10,000	\$ 2,975	\$ 2,500	\$ 1,000	\$ 16,475	

GENERAL FUND EXPENDITURES

Date of Event	Organization & Event	Anticipated Attendees	2019-20 Request				2019-20 Funding Recommendation					2019-20
			Cash Sponsorship	Police	Public Works	Integrated Waste	Cash Sponsorship	Police	Public Works	Integrated Waste	Total Cash & In-Kind Support	Other City Funding
10/25/2019	Elk Grove High School 2019 EGHS Homecoming Parade	1,500	\$ -	y	y			\$ 2,040	\$ 2,000		\$ 4,040	
3/21-22/2020	Elk Grove Historical Society Early California Days	2,000	\$ 3,000			y	\$ 3,000			\$ 750	\$ 3,750	
9/21/2019	Elk Grove Historical Society Plow to Plate Dinner	150	\$ 5,000			y	\$ 3,000			\$ 250	\$ 3,250	
9/14/2019	Elk Grove Quilt Guild Harvest of Quilts Quilt Show	600	\$ 1,500				\$ 1,500				\$ 1,500	
6/7/2019	Elk Grove Regional Scholarship Bounty on the Boulevard	340	\$ 10,000			y	\$ 5,000			\$ 750	\$ 5,750	
5/3-5/2019	Elk Grove Western Festival Elk Grove Western Festival	35,000	\$ 8,000	y	y	y	\$ 5,000	\$ 14,620	\$ 6,000	\$ 2,548	\$ 28,168	
8/17/2019	Elk Grove Youth Soccer League Elk Grove Soccer Jamboree	12,000	\$ 5,000				\$ 1,000				\$ 1,000	
April 2020	Elk Grove Youth Sports Foundation Running of the Elk Half Marathon	3,000	\$ 50,000	y	y	y	\$ 5,000	\$ 13,260	\$ 13,500	\$ 3,200	\$ 34,960	
10/12/2019	Franklin HS Band Booster Club 8th Annual Franklin HS Invitational Band Review	5,000	\$ 15,000	y	y	y	\$ 2,500	\$ 1,360	\$ 2,000	\$ -	\$ 5,860	
3/30/2019	Laguna Sunrise Rotary Club Foundation Taste of Elk Grove	600	\$ 5,000				\$ 1,000				\$ 1,000	
9/28/2019	Linda Mae Mahon Lema Foundation Mahon Ranch Hops and Brew Fest	400	\$ 4,000				\$ 2,500				\$ 2,500	
7/5/2019	Mandarins of Sacramento, Inc. DCI Capital Classic Drum and Bugle Corps Competition	1,000-1,500	\$ 5,000				\$ 3,000				\$ 3,000	
11/23/2019	Old Town EG Foundation ³ Elk Grove Dicken's Faire	15,000	\$ 15,000	y	y	y	\$ 7,500	\$ 8,840	\$ 10,000	\$ 2,600	\$ 28,940	
7/23-26/2020	Strauss Festival of Elk Grove ⁴ Strauss Festival of Elk Grove	18,000	\$ 20,000			y	\$ 14,000	\$ 10,200		\$ 4,500	\$ 28,700	
September 2019	The Fly Brave Foundation Wrestlemania for Autism	300	\$ 4,500				\$ 3,000				\$ 3,000	
7/20/2019	United Hmong Shaman Temple Hmong Midsummer Night Market	2,300	\$ 6,748	y			\$ 1,500	\$ 2,040			\$ 3,540	
8/25/2019	xHope, Inc. Caring for Kids Run	500	\$ 15,000	y	y	y	\$ 2,500	\$ 5,950	\$ 4,000	\$ 500	\$ 12,950	
Totals			\$ 253,448				\$ 99,000	\$ 122,910	\$ 72,000	\$ 22,498	\$ 316,408	\$ 7,000

GENERAL FUND EXPENDITURES

POLICE

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	32,088,360	35,613,378	34,402,399	38,681,715	3,068,337	40,568,491
Operating Expenses	3,614,207	4,799,011	4,561,303	4,432,453	(366,558)	4,097,754
Internal Services	-	-	-	4,983,094	4,983,094	5,082,755
Capital Outlay	945,923	1,104,641	1,062,105	622,600	(482,041)	491,000
Total	36,648,491	41,517,029	40,025,807	48,719,862	7,202,833	50,240,000
Expenditures By Resource						
General Fund	36,648,491	41,517,029	40,025,807	48,719,862	7,202,833	50,240,000
Total	36,648,491	41,517,029	40,025,807	48,719,862	7,202,833	50,240,000

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2020 the Public Employee Retirement System (PERS) required fixed contributions for the Safety Plan tiers are budgeted in the Police Department. The required fixed contributions for the Misc Plan tiers are still budgeted in the Non-Departmental division.

Note: For more information on the Police budget, see the Police department presentation section.

GENERAL FUND EXPENDITURES

GENERAL FUND PLANNING

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	154,457	153,377	150,048	(4,409)	152,318
Transfers	190,000	565,000	565,000	-	(565,000)	-
Total	190,000	719,457	718,377	150,048	(569,409)	152,318
Expenditures By Division						
Planning	190,000	657,274	658,042	81,344	(575,930)	82,428
Housing and Public Services	-	62,182	60,335	68,704	6,522	69,890
Total	190,000	719,457	718,377	150,048	(569,409)	152,318
Expenditures By Resource						
General Fund	190,000	719,457	718,377	150,048	(569,409)	152,318
Total	190,000	719,457	718,377	150,048	(569,409)	152,318

Note: FY 2018 & FY 2019 include transfer-out expenditures to Fund 107 – Strategic Initiatives and Long-Range Planning. This fund is no longer utilized starting in FY 2020. Hence there is no transfer out shown in FY 2020 and FY 2021. Expenditures related to Strategic Initiatives & Long-Range Planning in the General Fund are budgeted in the new Strategic Planning & Innovation division under the City Manager department.

PROGRAM DESCRIPTION**Development Services Planning Compensation**

A portion of the duties performed by the Planning and Housing & Public Services staff in the Development Services department yield Citywide benefits and are thus supported by the General Fund. In previous fiscal years, this compensation was accounted for through the City's General Cost Allocation Plan.

CODE ENFORCEMENT

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	834,201	910,129	943,122	1,042,970	132,841	1,077,925
Operating Expenses	49,847	99,300	87,750	95,550	(3,750)	96,800
Internal Services	-	-	-	176,493	176,493	180,024
Total	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Expenditures By Resource						
General Fund	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Total	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: For more information on the Code Enforcement budget, see the Development Services department presentation section.

GENERAL FUND EXPENDITURES

105 - Economic Development Fund

Identify potential large business startup and “scale up” candidates and support their launch and growth.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	202,445	1,050,435	1,046,614	752,349	(298,086)	728,768
Operating Expenses	(2,807)	391,000	355,104	591,000	200,000	601,000
Total Expenditures	(2,807)	391,000	355,104	591,000	200,000	601,000
Surplus / (Deficit)	205,252	659,435	691,510	161,349	(498,086)	127,768
Available Fund Balance	1,057,685	1,717,120	1,749,195	1,910,544		2,038,312

106 - Capital Reserve Fund

General Fund Capital Reserves may be used to fund long term capital projects, including repair of such projects, at the discretion of the City Council.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	8,239,574	3,301,925	3,436,864	1,460,240	(1,841,685)	1,427,143
Operating Expenses	144,515	502,158	203,890	25,000	(477,158)	27,750
Capital Outlay	6,662,866	7,233,948	5,214,179	4,842,700	(2,391,248)	219,000
Transfers	63,926	44,790	44,790	7,359	(37,431)	7,359
Capital Outlay Rollover	-	-	-	2,361,233	2,361,233	-
Total Expenditures	6,871,307	7,780,896	5,462,859	7,236,292	(544,604)	254,109
Surplus / (Deficit)	1,368,267	(4,478,971)	(2,025,995)	(5,776,052)	(1,297,081)	1,173,034
Available Fund Balance	8,924,371	4,445,400	6,898,376	1,122,324		2,295,358

108 - Small Business Econ Incentive Fund

Identify potential small business startup and scale up candidates and support their launch and growth.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	125,000	100,000	100,000	100,000	-	100,000
Operating Expenses	35,000	100,000	-	250,000	150,000	100,000
Total Expenditures	35,000	100,000	-	250,000	150,000	100,000
Surplus / (Deficit)	90,000	-	100,000	(150,000)	(150,000)	-
Available Fund Balance	90,000	90,000	190,000	40,000		40,000

SPECIAL REVENUE FUNDS

201 - Recycling Grant

Funds provided by the recycling division of the State Department of Conservation. Funds were made available through the 1986 California Beverage container Recycling and Litter Reduction Act for beverage container recycling and litter abatement programs. Grants are funded by the California Capitol Refund Value (CRV) beverage container fees.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	42,598	44,072	43,453	1,001	(43,071)	-
Compensation	-	452	-	-	(452)	-
Operating Expenses	41,969	42,000	42,000	70,732	28,732	-
Total Expenditures	41,969	42,452	42,000	70,732	28,280	-
Surplus / (Deficit)	629	1,620	1,453	(69,731)	(71,351)	-
Available Fund Balance	68,278	69,898	69,731	-	-	-

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

202 - Used Oil Recycling Grant

Funds received from the Department of Resources Recycling and Recovery (CalRecycle) to comply with waste diversion. Funds are used to educate the public on oil recycling.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	91,250	730	438	438	(292)	-
Compensation	4,414	3,202	-	-	(3,202)	-
Operating Expenses	40,636	42,894	42,624	15,308	(27,586)	-
Total Expenditures	45,050	46,096	42,624	15,308	(30,788)	-
Surplus / (Deficit)	46,200	(45,366)	(42,186)	(14,870)	30,496	-
Available Fund Balance	57,056	11,690	14,870	-	-	-

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

210 - California Board of State Community Corrections (BSCC) State of California Grant

The California Board of State Community Corrections (BSCC), whose mission is to assist local jurisdictions to reduce recidivism, provides grant funding to programs, supporting the efforts of local communities to manage offenders released to their communities under Assembly Bills 109 and 117.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	-	-	-
Compensation	52,428	55,000	19,262	35,738	(19,262)	-
Operating Expenses	53,745	57,324	-	57,324	-	-
Total Expenditures	106,173	112,324	19,262	93,062	(19,262)	-
Surplus / (Deficit)	(106,173)	(112,324)	(19,262)	(93,062)	19,262	-
Available Fund Balance	201,865	89,541	182,603	89,541	-	89,541

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

SPECIAL REVENUE FUNDS

213 - Police Off-Duty

Funds received for the hiring of off-duty officers for event security, traffic control, and motorized traffic escorts.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	257,594	251,490	250,000	-	(251,490)	-
Compensation	272,911	251,490	251,490	-	(251,490)	-
Transfers	96,791	-	-	-	-	-
Total Expenditures	369,702	251,490	251,490	-	(251,490)	-
Surplus / (Deficit)	(112,108)	-	(1,490)	-	-	-
Available Fund Balance	34,653	34,653	33,163	33,163		33,163

Note: There is no anticipated funding activity in FY 2020 nor FY 2021 at this time.

215 – State Asset Forfeiture

The Asset Forfeiture funds are a percentage of proceeds from the sale of seized property. Funds are used for education and problem prevention projects aimed at the youth in our community.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	674,190	95,327	91,797	-	(95,327)	-
Operating Expenses	99,865	517,233	77,661	740,836	223,603	-
Capital Outlay	177,417	530,368	142,664	136,704	(393,664)	-
Total Expenditures	277,282	1,047,601	220,325	877,540	(170,061)	-
Surplus / (Deficit)	396,908	(952,274)	(128,528)	(877,540)	74,734	-
Available Fund Balance	1,012,514	60,240	883,986	6,446		6,446

Note: Due to the unpredictable nature of asset seizure funding, funds are programmed only so far as the available fund balance in the coming fiscal year. Additional Asset Seizure funding may become available for appropriation in the coming fiscal year at which time the Budget Resolution adopted in concurrence with the Annual Budget allows for appropriation and budgeting of the additional asset seizure funds at that time received.

216 – Federal Police Grants

Includes several types of grants for various programs within the Police Department.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	262,216	703,805	209,455	378,990	(324,815)	-
Compensation	196,216	483,915	230,649	268,750	(215,164)	-
Operating Expenses	60,095	208,967	128,568	37,213	(171,754)	-
Capital Outlay	-	17,862	-	-	(17,862)	-
Total Expenditures	256,311	710,744	359,217	305,963	(404,780)	-
Surplus / (Deficit)	5,905	(6,939)	(149,762)	73,027	79,965	-
Available Fund Balance	102,681	95,742	(47,081)	25,946		25,946

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

SPECIAL REVENUE FUNDS

217 - Local Police Grants

This fund is used to account for miscellaneous grants and donations from local businesses and organizations. The funds are used for programs specific to the donations, or for various police programs.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	177,781	20	139,797	135,000	134,980	-
Compensation	135,735	-	139,797	135,000	135,000	-
Total Expenditures	135,735	-	139,797	135,000	135,000	-
Surplus / (Deficit)	42,046	20	-	-	(20)	-
Available Fund Balance	5,723	5,743	5,723	5,723		5,723

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

218 – The State Supplemental Law Enforcement Services Grant

California Government Code Sections 30061 and 30063 mandating these funds to be used for frontline police operations and services within a two-year period or until all funds are expended.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	363,819	261,587	377,171	295,000	33,413	-
Compensation	251,511	479,829	349,011	334,094	(145,735)	-
Operating Expenses	3,353	224,587	36,562	187,995	(36,592)	-
Capital Outlay	-	37,000	-	-	(37,000)	-
Total Expenditures	254,864	741,416	385,573	522,089	(219,327)	-
Surplus / (Deficit)	108,955	(479,829)	(8,402)	(227,089)	252,740	-
Available Fund Balance	243,287	(236,542)	234,885	7,796		7,796

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

221 - Gas Tax Fund

Gas Tax Street Maintenance provides a variety of transportation infrastructure maintenance services including implementation of the City's Pavement Management Program, construction of capital projects, and coordination with other entities as needed. Gas Tax is the City's share of the \$0.18 per gallon California State gasoline tax and is restricted to street expenditures. The California Department of Tax and Administration administers the tax and the State Controller distributes the proceeds to cities and counties using formulas based on population and lane-miles of maintained roadways. The legislation that governs the use of these funds is the State of California Streets and Highways Code Sections 2105, 2106, 2107 and 2107.5.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	4,025,566	3,919,109	3,592,963	4,566,069	646,960	4,502,082
Compensation	149,799	54,842	61,176	503,396	448,554	710,226
Operating Expenses	3,931,526	4,077,730	3,824,780	3,744,257	(333,473)	3,365,994
Capital Outlay	2,238,412	1,821,719	944,915	663,180	(1,158,539)	615,000
Transfers	818,084	261,095	261,095	419,845	158,750	456,127
Capital Outlay Rollover	-	-	-	523,102	523,102	-
Total Expenditures	7,137,821	6,215,386	5,091,966	5,853,780	(361,606)	5,147,347
Surplus / (Deficit)	(3,112,255)	(2,296,277)	(1,499,003)	(1,287,711)	1,008,566	(645,265)
Available Fund Balance	3,464,278	1,168,001	1,965,275	677,564		32,299

SPECIAL REVENUE FUNDS

227 – Senate Bill 1 (SB1) Local Streets and Roads

SB1 Local Streets and Roads provides funding for pavement needs for City streets and roads.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	788,925	2,840,614	2,741,941	2,848,801	8,187	2,934,265
Capital Outlay	39,937	3,755,063	932,300	2,560,000	(1,195,063)	2,811,000
Transfers	-	-	-	1,174	1,174	1,174
Capital Outlay Rollover	-	-	-	2,804,500	2,804,500	-
Total Expenditures	39,937	3,755,063	932,300	5,365,674	1,610,611	2,812,174
Surplus / (Deficit)	748,988	(914,449)	1,809,641	(2,516,873)	(1,602,424)	122,091
Available Fund Balance	748,988	(165,461)	2,558,629	41,756		163,847

228 – Senate Bill 1 (SB1) Local Partnership

SB1 Local Partnership provides grant funding for transportation infrastructure including streets and roads.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	614,000	614,000	254,000	(360,000)	-
Capital Outlay	191	613,809	613,809	254,000	(359,809)	-
Total Expenditures	191	613,809	613,809	254,000	(359,809)	-
Surplus / (Deficit)	(191)	191	191	-	(191)	-
Available Fund Balance	(191)	-	-	-		-

231 - Affordable Housing

This Citywide fee is imposed on residential development to ensure that adequate housing opportunities exist for very low- and low-income households and sufficient funds are available to facilitate construction of these very low- and low-income housing units.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,918,264	2,264,293	3,481,673	3,433,650	1,169,357	3,692,818
Compensation	85,923	129,698	126,730	129,291	(407)	130,946
Operating Expenses	175,998	4,700,440	4,700,440	3,530,000	(1,170,440)	6,530,000
Capital Outlay	-	2,000,000	-	3,500,000	1,500,000	3,000,000
Transfers	-	-	8,917	-	-	-
Total Expenditures	261,921	6,830,138	4,836,087	7,159,291	329,153	9,660,946
Surplus / (Deficit)	2,656,343	(4,565,845)	(1,354,414)	(3,725,641)	840,204	(5,968,128)
Available Fund Balance	14,105,853	9,540,008	12,751,439	9,025,798		3,057,670

Note: The FY 2019 budget included \$2 million in land acquisition for affordable housing that did not come to fruition. However, \$3.5 million is budgeted in FY 2020 for two land purchases.

SPECIAL REVENUE FUNDS

233 - Agricultural Preservation Mitigation Fee

This fee is imposed upon the development in the East Franklin Specific Plan area. The fee revenue is used to purchase agricultural easements or other similar instruments on agricultural land and to provide for the ongoing monitoring and administration of these easements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	4,412	29,580	17,829	17,829	(11,751)	17,829
Operating Expenses	1,301	1,700	1,700	1,000	(700)	1,000
Capital Outlay	-	1,900,000	-	1,900,000	-	-
Total Expenditures	1,301	1,901,700	1,700	1,901,000	(700)	1,000
Surplus / (Deficit)	3,111	(1,872,120)	16,129	(1,883,171)	(11,051)	16,829
Available Fund Balance	1,958,751	86,631	1,974,880	91,709		108,538

Note: \$1.9 million was budgeted in FY 2019 for land acquisition related to agricultural preservation. However, suitable property was not found. The \$1.9 million is being re-budgeted in FY 2020 in anticipation of purchasing eligible property.

234 - Swainson Hawk Mitigation Fee

This mitigation fee is used to purchase/monitor land and/or easements on property the City and the State Department of Fish and Game determine to be suitable Swainson's Hawk habitat as mitigation for the loss of habitat caused by development.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	620,579	236,000	1,353,170	321,302	85,302	321,302
Compensation	12,479	12,916	13,462	13,073	157	13,073
Operating Expenses	22,435	178,980	178,980	1,000	(177,980)	1,000
Capital Outlay	-	1,097,920	1,097,920	580,000	(517,920)	-
Total Expenditures	34,914	1,289,816	1,290,362	594,073	(695,743)	14,073
Surplus / (Deficit)	585,665	(1,053,816)	62,808	(272,771)	781,045	307,229
Available Fund Balance	2,420,989	1,367,173	2,483,797	2,211,026		2,518,255

235 - Tree Mitigation

This fund is to be used for preservation of oak trees.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	167,331	114,610	243,685	150,376	35,766	148,674
Operating Expenses	887	1,140	1,140	1,500	360	1,500
Capital Outlay	-	1,200,000	700,000	260,000	(940,000)	-
Total Expenditures	887	1,201,140	701,140	261,500	(939,640)	1,500
Surplus / (Deficit)	166,444	(1,086,530)	(457,455)	(111,124)	975,406	147,174
Available Fund Balance	1,223,949	137,419	766,494	655,370		802,544

SPECIAL REVENUE FUNDS

238 - Street Trench Cut

This fee is used for the associated cost of cutting pavement and the future maintenance of roadways.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	99,859	97,080	93,270	97,270	190	97,270
Operating Expenses	24,140	100,400	400	100,400	-	100,400
Capital Outlay	175,000	-	-	-	-	-
Transfers	946	4,401	4,401	11,467	7,066	11,998
Total Expenditures	200,086	104,801	4,801	111,867	7,066	112,398
Surplus / (Deficit)	(100,227)	(7,721)	88,469	(14,597)	(6,876)	(15,128)
Available Fund Balance	353,772	346,051	442,241	427,644		412,516

241 - Community Development Block Grant

Funds received from the U.S. Department of Housing and Urban Development (HUD) to develop viable urban communities by providing housing, a suitable living environment, and expanded economic opportunities, principally for low- and moderate-income persons.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	738,654	1,700,100	1,700,045	2,150,000	449,900	950,000
Compensation	71,040	69,189	69,420	70,978	1,789	72,179
Operating Expenses	217,208	667,385	836,200	816,200	148,815	816,200
Capital Outlay	509,660	822,440	282,071	556,050	(266,390)	683,110
Capital Outlay Rollover	-	-	-	371,554	371,554	-
Total Expenditures	797,908	1,559,014	1,187,691	1,814,782	255,768	1,571,489
Surplus / (Deficit)	(59,254)	141,086	512,354	335,218	194,132	(621,489)
Available Fund Balance	8,987	150,073	521,341	856,559		235,070

242 – State Homelessness Grant

The funding in Fund 242 was appropriated through the State of California Budget Act of 2017 to implement a range of services aimed at navigating homeless individuals and families to permanent housing, including but not limited to the following: a navigation team to provide proactive outreach to homeless persons, acquisition and rehabilitation of property to serve as temporary or permanent housing, operations costs associated with homeless housing, and implementation of individualized strategies to promote permanent housing.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	5,002,913	-	43,931	43,931	43,931	43,931
Compensation	-	74,813	75,251	78,574	3,761	79,383
Operating Expenses	15,672	350,000	350,000	120,000	(230,000)	60,000
Capital Outlay	420,859	2,070,000	70,000	2,000,000	(70,000)	-
Total Expenditures	436,531	2,494,813	495,251	2,198,574	(296,239)	139,383
Surplus / (Deficit)	4,566,382	(2,494,813)	(451,320)	(2,154,643)	340,170	(95,452)
Available Fund Balance	4,566,382	2,071,569	4,115,062	1,960,419		1,864,967

Note: The FY 2020 Budget includes \$2 million dollars for purchasing property for the homeless and anticipated annual operating costs of homeless navigation centers including utilities, repairs, costs for the house leader and case management.

SPECIAL REVENUE FUNDS

251 - CFD 2003-1 Police Services

This fund is used to pay for a portion of the costs associated with providing police protection services in CFD 2003-1.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	866,006	882,220	881,771	899,371	17,151	917,323
Compensation	12,155	12,518	13,106	13,115	597	13,627
Operating Expenses	4,237	4,140	7,100	10,140	6,000	10,140
Transfers	751,656	812,523	812,523	848,287	35,764	868,292
Total Expenditures	768,048	829,181	832,729	871,542	42,361	892,059
Surplus / (Deficit)	97,958	53,039	49,042	27,829	(25,210)	25,264
Available Fund Balance	327,528	380,567	376,570	404,399		429,663

Note: Revenue in the Police Services fund is normally received by the City in two nearly equal installments in January and late May. The growing Fund Balance is primarily generated from the May installment which will be programmed to be expended in the subsequent year. In this way the City more closely aligns the timing of expenditures with the income that support those expenditures.

252 - CFD 2003-2 Police Services

This fund is used to pay for a portion of the costs associated with providing police protection services in CFD 2003-2.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,541,275	2,766,210	2,765,188	2,915,188	148,978	3,265,188
Compensation	12,155	12,518	13,106	13,115	597	13,627
Operating Expenses	9,931	12,380	7,550	12,500	120	12,500
Transfers	2,204,699	2,449,987	2,449,987	2,529,661	79,674	2,829,666
Total Expenditures	2,226,785	2,474,885	2,470,643	2,555,276	80,391	2,855,793
Surplus / (Deficit)	314,490	291,325	294,545	359,912	68,587	409,395
Available Fund Balance	944,774	1,236,099	1,239,319	1,599,231		2,008,626

Note: Revenue in the Police Services fund is normally received by the City in two nearly equal installments in January and late May. The growing Fund Balance is primarily generated from the May installment which will be programmed to be expended in the subsequent year. In this way the City more closely aligns the timing of expenditures with the income that support those expenditures.

255 - CFD 2006-1 Maintenance Services

This fund is used to pay a portion of maintenance costs. Maintenance costs in the CFD may include public parkways, public parks, open space, landscape setbacks, bike and other paths, landscaped medians in and adjacent to roadways, maintenance and operation of a community center, recreation center, sports facilities, cultural arts center, water features and maintenance of other related facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,046,622	1,292,900	1,195,336	1,305,336	12,436	1,505,336
Compensation	59,529	63,714	66,600	85,558	21,844	108,549
Operating Expenses	1,087,404	930,180	921,009	1,212,700	282,520	1,383,200
Transfers	37,724	67,413	67,413	124,715	57,302	133,940
Total Expenditures	1,184,657	1,061,307	1,055,022	1,422,973	361,666	1,625,689
Surplus / (Deficit)	(138,035)	231,593	140,314	(117,637)	(349,230)	(120,353)
Available Fund Balance	202,757	434,350	343,071	225,434		105,081

SPECIAL REVENUE FUNDS

256 - CFD 2005-1 Maintenance Services

This fund is used to pay a portion of maintenance costs. Maintenance costs in the CFD may include public parkways, public parks, open space, landscape setbacks, bike and other paths, landscaped medians in and adjacent to roadways, maintenance and operation of a community center, recreation center, sports facilities, cultural arts center, water features and maintenance of other related facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,315,660	2,937,236	2,892,852	3,471,381	534,145	3,725,381
Compensation	71,367	219,287	181,179	451,648	232,361	501,805
Operating Expenses	757,509	2,262,922	1,591,286	2,602,762	339,840	2,815,049
Capital Outlay	-	25,000	-	-	(25,000)	-
Transfers	31,135	27,800	27,799	96,222	68,422	102,339
Total Expenditures	860,011	2,535,009	1,800,264	3,150,632	615,623	3,419,193
Surplus / (Deficit)	1,455,649	402,227	1,092,588	320,749	(81,478)	306,188
Available Fund Balance	9,517,599	9,919,826	10,610,187	10,930,936		11,237,124

Note: Compensation and operations in FY 2020, and beyond, assume full year costs for operating the Civic Center. FY 2020 adds six new part-time Community Center attendants.

261 - Street Maintenance District No. 1, Zone 1

This multi-zonal assessment district funds a portion of street maintenance costs in developing areas located within Zone 1 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	756,729	835,180	842,855	1,460,869	625,689	1,475,325
Compensation	-	-	-	40,118	40,118	55,457
Operating Expenses	68,399	137,380	132,700	83,500	(53,880)	38,750
Capital Outlay	1,114,697	834,303	359,019	395,000	(439,303)	470,000
Transfers	15,025	3,050,821	50,822	86,980	(2,963,841)	91,690
Capital Outlay Rollover	-	-	-	424,132	424,132	-
Total Expenditures	1,198,121	4,022,504	542,541	1,029,730	(2,992,774)	655,897
Surplus / (Deficit)	(441,392)	(3,187,324)	300,314	431,139	3,618,463	819,428
Available Fund Balance	4,435,776	1,248,452	4,736,090	5,167,229		5,986,657

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$3,000,000 interfund loan to the Laguna Ridge Specific Plan in Lieu Quimby fund (fund 330), which is shown on the "Transfers" line. Although the timing of executing this loan is currently unknown, interest payment revenue from the fund repaying this loan is assumed in FY 2020 and FY 2021.

262 - Street Maintenance District No. 1, Zone 2

This multi-zonal assessment district funds a portion of street maintenance costs in developing areas located within Zone 2 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	43,236	50,770	48,701	48,951	(1,819)	49,201
Operating Expenses	25,378	30,040	26,640	33,050	3,010	40,050
Transfers	5,090	1,995	1,996	3,913	1,918	4,148
Total Expenditures	30,468	32,035	28,636	36,963	4,928	44,198
Surplus / (Deficit)	12,768	18,735	20,065	11,988	(6,747)	5,003
Available Fund Balance	81,220	99,955	101,285	113,273		118,276

SPECIAL REVENUE FUNDS

263 - Street Maintenance District No. 1, Zone 3

This multi-zonal assessment district funds a portion of street maintenance costs in developing areas located within Zone 3 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	265,536	285,000	291,175	296,675	11,675	301,675
Operating Expenses	116,379	153,100	147,520	94,100	(59,000)	52,100
Capital Outlay	-	-	-	200,000	200,000	200,000
Transfers	27,578	20,406	20,407	23,744	3,338	25,131
Total Expenditures	143,957	173,506	167,927	317,844	144,338	277,231
Surplus / (Deficit)	121,579	111,494	123,248	(21,169)	(132,663)	24,444
Available Fund Balance	37,607	149,101	160,855	139,686		164,130

264 - Street Maintenance District No. 1, Zone 4

This multi-zonal assessment district funds a portion of street maintenance costs in developing areas located within Zone 4 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	28,209	35,220	29,961	30,211	(5,009)	30,211
Operating Expenses	19,968	28,520	26,620	15,520	(13,000)	20,620
Transfers	7,161	4,639	4,639	5,021	382	5,197
Total Expenditures	27,129	33,159	31,259	20,541	(12,618)	25,817
Surplus / (Deficit)	1,080	2,061	(1,298)	9,670	7,609	4,394
Available Fund Balance	29,251	31,312	27,953	37,623		42,017

265 - Street Maintenance District No. 1, Zone 5

This multi-zonal assessment district funds a portion of street maintenance costs in developing areas located within Zone 5 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	587,431	665,330	605,635	723,305	57,975	799,381
Compensation	-	-	-	43,738	43,738	62,847
Operating Expenses	93,523	126,140	121,650	81,000	(45,140)	29,250
Capital Outlay	440,321	359,679	99,516	545,000	185,321	675,000
Transfers	10,792	534,033	34,033	51,579	(482,454)	54,547
Capital Outlay Rollover	-	-	-	210,000	210,000	-
Total Expenditures	544,636	1,019,852	255,199	931,317	(88,535)	821,644
Surplus / (Deficit)	42,795	(354,522)	350,436	(208,012)	146,510	(22,263)
Available Fund Balance	1,272,000	917,478	1,622,436	1,414,424		1,392,161

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$500,000 interfund loan to the Laguna Ridge Specific Plan in Lieu Quimby fund (fund 330), which is shown on the "Transfers" line. Although the timing of executing this loan is currently unknown, interest payment revenue from the fund repaying this loan is assumed in FY 2020 and FY 2021.

SPECIAL REVENUE FUNDS

267 - Street Lighting Maintenance District 1, Zone 1

This assessment district funds a portion of street lighting costs located in Zone 1 in the City.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	799,904	805,700	802,344	830,344	24,644	818,344
Compensation	-	-	-	23,767	23,767	40,415
Operating Expenses	335,641	362,540	344,540	345,100	(17,440)	345,100
Debt Service	393,973	395,973	395,973	393,973	(2,000)	393,973
Transfers	55,401	43,024	43,024	53,062	10,038	58,197
Total Expenditures	785,015	801,537	783,537	815,902	14,365	837,685
Surplus / (Deficit)	14,889	4,163	18,807	14,442	10,279	(19,341)
Available Fund Balance	12,314	16,477	31,121	45,563		26,222

268 - Street Lighting Maintenance District 1, Zone 2

This assessment district funds street lighting costs in Laguna Ridge, Lent Ranch, and the future development areas in between.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	235,640	254,540	268,473	270,924	16,384	275,924
Compensation	-	-	-	15,844	15,844	26,945
Operating Expenses	105,857	192,400	189,800	195,650	3,250	186,150
Debt Service	43,775	43,775	43,775	43,775	-	43,775
Transfers	53,253	29,426	29,426	30,713	1,287	32,182
Total Expenditures	202,885	265,601	263,001	285,982	20,381	289,052
Surplus / (Deficit)	32,755	(11,061)	5,472	(15,058)	(3,997)	(13,128)
Available Fund Balance	173,220	162,159	178,692	163,634		150,506

275 – Federal Asset Forfeiture

Federal Asset Forfeiture funds may be used to pay for expenses associated with forfeiture operations and investigations. Forfeiture operations and investigative expenses included but not limited to: Storage, Protection and Destruction of Controlled Substances, Training, Equipment, Protective Gear and Support of Community based programs.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	192,097	235,861	237,061	-	(235,861)	-
Operating Expenses	1,003	296,978	33,400	421,643	124,666	-
Capital Outlay	42,606	347,537	68,947	282,920	(64,617)	-
Total Expenditures	43,609	644,515	102,347	704,563	60,049	-
Surplus / (Deficit)	148,488	(408,654)	134,714	(704,563)	(295,910)	-
Available Fund Balance	576,574	167,920	711,288	6,725		6,725

Note: Due to the unpredictable nature of asset seizure funding, funds are programmed only so far as the available fund balance in the coming fiscal year. Additional Asset Seizure funding may become available for appropriation in the coming fiscal year at which time the Budget Resolution adopted in concurrence with the Annual Budget allows for appropriation and budgeting of the additional asset seizure funds at that time received.

SPECIAL REVENUE FUNDS

280 – Library Ownership

Funds are received annually from the Sacramento Public Library Fund and are used to maintain service of existing infrastructure and to fund capital improvements and repairs such as replacements of flooring, heating, ventilation and air conditioning, and roofing in Elk Grove.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	127,426	127,240	123,108	128,108	868	133,108
Operating Expenses	44,159	60,710	60,710	145,684	84,974	40,000
Transfers	1,928	2,646	2,646	4,054	1,408	4,059
Total Expenditures	46,087	63,356	63,356	149,738	86,382	44,059
Surplus / (Deficit)	81,339	63,884	59,752	(21,630)	(85,514)	89,049
Available Fund Balance	909,885	973,769	969,637	948,007		1,037,056

285 - Neighborhood Stabilization

The Housing and Economic Recovery Act grants funds to be used for neighborhood stabilization programs related to abandoned and foreclosed properties.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	69,083	60,660	67,600	58,683	(1,977)	58,683
Compensation	8,917	-	282	-	-	-
Operating Expenses	38,932	265,330	55,330	415,580	150,250	-
Total Expenditures	47,849	265,330	55,612	415,580	150,250	-
Surplus / (Deficit)	21,234	(204,670)	11,988	(356,897)	(152,227)	58,683
Available Fund Balance	401,911	197,241	413,899	57,002		115,685

294 - Measure A Maintenance

A portion of the proceeds from Sacramento County voter-approved Measure A are dedicated to local street and landscape maintenance, repair and rehabilitation. The half-cent sales tax, originally approved in 1988, was renewed for an additional 30 years in 2004. The new program began in FY 2009-10, represented in Fund 294.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	3,993,378	4,213,512	4,322,308	4,399,698	186,186	4,528,967
Compensation	62,750	72,302	75,251	107,815	35,513	153,960
Operating Expenses	2,258,399	3,074,620	2,991,620	3,278,500	203,880	3,233,000
Capital Outlay	2,046,616	2,906,913	1,007,852	931,333	(1,975,580)	2,348,000
Transfers	329,628	171,529	171,529	306,818	135,289	333,455
Capital Outlay Rollover	-	-	-	1,672,159	1,672,159	-
Total Expenditures	4,697,393	6,225,364	4,246,252	6,296,625	71,261	6,068,415
Surplus / (Deficit)	(704,015)	(2,011,852)	76,056	(1,896,927)	114,925	(1,539,448)
Available Fund Balance	3,387,808	1,375,956	3,463,864	1,566,937		27,489

SPECIAL REVENUE FUNDS

295 – Development Services

This Fund encompasses financial activity related to commercial, industrial, and residential development within the City limits including planning, building and engineering operations. Funds are primarily accumulated via fee revenues generated from development related activity and operations.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	9,298,695	9,480,200	9,287,219	10,184,419	704,219	9,603,729
Compensation	1,342,842	1,404,837	1,410,772	1,466,498	61,661	1,526,117
Operating Expenses	5,390,038	5,904,350	5,711,850	6,185,350	281,000	5,609,350
Internal Services	734,084	802,330	802,330	980,449	178,119	1,300,060
Transfers	1,830,136	1,072,628	1,072,628	1,123,030	50,402	1,143,857
Total Expenditures	9,297,100	9,184,145	8,997,580	9,755,327	571,182	9,579,384
Surplus / (Deficit)	1,595	296,055	289,639	429,092	133,037	24,345
Available Fund Balance	(362,960)	(66,905)	(73,321)	355,771		380,116

Note: The nature of Development activity can be volatile over time given the impacts from various market and economic conditions. Hence, projecting revenues and expenditures in this fund is naturally challenging. Certain years yield deficits while other years yield surpluses. FY 2018 was the first year Development Services operated separately from the Public Works on a financial basis which adds to the challenge of budgeting expenditures independently as a separate fund.

Note: FY 2018 Actuals for Development Services Licenses & Permits include activities related to the reconciling of discrepancies that occurred in prior years, due to conversion of financial systems. Those activities are not included in the budget summary table in the Development Services department section.

296 – Public Works

The financial information in this fund represents the administrative costs of the Public Works department including its Divisions of Administration, Capital Improvement Program, and Engineering Support. Expenditures in this fund are supported by overhead allocation revenue from the General Fund, Special Revenue Funds, and Capital Funds.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	4,773,819	4,794,170	4,265,287	4,862,399	68,229	5,017,473
Compensation	1,393,585	1,669,899	1,549,803	1,738,402	68,503	1,800,384
Operating Expenses	1,565,366	2,070,650	1,936,045	2,207,585	136,935	2,226,336
Internal Services	854,368	432,932	432,932	1,075,847	642,915	1,297,364
Capital Outlay	33,943	-	-	-	-	-
Transfers	109,787	142,983	142,801	211,475	68,492	214,155
Total Expenditures	3,957,049	4,316,464	4,061,581	5,233,309	916,845	5,538,239
Surplus / (Deficit)	816,770	477,706	203,706	(370,910)	(848,616)	(520,766)
Available Fund Balance	816,770	1,294,476	1,020,476	649,566		128,800

CAPITAL FUNDS

301 – Federal Capital Grants

Revenues for Federal Capital Grants are generated through various grants received from the Federal government or one of its agencies. Each dollar spent from these funds has to be accounted for and these funds may be audited to ensure that monies are for their intended purposes. Examples of capital grants for transportation projects include CMAQ (Congestion Mitigation and Air Quality), HSIP (Highway Safety Improvement Program), HBP (Highway Bridge Program) and Safe Routes to School grants. Grant revenues are a combination of advanced and reimbursable funding and may not always be received within the same year as expenditures.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,988,126	8,672,459	8,675,838	6,930,910	(1,741,549)	4,835,900
Operating Expenses	-	11,264,885	-	1,073,534	(10,191,351)	3,475,900
Capital Outlay	2,072,896	3,508,399	3,173,592	-	(3,508,399)	1,360,000
Capital Outlay Rollover	-	-	-	10,354,759	10,354,759	-
Total Expenditures	2,072,896	14,773,284	3,173,592	11,428,293	(3,344,991)	4,835,900
Surplus / (Deficit)	(84,770)	(6,100,825)	5,502,246	(4,497,383)	1,603,442	-
Available Fund Balance	(1,004,863)	(7,105,688)	4,497,383	-	-	-

Note: The City continues to diligently pursue Federal Grant funding, the revenue estimate in FY 2020 reflects the City's revised projection as it relates to the upcoming year. The largest projects with current funding are Waterman Road rehab and bike lanes, Bradshaw & Sheldon Road intersection improvements, a portion of Laguna Creek Open Space Trail, and a portion of Kammerer Road 4 lane extension to Lent Ranch.

302 – State Capital Grants

Revenues for the State Capital grant funds are generated through various grants received from the State of California or one of its agencies. Each dollar spent from these funds has to be accounted for and these funds may be audited to ensure that monies were spent for their intended purpose. Examples of capital grants for transportation projects include State Transportation Improvement Program grants, Housing Related Park Program grants, State Safe Routes to School grants, various Proposition 1B grants. Grant revenues are a combination of advanced and reimbursable funding and may not always be received within the same year as expenditures.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	227,128	633,215	633,085	3,939,327	3,306,112	191,000
Operating Expenses	-	242,000	-	3,773,000	3,531,000	191,000
Capital Outlay	292,955	534,148	238,894	-	(534,148)	-
Capital Outlay Rollover	-	-	-	494,879	494,879	-
Total Expenditures	292,955	776,148	238,894	4,267,879	3,491,731	191,000
Surplus / (Deficit)	(65,827)	(142,933)	394,191	(328,552)	(185,619)	-
Available Fund Balance	(65,639)	(208,572)	328,552	-	-	-

Note: The City continues to diligently pursue State Grant funding, the revenue estimate in FY 2020 reflects the City's revised projection as it relates to the upcoming year. The largest projects with current funding are Franklin Boulevard Cycle Track Phase 1, Systemic Safety Analysis Report, and Laguna Creek Open Space Trail.

CAPITAL FUNDS

305 - Local Transportation Fund (LTF) - Bikes & Pedestrian

TDA funding is used for public transportation planning, public transportation services, and community transit purposes. LTF allocations are for transit bicycle/pedestrian uses.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	135,046	150,910	148,942	158,942	8,032	143,942
Capital Outlay	28,501	427,384	23,868	212,000	(215,384)	182,000
Transfers	4,962	8,145	8,145	3,502	(4,643)	3,632
Capital Outlay Rollover	-	-	-	419,632	419,632	-
Total Expenditures	33,463	435,529	32,013	635,134	199,605	185,632
Surplus / (Deficit)	101,583	(284,619)	116,929	(476,192)	(191,573)	(41,690)
Available Fund Balance	455,159	170,540	572,088	95,896		54,206

311 - Capital Facilities Fee (CFF) – City Administrative Facilities

Funds new development's share of the construction/acquisition of City Administrative Facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	206,052	174,018	184,888	198,378	24,360	217,334
Capital Outlay	-	50,000	17,779	-	(50,000)	-
Transfers	1,225	7,483	7,483	-	(7,483)	-
Capital Outlay Rollover	-	-	-	8,563	8,563	-
Total Expenditures	1,225	57,483	25,262	8,563	(48,920)	-
Surplus / (Deficit)	204,827	116,535	159,626	189,815	73,280	217,334
Available Fund Balance	1,149,624	1,266,159	1,309,250	1,499,065		1,716,399

312 - CFF – Police

Funds new development's share of the construction/acquisition of police facilities, patrol vehicles and related equipment.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	486,464	742,242	768,456	826,694	84,452	907,666
Capital Outlay	388,066	361,224	257,553	180,000	(181,224)	-
Transfers	5,383	-	-	16,687	16,687	16,687
Total Expenditures	393,449	361,224	257,553	196,687	(164,537)	16,687
Surplus / (Deficit)	93,015	381,018	510,903	630,007	248,989	890,979
Available Fund Balance	2,614,113	2,995,131	3,125,016	3,755,023		4,646,002

313 – CFF Corp Yard

Funds new development's share of the construction/acquisition of corporation yard facilities and equipment.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	394,601	316,263	317,996	566,962	250,699	624,119
Capital Outlay	1,084,249	192,376	95,787	-	(192,376)	-
Transfers	-	136,085	136,085	252,754	116,669	252,754
Capital Outlay Rollover	-	-	-	18,304	18,304	-
Total Expenditures	1,084,249	328,461	231,872	271,058	(57,403)	252,754
Surplus / (Deficit)	(689,648)	(12,198)	86,124	295,904	308,102	371,365
Available Fund Balance	80,458	68,260	166,582	462,486		833,851

CAPITAL FUNDS

315 – CFF Library

Funds new development's share of the construction/acquisition of library facilities and equipment.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	632,528	808,966	842,740	1,215,154	406,188	1,309,961
Capital Outlay	152,350	147,650	68,529	-	(147,650)	-
Transfers	-	1,500,000	-	4,955	(1,495,045)	4,955
Total Expenditures	152,350	1,647,650	68,529	4,955	(1,642,695)	4,955
Surplus / (Deficit)	480,178	(838,684)	774,211	1,210,199	2,048,883	1,305,006
Available Fund Balance	3,431,188	2,592,504	4,205,399	5,415,598		6,720,604

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$1,500,000 interfund loan to the Laguna Ridge Specific Plan in Lieu Quimby fund (fund 330), which is shown on the "Transfers" line. Although the timing of executing this loan is currently unknown, interest payment revenue from the fund repaying this loan is assumed in FY 2020 and FY 2021.

317 – CFF Transit Facilities

Funds new development's share of the construction/acquisition of transit facilities and equipment.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	728,326	538,935	573,487	602,719	63,784	652,419
Capital Outlay	337,179	1,206,872	1,154,496	-	(1,206,872)	-
Transfers	1,453	4,132	4,132	17,429	13,297	17,429
Capital Outlay Rollover	-	-	-	466,978	466,978	-
Total Expenditures	338,632	1,211,004	1,158,628	484,407	(726,597)	17,429
Surplus / (Deficit)	389,694	(672,069)	(585,141)	118,312	790,381	634,990
Available Fund Balance	3,667,498	2,995,429	3,082,357	3,200,669		3,835,659

319 – CFF Admin

This fee is levied to cover the cost of administering the citywide Capital Facilities Impact Fee Program.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	89,970	285,471	130,458	144,770	(140,701)	156,731
Compensation	34,012	34,865	36,604	36,854	1,989	38,502
Operating Expenses	22,457	34,830	34,830	35,000	170	35,000
Transfers	9,209	95,895	95,895	205,512	109,617	215,219
Total Expenditures	65,678	165,590	167,329	277,366	111,776	288,721
Surplus / (Deficit)	24,292	119,881	(36,871)	(132,596)	(252,477)	(131,990)
Available Fund Balance	311,735	431,616	274,864	142,268		10,278

CAPITAL FUNDS

324 – East Franklin Landscape Corridor Fee

This fee is used to fund the design and construction of landscape corridors in the East Franklin Specific Plan.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,458	-	24,795	360,460	360,460	364,013
Capital Outlay	232,641	1,471,252	491,071	95,000	(1,376,252)	2,306,100
Transfers	16,164	1,659,813	9,025	6,838	(1,652,975)	6,838
Capital Outlay Rollover	-	-	-	1,030,780	1,030,780	-
Total Expenditures	248,805	3,131,065	500,096	1,132,618	(1,998,447)	2,312,938
Surplus / (Deficit)	(246,347)	(3,131,065)	(475,301)	(772,158)	2,358,907	(1,948,925)
Available Fund Balance	7,034,639	3,903,574	6,559,338	5,787,180		3,838,255

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$1,650,788 interfund loan to the Laguna Ridge Specific Plan (LRSP) in Lieu Quimby fund (fund 330), the LRSP Public Land Acquisition Fee fund (fund 331) and the LRSP Park Facilities Fee fund (fund 332), which is shown on the “Transfers” line. Although the timing of executing this loan is currently unknown, interest payment revenue from the funds repaying this loan is assumed in FY 2020 and FY 2021.

326 - East Franklin Fee – Administration

This fee covers the City’s cost of administering the East Franklin Fee Program.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	16,685	118,460	51,262	41,262	(77,198)	41,262
Operating Expenses	4,310	6,150	6,150	2,000	(4,150)	2,000
Transfers	1,728	60,168	23,121	11,473	(48,695)	12,334
Total Expenditures	6,038	66,318	29,271	13,473	(52,845)	14,334
Surplus / (Deficit)	10,647	52,142	21,991	27,789	(24,353)	26,928
Available Fund Balance	262,009	314,151	284,000	311,789		338,717

328 - Elk Grove Roadway Fee

The Elk Grove Roadway Fee is a Citywide multi-zonal fee program that typically funds the center lanes and medians of major roadways, major intersections, freeway interchanges, and bridges.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	8,961,890	8,132,311	7,988,887	8,455,334	323,023	9,679,018
Compensation	28,344	29,054	31,053	30,711	1,657	32,084
Operating Expenses	402,142	3,944,940	3,808,498	1,026,000	(2,918,940)	1,029,000
Capital Outlay	3,683,704	33,471,718	9,079,657	1,686,316	(31,785,402)	17,922,000
Debt Service	23,120	23,120	23,120	23,120	-	-
Transfers	839,595	1,139,135	1,139,135	565,406	(573,729)	609,372
Capital Outlay Rollover	-	-	-	21,931,426	21,931,426	-
Total Expenditures	4,976,905	38,607,967	14,081,463	25,262,979	(13,344,988)	19,592,456
Surplus / (Deficit)	3,984,985	(30,475,656)	(6,092,576)	(16,807,645)	13,668,011	(9,913,438)
Available Fund Balance	34,776,802	4,301,146	28,684,226	11,876,581		1,963,143

Note: The FY 2020 Capital Outlay Rollover amount includes funding for large projects such as Kammerer Road, Big Horn Blvd to Lotz Pkwy, four lane extensions to Lent Ranch, Whitelock/Highway 99 interchange project study, Grantline Road widening Phase 2, and Southeast Policy Area Right-of-Way Acquisition.

CAPITAL FUNDS

329 - Impact Fee Administration

The City receives a 50% share of the administrative fee component in two fee programs that the City administers on behalf of the Elk Grove Community Services District - the Laguna South Fire Fee Program and the East Elk Grove Park and Fire Fee Program. This fund includes a separate sub-account for each of these two fee programs. These funds are used to cover the City's cost of administering these two fee programs.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	169,539	54,910	55,021	63,021	8,111	63,021
Compensation	6,803	6,973	7,315	7,371	398	7,701
Operating Expenses	147	170	170	-	(170)	-
Transfers	17,129	14,432	14,229	20,582	6,150	20,587
Total Expenditures	24,079	21,575	21,714	27,953	6,378	28,288
Surplus / (Deficit)	145,460	33,335	33,307	35,068	1,733	34,733
Available Fund Balance	314,539	347,874	347,846	382,914		417,647

330 – Laguna Ridge Specific Plan Quimby In Lieu Fee

The Chapter 22.40 Quimby In-Lieu captures in-lieu fees paid by developers whose developments do not dedicate sufficient park land pursuant to the City Municipal Code Chapter 22.40 Quimby requirements of 5 acres of park land per 1,000 residents. These funds are used to cover the City's cost of acquiring public park land including reimbursement to Developers that have over dedicated Quimby required park land.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	616	5,521,952	200,000	-	(5,521,952)	-
Capital Outlay	376,888	200,000	-	-	(200,000)	-
Total Expenditures	376,888	200,000	-	-	(200,000)	-
Surplus / (Deficit)	(376,272)	5,321,952	200,000	-	(5,321,952)	-
Available Fund Balance	-	5,321,952	200,000	200,000		200,000

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$5,321,952 interfund loan from the Street Maintenance District No. 1, Zones 1 and 5 (funds 261 and 265), CFF Library (fund 315) and East Franklin Landscape Corridor Fee (fund 324) which is shown on the "Revenue Total" line in order to fund payment of existing Quimby reimbursement agreements. The timing of executing this loan is currently unknown, interest payments to the funds will be made as funds become available.

331 – Laguna Ridge Supplemental Park Land Acquisition Fee

The Laguna Ridge Supplemental Park (LRSP) Fee Land Acquisition In-Lieu captures in-lieu fees paid by developers whose developments do not meet the LRSP Supplemental Parks Fee Program land dedication requirements of 4 acres of park land per 1,000 residents. These funds are used to cover the City's cost of acquiring public park land.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,228,071	2,665,180	1,766,612	1,077,978	(1,587,202)	1,424,398
Operating Expenses	98,583	1,000,000	1,000,000	100,000	(900,000)	100,000
Debt Service	2,458	-	-	102,110	102,110	102,110
Total Expenditures	101,041	1,000,000	1,000,000	202,110	(797,890)	202,110
Surplus / (Deficit)	1,127,030	1,665,180	766,612	875,868	(789,312)	1,222,288
Available Fund Balance	-	1,665,180	766,612	1,642,480		2,864,768

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$898,312 interfund loan from the East Franklin Landscape Corridor Fee (fund 324) which is shown on the "Revenue Total" line. Although the timing of executing this loan is currently unknown, interest payments to the fund are assumed and shown in the "Debt Service" line for FY 2020 and FY 2021.

CAPITAL FUNDS

332 Laguna Ridge Supplemental Park (LRSP) Facilities Fee

The Supplemental Park Facilities Fee provides a mechanism for collection and reimbursement of fees related to park facility construction in the LRSP. Facilities eligible for reimbursement through this program include neighborhood, local and portions of community parks. All parks facilities in Laguna Ridge are eligible for funding from this source.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,825,743	3,868,328	3,475,749	2,147,913	(1,720,415)	2,687,592
Operating Expenses	1,951	562,721	655,624	-	(562,721)	-
Capital Outlay	200,711	10,931,999	4,358,258	2,285,000	(8,646,999)	1,970,000
Debt Service	-	-	-	48,937	48,937	48,937
Transfers	373,791	79,363	79,363	5,900	(73,463)	5,900
Capital Outlay Rollover	-	-	-	6,705,837	6,705,837	-
Total Expenditures	576,453	11,574,083	5,093,245	9,045,674	(2,528,409)	2,024,837
Surplus / (Deficit)	1,249,290	(7,705,755)	(1,617,496)	(6,897,761)	807,994	662,755
Available Fund Balance	9,966,986	2,261,231	8,349,490	1,451,729		2,114,484

Note: At Mid-Year of FY 2019 Council authorized a budget amendment for a \$430,524 interfund loan from the East Franklin Landscape Corridor Fee (fund 324) which is shown on the "Revenue Total" line. Although the timing of executing this loan is currently unknown, interest payments to the fund are assumed and shown in the "Debt Service" line for FY 2020 and FY 2021.

333 – Laguna Ridge Parks

The Laguna Ridge Specific Plan Park Impact fee is for administering funding for local and neighborhood parks in the Laguna Ridge Specific Plan.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	69,400	273,084	168,959	127,416	(145,668)	148,314
Compensation	39,681	40,675	42,706	42,995	2,320	44,918
Operating Expenses	12,190	59,670	59,670	60,000	330	50,000
Transfers	8,140	176,190	114,291	12,796	(163,394)	12,801
Total Expenditures	60,011	276,535	216,667	115,791	(160,744)	107,719
Surplus / (Deficit)	9,389	(3,451)	(47,708)	11,625	15,076	40,595
Available Fund Balance	496,174	492,723	448,466	460,091		500,686

334 – Laguna Ridge Specific Plan (LRSP) Phase 3 Drainage Fee

The Laguna Ridge Specific Plan (LRSP) Phase 3 Drainage Fee is an impact fee fund that assesses LRSP Phase 3 developments at issuance of building permit for the respective drainage infrastructure; and provides reimbursement if a developer constructs its own infrastructure.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	5,609,562	5,609,562	445,380
Operating Expenses	-	-	-	1,100,000	1,100,000	-
Total Expenditures	-	-	-	1,100,000	1,100,000	-
Surplus / (Deficit)	-	-	-	4,509,562	4,509,562	445,380
Available Fund Balance	-	-	-	4,509,562		4,954,942

Note: This is a new fund for FY 2020

CAPITAL FUNDS

335 - Laguna West Service Area

Funds ongoing operations and maintenance costs for specialized services related to drainage, roadways, and street sweeping in the Laguna West Service Area.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	63,396	68,120	65,091	65,091	(3,029)	65,091
Operating Expenses	72,301	81,410	80,150	157,500	76,090	57,500
Transfers	12,738	2,842	2,843	5,953	3,111	6,450
Total Expenditures	85,039	84,252	82,993	163,453	79,201	63,950
Surplus / (Deficit)	(21,643)	(16,132)	(17,902)	(98,362)	(82,230)	1,141
Available Fund Balance	447,513	431,381	429,611	331,249		332,390

336 - Lakeside Service Area

This service area funds the review of the Home Owner's Association mitigation/ compliance efforts of the Lakeside Lake.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	235	1,230	732	732	(498)	732
Operating Expenses	121	80	80	50	(30)	50
Transfers	1,583	584	570	916	332	921
Total Expenditures	1,704	664	650	966	302	971
Surplus / (Deficit)	(1,469)	566	82	(234)	(800)	(239)
Available Fund Balance	80,625	81,191	80,707	80,473		80,234

338 - External Agencies Fund

This fund holds contributions from external utility or local agencies towards major capital infrastructure improvements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	3,496,569	-	-	2,533,955	2,533,955	-
Operating Expenses	1,982	2,554,000	2,000	1,000	(2,553,000)	-
Capital Outlay	483,881	3,819,834	3,148,673	-	(3,819,834)	-
Transfers	24,799	12,927	12,927	-	(12,927)	-
Capital Outlay Rollover	-	-	-	3,233,336	3,233,336	-
Total Expenditures	510,662	6,386,761	3,163,600	3,234,336	(3,152,425)	-
Surplus / (Deficit)	2,985,907	(6,386,761)	(3,163,600)	(700,381)	5,686,380	-
Available Fund Balance	3,863,981	(2,522,780)	700,381	-		-

Note: The largest projects with current funding are Civic Center (Senior Center and Parking area) and Grantline Road Widening Phase 2.

CAPITAL FUNDS

339 – In-Lieu Roadway

Funds development's share of roadway improvements in-lieu of constructing the enhancement.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	149,753	539,802	1,327,970	100,000	(439,802)	100,000
Operating Expenses	531	1,000	1,000	500	(500)	500
Capital Outlay	-	479,802	-	1,259,832	780,030	-
Transfers	9,076	856	840	795	(61)	800
Capital Outlay Rollover	-	-	-	479,802	479,802	-
Total Expenditures	9,607	481,658	1,840	1,740,929	1,259,271	1,300
Surplus / (Deficit)	140,146	58,144	1,326,130	(1,640,929)	(1,699,073)	98,700
Available Fund Balance	1,080,133	1,138,277	2,406,263	765,334		864,034

341 - Community Facilities District (CFD) 2002-1 East Franklin

The purpose of the Community Facilities District is to permit the levy of special taxes to fund the construction and acquisition of certain facilities. The planned public improvements eligible to be financed through the CFD include the costs of the construction, reconstruction, or reconfiguration of the following public facilities: street improvements, wastewater system improvements, potable and non-potable water system improvements, drainage system improvements, and other public facility improvements. Levy revenues are collected in the corresponding Debt Services fund (fund 757) and transferred into this fund to pay for eligible public improvements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	230,474	1,475,000	1,484,865	1,484,865	9,865	384,865
Compensation	18,232	18,777	19,659	19,671	894	20,441
Operating Expenses	24,635	28,410	25,500	28,500	90	28,500
Capital Outlay	572,182	16,024,684	1,406,729	12,050,000	(3,974,684)	2,170,000
Transfers	63,225	304,520	172,779	76,926	(227,594)	76,931
Capital Outlay Rollover	-	-	-	2,010,810	2,010,810	-
Total Expenditures	678,274	16,376,391	1,624,667	14,185,907	(2,190,484)	2,295,872
Surplus / (Deficit)	(447,800)	(14,901,391)	(139,802)	(12,701,042)	2,200,349	(1,911,007)
Available Fund Balance	19,156,818	4,255,427	19,017,016	6,315,974		4,404,967

Note: Transfer in revenues in FY 2019, FY 2020 and FY 2021 from the corresponding East Franklin CFD Debt Service fund (fund 757) contribute funding toward the Kammerer Road Phase 1: Two-Lane Extension from Bruceville Road to I-5, Kammerer Road reconstruction from Big Horn Boulevard to Lotz Parkway and Kammerer Road reconstruction from Bruceville Road to Big Horn Boulevard projects.

CAPITAL FUNDS

343 - CFD 2003-1 Poppy Ridge

The purpose of the CFD is to permit the levy of special taxes to fund the construction and acquisition of certain facilities. The planned public improvements eligible to be financed through the CFD include the costs of the construction, reconstruction, or reconfiguration of the following public facilities: street improvements, wastewater system improvements, potable and non-potable water system improvements, drainage system improvements, and other public facility improvements. Levy revenues are collected in the corresponding Debt Services fund (fund 758) and transferred into this fund to pay for eligible public improvements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,263,732	4,892,460	4,866,443	1,013,443	(3,879,017)	363,443
Compensation	18,232	18,777	19,659	19,671	894	20,441
Operating Expenses	142,947	397,420	391,750	22,250	(375,170)	22,250
Capital Outlay	9,178,894	2,632,313	1,536,494	-	(2,632,313)	-
Transfers	131,212	716,726	716,726	903,304	186,578	973,967
Capital Outlay Rollover	-	-	-	485,799	485,799	-
Total Expenditures	9,471,285	3,765,236	2,664,629	1,431,024	(2,334,212)	1,016,658
Surplus / (Deficit)	(8,207,553)	1,127,224	2,201,814	(417,581)	(1,544,805)	(653,215)
Available Fund Balance	(1,074,172)	53,052	1,127,642	710,061		56,846

Note: Transfer in revenues in FY 2019, FY 2020 and FY 2021 from the corresponding Poppy Ridge CFD Debt Service fund (fund 758) contribute funding toward the completion of the Civic Center and the Public Works General & Capital Improvement Program Cost Allocation Plans' costs.

344 - CFD 2005-1 Laguna Ridge

Community Facilities District 2005-1 Laguna Ridge was formed for the purpose of levying special taxes to fund both infrastructure and operation & maintenance services related to Laguna Ridge. The infrastructure component displayed here funds construction, reconstruction, or reconfiguration of the following facilities: street improvements, wastewater system improvements, potable and non-potable water system improvements, drainage system improvements, parks and parkway facilities, and other public facility improvements. Levy revenues are collected in the corresponding Debt Services fund (fund 756) and transferred into this fund to pay for eligible public improvements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,512,034	17,042,500	17,119,773	1,294,773	(15,747,727)	1,594,773
Compensation	20,663	21,281	22,278	22,293	1,012	23,168
Operating Expenses	6,861,431	15,085,315	14,285,555	245,000	(14,840,315)	245,000
Capital Outlay	27,708,728	20,439,304	20,589,564	-	(20,439,304)	-
Transfers	11,216	847,652	847,651	1,291,472	443,820	1,326,575
Capital Outlay Rollover	-	-	-	681,789	681,789	-
Total Expenditures	34,602,038	36,393,552	35,745,048	2,240,554	(34,152,998)	1,594,743
Surplus / (Deficit)	(33,090,004)	(19,351,052)	(18,625,275)	(945,781)	18,405,271	30
Available Fund Balance	19,974,390	623,338	1,349,115	403,334		403,364

Note: Transfer in revenues in FY 2019, FY 2020 and FY 2021 from the corresponding Laguna Ridge CFD Debt Service fund (fund 756) contribute funding toward the completion of the Civic Center and the Public Works Capital Administrative/Management Allocation costs.

CAPITAL FUNDS

346 – Animal Shelter Capital Improvement

The purpose of this fund is to pay for construction expenses related to the City of Elk Grove Animal Shelter.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	15,976,227	-	1,124	226,124	226,124	1,124
Operating Expenses	-	218,936	219,036	100	(218,836)	100
Capital Outlay	1,504,907	14,255,542	9,427,623	-	(14,255,542)	-
Capital Outlay Rollover	-	-	-	5,046,855	5,046,855	-
Total Expenditures	1,504,907	14,474,478	9,646,659	5,046,955	(9,427,523)	100
Surplus / (Deficit)	14,471,320	(14,474,478)	(9,645,535)	(4,820,831)	9,653,647	1,024
Available Fund Balance	14,471,320	(3,158)	4,825,785	4,954		5,978

347 – Laguna Area Community Facilities District

The Laguna Area Community Facilities District (CFD) was established for the acquisition and development of public facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,592	10,630	6,391	6,391	(4,239)	6,391
Surplus / (Deficit)	1,592	10,630	6,391	6,391	(4,239)	6,391
Available Fund Balance	702,052	712,682	708,443	714,834		721,225

Note: This fund has not experienced spending activity in FY 2018 nor FY 2019. No spending activity is anticipated in FY 2020 nor FY 2021.

348 – Laguna West Community Facilities District

The Laguna West Community Facilities District (CFD) was established by the County of Sacramento board of Supervisors and is administered by the County of Sacramento. The CFD was established to fund the acquisition and construction of certain public facilities necessary to serve the Laguna West area, including major roadways, drainage facilities, highway interchanges, basic park improvements and fire protection services.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	12,768	1,980	1,194	1,194	(786)	1,194
Operating Expenses	87	120	50	120	-	120
Total Expenditures	87	120	50	120	-	120
Surplus / (Deficit)	12,681	1,860	1,144	1,074	(786)	1,074
Available Fund Balance	131,198	133,058	132,342	133,416		134,490

349 – Lakeside Community Facilities District

The Lakeside Community Facilities District (CFD) was established by the County of Sacramento board of Supervisors and is administered by the County of Sacramento. The CFD was established to fund the acquisition and construction of certain public facilities necessary to serve the Laguna West area, including major roadways, drainage facilities, highway interchanges, basic park improvements and fire protection services.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	8,039	275,961	276,711	-	(275,961)	559,169
Capital Outlay	-	275,961	58	-	(275,961)	559,169
Transfers	-	556	556	-	(556)	-
Capital Outlay Rollover	-	-	-	275,903	275,903	-
Total Expenditures	-	276,517	614	275,903	(614)	559,169
Surplus / (Deficit)	8,039	(556)	276,097	(275,903)	(275,347)	-
Available Fund Balance	-	(556)	276,097	194		194

CAPITAL FUNDS

351 – Federal Capital Grant 2

In addition to Fund 301, this Federal Capital Grants fund was also established to account for grants received from the Federal government to fund capital projects that are not otherwise included in Fund 301.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	326,567	1,860,450	1,860,450	2,221,846	361,396	4,000,000
Operating Expenses	-	187,440	-	-	(187,440)	4,000,000
Capital Outlay	2,992,577	1,284,195	1,107,861	-	(1,284,195)	-
Transfers	-	-	144,136	-	-	-
Capital Outlay Rollover	-	-	-	164,289	164,289	-
Total Expenditures	2,992,577	1,471,635	1,251,997	164,289	(1,307,346)	4,000,000
Surplus / (Deficit)	(2,666,010)	388,815	608,453	2,057,557	1,668,742	-
Available Fund Balance	(2,666,010)	(2,277,195)	(2,057,557)	-	-	-

Note: The City continues to diligently pursue Federal Grant funding, the revenue estimate in FY 2020 reflects the City's revised projection as it relates to the upcoming year. The largest projects with current funding are Bradshaw & Sheldon Road intersection, Old Town Streetscape Phase 2, and Intelligent Transportation System (ITS) Phase IV.

352 – State Capital Grant 2

In addition to Fund 302, this State Capital Grants fund was also established to account for grants received from the State government to fund capital projects that are not otherwise included in Fund 302.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	7,000,000	7,000,000	-	(7,000,000)	-
Operating Expenses	-	7,000,000	-	-	(7,000,000)	-
Capital Outlay Rollover	-	-	-	7,000,000	7,000,000	-
Total Expenditures	-	7,000,000	-	7,000,000	-	-
Surplus / (Deficit)	-	-	7,000,000	(7,000,000)	(7,000,000)	-
Available Fund Balance	-	-	7,000,000	-	-	-

Note: The City continues to diligently pursue State Grant funding, the revenue estimate in FY 2020 reflects the City's revised projection as it relates to the upcoming year. Currently one project is funded, Grantline Road Widening Phase 2.

353 – Southeast Policy Area (SEPA) Cost Recovery Fee

The SEPA Cost Recovery Fee is an impact fee fund that assesses SEPA developments at final map or building permit issuance for the City costs incurred in preparing the SEPA Strategic Plan.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	711,605	711,605	-
Operating Expenses	-	-	-	50,000	50,000	-
Total Expenditures	-	-	-	50,000	50,000	-
Surplus / (Deficit)	-	-	-	661,605	661,605	-
Available Fund Balance	-	-	-	661,605	-	661,605

Note: This is a new fund for FY 2020

CAPITAL FUNDS

354 – Southeast Policy Area (SEPA) Drainage Fee

The SEPA Drainage Fee is an impact fee fund that assesses SEPA developments at improvement plan approval for the respective drainage infrastructure; and provides fee credits if a developer constructs its own infrastructure.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	6,514,514	6,514,514	-
Operating Expenses	-	-	-	1,100,000	1,100,000	1,100,000
Total Expenditures	-	-	-	1,100,000	1,100,000	1,100,000
Surplus / (Deficit)	-	-	-	5,414,514	5,414,514	(1,100,000)
Available Fund Balance	-	-	-	5,414,514		4,314,514

Note: This is a new fund for FY 2020

355 – Southeast Policy Area (SEPA) City Infrastructure Fee

The SEPA City Infrastructure Fee is an impact fee fund that assesses SEPA developments at improvement plan approval to reimburse the City for upfront costs associated with the drainage infrastructure, including design and permitting for the Shed C Channel and certain property acquisitions for the Channel.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	651,384	651,384	-
Operating Expenses	-	-	-	50,000	50,000	-
Total Expenditures	-	-	-	50,000	50,000	-
Surplus / (Deficit)	-	-	-	601,384	601,384	-
Available Fund Balance	-	-	-	601,384		601,384

Note: This is a new fund for FY 2020

356 – Southeast Policy Area (SEPA) Park Fee

The SEPA Park Fee is an impact fee fund that assesses SEPA developments at building permit issuance for the SEPA park facilities, and also provides fee credits if a developer constructs their own park facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	1,122,762	1,122,762	1,353,919
Operating Expenses	-	-	-	550,000	550,000	550,000
Total Expenditures	-	-	-	550,000	550,000	550,000
Surplus / (Deficit)	-	-	-	572,762	572,762	803,919
Available Fund Balance	-	-	-	572,762		1,376,681

Note: This is a new fund for FY 2020

CAPITAL FUNDS

357 – Southeast Policy Area (SEPA) Trail Fee

The SEPA Park Fee is an impact fee fund that assesses SEPA developments at building permit issuance for the SEPA trail facilities, and also provides fee credits if a developer dedicates or constructs their own trail facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	1,013,194	1,013,194	1,221,793
Operating Expenses	-	-	-	550,000	550,000	550,000
Total Expenditures	-	-	-	550,000	550,000	550,000
Surplus / (Deficit)	-	-	-	463,194	463,194	671,793
Available Fund Balance	-	-	-	463,194		1,134,987

Note: This is a new fund for FY 2020

360 - Laguna Ridge Park Fee

The Laguna Ridge Park fee program funds the construction of the Civic Center park located in the Laguna Ridge and funds a fair share portion of the construction costs of the Bartholomew Sports Park located in East Franklin.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	690,908	1,229,481	1,291,938	944,730	(284,751)	1,159,780
Compensation	2,267	2,324	2,435	2,458	134	2,568
Operating Expenses	78,970	191,482	191,482	169,542	(21,940)	201,943
Capital Outlay	-	10,000,496	4,000,000	-	(10,000,496)	-
Transfers	81,843	195,333	65,486	4,614	(190,719)	4,619
Capital Outlay Rollover	-	-	-	6,000,496	6,000,496	-
Total Expenditures	163,080	10,389,635	4,259,403	6,177,110	(4,212,525)	209,130
Surplus / (Deficit)	527,828	(9,160,154)	(2,967,465)	(5,232,380)	3,927,774	950,650
Available Fund Balance	8,281,427	(878,727)	5,313,962	81,582		1,032,232

Note: Fund 360 is projected to retain a negative fund balance in FY 2019 due to encumbering funds for building the upcoming Aquatics Center and Community Center. The Fund Balance is projected to become and remain positive starting in FY 2020 due to projected revenues from Park Facilities Fees stemming from planned developments in Laguna Ridge.

365 – Freeway Mitigation Fee

The Freeway Mitigation Fee was adopted by the City Council on September 27, 2017, and went into effect on November 27, 2017, as part of a new regional development impact fee program that the City of Elk Grove participates in. This impact fee program provides funding for development transportation mitigation projects for cases in which developers do not provide the required transportation improvements with their new developments.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	-	-	-
Available Fund Balance	-	-	-	-		-

Note: Thus far there has been no activity in this fund, thus there is no available fund balance at this time. There is no anticipated activity projected through FY 2021 at this time either.

CAPITAL FUNDS

393 – Measure A Safety, Streetscape, Pedestrian, Bike, and Facilities

Measure A is funded by a countywide one-half percent sales tax, approved by voters in 2004 for a 30-year period. This fund is dedicated to the portion of Measure A revenues earmarked for streetscaping, pedestrian and bicycle facilities.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	545,171	586,422	606,146	621,930	35,508	643,475
Operating Expenses	705	890	890	890	-	890
Capital Outlay	257,079	1,713,806	931,628	496,100	(1,217,706)	495,200
Transfers	44,273	74,255	74,255	39,613	(34,642)	39,707
Capital Outlay Rollover	-	-	-	815,166	815,166	-
Total Expenditures	302,057	1,788,951	1,006,773	1,351,769	(437,182)	535,797
Surplus / (Deficit)	243,114	(1,202,529)	(400,627)	(729,839)	472,690	107,678
Available Fund Balance	1,268,487	65,958	867,860	138,021		245,699

394 - Measure A Traffic Control and Safety

Measure A is funded by a countywide one-half percent sales tax, approved by voters in 2004 for a 30-year period. This fund is dedicated to the portion of Measure A revenues earmarked for traffic control and safety improvements.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	398,310	437,552	575,650	439,970	2,418	452,897
Operating Expenses	67,697	101,170	98,170	202,200	101,030	252,200
Capital Outlay	312,320	1,217,387	909,117	161,900	(1,055,487)	225,000
Transfers	21,580	30,918	27,877	51,622	20,704	51,627
Capital Outlay Rollover	-	-	-	496,620	496,620	-
Total Expenditures	401,597	1,349,475	1,035,164	912,342	(437,133)	528,827
Surplus / (Deficit)	(3,287)	(911,923)	(459,514)	(472,372)	439,551	(75,930)
Available Fund Balance	1,227,330	315,407	767,816	295,444		219,514

DEBT SERVICE FUNDS

403 Debt Service Elk Grove Finance Authority – Laguna Palms Campus

The purpose of this fund is to pay for debt service on outstanding Lease Revenue Bonds that were issued to finance and re-finance the Laguna Palms Campus City-owned buildings. The fund accumulates and disburses lease revenues semi-annually to pay for debt service on the outstanding bonds.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	911,029	604,190	603,444	603,444	(746)	603,444
Operating Expenses	2,774	4,170	1,170	4,170	-	4,170
Debt Service	351,976	582,668	582,668	586,341	3,673	584,652
Total Expenditures	354,750	586,838	583,838	590,511	3,673	588,822
Surplus / (Deficit)	556,279	17,352	19,606	12,933	(4,419)	14,622
Available Fund Balance	266,849	284,201	286,455	299,388		314,010

406 Debt Service Elk Grove Finance Authority – Animal Shelter and Parkland

The purpose of this fund is to pay for debt service on Lease Revenue Bonds that were issued to finance the Animal Shelter and park land acquisition. The fund accumulates and disburses lease revenues semi-annually to pay for debt service on the outstanding bonds.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	19,436,544	790,000	808,600	1,321,771	531,771	1,321,771
Operating Expenses	-	20,000	2,000	20,000	-	20,000
Debt Service	-	766,753	766,753	1,301,181	534,428	1,304,856
Transfers	19,230,128	-	-	225,000	225,000	-
Total Expenditures	19,230,128	786,753	768,753	1,546,181	759,428	1,324,856
Surplus / (Deficit)	206,416	3,247	39,847	(224,410)	(227,657)	(3,085)
Available Fund Balance	206,416	209,663	246,263	21,853		18,768

ENTERPRISE FUNDS

501 – Solid Waste - Residential

This enterprise fund collects revenue related to residential waste service and collection which in turn funds the operations of residential waste collection and hauling.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,931,298	1,676,582	1,378,495	1,191,788	(484,794)	1,206,170
Compensation	287,599	282,253	291,708	390,482	108,229	401,401
Operating Expenses	513,503	809,100	96,952	235,420	(573,680)	472,470
Internal Services	86,169	88,932	88,932	86,215	(2,717)	87,939
Transfers	213,664	300,441	289,841	299,945	(496)	306,865
Total Expenditures	1,100,935	1,480,726	767,433	1,012,062	(468,664)	1,268,675
Surplus / (Deficit)	830,363	195,856	611,062	179,726	(16,130)	(62,505)
Available Fund Balance	2,236,370	2,432,226	2,847,432	3,027,158		2,964,653

502 – Commercial Haulers

This enterprise fund collects revenue related to commercial waste service and collection which in turn funds the operations of commercial waste collection and hauling.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	520,391	537,515	594,209	586,609	49,094	578,609
Compensation	226,468	229,656	239,116	231,506	1,850	231,506
Operating Expenses	70,414	137,955	103,167	153,265	15,310	347,020
Internal Services	89,576	94,035	94,035	90,423	(3,612)	92,231
Transfers	83,441	100,228	95,450	97,803	(2,425)	101,469
Total Expenditures	469,899	561,874	531,768	572,997	11,123	772,226
Surplus / (Deficit)	50,492	(24,359)	62,441	13,612	37,971	(193,617)
Available Fund Balance	2,685,279	2,660,920	2,747,720	2,761,332		2,567,715

503 – Drainage Fee

The purpose of this fund is to provide storm water services. Revenues are generated from property tax and the Storm Water Utility Fee program and used to fund drainage and storm water operations, administration and capital expenses.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	7,283,635	7,223,120	7,069,264	9,518,638	2,295,518	7,379,378
Compensation	277,557	269,028	246,171	692,049	423,021	912,471
Operating Expenses	4,411,108	5,179,726	4,911,828	4,739,762	(439,963)	4,685,920
Internal Services	114,131	97,506	97,506	78,720	(18,786)	80,294
Capital Outlay	2,760,715	12,232,956	5,166,785	6,118,353	(6,114,603)	8,843,200
Transfers	849,990	626,330	626,330	455,584	(170,746)	475,254
Capital Outlay Rollover	-	-	-	6,410,942	6,410,942	-
Total Expenditures	8,413,501	18,405,546	11,048,620	18,495,410	89,865	14,997,139
Surplus / (Deficit)	(1,129,866)	(11,182,426)	(3,979,356)	(8,976,772)	2,205,653	(7,617,761)
Available Fund Balance	20,809,521	9,627,095	16,830,165	7,853,393		235,632

Note: For FY 2020 some notable projects are Southeast Policy Area Right-of-Way Acquisition, Pump Station Improvements, and Laguna Creek & Whitehouse Creek multi-functional Corridor Project.

ENTERPRISE FUNDS

506 – Special Waste Collection Center

This fund represents and accounts for the operation and debt service costs related to the Special Waste Collection center.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	1,792,143	2,910,000	1,357,436	2,236,724	(673,276)	2,260,209
Compensation	83,620	97,659	67,839	105,456	7,797	110,021
Operating Expenses	800,963	1,454,719	1,125,967	1,046,985	(407,734)	1,093,450
Internal Services	89,576	94,035	94,035	90,423	(3,612)	92,231
Capital Outlay	65,899	1,277,774	1,238,093	-	(1,277,774)	-
Debt Service	795,096	777,460	777,460	1,019,462	242,002	1,010,744
Transfers	229,375	326,890	291,491	302,066	(24,824)	308,250
Capital Outlay Rollover	-	-	-	9,466	9,466	-
Total Expenditures	2,064,529	4,028,537	3,594,885	2,573,858	(1,454,679)	2,614,696
Surplus / (Deficit)	(272,386)	(1,118,537)	(2,237,449)	(337,134)	781,403	(354,487)
Available Fund Balance	9,907,075	8,788,538	7,669,626	7,332,492		6,978,005

511 – Transit

This fund accounts for the general operation of the City's Transit system. The fund collects a variety of ridership fare revenues along with State and Federal grant monies used to operate and maintain the Transit System.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	10,787,068	11,756,926	11,639,177	11,008,016	(748,910)	12,685,123
Compensation	550,270	678,453	553,904	688,705	10,252	705,435
Operating Expenses	7,942,531	8,587,498	8,157,574	8,254,091	(333,407)	8,436,657
Internal Services	228,173	331,152	331,152	324,082	(7,070)	330,563
Capital Outlay	35,870	217,146	331,946	43,090	(174,056)	43,183
Transfers	520,269	499,682	376,183	403,137	(96,545)	411,991
Capital Outlay Rollover	-	-	-	78,024	78,024	-
Total Expenditures	9,277,113	10,313,931	9,750,759	9,791,129	(522,802)	9,927,829
Fund Balance Contribution	-	607,691	1,053,114	381,583	(226,108)	1,921,990
Available Fund Balance	-	607,691	1,053,114	1,434,697	827,006	3,356,687
General Fund Deficit Forgiveness Contribution	835,304	835,304	835,304	835,304	-	835,304
Deficit Balance	(5,298,842)	(4,463,538)	(4,463,538)	(3,628,234)	835,304	(2,792,930)

512 – Transit Prop 1B

This is a restricted fund that collects Transit Prop 1B revenue and only expenses authorized by Prop 1B can be spent from this fund.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	633,092	102,051	102,535	484	(101,567)	484
Operating Expenses	509	37,823	-	-	(37,823)	-
Capital Outlay	629,907	142,793	142,793	-	(142,793)	-
Total Expenditures	630,416	180,616	142,793	-	(180,616)	-
Surplus / (Deficit)	2,676	(78,565)	(40,258)	484	79,049	484
Available Fund Balance	42,788	(35,777)	2,530	3,014		3,498

ENTERPRISE FUNDS

514 – Transit Capital Improvements

This fund is restricted to revenues and expenses related to Transit Capital purchases and improvements. Revenue in this fund is generally received via Federal and State grant funding. The revenues for these grants are often received as reimbursements after expenses have been incurred. A common use of grant funding is to purchase busses, which is a lengthy process often taking months. Hence, the revenues and expenses related to the same bus purchase do not always get accrued in the same fiscal year.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,770,725	870,950	1,249,601	4,524,720	3,653,770	-
Capital Outlay	2,975,159	980,181	974,321	4,800,000	3,819,819	-
Total Expenditures	2,975,159	980,181	974,321	4,800,000	3,819,819	-
Surplus / (Deficit)	(204,434)	(109,231)	275,280	(275,280)	(166,049)	-
Available Fund Balance	-	(109,231)	275,280	-	-	-

515 – Transit Low Carbon Program

The Low Carbon Transit Operations Program (LCTOP) is a State funded grant program derived from Cap and Trade revenues. The funding is allocated to the City via formula and must be used for eligible capital and/or operations projects that benefit State designated disadvantaged communities (DACs) and low-income census tracts. Per the LCTOP guidelines, the City is using its LCTOP allocations for funding electrical charging infrastructure improvements that would support future zero emission buses.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	633	930	2,020	342,936	342,006	2,020
Transfers	597	-	-	-	-	-
Total Expenditures	597	-	-	-	-	-
Surplus / (Deficit)	36	930	2,020	342,936	342,006	2,020
Available Fund Balance	-	930	2,020	344,956	-	346,976

INTERNAL SERVICE FUNDS

601 – Risk Management

Established to account for the self-insured position of the city's workers compensation and general liability insurance

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	3,623,171	5,285,592	3,330,643	5,934,442	648,850	3,972,996
Compensation	237,842	251,453	242,461	247,352	(4,101)	252,853
Operating Expenses	2,817,328	5,054,190	3,051,746	6,002,750	948,560	4,022,195
Internal Services	20,501	14,660	14,660	13,973	(687)	14,253
Transfers	199,997	200,757	196,063	201,210	453	205,234
Total Expenditures	3,275,668	5,521,060	3,504,930	6,465,285	944,225	4,494,535
Surplus / (Deficit)	347,503	(235,468)	(174,287)	(530,843)	(295,375)	(521,539)
Available Fund Balance	1,784,834	1,549,366	1,610,547	1,079,704		558,165

Note: At Mid-Year FY 2019, a \$2 million expenditure budget amendment for the Risk Management fund along with an offsetting \$2 million Revenue budget amendment was approved by City Council to account for a pending settlement. This expenditure will be pre-reimbursed by the City's insurer. The City will receive the pre-reimbursement prior to paying the settlement. However, due to delays in receiving the pre-reimbursement, both the revenues and expenditures are not included in the FY 2019 Estimate and are included rather in the FY 2020 budget.

602 – Fleet and Facilities

Established to account for the operation, maintenance and repair of city facilities and fleet

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	2,756,163	4,752,629	4,727,515	4,323,908	(428,721)	4,409,888
Compensation	484,561	586,607	542,728	596,393	9,786	593,286
Operating Expenses	1,436,549	1,681,903	1,457,574	1,535,800	(146,103)	1,563,500
Internal Services	111,803	169,149	169,149	155,642	(13,507)	158,755
Capital Outlay	937,492	2,275,204	1,415,073	1,630,400	(644,804)	2,274,500
Transfers	214,790	212,608	212,653	211,449	(1,159)	216,251
Capital Outlay Rollover	-	-	-	793,171	793,171	-
Total Expenditures	3,185,195	4,925,471	3,797,177	4,922,855	(2,616)	4,806,292
Surplus / (Deficit)	(429,032)	(172,842)	930,338	(598,947)	(426,105)	(396,404)
Available Fund Balance	1,919,822	1,746,980	2,850,160	2,251,213		1,854,809

603 – Information Technology and Geographical Information Systems

Established to account for the operation, maintenance and repair of city information technology assets and geographic information services

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	3,019,862	3,019,991	3,108,404	3,410,721	390,730	3,977,038
Compensation	841,165	976,935	1,010,831	1,126,501	149,566	1,146,745
Operating Expenses	1,329,909	2,167,858	2,132,742	2,452,766	284,908	2,941,118
Internal Services	92,230	84,381	84,381	90,723	6,342	92,537
Capital Outlay	223,904	285,661	320,777	230,300	(55,361)	114,360
Transfers	124,803	167,781	167,781	189,298	21,517	193,084
Total Expenditures	2,612,011	3,682,616	3,716,512	4,089,588	406,972	4,487,844
Surplus / (Deficit)	407,851	(662,625)	(608,108)	(678,867)	(16,242)	(510,806)
Available Fund Balance	1,853,238	1,190,613	1,245,130	566,263		55,457

INTERNAL SERVICE FUNDS

604 – State Unemployment Insurance Fund

The State Unemployment Insurance Fund is an internal service fund that collects unemployment insurance premiums from all departments with City employees and makes payments on their behalf to the California Employment Development Department.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	35,820	50,000	50,000	50,000	-	50,000
Operating Expenses	22,716	50,000	50,000	50,000	-	50,000
Total Expenditures	22,716	50,000	50,000	50,000	-	50,000
Surplus / (Deficit)	13,104	-	-	-	-	-
Available Fund Balance	201,793	201,793	201,793	201,793		201,793

AGENCY FUNDS

709 – Laguna Springs Open Space Preserve

This fund was established from an endowment for management and monitoring of the Laguna Springs Unit 2, Open Space Preserve. The expenditures in this fund are used for operations and maintenance of the wetland preserve.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	-	-	-	-	-	-
Operating Expenses	6,334	7,211	7,211	7,211	-	-
Total Expenditures	6,334	7,211	7,211	7,211	-	-
Surplus / (Deficit)	(6,334)	(7,211)	(7,211)	(7,211)	-	-
Available Fund Balance	81,175	73,964	73,964	66,753		66,753

730 - Employee Sunshine Fund

Revenue for this fund is collected through employee contributions and is managed by the Employee Activity Committee to use for various employee engagement events and functions.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	16,823	15,370	15,795	15,295	(75)	15,295
Operating Expenses	9,271	35,000	15,000	35,000	-	15,000
Total Expenditures	9,271	35,000	15,000	35,000	-	15,000
Surplus / (Deficit)	7,552	(19,630)	795	(19,705)	(75)	295
Available Fund Balance	28,485	8,855	29,280	9,575		9,870

756 - Debt Service – Community Facilities District (CFD) 2005-1

Principal and interest payments on Community Facilities District 2005-1 (Laguna Ridge) debt issue.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	27,612,015	8,031,540	8,067,757	8,371,544	340,004	8,852,512
Operating Expenses	264,302	4,000	4,000	6,000	2,000	6,000
Debt Service	5,747,423	6,882,713	6,604,233	7,063,438	180,725	7,197,413
Transfers	1,400,000	17,030,000	17,030,000	1,200,000	(15,830,000)	1,500,000
Total Expenditures	7,411,725	23,916,713	23,638,233	8,269,438	(15,647,275)	8,703,413
Surplus / (Deficit)	20,200,290	(15,885,173)	(15,570,476)	102,106	15,987,279	149,099
Available Fund Balance	22,447,428	6,562,255	6,876,952	6,979,058		7,128,157

757 - Debt Service – CFD 2002-1 East Franklin

Principal and interest payments on Community Facilities District 2002-1 East Franklin debt issue.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	4,067,161	4,503,000	4,264,701	4,305,021	(197,979)	4,345,341
Operating Expenses	2,334	6,100	600	6,000	(100)	6,000
Debt Service	3,614,100	3,613,000	3,613,000	3,598,650	(14,350)	3,595,550
Transfers	-	1,400,000	1,400,000	1,400,000	-	300,000
Total Expenditures	3,616,434	5,019,100	5,013,600	5,004,650	(14,450)	3,901,550
Surplus / (Deficit)	450,727	(516,100)	(748,899)	(699,629)	(183,529)	443,791
Available Fund Balance	4,785,819	4,269,719	4,036,920	3,337,291		3,781,082

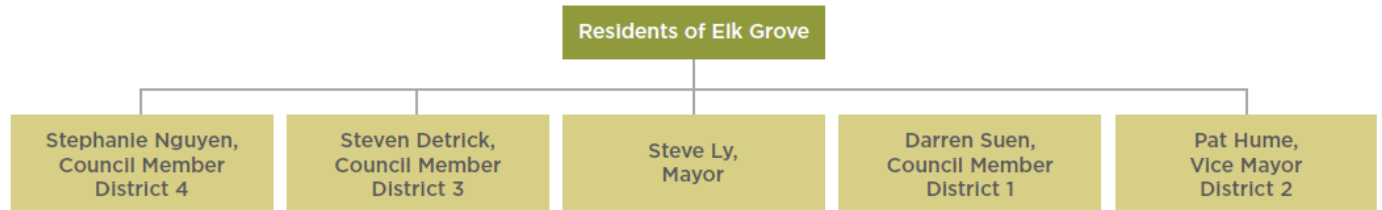
AGENCY FUNDS

758 - Debt Service – CFD 2003-1 Poppy Ridge

Principal and interest payments on Community Facilities District 2003-1 East Poppy Ridge debt issue.

	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Revenue Total	3,780,578	3,956,177	3,952,652	3,952,652	(3,525)	3,952,652
Operating Expenses	1,242	5,000	100	5,000	-	5,000
Debt Service	1,993,450	3,264,100	3,264,100	3,258,150	(5,950)	3,253,950
Transfers	1,000,000	4,850,000	4,850,000	1,000,000	(3,850,000)	350,000
Total Expenditures	2,994,692	8,119,100	8,114,200	4,263,150	(3,855,950)	3,608,950
Surplus / (Deficit)	785,886	(4,162,923)	(4,161,548)	(310,498)	3,852,425	343,702
Available Fund Balance	5,959,165	1,796,242	1,797,617	1,487,119		1,830,821

CITY COUNCIL



Each Council Member and the Mayor is allocated one part-time Assistant for up to 15 hours a week. The budget for each position is \$10,000 for a total of \$50,000 per fiscal year for all five Council Assistants. There are currently two Council Assistant positions filled at 15 hours a week each.

CITY COUNCIL

MISSION

Provide exceptional services that enhance the quality of life for our residents and promote a thriving economy in an efficient and cost-effective manner.

VISION

Elk Grove prioritizes a superior quality of life for all that builds upon the community's diversity and heritage through safe, welcoming, and connected neighborhoods, with a variety of residential, educational, and employment choices and amenities that create a sense of place.

City Council

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	193,829	239,547	221,203	265,316	25,769	265,316
Operating Expenses	246,624	109,615	109,615	75,180	(34,435)	75,255
Internal Services	-	-	-	172,046	172,046	175,487
Total	440,453	349,163	330,818	512,542	163,379	516,058
Expenditures By Division						
City Council	440,453	349,163	330,818	512,542	163,379	516,058
Total	440,453	349,163	330,818	512,542	163,379	516,058
Expenditures By Resource						
General Fund	440,453	349,163	330,818	512,542	163,379	516,058
Total	440,453	349,163	330,818	512,542	163,379	516,058

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

PROGRAM DESCRIPTION

The City Council, comprised of a directly elected Mayor and four council members elected at-large from districts, is the legislative body of Elk Grove. It has a broad range of municipal powers, including the review and approval of an annual budget, establishing community goals and objectives, approving the City's general plan and proposed sphere of influence, reviewing and approving major projects, and hearing community problems and concerns.

City Council Mission, Vision, Goals and Priority Projects

The involvement of the City Council in instituting direction is essential to the budget process. The mission, vision and goals provide overarching and long-term direction to staff, help determine the allocation of resources and establish priorities. Priority Projects establish short term budget priorities and provide guidance to staff when making funding recommendations to Council.

The City Council developed the following mission, vision, and goals during their Strategic Planning sessions on February 8th and 9th, 2019. The mission, vision and goals were formally adopted by Council on May 22nd, 2019. The Council goals are the driving force behind all budget recommendations made by the City Manager and City Staff in presenting this budget document for Council consideration.

FY 2020-21 AND FY 2021-22 GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

- Promote business attraction, retention, and expansion
- Facilitate development of amenities including retail, dining, entertainment, hospitality, and cultural arts
- Ensure public and private development that is high-quality and attractive, contributing to a sense of place
- Plan and promote neighborhoods of varying densities and characteristics - from rural to suburban to urban

A safe and resilient community

- Invest in community safety
- Provide public safety through prevention, intervention, and enforcement
- Plan and prepare for effective emergency operations
- Promote a sustainable community and protect the natural environment

A high performing organization

- Maintain the fiscal health and stability of the City
- Embrace new ideas and innovation in the delivery of services
- Provide responsive and courteous customer service
- Develop and support a diverse professional work force
- Further regional cooperation and collaboration, keeping the City's best interest in mind
- Engage the community often and in a transparent and inclusive way

A city with infrastructure that meets its current and future needs

- Improve effectiveness and efficiency of maintenance and operations of City facilities and infrastructure
- Implement enhancements to the City's roadways, bicycle and pedestrian routes, and transit system
- Provide infrastructure that supports business attraction and expansion
- Plan for future transportation technologies and innovations

PRIORITY PROJECTS

Priority Project	Goals Implemented by this Project/Action			
	Vibrant community and sustainable economy	Safe and resilient community	High performing organization	City Infrastructure
Civic Amenities				
Complete and open new community amenities, including the Animal Shelter, Aquatics Center, and Community Center	✓		✓	
Complete design and construction of remaining phases of Old Town Plaza	✓			
Complete design and construction of Civic Center Nature Area	✓	✓		
Transportation				
Kammerer Road: <ul style="list-style-type: none"> • Replace existing 2 lane Kammerer Road from Lotz Parkway to Bruceville Road • Extend Kammerer Road from Bruceville Road to I-5 	✓	✓		✓
Whitelock Parkway Interchange – complete project design and environmental review	✓			✓
Partner with Caltrans to start construction in 2019 of HOV lanes on I-5 from Elk Grove to downtown Sacramento				✓
Complete Elk Grove Blvd Streetscape Phase 2, School Street to Waterman Road	✓			✓
Adopt Intelligent Transportation System (ITS) Master Plan Update				✓
Adopt Bicycle, Pedestrian, and Trails Master Plan Update	✓			✓
Develop an Autonomous and Connected Vehicle Readiness Plan			✓	✓
Prepare a Mobility Resiliency Plan		✓	✓	✓
Complete the Bus Rapid Transit (BRT) early implementation study	✓			✓
Support Regional Transit's efforts to extent Light Rail (LRT) to the City	✓			✓

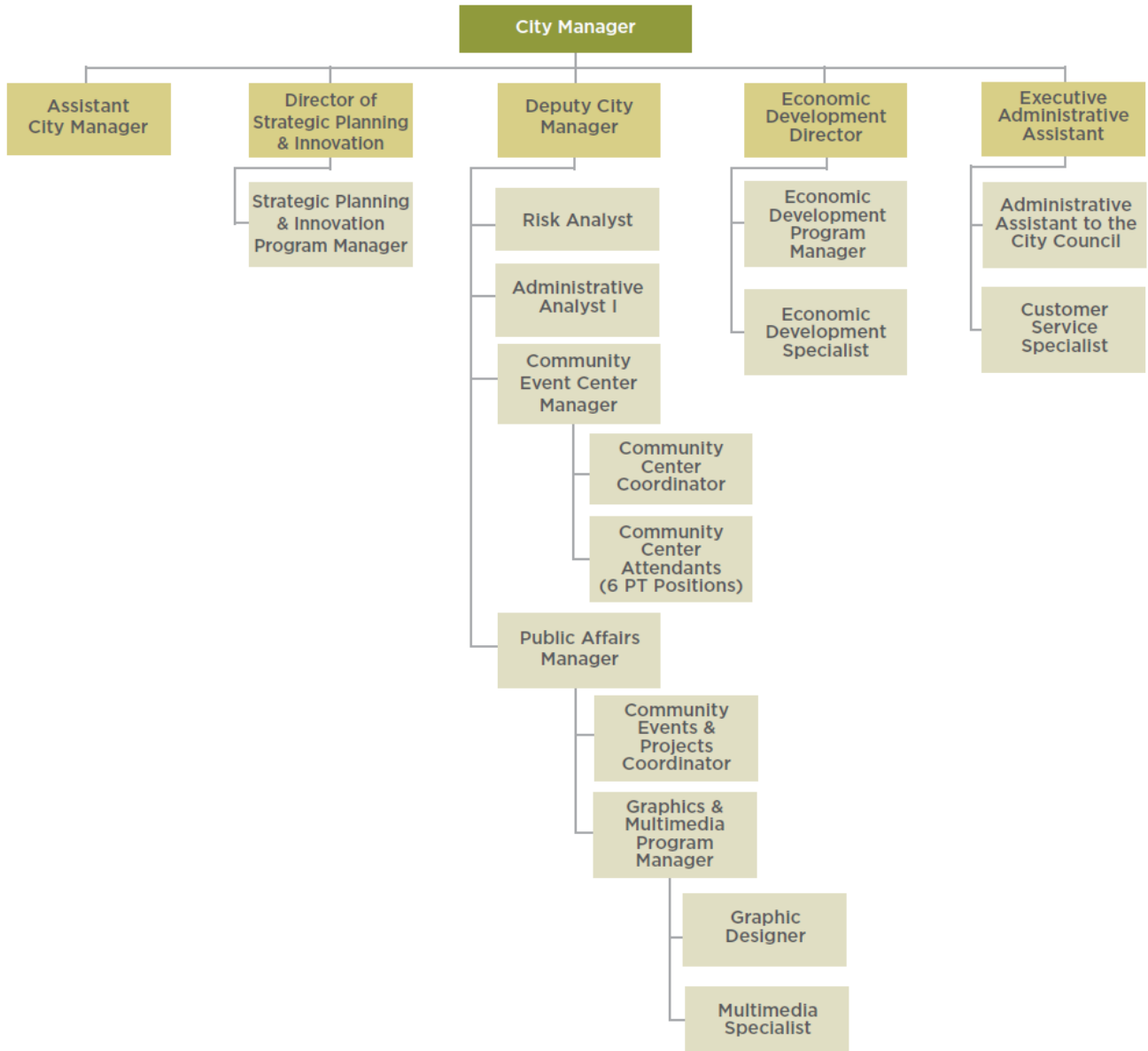
Priority Project	Goals Implemented by this Project/Action			
	Vibrant community and sustainable economy	Safe and resilient community	High performing organization	City Infrastructure
Community Development				
Complete Railroad Street revitalization project	✓			✓
Update the Old Town Special Planning Area	✓			
Facilitate development of vacant commercial land in the western Elk Grove Boulevard corridor (Bruceville to Laguna Springs) including the development of destination retail and lifestyle amenities	✓			
Complete Design Guidelines update	✓			
Prepare Urban Design Study for Kammerer Road Corridor	✓			
Community Safety				
Increase city-wide bandwidth capacity to support public safety technology expansion		✓	✓	✓
Complete real-time information center project		✓	✓	✓
Implement enhanced crime analysis system		✓	✓	
Continue staff additions in keeping with recommendations from the 2016 Police Department Strategic Staffing Plan		✓	✓	
Adopt plan to remove all developed property from 200-year floodplain		✓		
City Operations				
Complete space needs analysis for City offices and police department		✓		✓
Increase minimum reserve policy in order to respond to opportunities and challenges	✓	✓	✓	✓
Implement the results of the Diversity Audit and Inclusion Strategy	✓		✓	
Identify opportunities and implement more efficient and cost-effective delivery of Public Works Operations and Maintenance services			✓	✓
Undertake a Smart City Initiative	✓	✓	✓	✓
Maintain existing City assets at an appropriate level consistent with best practices and as funding allows				✓

CITY COUNCIL

City Council	Authorized				
	Position	FY 2018	FY 2019	FY 2020	Change
	Council Assistant (at 0.4 FTE)	2	2	2	0
City Council Total		2	2	2	0

Each Council Member is allocated one part-time Assistant for up to 15 hours a week. The budget for each position is \$10,000 for a total of \$50,000 per fiscal year for all five Council Assistants. There are currently two Council Assistant positions filled at 15 hours a week each.

CITY MANAGER



CITY MANAGER

MISSION

The City Manager Department ensures efficient day-to-day operations throughout the City while overseeing programs that provide residents with high quality housing, shopping, working and recreating opportunities. The City Manager continually strives to keep the City in a fiscally strong and economically sound environment.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	2,968,260	2,466,541	2,344,289	2,981,362	514,821	3,416,182
Operating Expenses	2,761,662	6,932,788	3,901,093	8,250,355	1,317,567	5,847,379
Internal Services	20,501	14,660	14,660	472,529	457,869	481,980
Transfers	199,997	200,757	196,063	201,210	453	205,234
Total	5,950,420	9,614,746	6,456,105	11,905,456	2,290,710	9,950,775
Expenditures By Division						
City Manager	3,322,084	1,732,234	1,503,654	1,886,778	154,544	2,274,846
Public Affairs	338,132	1,048,837	1,011,687	1,086,942	38,105	1,126,849
Economic Development	363,857	1,516,158	1,313,520	1,807,878	291,720	1,778,377
Strategic Planning and Innovation	-	-	-	1,021,644	1,021,644	565,612
Risk Management	1,836,914	3,959,409	1,922,574	4,500,265	540,856	2,585,799
Civic Center Ops	89,433	1,358,108	704,670	1,601,949	243,841	1,619,292
Total	5,950,420	9,614,746	6,456,105	11,905,456	2,290,710	9,950,775
Expenditures By Resource						
General Fund	3,877,027	3,702,172	3,369,700	4,962,242	1,260,070	5,044,684
General Fund Econ Incentive	57,097	491,000	355,104	841,000	350,000	701,000
General Fund Capital Reserve	89,949	104,057	104,057	-	(104,057)	-
Community Facilities District Civic Center	89,433	1,358,108	704,670	1,601,949	243,841	1,619,292
Risk Management	1,836,914	3,959,409	1,922,574	4,500,265	540,856	2,585,799
Total	5,950,420	9,614,746	6,456,105	11,905,456	2,290,710	9,950,775

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

CITY MANAGER

Note: The FY 2020 budget for the Office of Strategic Planning and Innovation also includes funds for Special Projects and a Bloomberg Grant that were previously in fund 107. Both the Special Projects and Bloomberg Grant were brought into the General Fund to be consolidated under the activity of the Office of Strategic Planning and Innovation. For prior year funding for Long-Range Strategic Planning projects, see the General Fund Planning information in the General Fund Expenditures section. Starting in FY 2020, compensation for the Strategic Planning and Innovation staff is budgeted in its own division. These costs were budgeted in the City Manager Office main division in prior years.

Note: Budget variances are explained in division narrative sections.

Note: Starting in FY 2019, compensation for staff in the Public Affairs and Economic development divisions are budgeted directly in those specific divisions. These costs were budgeted in the City Manager Office division in prior years. Starting in FY 2020, compensation for the Strategic Planning and Innovation staff is budgeted in its own division. These costs were budgeted in the City Manager Office main division in prior years.

PROGRAM DESCRIPTION

The City Manager Department is charged with a variety of duties and responsibilities which include: carrying out policies and direction from the City Council; enforcing ordinances of the City; preparing and recommending to the City Council a balanced municipal budget annually; appointing and supervising all City personnel except as provided by State law or other municipal code; administering the personnel system; creating a healthy and safe working environment for all personnel; and being responsive and available to the community. The Department includes the Public Affairs, Economic Development, Risk Management, Strategic Planning & Innovation, Civic Center, Federal and State Legislative programs and the Ask Elk Grove customer service program functions.

CITY MANAGER

City Manager's Office

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	2,771,129	1,064,460	947,512	986,416	(78,044)	1,374,888
Operating Expenses	550,955	667,774	556,142	441,806	(225,968)	432,231
Internal Services	-	-	-	458,556	458,556	467,727
Total	3,322,084	1,732,234	1,503,654	1,886,778	154,544	2,274,846
Expenditures By Resource						
General Fund	3,232,135	1,628,177	1,399,597	1,886,778	258,601	2,274,846
General Capital Reserve	89,949	104,057	104,057	-	(104,057)	-
Total	3,322,084	1,732,234	1,503,654	1,886,778	154,544	2,274,846

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Per the General Cost Allocation and Internal Service Plan in the Financial Summaries section, all of the internal service costs for the City Manager department are allocated to the City Manager's Office division, with the exception of Risk Management and Civic Center.

Note: The Budget division is under the Finance and Administrative Services Department starting in FY 2019. Also, starting in FY 2019, compensation for staff in the Public Affairs and Economic development divisions are budgeted directly in those specific divisions. These costs were budgeted in the City Manager Office division in prior years. Starting in FY 2020, compensation for the Strategic Planning and Innovation staff is budgeted in its own division. These costs were budgeted in the City Manager Office main division in prior years.

CITY MANAGER

Program Description

The City Manager's office is charged with the following responsibilities:

- The State and Federal Legislative programs are closely monitored for impacts to the City, state and nation. Each year, the City Manager's Office works to advance critical public safety and high priority projects. The City Manager's office also works closely with the California Legislature to advance state legislation as well as monitor bills that impact local government.
- Diversity and Inclusion efforts are administered out of the City Manager's Office. This includes the management of the 18-member Diversity and Inclusion city staff team whose primary task is to prioritize and implement employee focused inclusion efforts.
- Ask Elk Grove is the City's customer service program which connects residents with specially-trained customer service representatives. Ask Elk Grove makes local government open and accessible to everyone. The program's goal is to provide the best customer service possible and offer residents the help or information they need – quickly and easily. Ask Elk Grove utilizes a variety of methods for residents to contact City Hall which include: mobile phone application, phone, e-mail, and through the City's website.

Performance Measures**Ask Elk Grove**

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
Average Speed in Seconds to Answer In-Coming Calls (AEG) per Week	4	5	6	5	5
Average Number of Dropped Calls per Week	1	3	1.5	3	3

CITY MANAGER

Public Affairs

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	25,729	581,819	613,119	629,675	47,856	649,370
Operating Expenses	312,403	467,018	398,568	457,267	(9,751)	477,479
Total	338,132	1,048,837	1,011,687	1,086,942	38,105	1,126,849
Expenditures By Resource						
General Fund	313,228	1,048,837	1,011,687	1,086,942	38,105	1,126,849
General Fund Econ Incentive	24,904	-	-	-	-	-
Total	338,132	1,048,837	1,011,687	1,086,942	38,105	1,126,849

Note: Starting in FY 2019, compensation for staff in the Public Affairs and Economic development divisions are budgeted directly in those specific divisions. These costs were budgeted in the City Manager Office division in prior years.

Note: Per the General Cost Allocation and Internal Service Plan in the Financial Summaries section, all of the internal service costs for the City Manager department are allocated to the City Manager's Office division, with the exception of Risk Management and Civic Center.

Program Description

The Public Affairs Division provides timely, accurate and relevant news and information to residents and businesses, prospective job creators, community groups, key policy decision makers, and the media. This Division is responsible for designing, developing and maintaining the city's public information platforms including the bimonthly citywide newsletter, website and social media accounts. Office staff facilitate media relations, advertising, marketing, graphic design, public and community relations programs, and community engagement that support all city departments and programs. Additionally, the Office organizes the City's street banner programs, event advertising signage program, special events and festivals, groundbreaking, and grand openings for city projects and administers the Event Sponsorship Grant Program.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
Number of Visits to www.elkgrovecity.org	1,817,011	1,360,000	2,238,852	1,360,000	1,360,000
Total Number of Event Attendees	223,084	240,000	268,165	240,000	240,000
% of non residents attending sponsored events	24.5	25	28	25	25
Number of visitors to www.elkgrovecity.org	440,982	440,000	452,660	440,000	440,000
Total number of Social Media Followers	56,912	68,000	67,887	68,000	68,000

CITY MANAGER

Economic Development

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	500,750	497,309	501,177	427	511,946
Operating Expenses	363,857	1,015,408	816,211	1,306,701	291,293	1,266,431
Total	363,857	1,516,158	1,313,520	1,807,878	291,720	1,778,377
Expenditures By Resource						
General Fund	331,664	1,025,158	958,416	966,878	(58,280)	1,077,377
General Fund Econ Incentive	32,193	491,000	355,104	841,000	350,000	701,000
Total	363,857	1,516,158	1,313,520	1,807,878	291,720	1,778,377

Note: The increase in the FY 2019 Budget in operating expenses is related to economic incentives geared towards attracting large businesses to the City.

Note: Starting in FY 2019, compensation for staff in the Public Affairs and Economic development divisions are budgeted directly in those specific divisions. These costs were budgeted in the City Manager Office division in prior years.

Note: Per the General Cost Allocation and Internal Service Plan in the Financial Summaries section, all of the internal service costs for the City Manager department are allocated to the City Manager's Office division, with the exception of Risk Management and Civic Center.

Program Description

The mission of the Economic Development Division is to ensure a robust and diverse economy that returns value to the City and its residents and is positioned to weather the ups and downs of the broader economy. The Economic Development Division's primary responsibilities are to assist existing businesses with their growth and expansion plans, identify and recruit prospective new businesses to the City, and work with the developer, brokerage and tenant communities to facilitate high impact development and business recruitment projects. The overall goal of the division is to attract capital investment to the City, grow the City's commercial tax base, and attract jobs to the City across multiple industries at varying wages and skill levels. This is accomplished by, among other things, providing government liaison and business support services to existing and prospective businesses; engaging local, regional and statewide economic development organizations; marketing the city as an exceptional business location, attendance at conferences and tradeshow, and direct meetings with existing and prospective businesses. The division administers the City's economic development incentive and financing programs, business retention and attraction programs, business recruitment activities, small business support programs, workforce development, and provides entitlement and permit expediting services for high impact projects.

CITY MANAGER

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
% increase in sales tax collections	7.5	6.5	7.5	6.5	6.5
% Commercial vacancy rate	5.2	6	5	5	5
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>					
Jobs to housing ratio	N/A	0.875	0.99	1.025	1.025
% increase in hotel tax collections	2.8	6	1	6	6

Note: The jobs to housing ratio data is only available in years when the City updates its Employment Dynamics Report. Data will typically trail two years in arrears due to source data limitations. The most recent update occurred in the current fiscal year. Accordingly, there was no data available in fiscal year 2018.

Strategic Planning and Innovation

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	-	-	366,824	366,824	372,152
Operating Expenses	-	-	-	654,820	654,820	193,460
Total	-	-	-	1,021,644	1,021,644	565,612
Expenditures By Resource						
General Fund	-	-	-	1,021,644	1,021,644	565,612
Total	-	-	-	1,021,644	1,021,644	565,612

Note: The FY 2020 budget for the Office of Strategic Planning and Innovation also includes funds for Special Projects and a Bloomberg Grant that were previously in fund 107. Both the Special Projects and Bloomberg Grant were brought into the General Fund to be consolidated under the activity of the Office of Strategic Planning and Innovation. For prior year funding for Long-Range Strategic Planning projects, see the General Fund Planning information in the General Fund Expenditures section. Starting in FY 2020, compensation for the Strategic Planning and Innovation staff is budgeted in its own division. These costs were budgeted in the City Manager Office main division in prior years.

Program Description

The Office of Strategic Planning and Innovation focuses on the City's long-term future and high priority strategic objectives to support a vibrant, inclusive, attractive, and sustainable community. The Office provides leadership to explore innovative solutions and assist diverse teams to embrace new ideas and bring greater efficiency to government, providing policy support for the City Manager, City Council, and the broader organization on a variety of topics including land use, sustainability, resiliency, economic development, transportation, technology and other related policy topics. The Office also collaborates with outside agencies and regional and national organizations to accomplish these objectives.

CITY MANAGER

Risk Management

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	125,135	128,146	134,305	131,083	2,937	131,083
Operating Expenses	1,491,281	3,615,846	1,577,546	4,153,999	538,153	2,235,229
Internal Services	20,501	14,660	14,660	13,973	(687)	14,253
Transfers	199,997	200,757	196,063	201,210	453	205,234
Total	1,836,914	3,959,409	1,922,574	4,500,265	540,856	2,585,799
Expenditures By Resource						
Risk Management	1,836,914	3,959,409	1,922,574	4,500,265	540,856	2,585,799
Total	1,836,914	3,959,409	1,922,574	4,500,265	540,856	2,585,799

Note: At Mid-Year FY 2019, a \$2 million expenditure budget amendment for the Risk Management fund along with an offsetting \$2 million Revenue budget amendment was approved by City Council to account for a pending settlement. This expenditure will be pre-reimbursed by the City's insurer. The City will receive the pre-reimbursement prior to paying the settlement. However, due to delays in receiving the pre-reimbursement, both the revenues and expenditures are not included in the FY 2019 Estimate and are included rather in the FY 2020 budget.

Note: In FY 2020 the General Liability premium is expected to increase by approximately 67%. This is primarily due to liability market conditions throughout all insurance markets and an increase in public entity claims in California. A small percentage is due to the estimated increase in payroll and a small increase in the City claims experience.

Program Description

Risk Management is committed to effectively negotiating and maintaining all City insurance coverages, handling general liability and property claims, managing requirements and compliance of insurance in contracts, recovering funds lost due to City property damage, developing and promoting effective Risk Management, coordinating the City's compliance with the Americans with Disabilities Act (ADA), and administering the City's safety and health programs.

Risk Management is charged with the following responsibilities for General Risk Programs:

- **General Liability:** Negotiating and securing general liability insurance for the city, managing claims against the city and mitigating lawsuits brought against the city.
- **Property Insurance and Subrogation:** Negotiating and securing property insurance, reporting claims to the city's insurer, handling the recovery or directing the subrogation of claims that fall below the insurer's deductibles.
- **Miscellaneous Insurance:** Negotiating and securing insurance coverage for the city including pollution insurance, cyber liability insurance, fiduciary insurance, and employee crime insurance.
- **Insurance in Contracts Administration:** Developing and maintaining appropriate insurance requirements in city contracts, ensuring compliance of contractors with their insurance requirements, and administering the city's contract with its insurance certificate processor.
- **Safety and Health:** Ensuring the city's compliance with Cal OSHA requirements, striving to bring best practices to the city's safety programs, and developing and maintaining policies and procedures that encourage safe and healthy practices that reduce and prevent on the job injuries.
- **Americans with Disabilities Act (ADA) Coordination:** Consulting city staff on ADA issues, coordinating and developing ongoing efforts for full ADA compliance, arranging for and/or conducting training on ADA issues, coordinating and monitoring architectural barrier surveys, developing and maintaining the required Self-Evaluation Transition Plan to remove access barriers, and developing processes for ensuring the complete accessibility of City communications. The ADA Coordinator is involved with the City's Disability Advisory Committee (DAC) to facilitate policy formation and to review existing policies such as reasonable accommodation.

CITY MANAGER

Civic Center

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	46,267	191,366	152,044	366,187	174,821	376,743
Operating Expenses	43,166	1,166,742	552,626	1,235,762	69,020	1,242,549
Total	89,433	1,358,108	704,670	1,601,949	243,841	1,619,292
Expenditures By Resource						
Community Facilities District Civic Center	89,433	1,358,108	704,670	1,601,949	243,841	1,619,292
Total	89,433	1,358,108	704,670	1,601,949	243,841	1,619,292

Note: The FY 2019 Estimate is significantly less than the Amended Budget due to delays in the opening of the Civic Center facility. The FY 2020 budget incorporates the first full year of operations of the facility.

Program Description

The Civic Center Division provides opportunities for recreational and leisure activities for the community through its facilities, programming, and partnerships at the Civic Center campus. The Civic Center serves under the City Manager's Office and follows the overall mission of the department.

The Civic Center includes the Aquatics Center, the Commons and Veterans Grove, the Community Center and the Nature Area. The campus also includes public art and the division serves as the staff liaison to the Elk Grove Arts Commission.

Additional programs may be added in the future as the new facilities are opened at the Civic Center, consistent with the adopted Master Plan.

Aquatics Center:

The Aquatics Center includes a 50-meter competition pool, a 25-yard instructional pool, and a recreation pool with water slides and a lazy river. The Cosumnes Community Services District (CCSD) will be responsible for the daily operations of the facility and the City is responsible for the youth swim teams and swim meets. The Aquatics Center will open in summer 2019.

Commons and Veterans Grove:

These areas represent passive space for people to gather with amenities such as picnic tables, benches, public art, fire pits, and a dancing fountain. The Commons and Veterans Grove can be programmed for activities such as Farmers Markets, concerts, and Veterans remembrances when completed in 2019.

Community Center:

The Community Center is a 32,178 sq. ft. facility that includes a rentable main hall with a dining capacity for 500, commercial and catering kitchens, and a café. The building will also include space for the Senior Center of Elk Grove, and a Veterans Hall that will host the American Legion Post 233, Marine Corps League, and the Veterans of Foreign Wars (VFW) as non-profit partners. The Community Center broke ground in March 2018 and will open in 2019.

CITY MANAGER

Nature Area:

The Nature Area is a 26-acre site that encompasses the southern portion of the Civic Center Campus to Lotz Parkway. The area is intended to be passive open space with several amenities including walking trails, a large open meadow, a fitness area, children's playground, and a pond. The project is currently in design and construction could begin in 2020.

FY 2019-20 BUDGET INITIATIVES

Public Affairs

The proposed FY 2019-20 budget maintains funding for existing city banner and signage programs. Funding has been added to introduce a new email marketing tool to generate more frequent and dynamic email messaging to residents opting in to the city's website for this information.

Economic Development

The proposed FY 2019-20 budget includes a \$200,000 transfer from the General Fund to the Economic Development Incentive Fund and a \$100,000 transfer from the General Fund to the Small Business Incentive Fund.

Risk Management

In FY 2019-20 the General Liability premium is expected to increase by approximately 67%. This is primarily due to liability market conditions throughout all insurance markets and an increase in public entity claims in California. A small percentage is due to the estimated increase in payroll and a small increase in our claims experience.

Civic Center

The proposed FY 2019-20 budget establishes baseline funding for the Civic Center facilities as they begin operations. Expenses will be reduced by revenue generation from the rental of the Aquatics Center and Community Center. As this is the first year of operations, FY 2019-20 budget is based on best estimates for operations of the facility.

Strategic Planning and Innovation

The proposed FY 2019-20 budget includes funds for the Urban Design Study for Kammerer Road and the Old Town Special Planning Area Update. It also includes funding for the preparation of a Smart City Initiative and to continue efforts that promote a culture of innovation through the organization.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

City Manager's Office

- Complete Phase 1A (Aquatics and Commons) and Phase 1B (Community Center of the Civic Center).
- Complete design of Civic Center trails and nature area project.
- Ensure development of a diverse array of housing options (i.e. single-family, estate, multi-family, condominiums, and townhouses) to support a range of incomes and lifestyle choices.

CITY MANAGER

Public Affairs

- Coordinate with local and regional organizations and businesses in conjunction with the City's Community Event Center Manager to attract and promote new sporting tournaments, conferences and special events that drive regional tourism to Elk Grove.
- Continue collaborating with City commissions and committees and other local agencies to create events and experiences for residents and visitors that promote the arts, honor the city's heritage and celebrate the diversity of its residents.
- Facilitate City event sponsorship grant support for community organizations producing local events.

Economic Development

- Administer the City's Business Retention and Expansion Program to include targeted business visitations to better identify and assist businesses seeking to expand within the City and prevent relocation of businesses out of the City.
- Administer the City's Business Recruitment Program with an emphasis on target industries and target employment centers and aligning recruitment activities with resident employment needs/choices.
- Target industries include: State and Federal government offices and services; medical offices, services, and devices; corporate front and back office; higher education (including private technology transfer); and light and advanced manufacturing. Target employment centers include: Southeast Policy Area; Longleaf Drive/Laguna Springs Corporate Area; Laguna West Commercial Areas; Triangle Commercial Area; and hospital and medical sites.
- Administer the City's Small Business Support Program to identify small business startup and scale-up candidates and support their launch and growth to foster future major employers and tax revenue generators.
- Administer the City's Workforce Development Program to grow the City's workforce, while maintaining low resident unemployment rates, through partnership with large employers and regional workforce development providers, with emphasis on meeting the employment needs of our major and emerging companies.
- Pursue projects and businesses that create new and enhanced retail, dining, and entertainment offerings that will improve the quality of life for residents and employees, enhance business attraction activities, and generate new tax revenue.
- Administer the City's Economic Development Incentive and Financing Programs and will continue to review and revise current incentive and financing programs to better attract desired employers.
- Position Elk Grove as a driving force in regional economic development decision making and business attraction efforts through enhanced branding and marketing, building and leveraging relationships with key agencies, and building regional partnerships that will benefit the City's economic development efforts.
- Coordinate the activities of Visit Elk Grove, the City's destination marketing organization, and the City of Elk Grove to ensure a successful destination marketing campaign and increase visitation, with the goal of positioning Elk Grove as a competitive location for business and personal travel and pursue attraction and development of hospitality assets such as hotels, meeting spaces, and lifestyle amenities that will increase visitation to the City.
- Deploy and further develop the "Invest Elk Grove" brand through enhancement of existing brand properties and development of new brand properties.

CITY MANAGER

Strategic Planning and Innovation

- Continue working with the Local Agency Formation Commission (LAFCo) to have the site of the future multisport park complex (and adjoining lands) annexed into the City, with the target of completing these efforts in calendar year 2020.
- Undertake a comprehensive update to the Old Town Special Planning Area.
- Prepare an Urban Design Study for the Kammerer Road Corridor.

Civic Center

- Complete phase one of the Civic Center master plan and open the Aquatics Center, Commons, Veterans Grove and Community Center.
- Recruit regional swim meets to be held at the Aquatics Center to generate revenue for the facility and attract visitors to the area.
- Create a facility rental program for the main hall of the Community Center to provide rentable space in the community and generate revenue to offset operating costs of the facility.
- Introduce a new special event with regional appeal at the Civic Center.
- Continue to invest in public art through the percent for the arts program and complete the Avenue of the Arts in the Commons.
- Complete design and begin construction of the Nature Area.

A safe and resilient community

City Manager's Office

- Produce a resident survey with the National Research Center to continue to benchmark important quality of life elements that impact resident satisfaction.

Public Affairs

- Produce and promote the availability of an Elk Grove Residents Guide to assist residents looking for information, services, and community resources provided by local agencies and to assist realtors with promoting the quality of life available to those considering a move to Elk Grove.

Strategic Planning and Innovation

- Prepare a Community/Mobility Resiliency Plan, addressing three key areas of flooding, extreme heat, and fiscal impacts.
- Begin annual monitoring of the Climate Action Plan and initiate first-year implementation efforts, including establishing a City-staff Climate Action Team, made up of representatives from various departments and divisions.

A high performing organization

City Manager's Office

- Continue to prioritize and implement elements of the inclusion Strategy to foster a diverse and inclusive work environment.
- Partner with other agencies (CCSD, Sacramento County, other cities within the Sacramento region) to share constrained resources and restructure operations when opportunities arise.

CITY MANAGER

Public Affairs

- Use staff's new drone aviation federal certification to begin offering drone imagery for city events and projects.
- Continue to expand the City's multimedia resources to promote Elk Grove's high quality of life to business and residential communities.
- Conduct competitive bidding for equipment and services that take advantage of opportunities for "economies of scale" whenever possible.
- Expand community engagement resources and activate regular discussion topics through online and social media platforms.
- Continue to establish dynamic working relationships with agencies and organizations that encourage smart collaboration and operational efficiencies.

Strategic Planning and Innovation

- Undertake a Smart City Initiative that establishes an approach and structure for implementation of Smart City programs.
- Continue working with the City's Innovation Team to support cross-departmental innovation and strategic initiatives to achieve Council strategic goals and develop an innovative forward-thinking culture within the organization.
- Develop pilot programs, where appropriate, to test improved and innovative operations and services.

Risk Management

- Administer safety and loss control programs to reduce frequency and severity of worker's compensation claims.
- Maintain policies and procedures that reduce motor vehicle accidents and on the job injuries.
- Seek recovery from those causing damage to City property.
- Represent the city on CSAC - Excess Insurance Authority's Claims Review Committee.
- Represent the City on the NCCSIF (Northern California Cities Self Insurance Fund) (workers compensation) Board of Directors and Risk Management Committee.

A city with infrastructure that meets its current and future needs

City Manager's Office

- Strategically align the organization to support the newly adopted City Council Vision, Mission, Goals, and Strategic Imperatives.
- Continue to strengthen relationships with regional partners, particularly those related to economic development.
- Have regular meetings with Cosumnes Community Services District, Sacramento County Supervisors and staff and City of Sacramento as well as participate in regional meetings and events.
- Conduct customer satisfaction surveys (internal and external, resident and business community).
- Identify meaningful performance measurement in support of Council-adopted goals and strategic imperatives; communicate progress through the budget process.
- Continue working with the City's Innovation Team to support cross-departmental innovation and strategic initiatives to achieve Council strategic goals and develop innovative forward-thinking culture within the organization.

CITY MANAGER

Strategic Planning and Innovation

- Support efforts to increase City-wide bandwidth capacity to support public safety technology expansion.
- Support efforts to improve and expand infrastructure and mobility in and around the City, including Kammerer Road, Whitelock Parkway interchange, Intelligent Transportation System Master Plan, the Bicycle, Pedestrian, and Trails Master Plan Update, and the Bus Rapid Transit (BRT) early implementation study.

2018-19 ACCOMPLISHMENTS

City Manager's Office

- Finalized construction of the Aquatics Center and held a grand opening in May 2019.
- Finalized the Diversity Audit and Inclusion Strategy documents and presented the initial findings and report to Council. Additionally, provided a six-month update on progress.
- Created an 18-member team made up of City employees to review and prioritize diversity and inclusion efforts within the City that meets two times per month.
- Joined the Government Alliance on Race and Ethnicity Organization to participate in a Northern California Learning Cohort.
- Updated and adopted the calendar year 2019 and 2020 Legislative Principles and Procedures.
- Successfully produced Lost in the 50's, a musical performance in conjunction with the Arts Commission.
- Successfully produced multiple teen events, Shape Your Future; Stronger Together; Love Your Community Food Drive and Family Fun Day, hosted by the Elk Grove Youth Commission.

Public Affairs

- Launched the Event Advertising Signage Program to offer the city and other organizations a chance to promote community events on two signs constructed as part of a pilot project.
- Produced six (6) bimonthly newsletters reaching more than 58,000 residents and businesses within the city.
- Added mobile advertising to the strategies used to promote city programs, services, and events to residents and visitors on their mobile devices.
- Completed the federal certification process to fly an unmanned aircraft (drone) for future film and photography uses.
- Coordinated the city's inaugural participation in March for the Dream, honoring Dr. Martin Luther King Jr., which included a booth within the Diversity Expo and an Elk Grove delegation in the march.
- Introduced a new Lunar New Year Celebration in conjunction with the Multicultural Committee.
- Coordinated the production of several annual events and festivals including the Salute to the Red, White and Blue; Elk Grove Multicultural Festival, Party on the Palms Teen Festival, Zombie Tag and Movie Night, and FitFest.
- Produced an events brochure in collaboration with Cosumnes Community Services District (CCSD) sharing information on all 2019 City, CCSD and locally sponsored events to provide a comprehensive events resource guide for residents and visitors.
- Facilitated services and support for 40 community events produced by local non-profit organizations through the City's Event Sponsorship Grant Program.

Economic Development

- Provided on-going management of the City's economic development programs and activities.
- Developed a pipeline of business attraction, expansion, and retention leads and prospects with the potential to create 3,800 jobs, 1.8 million square feet of commercial development, and \$900 million of capital investment.
- Presented an annual report to the City Council detailing 77 assisted and unassisted business gains (over 5,000 SF) resulting in 6,987 new jobs, 2.1 million square feet of occupied space, \$154.8 million of capital investment, \$50.3 million in sales tax revenues, and \$3.1 billion in new payrolls between 2015 and 2018.
- Facilitated six (6) direct locates in 2018 (including expansion and retention projects) resulting in 758 new jobs, 423,031 square feet of occupied space, \$48.5 million of capital investment, \$10.9 million of sales/hotel taxes, and \$338.9 million in payrolls.
- Evaluated over 25 site search Requests for Proposals and Requests for Information for new business attraction projects and wrote specific proposals for 14 searches.
- Launched the Startup Elk Grove Incentive Program, which supports the launch, growth, and attraction of startup companies with various levels of financial and non-financial assistance; evaluated over 50 initial applications for funding and approved three businesses for initial funding.
- Developed and launched a new business brand, "Invest Elk Grove."
- Developed and launched a new web site, investelkgrove.org.
- Facilitated the continued planning and design for the Railroad Street Redevelopment Project.
- Completed a feasibility study on the economics of developing new 3 and 4-star hotel properties.
- Completed the 2018 Employment Dynamics Report, an update to the 2016 Employment Dynamics Report, and determined that the City's Jobs to Housing Ratio sits at approximately 1.0.
- Negotiated and ensured the successful expiration of the Development Agreement with the Howard Hughes Corporation, and the resulting demolition of the Mall property.
- The Economic Development Director served as Chair of the regional Economic Development Directors' Task Force, and as a director on the Greater Sacramento Economic Council Board of Directors.

Risk Management

- Property Insurance and Subrogation
 - Recovered \$70,045 (Fiscal YTD) for damage to City property
- Safety and Health
 - Provided 69 on-site flu vaccinations for City staff
 - Revised and updated CalOSHA mandated safety policies and procedures
 - Updated Injury and Illness Prevention Plan (IIPP)
 - Updated Emergency Action Plan (EAP)
 - Updated Fire Prevention Plan
 - Fire Extinguisher Training
 - Heat Illness Training
- ADA Coordination
 - Provided citywide disability etiquette training
 - Completed ADA Self-evaluation and Transition Plan update
 - Held regular meetings with the Disability Advisory Committee
- Miscellaneous Insurance
 - 124 Consultations with City staff on insurance and contractual issues

CITY MANAGER

Civic Center

- Coordinated the grand opening celebration of the Aquatics Center.
- Created operations and maintenance plans for the Aquatics Center in partnership with the Cosumnes Community Services District (CCSD).
- Established use agreements with the Elk Grove Aquatics Club and Elk Grove Piranhas for the Aquatics Center as their home sites.
- Created facility reservation process and fee structure for the Community Center.
- Implemented a new art selection process for the percent for the arts program to align with best practices in the field.
- Selected public art for the Animal Shelter and the Music Sculpture for the Avenue of the Arts utilizing the new process.
- Installed six pieces of public art at the Civic Center including sculptures and murals as part of the percent for the arts program.
- Created the Elk Grove Art Commission Iris Awards to recognize Elk Grove artists for their contributions to the arts.
- The Art Commission hosted the “Lost in the 50’s” musical revue to celebrate the history of rock n’ roll.
- Selected the firm and began designing the Nature Area.

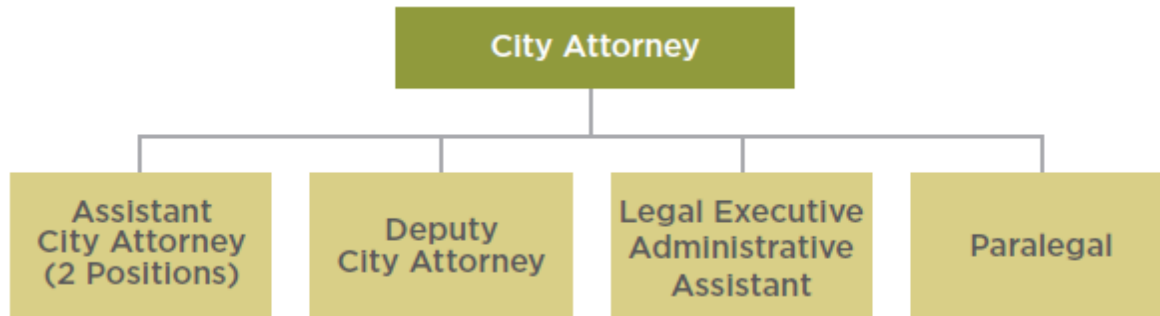
Strategic Planning and Innovation

- Adopted the General Plan Update.
- Adopted the 2019 Climate Action Plan.
- Adopted the Transportation Analysis Guidelines.
- Adopted the Park Design Principles.
- Completed Phase 1 Zoning Updates for General Plan Consistency.
- Initiation of Team Inspire, the City’s internal innovation working group.
- Completion of the Final EIR for the Sport’s Complex project and scheduling of the Sphere of Influence hearing with Sacramento LAFCo.
- Award of a Caltrans grant to complete a Community Resilience Plan for the City.
- Planning and execution of the 2019 City Council Retreat.
- Participation in the Sacramento Area Council of Governments Civic Lab Year 2 program.

CITY MANAGER

City Manager	Authorized	FY 2018	FY 2019	FY 2020	Change
	Position				
	Administrative Analyst I	0	1	1	0
	Administrative Assistant	1	0	0	0
	Administrative Assistant to the City Council	1	1	1	0
	Assistant City Manager	1	1	1	0
	Assistant to the City Manager	1	0	0	0
	City Manager	1	1	1	0
	Community Center Attendant (at 0.4 FTE)	0	0	6	6
	Community Center Coordinator	0	1	1	0
	Community Events & Projects Coordinator	1	1	1	0
	Community Event Center Manager	1	1	1	0
	Customer Service Specialist	1	1	1	0
	Deputy City Manager	1	1	1	0
	Director of Strategic Planning and Innovation	0	1	1	0
	Economic Development Director	1	1	1	0
	Economic Development Program Manager	1	1	1	0
	Economic Development Specialist	1	1	1	0
	Executive Administrative Assistant	1	1	1	0
	Graphics & Multimedia Program Manager	1	1	1	0
	Graphic Designer	1	1	1	0
	Multimedia Specialist	1	1	1	0
	Public Affairs Manager	1	1	1	0
	Risk Analyst	1	1	1	0
	Strategic Planning and Innovation Program Manager	0	1	1	0
City Manager Total		18	20	26	6

CITY ATTORNEY



CITY ATTORNEY

MISSION

The mission of the City Attorney's Office is to provide timely, relevant, and high-quality legal advice and guidance to the City's elected and appointed officials, as well as City staff, and to represent the City in court and other proceedings in either prosecuting or defending the City's position.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	1,135,024	1,255,457	1,248,720	1,254,578	(879)	1,271,673
Operating Expenses	61,955	136,570	132,920	138,241	1,671	138,480
Internal Services	-	-	-	140,332	140,332	143,138
Total	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291
Expenditures By Resource						
General Fund	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291
Total	1,196,979	1,392,027	1,381,640	1,533,151	141,124	1,553,291

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

PROGRAM DESCRIPTION

The City Attorney's Office reviews, evaluates, and provides legal advice and representation to the City. The City Attorney's Office represents the City, as an entity, and as embodied through the highest authorized legislative body, officer, or employee overseeing an assignment. The City Attorney and members of the City Attorney's Office work closely with individual City officials, managers, and staff on a regular basis, and the City Attorney is ultimately accountable to the City Council as a whole.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

- Provide legal guidance to implement the City Council’s policy direction to grow the economy and diversity of the City.
- Assist the City Council and City staff with the implementation of appropriate and fiscally responsible economic incentives, to the extent permitted by law.

A safe and resilient community

- Provide legal support to the City’s Police Department in the accomplishment of its law enforcement duties.
- Assist the City’s Code Enforcement Division with enforcement of quality of life laws under the City’s Municipal Code and state law through administrative processes and court proceedings.
- Recommend amendments to the City’s Municipal Code, as needed and appropriate, to help ensure a high quality of life for the City’s residents.

A high performing organization

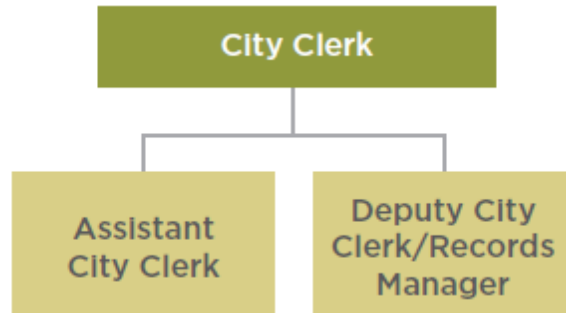
- Provide timely and accurate legal services to the City officials and personnel in an efficient and cost-effective manner.
- Identify and manage legal benefits and risks and recommend courses of action that serve the best interest of the City.

A city with infrastructure that meets its current and future needs

- Assist the City’s Community Development Department to ensure that appropriate improvement obligations are attached to development projects to accommodate the needs of the City and its future growth.
- Assist the Public Works Department to ensure that necessary public projects and amenities proceed in a timely fashion to accommodate the needs of the City.

City Attorney	Authorized Position	Authorized			
		FY 2018	FY 2019	FY 2020	Change
	Assistant City Attorney	2	2	2	0
	City Attorney	1	1	1	0
	Deputy City Attorney I/II	1	1	0	-1
	Deputy City Attorney	0	0	1	1
	Legal Executive Administrative Assistant	1	1	1	0
	Paralegal	1	1	1	0
City Attorney Total		6	6	6	0

CITY CLERK



CITY CLERK

MISSION

While operating under statutory provisions of the California Government Code, the Elections Code, and City ordinances and policies:

- Ensure the City's legislative processes are open and public by providing a link between citizens and government through the dissemination of information;
- Accurately record and preserve Elk Grove's legislative history, safeguarding vital, historic, and permanent records of the City; and
- Serve with courtesy, promptness, and integrity – the public, City Council, and City staff in an unbiased and fiscally responsible manner.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	465,321	493,882	490,219	491,308	(2,574)	491,808
Operating Expenses	27,173	151,950	151,950	29,250	(122,700)	213,800
Internal Services	-	-	-	74,809	74,809	76,305
Total	492,493	645,832	642,169	595,367	(50,465)	781,913
Expenditures By Resource						
General Fund	492,493	645,832	642,169	595,367	(50,465)	781,913
Total	492,493	645,832	642,169	595,367	(50,465)	781,913

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: The City Clerk Operating budget fluctuates annually in accordance with the biennial election cycle. Election costs are included in the budget every other fiscal year. FY 2020 doesn't include these costs, while FY 2021 does. FY 2019 election costs are estimated to be \$120,000 and FY 2021 election costs are estimated to be \$130,000.

Note: Fiscal Year 2021 includes an additional \$50,000 in costs for a demographer for redistricting of City Council Member Residency Districts, subsequent to receiving the results of the decennial census.

PROGRAM DESCRIPTION

Administration

The City Clerk, appointed by and under the direction of the City Council, serves as the Clerk to the City Council, and Secretary to the Finance and Parking Authorities. It is the responsibility of the City Clerk to provide support to the legislative body, as well as to respond and to implement processes responsive to the Brown Act, the Public Records Act, the Political Reform Act, Election laws and various other statutes. The City Clerk is the filing officer and official for Statements of Economic Interests and Campaign Disclosure Statements. The City Clerk is the custodian of the City Seal and attests and acknowledges official City documents as required.

Operations

The Office of the City Clerk is responsible for agenda preparation and posting, as well as coordinating distribution of agenda materials to the City Council, senior executives and the public. Public notice is achieved as mandated by various statutes through posting, publication and mailing processes. The Office of the City Clerk receives for tracking and processing other department's subpoenas, motions, claims against the City, capital improvement bids, consultant service proposals, contracts, as well as appeals to decisions of the Planning Commission and administrative appeals of the agency.

Records

The Office of the City Clerk is the repository for the legislative records of the City Council, as well as contracts and a variety of other recorded documents. Records Division staff receives and processes public requests for records for review and release under the Public Records Act. The Records Division staff is also responsible for securing records in an optical imaging system for citywide staff access and makes records available utilizing the City's website.

Elections

The City Clerk is responsible for administering General Municipal Elections, as well as any Special Elections that may be called, in addition to annexation elections to Assessment Districts and Community Facility Districts.

PERFORMANCE MEASURES

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
Percentage of Staff Reports Compiled one day prior to Publish Date	91.71	92	92	92	92
Percentage of Notifications for FPPC 700 statutory filing compliance	93.32	90	92	90	90
Percentage of Records Scanned and Indexed within same month	98.17	97	98	98	98
Percentage of Requests for Information responded to 48 hours prior to statutory timeframes	71.75	70	75	72	72

FY 2019-20 BUDGET INITIATIVES

- Sacramento County Voter Registration and Elections continues implementation of the Voter's Choice Act for the 2020 election year, and the City will work in conjunction with the County on outreach and education opportunities related to new election law and procedures for conducting elections expected in the 2020 election year, including the March 3, 2020 California Primary Election.
- Redistricting of City Council Member Residency Districts is scheduled to occur in 2021, after receiving the results of the decennial census. Staff will monitor activities related to the decennial census to encourage participation in the 2020 Census.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A high performing organization

Prepare for the November 3, 2020 General Municipal Election (Directly Elected Mayor and Council Member Residency Districts 1 and 3)

- Coordinate with the Sacramento County Voter Registration and Elections on any changes related to new election law and procedures for conducting elections;
- Coordinate with the Sacramento County Voter Registration and Elections on feasibility to utilize City facilities as regional Vote Centers for the March 3, 2020 Primary Election and the November 3, 2020 General Election;
- Prepare appropriate resolutions and ordinances for City Council consideration of election consolidation with the November 3, 2020 General Election;
- Prepare the 2020 Candidate's Instruction Manual.

Records Management Program Expansion

- Provide technical advice regarding recommended records management practices to City departments;
- Coordinate use of digital filing systems utilized by the Fair Political Practices Commission and Sacramento County;
- Conduct annual records retention review in accordance with Resolution No. 2008-63 (records maintained by the Office of the City Clerk);
- Increase effective use by staff of the citywide records archive program;
- Expand digital retention and archiving of daily operational, administrative records.

Information Accessibility through the Digital Records Initiative

- Reduce costs of producing, distributing, and reproducing hard copy materials
- Evaluate alternative digital record systems to improve access to records;
- Explore opportunities to conduct outreach on information resources to staff and the community.

FY 2018-19 ACCOMPLISHMENTS

Administered the November 6, 2018 General Municipal Election (Directly Elected Mayor and Council Member Residency Districts 2 and 4)

The November 6, 2018 General Municipal Election was administered in accordance with Federal, State, and local statutes; Resolution No. 2018-257 was adopted on December 12, 2018 certifying the election results. The City worked in coordination with Sacramento County Voter Registration and Elections to operate Vote Centers at the City Hall Chamber the two weekends prior to the June 2018 Primary and November 2018 General Elections and continued to maintain a Vote by Mail ballot drop off location at 8401 Laguna Palms Way.

2018 Conflict of Interest Code Biennial Review

Resolution No. 2018-258 was adopted on December 12, 2018 amending the City of Elk Grove Conflict of Interest Code.

Clerk's Office Remodel and Service Counter Operations

- Worked with staff in development of the Clerk's Office Remodel Project;
- Coordinated continued operation and use of public service counter during the City Hall Reception Desk and Clerk's Office Remodel project.

Development / Expansion of Records Management Program

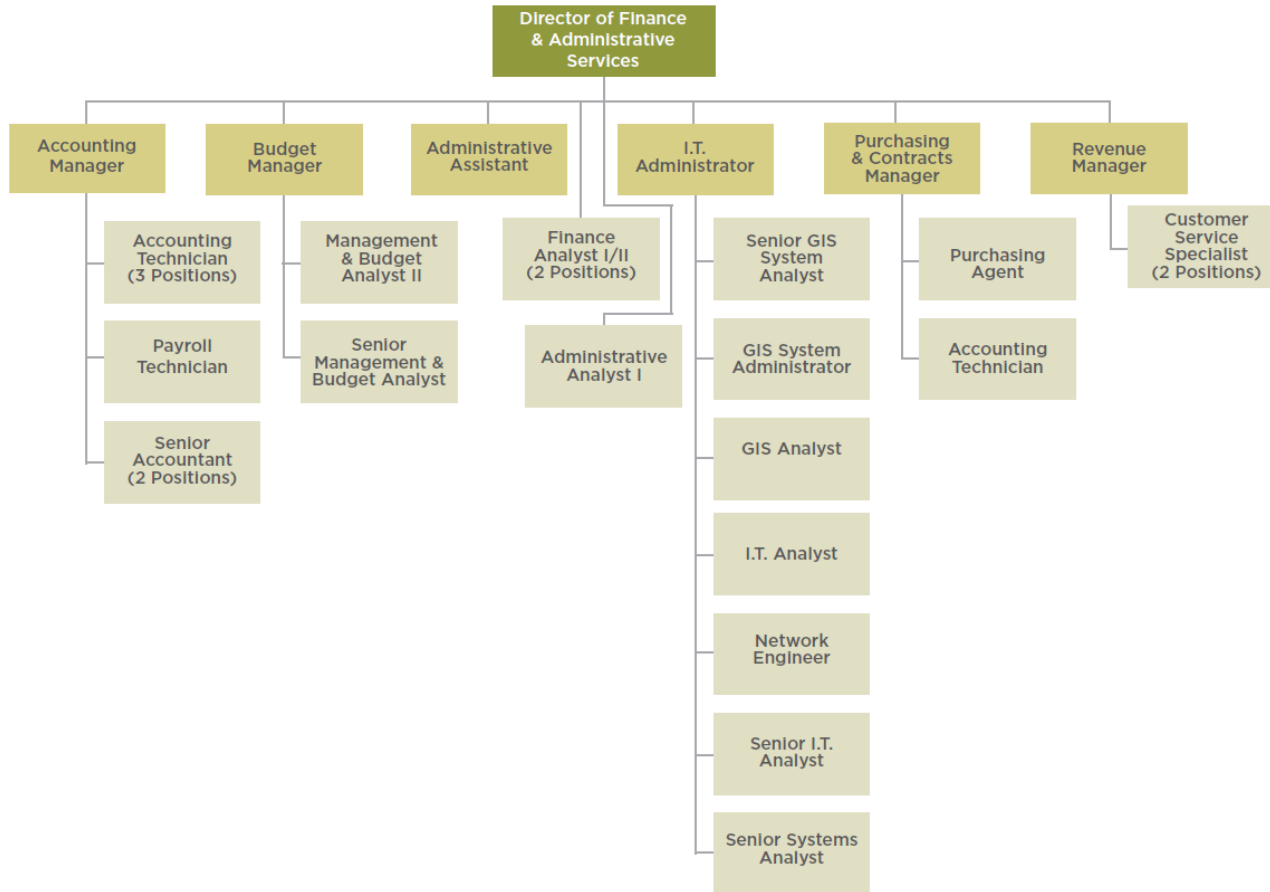
Continued annual City record retention review with retention schedules developed for the Development Services Department, and authorized destruction of over 17 linear feet of records maintained by the Office of the City Clerk during Fiscal Year 2018-19.

Information Accessibility through the Digital Records Initiative

- Added 28 City Council meeting and other video webcasts and corresponding sets of Closed Caption transcription notes to the City website; those meetings produced 29 Ordinance updates and 263 Resolutions.
- Maintained Informational City website for the 2018 Election;
- Posted Fair Political Practices Commission (FPPC) filings to the City website (170 Campaign Disclosure Statements and 121 Statements of Economic Interest covering 2018-19);
- Posted and maintained the FPPC Forms 802, 803, and 806 on the City website.

City Clerk	Authorized Position	FY 2018	FY 2019	FY 2020	Change
		Assistant City Clerk	1	1	1
	City Clerk	1	1	1	0
	Deputy City Clerk/Records Manager	1	1	1	0
City Clerk Total		3	3	3	0

FINANCE & ADMINISTRATIVE SERVICES



FINANCE & ADMINISTRATIVE SERVICES

MISSION

Finance and Administrative Services

The Finance and Administrative Services department provides collaborative and strategic leadership in the financial management of the public resources entrusted to the City to enhance the quality of life in Elk Grove.

Information Technology & Geographic Information Systems

The Information Technology (IT) division and Geographic Information Systems (GIS) division strive to be innovative when providing technical services to staff, empowering users to focus on optimizing public service. IT staff are reliable, forward thinkers that provide solutions to technical problems in a precise and timely fashion. These solutions enhance and anticipate better ways to serve both internal and external customers to keep connected with the community.

Finance & Administrative Services

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change From FY 2019 to FY 2020	FY 2021 Projected
Compensation	2,989,174	3,626,104	3,726,226	3,874,360	248,256	3,953,541
Operating Expenses	1,792,292	2,814,543	2,611,640	3,044,043	229,500	3,522,508
Internal Services	92,230	84,381	84,381	499,274	414,893	509,260
IT Capital Outlay	223,904	285,661	320,777	230,300	(55,361)	114,360
Transfers	124,803	167,781	167,781	189,298	21,517	193,084
Total	5,222,403	6,978,470	6,910,805	7,837,275	858,805	8,292,753
Expenditures By Division						
Finance Management	722,136	825,657	718,947	1,215,796	390,139	1,232,816
Budget	-	479,487	482,346	506,007	26,520	515,406
Accounting	839,703	860,438	904,059	987,334	126,896	997,070
Finance Planning	236,953	247,391	257,220	258,901	11,510	269,418
Purchasing	368,982	383,567	395,884	387,509	3,942	390,499
Cashiering	448,174	499,314	435,837	392,140	(107,174)	399,700
Information Technology	2,036,761	2,949,076	2,974,537	3,212,799	263,723	3,509,900
GIS	569,694	733,540	741,975	876,789	143,249	977,944
Total	5,222,403	6,978,470	6,910,805	7,837,275	858,805	8,292,753

FINANCE AND ADMINISTRATIVE SERVICES

Expenditures By Resource	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change From FY 2019 to FY 2020	FY 2021 Projected
General Fund	2,202,627	2,864,587	2,788,819	3,357,958	493,371	3,402,931
CFD 2002-1 East Franklin	18,232	18,777	19,659	19,671	894	20,441
CFD 2003-1 Police Service	12,155	12,518	13,106	13,115	597	13,627
CFD 2003-1 Poppy Ridge	18,232	18,777	19,659	19,671	894	20,441
CFD 2003-2 Police Service	12,155	12,518	13,106	13,115	597	13,627
CFD 2005-1 Laguna Ridge	20,664	21,281	22,278	22,293	1,012	23,168
CFD 2006-1 Maint Services	21,879	22,532	23,593	23,606	1,074	24,530
CFF-Administration	34,013	34,865	36,604	36,854	1,989	38,502
Impact Fee Admin	6,803	6,973	7,315	7,371	398	7,701
Laguna Ridge Park Fee	2,267	2,324	2,435	2,458	134	2,568
LRSP Park Admin Fee	39,681	40,675	42,706	42,995	2,320	44,918
Roadway Fee	28,344	29,054	31,053	30,711	1,657	32,084
Recycling and Waste - Residential	125,232	134,824	97,412	88,196	(46,628)	89,887
Drainage Fee	73,665	76,149	76,550	69,673	(6,476)	70,484
Information Technology & GIS	2,606,455	3,682,616	3,716,512	4,089,588	406,972	4,487,844
Total	5,222,403	6,978,470	6,910,805	7,837,275	858,805	8,292,753

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2019, the Budget Division is under the Finance and Administrative Services Department. This Division was under the City Manager's Office through FY 2018.

Finance Management and Administration

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	494,415	538,657	528,797	522,765	(15,892)	531,613
Operating Expenses	227,720	287,000	190,150	284,480	(2,520)	284,480
Internal Services	-	-	-	408,551	408,551	416,723
Total	722,136	825,657	718,947	1,215,796	390,139	1,232,816
Expenditures By Resource						
General Fund	722,136	825,657	718,947	1,215,796	390,139	1,232,816
Total	722,136	825,657	718,947	1,215,796	390,139	1,232,816

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Program Description

The Finance Management and Administration department supports the City Council, management, and other departments with financial planning, debt management, and treasury administration. It also manages both financial and non-financial divisions including budget, accounting, financial planning, purchasing, cashiering, information technology, and geographic information systems (GIS). It also monitors cash flow, investments and banking functions, and the internal audit function.

Budget

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	415,977	420,045	439,375	23,398	462,201
Operating Expenses	-	63,510	62,301	66,632	3,122	53,205
Total	-	479,487	482,346	506,007	26,520	515,406
Expenditures By Resource						
General Fund	-	479,487	482,346	506,007	26,520	515,406
Total	-	479,487	482,346	506,007	26,520	515,406

Note: Starting in FY 2019, the Budget Division is under the Finance and Administrative Services Department. This Division was under the City Manager's Office through FY 2018.

Program Description

The Budget division is responsible for preparation, delivery, and monitoring of annual budgets and multi-year fiscal plans. This division is accountable for developing and executing the Annual Budget publication and assisting with the development of the five-year Capital Improvement Program publication. The responsibility includes developing and analyzing financial forecasts to ensure sustainability of current operations. This division is also charged with administering the city-wide performance measurement program. The Budget division identifies opportunities for improved efficiency and efficacy in budget and performance management processes. The division also provides both strategic and financial planning assistance in implementing organizational change.

Accounting

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	679,009	684,198	740,069	818,534	134,336	826,570
Operating Expenses	160,693	176,240	163,990	168,800	(7,440)	170,500
Total	839,703	860,438	904,059	987,334	126,896	997,070
Expenditures By Resource						
General Fund	839,703	860,438	904,059	987,334	126,896	997,070
Total	839,703	860,438	904,059	987,334	126,896	997,070

Note: At Mid-Year of FY 2019 a Cashier position was removed from the Cashiering division and an Accounting Technician position was added to the Accounting division. This results in a higher FY 2019 Estimate and a significant increase in the FY 2020 budget over the FY 2019 Budget in the compensation category.

Program Description

This division is responsible for payroll, accounts receivable, reconciliation of grant activity, liabilities, reserves, and the City's various bank account reconciliations. This division is also responsible for the implementation of Government Account Standards Board Statements and for the City's financial reporting, including the Comprehensive Annual Financial Report, Popular Annual Financial Report (annual financial report to community; condensed CAFR), State Controller's Report, the Street and Road Report and the City's Treasurer Report. This division is the main conduit of information and records to the City's independent auditors.

Financial Planning

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change From FY 2019 to FY 2020	FY 2021 Projected
Compensation	232,655	239,071	251,170	251,531	12,460	262,048
Operating Expenses	4,298	8,320	6,050	7,370	(950)	7,370
Total	236,953	247,391	257,220	258,901	11,510	269,418
Expenditures By Resource						
CFD 2002-1 E. Franklin	18,232	18,777	19,659	19,671	894	20,441
CFD 2003-1 Police Service	12,155	12,518	13,106	13,115	597	13,627
CFD 2003-1 Poppy Ridge	18,232	18,777	19,659	19,671	894	20,441
CFD 2003-2 Police Service	12,155	12,518	13,106	13,115	597	13,627
CFD 2005-1 Laguna Ridge	20,663	21,281	22,278	22,293	1,012	23,168
CFD 2006-1 Maint Services	21,879	22,532	23,593	23,606	1,074	24,530
CFF-Administration	34,012	34,865	36,604	36,854	1,989	38,502
General Fund	22,530	27,097	25,708	27,041	(56)	27,811
Impact Fee Admin	6,803	6,973	7,315	7,371	398	7,701
Laguna Ridge Park Fee	2,267	2,324	2,435	2,458	134	2,568
LRSP Park Admin Fee	39,681	40,675	42,706	42,995	2,320	44,918
Roadway Fee	28,344	29,054	31,053	30,711	1,657	32,084
Total	236,953	247,391	257,220	258,901	11,510	269,418

Program Description

This division manages all the Assessment and Community Facility Districts (capital and operating), capital improvement financial planning, impact fees, acquisition and reimbursement agreements, and affiliated programs for the City. It also provides long-range cash flow and financial planning for operation and capital funds, debt management, bond disclosure compliance, capital project analysis, fee analysis, AB 1600 reports, and annexation studies. The long-range cash flow and financial planning for capital funds, specifically, is essential for the development of the five- year Capital Improvement Program publication.

Purchasing

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	365,325	370,352	387,779	374,194	3,842	377,184
Operating Expenses	3,657	13,215	8,105	13,315	100	13,315
Total	368,982	383,567	395,884	387,509	3,942	390,499
Expenditures By Resource						
General Fund	368,982	383,567	395,884	387,509	3,942	390,499
Total	368,982	383,567	395,884	387,509	3,942	390,499

Program Description

This division is responsible for the purchase of materials, supplies and services needed for all departments within the City. This division determines sources of supplies, researches new sources of supply; maintains the City vendor list, oversees the Request for Proposals, Qualifications and Bids process, is responsible for the processing of accounts payable and assists in monitoring and controlling expenditures.

Cashiering

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	382,159	400,914	387,535	341,460	(59,454)	347,180
Operating Expenses	66,015	98,400	48,302	50,680	(47,720)	52,520
Total	448,174	499,314	435,837	392,140	(107,174)	399,700
Expenditures By Division						
Utilities	198,897	210,973	173,962	157,869	(53,104)	160,371
Cashiering	249,276	288,341	261,875	234,271	(54,070)	239,329
Total	448,174	499,314	435,837	392,140	(107,174)	399,700
Expenditures By Resource						
General Fund	249,276	288,341	261,875	234,271	(54,070)	239,329
Recycling & Waste - Residential	125,232	134,824	97,412	88,196	(46,628)	89,887
Drainage Fee	73,665	76,149	76,550	69,673	(6,476)	70,484
Total	448,174	499,314	435,837	392,140	(107,174)	399,700

Note: At Mid-Year of FY 2019 a Cashier position was removed from the Cashiering division and an Accounting Technician position was added to the Accounting division. This results in a lower FY 2019 Estimate and a significant decrease in the FY 2020 budget over the FY 2019 Budget in the compensation category.

Program Description

This division is the City's centralized cashier location and is responsible for receiving, receipting, processing and recording payments to the City.

PERFORMANCE MEASURES

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>					
Local Vendor Spend	23,241,334	22,510,087	23,716,421	22,510,087	22,510,087

Information Technology Services & Geographic Information Systems

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	835,608	976,935	1,010,831	1,126,501	149,566	1,146,745
Operating Expenses	1,329,909	2,167,858	2,132,742	2,452,766	284,908	2,941,118
Internal Services	92,230	84,381	84,381	90,723	6,342	92,537
Capital Outlay	223,904	285,661	320,777	230,300	(55,361)	114,360
Transfers	124,803	167,781	167,781	189,298	21,517	193,084
Total	2,606,455	3,682,616	3,716,512	4,089,588	406,972	4,487,844
Expenditures By Division						
Information Technology	2,036,761	2,949,076	2,974,537	3,212,799	263,723	3,509,900
GIS	569,694	733,540	741,975	876,789	143,249	977,944
Total	2,606,455	3,682,616	3,716,512	4,089,588	406,972	4,487,844
Expenditures By Resource						
Information Technology	2,606,455	3,682,616	3,716,512	4,089,588	406,972	4,487,844
Total	2,606,455	3,682,616	3,716,512	4,089,588	406,972	4,487,844

Note: A new Senior GIS Analyst position is being added in FY 2020, reducing contract GIS services by an estimated \$117,096. The amount will be confirmed and incorporated into the FY 2020 budget as a Mid-Year amendment. Although the expansion of internal GIS staff has reduced contractual costs, the demand on GIS services has increased dramatically in recent years given the growth of the City and the need for more innovative solutions (GIS information gateway, parcel boundary map, Operations and Maintenance GIS viewer).

Program Description

Information Technology

The Information Technology Services division works collaboratively with all departments to provide first class technical support. IT maintains desktops, printers, mobile devices, phones, and network infrastructure. IT staff provides direction to the City's Information Systems including long-term planning, software and hardware refresh cycles, e-commerce availability and network security. IT Services maintains data integrity, remote access support, and GIS support.

Geographic Information Systems

Geographic Information Systems (GIS) is a technology that serves as a resource to store, analyze, integrate, and display location-based data. GIS resources are used in support of enterprise management systems. GIS Staff are responsible for maintaining and distributing the authoritative data for multiple geographic layers. As a necessity of this responsibility GIS is involved in the business workflows of nearly every City department.

FY 2019-20 BUDGET INITIATIVES

Finance

- Contractual Services of \$424,027 includes Professional Audits Services, Internal Audits, Investment Software and Reporting Services.
- Implementation of OpenGov that will provide the public with web tools to examine the City's budget and expenditures.

Information Technology & Graphic Information Systems

- IT contractual services of \$245,000 supports the City's web hosted public meetings, Council Chamber upgrades, the City's website, and city-wide software training and innovation projects
- City-wide GIS contractual services of \$248,000 provide auxiliary professional support to augment the City's internal GIS staff.
- A new Senior GIS Analyst position is being added in FY 2020, reducing contract GIS services by an estimated \$117,096. The amount will be confirmed and incorporated into the FY 2020 budget as a Mid-Year amendment, reducing the budget from \$248,000 to an estimated \$130,904.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A high performing organization

Finance

- Assist with new facility and program planning by providing feasibility analysis and financing alternatives.
- Audit utility user tax remittances for compliance.
- Evaluate and analyze debt refunding opportunities.
- Continue to analyze and implement effective reconciliations of City financial transactions.
- Facilitate and coordinate Internal Auditor reviews.
- Prepare the City's Comprehensive Annual Financial Report (CAFR).
- Publish Annual Financial Report to the Community summarizing the technical CAFR document.
- Implement new Government Account Standards Board Statements.
- Invest City funds in compliance with City's Investment Policy.
- Continue to manage appropriate City investment balances with Community Banks per the Community Bank Investment Guidelines.
- Prepare the City's Annual Budget.
- Publish and present to the community the City Annual Budget
- Publish Budget Fact sheet.
- Continue enhancing and augmenting the City's Performance Measurement program.
- Implement OpenGov, an interactive Financial Transparency application.
- Ensure compliance with fiscal policies and procedures.
- Submit for award recognition from GFOA for the City's CAFR, PAFR, and Annual Budget.
- Support the Council Audit Committee.
- Complete Single Audit (as required by Federal Grant Awards).
- Provide fiscal support for various departments and prepare required reports for various outside agencies.

Information Technology & Geographic Information Systems

- Continually examine how the City's IT division can provide new tools and projects to keep staff at pace with technology for both internal and external improvements. Look for smart, user friendly ways to communicate with the public that is transparent and assists them in better connecting with our City services.
- Complete the installation of Office365 and work with staff to utilize the collaboration tools that are available to be more mobile, flexible, and efficient in how we work.
- Continue to update and create IT policies to be consistent with current technologies and best practices that are regionally sound and help the City of Elk Grove be a valued partner in data sharing.
- Work with Sacramento County GIS to continue to improve processes for getting updated information to the City GIS systems so that staff may have the most updated data when making decisions.
- Continue to enable useful online tools to allow residents to do business from anywhere outside of City Hall.
- Continue to develop innovative solutions to business challenges utilizing GIS application functionality that give staff tools to quickly track and analyze data.
- Work with the SACOG Chief Information Office group to continue online sharing of data for the region.
- Be transparent when sharing data online by giving residents tools that can help them research and understand City data.
- Continue to reach out to other local organizations to share ideas and collaborate on projects that can best serve our community.

FY 2018-19 ACCOMPLISHMENTSFinance

- Prepared the updated Laguna Ridge Parks Nexus report and the Laguna Ridge Parks Supplemental Nexus Study updates for Council approval.
- Prepared and published the Public Employee Retirement System (PERS) fact sheet
- Analyzed debt refunding & investment of funds.
- Garnered the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation award for the FY 2018-19 Budget publication, which incorporated major structural changes that presented a more "department" based budget.
- Earned recognition from the International City/County Management Association (ICMA) for the City's Performance Measurement Program.
- Hosted a Budget Town Hall public meeting called "Food Trucks & Finance" that communicated highlights from the budget and facilitated citizen engagement
- Prepared the City Biennial Annual Budget, including public outreach and incorporation of new City Council goals
- Assisted with analytics and financials for the Police Officers Association negotiations and agreement
- Prepared and published the Comprehensive Annual Financial Report (CAFR)
- Prepared and published the Annual Financial Report (PAFR) to the Community summarizing the technical CAFR document.
- Received award recognition from GFOA on the City's CAFR and PAFR
- Supported the Council Audit Committee
- Completed Single Audit (Federal requirement for Federal Grants)
- Provided fiscal support for various departments, including preparing the monthly budget to actual transit reports, Transportation Development Act (TDA) audit, Annual Transit State Controller Report (SCO) Perform financial function and reporting for all Transit grants.

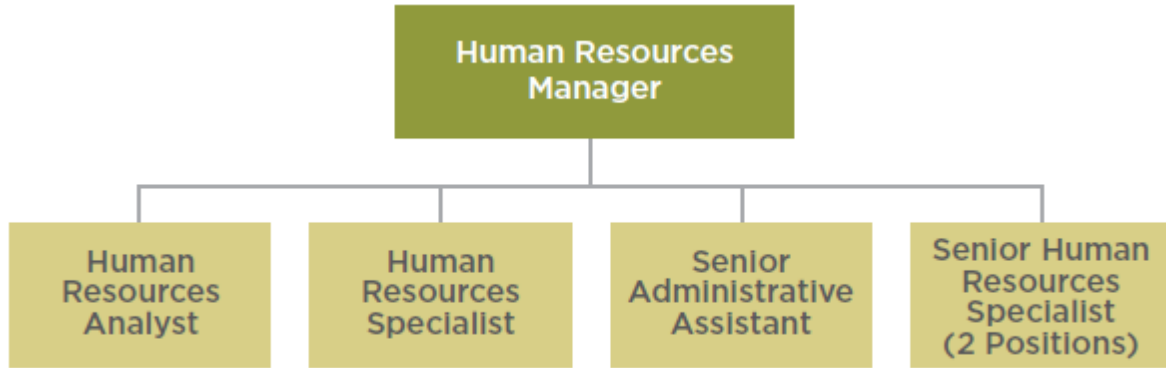
FINANCE AND ADMINISTRATIVE SERVICES

Information Technology & Geographic Information Systems

- Worked on the City-wide software implementation with continued training and support for “Go Live”. Continually supported staff to assist with technical issues as they arose and provide support.
- Wireless access points were updated to allow for expansion of City new facilities to ensure the public can have access to information while visiting City buildings.
- Completed infrastructure changes to ensure new City facilities will be online for opening, including a new public wireless network that creates a unified experience for the public.
- Office365 was purchased and the beginning phases of installation began.
- CENSUS data was updated and provided to the Census Bureau to ensure that all of the City’s addresses have been properly reported for the 2020 Census.
- Worked with the SACOG CIO group to continue online sharing of data for the region.
- Expanded the website via the GIS information gateway to further provide authoritative information to public. This allows them to search, download and use the GIS data in a variety of formats.
- Worked on updating parcel boundary information to ensure that the City’s GIS maps are the most accurate for staff to conduct their work and are in alignment with the updated County GIS base map. This involved collaboration with the Sacramento County Regional GIS group.
- Created a custom GIS viewer for Operations and Maintenance to be more efficient in how they view asset and work order data, along with allowing staff to input data from the field.

Finance	Authorized	FY 2018	FY 2019	FY 2020	Change
	Position				
	Accountant/Sr. Accountant	2	2	2	0
	Accounting Manager	1	1	1	0
	Accounting Technician	3	4	4	0
	Administrative Analyst I	1	1	1	0
	Administrative Assistant	1	1	1	0
	Budget Manager	1	1	1	0
	Customer Service Specialist	3	2	2	0
	Director of Finance & Admin Services	1	1	1	0
	Finance Analyst I/II	2	2	2	0
	GIS Administrator	1	1	1	0
	GIS Analyst	1	1	1	0
	IT Administrator	1	1	1	0
	IT Analyst	1	1	1	0
	Management & Budget Analyst I/II	1	1	1	0
	Network Engineer	1	1	1	0
	Payroll Technician	1	1	1	0
	Purchasing Agent	1	1	1	0
	Purchasing and Contracts Manager	1	1	1	0
	Revenue Manager	1	1	1	0
	Sr. GIS Analyst	0	0	1	1
	Sr. IT Analyst	1	1	1	0
	Sr. Management & Budget Analyst	1	1	1	0
	Sr. Systems Analyst	1	1	1	0
Finance Total		28	28	29	1

HUMAN RESOURCES



HUMAN RESOURCES

MISSION

The Human Resources Department provides key internal services to City Departments and employees. The focus is on attracting, developing and retaining a diverse, well-qualified and professional workforce.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	680,157	719,864	748,496	824,553	104,689	865,848
Operating Expenses	1,453,646	1,826,953	1,786,331	2,145,835	318,882	2,038,116
Internal Services	-	-	-	142,198	142,198	145,041
Total	2,133,804	2,546,817	2,534,827	3,112,586	565,769	3,049,005
Expenditures By Division						
Human Resources	694,008	985,166	952,471	1,286,241	301,075	1,275,269
Workers' Compensation	1,439,796	1,561,651	1,582,356	1,826,345	264,694	1,773,736
Total	2,133,804	2,546,817	2,534,827	3,112,586	565,769	3,049,005
Expenditures By Resource						
General Fund	694,008	985,166	952,471	1,286,241	301,075	1,275,269
Self Insurance	1,439,796	1,561,651	1,582,356	1,826,345	264,694	1,773,736
Total	2,133,804	2,546,817	2,534,827	3,112,586	565,769	3,049,005

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: FY 2020 includes one-time professional service costs for the completion of recruitments to service the upcoming Animal Shelter. Also included are costs for recruiting over 12 additional positions in the Public Works Operations and Maintenance division. These recruitment efforts are expected to be completed by end of FY 2020.

Note: A new Human Resources Specialist position is being added in FY 2020. The compensation row shows the impact of the new position.

PROGRAM DESCRIPTION

The Human Resources Department is responsible for providing the City with talented, well-trained and motivated employees by maximizing their potential through proactive employee relations and development. The primary functions of the Human Resource Department include recruitment, selection and retention of qualified employees; monitoring and administering the City's classification, compensation and benefit plans; effectively manage workers compensation and leaves of absence; coordinating City-wide training and development; labor relations including the negotiation and administration of agreements with recognized employee organizations; administration of personnel rules and procedures; and to present strategies for organizational development.

PERFORMANCE MEASURES

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
% of Overall diversity ratio (other than White)	35	40	35	40	40
Turn Over Ratio %	2	5	2.5	5	5

FY 2019-20 BUDGET INITIATIVES

- The Human Resources division plans to continue increased community outreach, job fairs, staff development, additional assessment centers and increased recruitments due to the potential to bring more contracted positions in-house. Such recruitment efforts also support the City's commitment to developing and retaining a diverse workforce.
- The Human Resources budget continues to include \$50,000 dedicated to diversity and inclusion training.
- Fiscal Year 2020 includes one-time professional service costs for the completion of recruitments to service the upcoming Animal Shelter. Also included are costs for recruiting over 12 additional positions in the Public Works Operations and Maintenance division. These recruitment efforts are expected to be completed by end of FY 2020.
- Two personnel changes are included in the budget for this division. The current Human Resources Specialist position is being reclassified to a Senior Human Resources Specialist (Sr. HR Specialist). A new Human Resources Specialist (HR Specialist) position is being added to the division. The Sr. HR Specialist position will oversee recruitments, community outreach, retirements, and training. This position will provide oversight of recruitments with the assistance of the new HR Specialist to build better relationships, stronger communications with hiring managers and create a layer of flexibility for peak recruiting periods. The Senior position is needed to provide a more robust training program to Staff with a specific focus on career development. Significant time will be spent on developing training programs, communications and advertising, as well as specific department outreach. The new HR Specialist position is needed to accommodate the additional demands generated from continual growth of the City. This position will work in conjunction with the Sr. HR Specialist focusing on recruitments and community outreach as well as performing recruitment efforts for the Police Department that are currently being performed by Professional Standards. This position will alleviate the continued need for additional assistance to the Front Desk Customer Service Specialist, Volunteers and others that have been assisting the department.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A high performing organization

Employee/Employer relations

- Work closely with represented and non-represented employee groups to position the City to recruit, hire and retain highly qualified staff while maintaining fiscal responsibility for the resident's tax dollar. Due to The Police Management Association (PMA) MOU expiring June 30, 2020, the City will be in negotiations during FY 2019-20.

Recruitment and Hiring

- Staff will continue to focus and build upon efforts to enhance outreach and promote the City's commitment to recruiting, hiring and retaining a diverse workforce. Staff have implemented the recommended changes from the Diversity and Inclusion Audit to the recruiting processes and will look for continued opportunities to build upon these changes. Staff will specifically be looking to expand outreach to women, veterans, and individuals with disabilities.

Training and Development

- Staff has updated the internal Elk Grove University training module to offer more robust training programs to all City staff. The plan is to place specific emphasis on leadership and management training to develop the next generation of leaders for the City to enhance its succession planning efforts in the coming year. Staff will also encourage developing additional opportunities through the talent exchange program.

FY 2018-19 ACCOMPLISHMENTS

Internship/Student Assistant Programs

- This year the Student Assistant program offered nine (9) student opportunities while giving them exposure to careers in public service. The City has found this program to be a very beneficial and cost-effective way to create, develop and implement many programs throughout the City.

Recruitments (as of February 25, 2019)

Staff recruiting efforts have continually increased year over year. City recruitments have increased by 38%, reviewed 4% more applications, interviewed 3% more applicants, and filled 46% more positions than last year.

- Successfully completed 44 recruitments
- Reviewed 3,398 applications
- Interviewed 251 applicants
- Filled 41 positions from the 44 completed recruitments
- Processed 23 promotions
- Completed a Sergeant and Lieutenant Assessment process creating eligibility lists

Succession Planning

- Staff completed a city-wide succession plan which included analyzing the City's current workforce and preparing strategic plans. These strategic plans focus on eliminating current service gaps and developing the workforce to meet the City's future service needs.

HUMAN RESOURCES

Personnel Planning/Position Control

- Developed new classifications and completed salary analysis for the following personnel requests:

Community Center Coordinator	Engineering Technician I/II
Community Center Attendant	Senior Engineering Technician
Director of Strategic Planning and Innovation	Landscape Maintenance Supervisor
Strategic Planning and Innovation Program Manager	Operations General Supervisor
Code Enforcement Technician	Street Maintenance Supervisor
Part-Time Intermittent Code Enforcement Officer	Traffic Control & Street Lighting Supervisor
Sr. GIS Analyst	Utilities Locator
Recycling & Waste Coordinator II	
Drainage & Collection System Supervisor	

- Reclassified the following positions:
 - Code Enforcement Manager
 - Administrative Analyst II
 - Deputy City Attorney
 - Director of Strategic Planning and Innovation

Leave Management

- Effectively managed 52 FMLA/CFRA leave requests
- Processed 4 Military leave

Open Enrollment

- Processed 126 open enrollment changes

City-Wide Training

Staff increased training opportunities to staff by 54% over last year.

- Offered 60 Trainings
- Successfully had 409 participants attend the 60 classes
- Increased available training by 21 courses over last year
- Continued to offer a range of supervisor/management trainings

Employee Relations

- Continued to build strong relationships with recognized bargaining units
- Continued to have quarterly Labor Management meetings
- Began labor negotiations with the Police Officers Association in February 2019

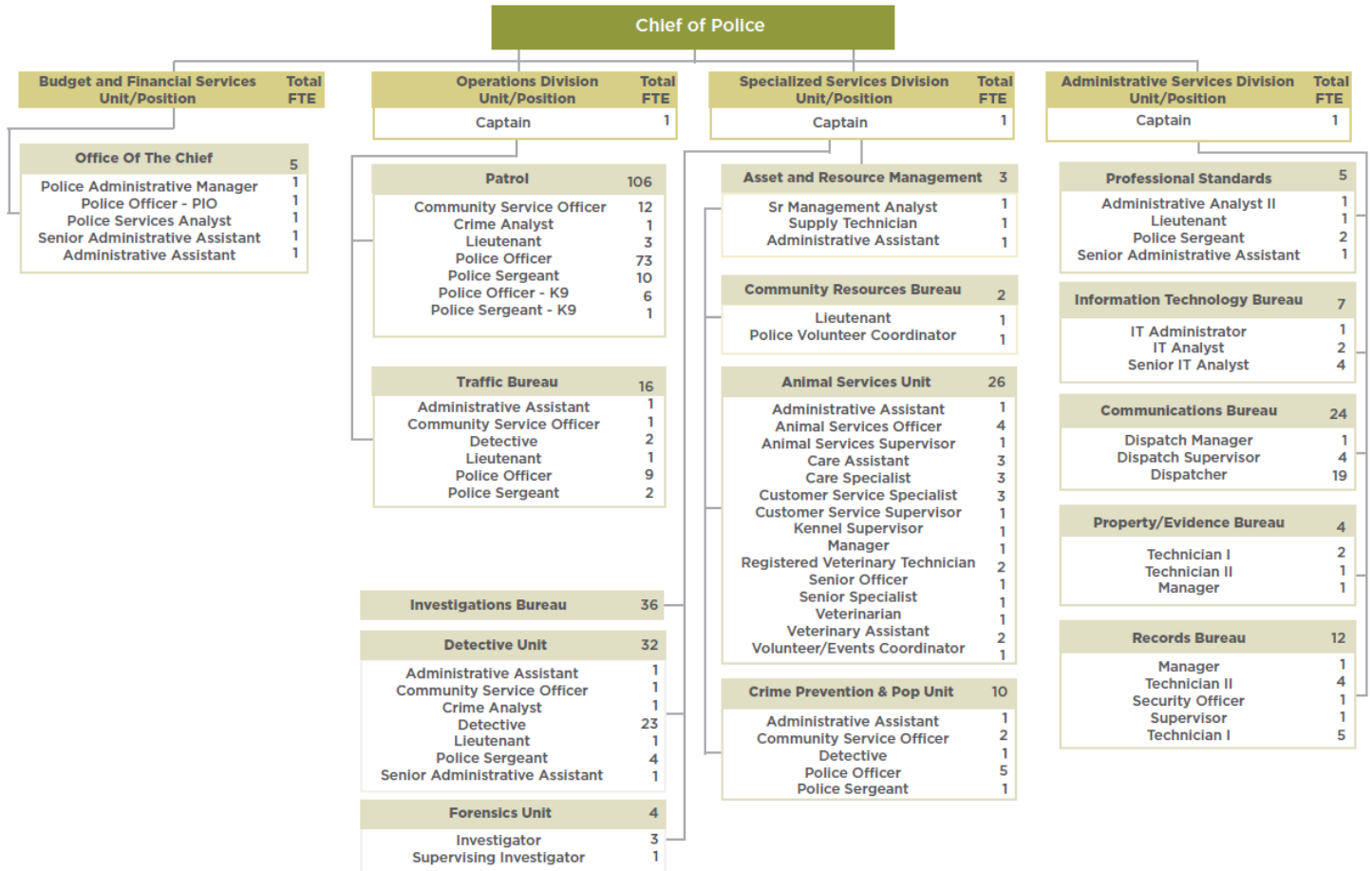
Workers Compensation

- Managed 53 ongoing workers' compensation claims
- 21 injured employees were able to participate in modified duty assignments
- Successfully closed 45 open workers' compensation claims

HUMAN RESOURCES

Human Resources	Authorized	FY 2018	FY 2019	FY 2020	Change
	Position				
	Human Resources Analyst	1	1	1	0
	Human Resources Manager	1	1	1	0
	Human Resources Specialist	1	1	2	1
	Sr. Administrative Assistant	1	1	0	-1
	Sr. Human Resources Specialist	1	1	2	1
Human Resources Total		5	5	6	1

POLICE



POLICE

MISSION

The mission of the Elk Grove Police Department is to continually improve the quality of life in Elk Grove through strong community outreach and partnerships; fair and impartial interactions; promoting public safety through prevention, intervention and enforcement; and developing and promoting a diverse professional workforce.

Police Department

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	32,724,249	36,632,120	35,141,118	39,455,297	2,823,177	40,568,491
Operating Expenses	3,832,127	6,107,770	4,837,495	5,877,465	(230,305)	4,097,754
Internal Services	-	-	-	4,983,094	4,983,094	5,082,755
Capital Outlay	1,218,718	2,160,207	1,403,716	1,222,224	(937,983)	491,000
Transfers	107,307	-	-	-	-	-
Total	37,882,401	44,900,097	41,382,329	51,538,080	6,637,983	50,240,000
Expenditures By Division						
Administrative, Budget & Financial Services	11,213,074	14,617,925	12,210,738	20,588,779	5,970,854	17,877,960
Operations	17,194,651	19,069,119	18,237,189	19,517,188	448,069	20,798,906
Specialized Services	9,474,676	11,213,053	10,934,402	11,432,113	219,060	11,563,134
Total	37,882,401	44,900,097	41,382,329	51,538,080	6,637,983	50,240,000
Expenditures By Resource						
General Fund	36,648,491	41,517,029	40,025,807	48,719,862	7,202,833	50,240,000
Grants	752,942	1,564,483	903,850	1,056,115	(508,368)	-
Miscellaneous - Community	10,516	-	-	-	-	-
Charges for Services	96,791	-	-	-	-	-
Community Facility Fees	52,771	130,000	130,000	180,000	50,000	-
Federal Asset Seizure	43,609	644,515	102,347	704,563	60,048	-
State Asset Seizure	277,281	1,044,070	220,325	877,540	(166,530)	-
Total	37,882,401	44,900,097	41,382,329	51,538,080	6,637,983	50,240,000

Note: Due to the cyclical nature of grant funding, funds are programmed only so far as the funding is authorized and approved (expiration, renewal, et al). Additional grant funding may be awarded in the coming fiscal year. The Budget Resolution adopted in concurrence with the Annual Budget allows for the re-appropriation of unspent grant funding and budgeting of new grant funding at the time of award.

POLICE

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: The FY 2019-20 budget for the Operations Division includes the addition of four police officers, and one community service officer. The addition of four police officers will help to ensure the Department maintains and/or enhances its current service levels, and priority calls have prompt response times. Each position is essential to a new initiative focused on intelligence-led and data-driven policing and is consistent with the recommendations of the 2016 Police Department Staffing Study. An additional three sworn officers and one Community Service Officer are projected to be added in FY 2021.

Administrative, Budget & Financial Services

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	7,616,433	8,826,813	8,274,617	9,857,586	1,030,773	9,572,136
Operating Expenses	2,270,616	3,779,535	2,688,335	4,570,875	791,340	2,762,069
Internal Services	-	-	-	4,983,094	4,983,094	5,082,755
Capital Outlay	1,218,718	2,011,577	1,247,786	1,177,224	(834,353)	461,000
Transfers	107,307	-	-	-	-	-
Total	11,213,074	14,617,925	12,210,738	20,588,779	5,970,854	17,877,960
Expenditures By Division						
Administration	4,193,720	7,192,028	4,827,104	12,276,831	5,084,803	9,876,400
Information Technology	2,736,243	3,062,022	3,225,241	3,325,517	263,495	2,883,352
Support Services	4,283,111	4,363,875	4,158,393	2,212,939	(2,150,936)	2,253,091
Dispatch	-	-	-	2,773,492	2,773,492	2,865,117
Total	11,213,074	14,617,925	12,210,738	20,588,779	5,970,854	17,877,960
Expenditures By Resource						
General Fund	10,343,651	11,234,857	10,854,216	17,770,562	6,535,705	17,877,960
Grants	388,455	1,564,483	903,850	1,056,114	(508,369)	-
Miscellaneous - Community	10,516	-	-	-	-	-
Charges for Services	96,791	-	-	-	-	-
Community Facility Fees	52,771	130,000	130,000	180,000	50,000	-
Federal Asset Seizure	43,609	644,515	102,347	704,563	60,048	-
State Asset Seizure	277,281	1,044,070	220,325	877,540	(166,530)	-
Total	11,213,074	14,617,925	12,210,738	20,588,779	5,970,854	17,877,960

Note: Starting in FY 2020, Dispatch will be budgeted separately from Support Services as its own unit.

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems. All internal services for the entire Police Department are budgeted in the Administration Budget and Financial Services Division per the General Cost Allocation and Internal Service Plan.

Note: Starting in FY 2020 the Public Employee Retirement System (PERS) required fixed contributions for the Safety Plan tiers are budgeted in the Police Department. The required fixed contributions for the Miscellaneous Plan tiers are still budgeted in the Non-Departmental division under compensation.

Program Descriptions

The Administrative, Budget and Financial Services Division encompasses the responsibilities of The Office of the Chief of Police. The Office of the Chief is responsible for providing executive, management, and logistical support to Elk Grove Police Department. The Chief's Office is also responsible for coordinating activities of the Department in furtherance of the City's overall goals in partnership with the City Manager's Office and other City of Elk Grove Departments. The Chief's Office provides long-range planning and budgeting; administrative systems; policy guidance for employees of the Department; and responds to requests for information from Elk Grove City Council, the media and the public. The Chief of Police is responsible for maintaining proactive, responsive, and effective police services for the City of Elk Grove and coordinating Elk Grove Police Department activities with other law enforcement agencies and community-based organizations. This Division also answers incoming emergency and routine calls for police services from the public and provides dispatch support for field personnel responding to calls for service. This division also collects, maintains, and manages all records, evidence, and personal property coming into possession of the Department during police business.

The Administrative, Budget and Financial Services Division consists of the following Units:

Administration

Finance – Budget and Procurement

The Finance Unit is responsible for oversight of all department fiscal activities, including budget, purchasing, facilities, cost recovery, special events, and grants. Finance provides timely financial management and analysis as well as support services to other service areas within the Police Department. This unit also works closely with other city departments to coordinate and maintain the overall health of the city's budget.

Public Information

The Public Information Officer's (PIO) role is to provide accurate, appropriate, and timely information regarding police incidents, activities, and programs to members of the community, staff, and media. The PIO also serves to inform and engage the public utilizing various online electronic media.

Internal Investigations

Internal Investigations conducts prompt and thorough investigations of personnel complaints; monitors high risk and high liability activities such as employee vehicle collisions, use of force incidents, and pursuits.

Pre and Post Employment

Professional Standards is responsible for coordinating the activities of hiring Police Department personnel. This includes recruitment, application screening, interview panels, background investigations, and issuance of all necessary equipment and uniforms. Upon an employee's separation from the Department, this unit ensures all final documentation is completed and department issued equipment is returned.

Training Manager

The Training Manager coordinates, develops, and monitors all mandated and compulsory training required to meet state and professional standards. The Training Manager ensures police personnel have access to continuing education opportunities that will further develop their skills, thereby complementing the Department's commitment to excellence.

Police Policy

Elk Grove Police Department utilizes Lexipol, an electronic state-specific police policy management system. Lexipol holds the complete set of policies for the department, and the professional standards bureau is responsible for the management of this system, including timely updates, changes to state and federal law, and best practices.

POLICE

Information Technology

The Information Technology (IT) Bureau supports the Police Department by providing and maintaining various computer systems and data that are critical to the operational needs of a Police Department. The IT Unit is a lead and active partner in regional data-sharing networks and is dedicated to providing quality service to its internal and external customers as well as its regional partners.

Support Services

Property and Evidence

The Property and Evidence Bureau is responsible for the care and custody of a wide variety of property, including personal property held for safekeeping, found property and physical evidence associated with a crime. The key functions of this Bureau are to maintain the integrity of all property and evidence received; to aid in prosecution by making evidence available for investigation and analysis; to facilitate release of personal property held as evidence to the rightful owner upon case adjudication; and the lawful disposal of all contraband.

Records

The Records Bureau securely maintains, disseminates, and protects the integrity of official law enforcement records of the City of Elk Grove. Records Technicians ensure that all case documentation necessary for criminal prosecution is compiled and transmitted to the District Attorney's Office. The Records Bureau ensures all documentation for a weapons confiscation petition is routed to the City Attorney before filing deadlines. Records Technicians respond to records requests from the District Attorney, other law enforcement agencies and the public. Records also seal juvenile records pursuant to court orders and register sex/arson offenders living in the City.

The Service Center is part of the Records Bureau. Staff in the Service Center includes Records Technicians, a Security Officer, and Volunteers. Service Center staff assists the public by answering a variety of questions and concerns ranging from questions about citations to vehicles held in storage or impound. The Service Center staff takes non-priority reports via telephone or in person. The Security Officer at the Service Center maintains mandatory registration of narcotics offenders living in the City and is responsible for maintaining the security access systems for all City facilities. The Service Center staff completes live scans for all employees of the City and business license applicants.

Dispatch

The Department's Dispatch Center serves as the 9-1-1 Public Safety Answering Point (PSAP) in Elk Grove. The Dispatchers use state-of-the-art equipment to process emergency and routine calls for service while providing information and communications support to officers in the field. This Bureau also provides dispatch support to the City's Code Enforcement Department, while Fire and Emergency Medical System (EMS) calls are routed to the Sacramento Regional Fire/EMS Communications Center for dispatch to the Cosumnes Community Services District (CCSD) Fire Department.

POLICE

Operations

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	16,713,833	18,598,050	17,795,603	19,043,538	445,488	20,311,631
Operating Expenses	480,819	443,369	413,886	438,650	(4,719)	467,275
Capital Outlay	-	27,700	27,700	35,000	7,300	20,000
Total	17,194,652	19,069,119	18,237,189	19,517,188	448,069	20,798,906
Expenditures By Division						
Patrol	12,479,233	14,187,532	13,544,198	15,109,271	921,739	16,356,725
Traffic	3,272,402	3,273,056	3,143,558	2,987,742	(285,314)	3,001,063
Canine	1,335,643	1,467,431	1,413,974	1,279,425	(188,006)	1,300,368
SWAT & Hostage Negotiations	107,374	141,100	135,459	140,750	(350)	140,750
Total	17,194,652	19,069,119	18,237,189	19,517,188	448,069	20,798,906
Expenditures By Resource						
General Fund	16,968,779	19,069,119	18,237,189	19,517,188	448,069	20,798,906
Grants	225,874	-	-	-	-	-
Total	17,194,653	19,069,119	18,237,189	19,517,188	448,069	20,798,906

Note: Due to several unanticipated vacancies, recruitments, retirements, and promotions in FY 2019, the estimated General Fund compensation spending is significantly less than budgeted for the Operations division.

Note: The FY 2019-20 budget for the Operations Division includes the addition of four police officers, and one community service officers. The addition of four police officers will help to ensure the Department maintains and/or enhances its current service levels, and priority calls have prompt response times. Each position is essential to a new initiative focused on intelligence-led and data-driven policing and is consistent with the recommendations of the 2016 Police Department Staffing Study. An additional three sworn officers and one Community Service Officer are projected to be added in FY 2021.

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems. All internal services for the entire Police Department are budgeted in the Administration Budget and Financial Services Division per the General Cost Allocation and Internal Service Plan.

POLICE

The Operations Division provides basic call response and police patrol services to the City of Elk Grove, including: emergency incident response; routine call response; traffic and vehicle enforcement; and collision investigation. Personnel assigned to the Operations division also conduct law and regulation enforcement, as well as preliminary crime scene investigations, nuisance and criminal investigations, proactive patrol activities, and data analysis.

Program Descriptions

The Operations Division consists of the following Units:

Patrol (Four shifts: Day, Cover, Swing, and Graveyard)

Patrol is the largest component of the Operations Division and includes three lieutenants, ten sergeants, sixty-nine patrol officers, one community services officer, one crime analyst and one administrative assistant. These personnel provide continuous delivery of police services to the community through numerous and varied functions, which include: response to citizens' requests for service; proactive patrol; maintenance of public order; discovery of hazards; investigation of crimes and incidents; arresting offenders; traffic enforcement and control; emergency services; and the reporting of information to other appropriate organizational units.

School Liaison Unit

Two police officers are assigned to work in partnership with the Elk Grove Unified School District (EGUSD). These officers are responsible for assisting the EGUSD Security Services Division with maintaining a safe learning environment; law enforcement and education; mentoring students; and interpreting court documents for EGUSD.

Crime Analysis Unit

The Crime Analysis Unit is responsible for systematic, analytical processes directed at providing timely and pertinent information relative to crime patterns and trend correlations. The Crime Analyst assists operational and administrative personnel with the planning and deployment of resources used in preventing and suppressing criminal activity. The Analyst provides officers with daily crime data which aides in the investigative process and ultimate apprehension of criminals. In January 2018, this unit increased its number of Analysts from one to two. This staff addition was made possible by an appropriation from the State Supplemental Law Enforcement Services Fund (SLESF) and is consistent with recommendations made in the 2016 staffing study.

Traffic (Motor Unit, Commercial Vehicle Enforcement Unit, Collision Investigation Unit)

The Traffic Bureau is dedicated to improving traffic and pedestrian safety, reduction of traffic collisions, and improvement of traffic flow. The Bureau works to keep all drivers in Elk Grove safe through enforcement and education. Their team consists of one lieutenant, two sergeants, nine motor officers, one commercial enforcement officer, two traffic investigators, one community service officer and one administrative assistant. The Traffic Bureau manages the Red-Light Camera Program which currently has five camera locations throughout the City. The Bureau also manages several traffic safety grants funded by the California Office of Traffic Safety (OTS).

The Traffic Bureau is also involved in community outreach programs with local high schools, Union Pacific Railroad, National Night Out, and the Sacramento Youth and Alcohol Coalition.

Canine

The Canine Unit is comprised of six sworn canine handlers and their canine partners. Each handler is assigned a specific shift in patrol and works under the supervision of a sergeant and lieutenant. The canine program is an essential element to a successful police agency. Canines can significantly reduce the amount of time officers spend on calls for service, particularly when tracking criminals and searching for illegal narcotics, firearms, and other crime evidence. Canines can also reduce officer safety risks, risks to the public at large, and are often used as a conduit to educate the public on their usefulness in law enforcement.

SWAT & Hostage Negotiations (SWAT Team, Hostage Negotiations Team, Tactical Dispatchers and Tactical Medics)

The primary objective of this unit is the preservation of life during high-risk incidents and events. This is an auxiliary assignment; all members of this unit have full-time assignments in other areas of the Department. The SWAT (Special Weapons and Tactics) Team consists of three team leaders, and 14 operators. The Hostage Negotiations Team has one sergeant and 10 members, and its role is to act in concert with the SWAT Team to resolve critical incidents through intelligence gathering and negotiation. Both teams fall under one lieutenant, the Crisis Response Unit (CRU) Commander. There are six tactical dispatchers who work at the scene of a critical incident to gather, document, and provide information for the various components of the CRU. As part of a regional effort, EGPD's CRU also responds to its partners at the Galt Police Department in the event additional support is needed in that city.

Specialized Services

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	8,393,983	9,207,257	9,070,898	10,554,173	1,346,916	10,684,724
Operating Expenses	1,080,692	1,884,866	1,735,274	867,940	(1,016,926)	868,410
Capital Outlay	-	120,930	128,230	10,000	(110,930)	10,000
Total	9,474,675	11,213,053	10,934,402	11,432,113	219,060	11,563,134
Expenditures By Division						
Investigations	6,023,201	6,370,224	6,616,052	6,877,029	506,805	6,927,594
Community Services	1,928,913	1,935,046	1,818,713	1,748,149	(186,897)	1,783,450
Animal Services	1,522,561	2,907,783	2,499,637	2,806,935	(100,848)	2,852,090
Total	9,474,675	11,213,053	10,934,402	11,432,113	219,060	11,563,134
Expenditures By Resource						
General Fund	9,336,062	11,213,053	10,934,402	11,432,113	219,060	11,563,134
Grants	138,613	-	-	-	-	-
Total	9,474,675	11,213,053	10,934,402	11,432,113	219,060	11,563,134

Note: The Elk Grove Animal Shelter is scheduled to be open to the public in the summer of 2019. The FY 2019 Estimate amounts reflect savings in the Animal Services division due to delays in opening the shelter.

Note: FY 2020 reflects a full year of compensation for operating the shelter.

Note: During FY 2019, multiple positions were transferred into the Investigations unit, resulting in a higher FY 2019 YE Estimate and significantly higher FY 2020 budget over the FY 2019 budget.

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems. All internal services for the entire Police Department are budgeted in the Administration Budget and Financial Services Division per the General Cost Allocation and Internal Service Plan.

The Specialized Services Division is comprised of Investigations, Community Services and Animal Services. Personnel of this division provide investigation and support to identify, apprehend, and aid in the prosecution of those responsible for criminal conduct. The Animal Services Unit works to provide a supportive, safe environment for animals, their owners and citizens in the community.

Program Descriptions

The Specialized Services Division consists of the following Units:

Investigations (Persons and Property Crimes, Family Services)

The Person Crimes Unit investigates crimes, such as: homicide, felony assault, robbery, kidnapping and sexual assault. The Family Crime Unit investigates domestic violence, elder abuse, child abuse and missing persons. The Property Crime Unit investigates burglary, theft, receiving stolen property, forgery, credit card fraud, embezzlement, identity theft and auto theft. One Detective in this section is also assigned to the Central Valley Hi-Tech Task Force on a part-time basis and is responsible for investigations requiring computer forensics. Another Detective is assigned to the Human Trafficking Task Force (part-time) and is responsible for the coordination of cases that include regional and federal partner agencies.

Family Services Unit is a newly created unit focused on the prevention, intervention and education of domestic violence incidents. Grant funding through the Department of Justice has allowed the Department to maintain its Domestic Violence Response Team (DVRT), which includes a partnership with the Sacramento chapter of Women Escaping a Violent Environment (WEAVE). The DVRT includes one full-time Detective, and one full-time WEAVE Advocate working together to reduce domestic violence through enforcement, advocacy and support services. The project period for this grant is October 2016 through September 2019. Staff will apply for new grant funding before the project period ends. In addition, California Office of Emergency Services recently funded a WEAVE grant that places a second WEAVE Advocate at the Police Department to provide after-hours service to victims in need.

Street Crimes Unit

The Street Crimes Unit works proactively to identify gang members and their associates, gang activity and gang related issues. This unit focuses its efforts in three major areas: prevention, intervention and suppression. The Street Crimes Unit is also involved with investigating narcotic activity, human trafficking and other types of investigations. This unit works collaboratively with federal, state and local agencies to address criminality within the community.

Forensic Services Unit

The Forensic Unit is comprised of specially trained forensic investigators, also known as Crime Scene Investigators (CSI), who are responsible for the detection, collection and preservation of evidence at crime scenes. Forensic investigators process physical evidence such as: fingerprints, blood, fibers and hair. Crime scenes are processed using a variety of tools and technologies to protect the integrity of evidence. Forensic Investigators take both still photographs and video to document a crime scene and are often subpoenaed to testify in court regarding the collection and preservation of evidence. There are three Investigators and one Investigator Supervisor assigned to this unit.

POLICE

Community Services

Asset & Resource Management

Asset and Resource Management is responsible for procuring and managing supplies, uniforms, and equipment for the police department. This unit also manages the extra duty program, ensuring that police officers are assigned to special events, and security detail involving our community partners in the most efficient, equitable manner possible. Asset and Resource Management also performs grant writing and grant management tasks.

Volunteers in Police Service (VIPS)

Police Volunteers are an integral part of the customer service counter at the Police Service Center. Volunteers take reports, consult with citizens in need of assistance and assist with special department projects. In 2017, VIPS helped to form the Elder Fraud Prevention team in partnership with Detectives, WEAVE Advocates, Dispatchers and local Community organizations. This program provides peer-to-peer support, presentations, and information to Elk Grove's senior community, teaching them how to identify and prevent fraud.

Volunteers also provide support in the field by conducting vacation house checks; assisting at driving under the influence (DUI) checkpoints; issuing disabled vehicle parking violations; and performing other duties which aid officers in the field, including Code Enforcement matters.

Problem Oriented Policing (POP)/Youth Services Unit

With a Community Policing focus, POP Officers work with the community, Code Enforcement, Animal Services, VIPS and state and local agencies to investigate and resolve chronic and often complex long-term neighborhood problems. POP officers also work with business owners to assist with loss prevention strategies.

One POP officer is currently assigned to address homelessness and related issues in the city. This officer works with the newly created Homeless Navigator to find permanent solutions to those experiencing homelessness in Elk Grove.

The Youth Services POP Officers focus on matters affecting and involving the youth of Elk Grove. One of their primary assignments is the Juvenile Diversion Program which targets first-time juvenile offenders. Juveniles in this program learn life skills, such as, how to make good choices and to be accountable by attending educational lectures and participating in community service. The Youth Services Officer is also integral to the Department's Police Explorer Program helping guide youth interested in a career with law enforcement.

Officers assigned to the POP unit provide primary security support for major events in the city and conduct the Police Department's Citizen Academy, a course that educates citizens about the inner workings of the Police Department. These officers also conduct operations targeting the illegal sale of alcohol and tobacco to minors and curfew sweeps. In addition, the POP unit spearheads the Department's Special Olympics fundraising program.

Crime Prevention Unit

The Crime Prevention Unit consists of two Community Service Officers (CSO). These CSO's are responsible for working with residents and business owners to proactively prevent crime through community partnership events, such as: Neighborhood Watch, National Night Out, Safety Town, Elk Grove Toy Drive, Regional Safety Day, Paws on Patrol, Coffee with a Cop and several other programs and events. There are approximately 250 Neighborhood Watch groups in Elk Grove consisting of thousands of citizens, all helping to keep a watchful eye on their neighborhoods. In addition, this unit along with the Department's Public Information Officer provides primary support to residents collaborating using NextDoor.com.

The Crime Prevention Unit is also responsible for managing Project Lifesaver, a program that offers families a GPS tracking device for special needs individuals, free of charge. This device assists officers with finding a person should they be reported lost or missing from their home.

POLICE

Animal Services Unit

Animal Services provides humane and responsive services to Elk Grove's stray, injured, abandoned, and neglected animals. This unit also serves the community through various educational programs that are designed to improve the lives of pets and their owners.

Each month Animal Services hosts a variety of events to promote healthy pets. These events include: off-site pet adoption events, on-site pet check-ups at senior facilities; free vaccination clinics and free microchipping. In addition, every second Wednesday of each month this unit hosts a pet food pantry for community members in need of pet food, along with coordination of pet food donations to the Elk Grove Food Bank.

Animal Services personnel are also involved in the planning of the soon to be completed Elk Grove Animal Shelter. This will be a new 17,000 square foot building featuring pet adoption services, spay/neutering clinics, licensing, education, and veterinary care. The new shelter is expected to open in the summer of 2019. For the first time, city residents will have a full-service animal shelter in their community. In the past, the city has contracted with the County of Sacramento for animal services. This meant that Elk Grove Animal Services staff and residents had to travel outside of the city for basic animal care services such as licensing, spay and neutering, lost and deceased pets, fostering and adoption services, microchipping, etc. Having a local facility will improve outcomes for animals, including re-unification, re-homing, illnesses, and unwanted births. Fully staffed, the new shelter will have 24 staff members and hundreds of volunteers at time of opening. The shelter is expected to meet the growing needs of the city for the next 20 years.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A safe and resilient community.</i>					
Continuing Professional Training (Hours) Requirements (CPT) every peace officer/dispatcher shall complete 24 or more POST training hours during two year CPT cycle	40	40	40	40	40
% Financial & Performance grant reporting	100	100	100	100	100
% of emergency 911 calls answered within 15 seconds	98	95	99	96	96
Number of Intelligence Led Policing meetings to address crime and quality of life issues	N/A	N/A	N/A	20	20
Number of Interventions by the Mobile Crisis Support Team	N/A	N/A	N/A	100	100
% of non-emergency calls answered within 15 seconds	90	88	90	88	88
Average response time to Priority 1 calls in minutes	5.1	5	5.25	5	5

Note: An "n/a" in fiscal years 2018 and 2019 in the table above indicates that this performance is new in fiscal year 2020.

FY 2019-20 BUDGET INITIATIVES

Administrative, Budget & Financial Services Division

- Elk Grove Police Department Policy 814, Computers and Digital Evidence, directs the use of radio frequency shielding bags, known as “Faraday” bags. These bags are used for evidentiary booking of electronic devices such as cell phones, tablets, and laptops to minimize the possibility of digital evidence being remotely altered or destroyed. Although the bags are reusable, there is a significant cost associated with purchasing them as they are a high-use item.

Operations Division

- A Selective Traffic Enforcement Program (STEP) grant application was submitted in January 2019 through the California Office of Traffic Safety. If awarded, this \$204,000 grant will fund overtime hours to conduct DUI/Driver’s License checkpoints along with speed, distracted driver, and pedestrian enforcement operations in Elk Grove between the period of October 2019 and September 2020.
- The FY 2019-20 budget for the Operations Division includes the addition of four police officers, and one community service officer. The addition of four police officers will help to ensure the Department maintains and/or enhances its current service levels, and priority calls have prompt response times. Each position is essential to a new initiative focused on intelligence-led and data-driven policing and is consistent with the recommendations of the 2016 Police Department Staffing Study. An additional three sworn officers and one Community Service Officer are projected to be added in FY 2021.
- Construction of the Real-Time Information Center (RTIC) is nearing completion. The RTIC will be a central hub of a wide range of technologies that will support and improve the Department’s policing strategy. Officers will have access to real-time crime data that will assist them when called out to crimes in progress, as well as the investigation of crimes already committed. Staffing of the RTIC will initially be accomplished using part-time retired annuitants.
- An appropriation from the State Supplemental Law Enforcement Services Fund (SLESF) allowed the hiring of a Crime Analyst whose focus has been the implementation of an intelligence and data-led policing model. The analyst works closely with command staff and officers to assess where best to concentrate resources at any given time.

Specialized Services Division

- The Elk Grove Animal Shelter is scheduled to be open to the public in summer 2019; however, inclement weather during construction may delay the projected opening to August 2019. Such a delay may necessitate a temporary extension of contract services currently with the Sacramento County Animal Shelter at a rate of \$90,000 per month. After factoring in a \$950,000 cost savings from the termination of the City’s contract with Sacramento County, the Elk Grove Animal Shelter is expected to have a net increase in operating costs of \$1.6 million for FY 2019-20. At 17,000 square feet, this full-service shelter will have 24 staff members including an on-staff veterinarian. Elk Grove residents will have access to services such as licensing, spay and neutering, pet fostering and adoption services, microchipping, etc. Having a local facility will improve outcomes for pets and stray animals. The new shelter is designed to meet the growing needs of the city and its residents for the next 20 years.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

- The Department began construction and recruitment for the Elk Grove Animal Shelter. Staffing is ongoing, and the Shelter is scheduled to open in summer 2019. After a great deal of research and community input, it was determined that having a local animal shelter will provide residents a service amenity that adds to their family's quality of life.
- The Department will continue to grant state asset-seizure funds to local community groups that benefit Elk Grove youth.

A safe and resilient community

- The Department continues to operate on a current Selective Traffic Enforcement Program (STEP) grant in the amount of \$188,000. This grant provides the funding to conduct additional DUI/DL checkpoints and saturation patrols, motorcycle safety enforcement operations, bicycle/pedestrian safety enforcement operations, distracted driver enforcement operations and general traffic enforcement operations.
- Officers will continue to participate in regional enforcement operations with a goal of improved community safety throughout the region. Those operations include: auto theft, probation/parole, sex offender compliance, and traffic safety. In addition, there will be an increased focus on domestic violence prevention, intervention, enforcement and prosecution.
- Continue to provide a self-registration portal for the Community Notification System. This will provide citizens the option to register cell and/or voice over internet protocol (VOIP) phones, providing first responders crucial information in the event of a local, regional or statewide emergency.
- Continue to partner with special needs residents and their families to provide important emergency information that will facilitate calls for service involving an individual with special needs and first responders.
- Continue to explore significant expansion of video camera deployment at strategic locations throughout the city, along with operating a Real Time Information Center (RITC). The RITC will provide officers with real-time data that will support and improve public safety.
- The Department applied for a federal grant to continue its partnership with Women Escaping a Violent Environment (WEAVE) to provide domestic violence advocacy and outreach services to victims of domestic violence in Elk Grove. If awarded, the grant will provide funding for the WEAVE advocate for an additional three-year period beginning in October of 2019.

A high performing organization

- Continue to actively pursue grant opportunities that support organizational strategies.
- Continue to participate in community events and the planning process for a positive police presence that supports a safe, collaborative, diverse, and vibrant community.
- Continue to forge relationships with POST (Peace Officer Standards and Training) police training academies, colleges, and workforce development agencies throughout the region to identify and recruit the best candidates for employment as Elk Grove Police Officers. The Department plans to hire and sponsor four police recruits in the Sacramento Police Department Academy (July 2019).
- Ensure Department spending is within budget, and financial resources are being used appropriately while identifying potential cost savings measures.

A city with infrastructure that meets its current and future needs

- Complete construction of the Real Time Information Center (RTIC). The RTIC will provide a high level of public safety to the citizens of Elk Grove by way of a centralized hub that will contain a wide range of technologies that will support and improve the Department's policing strategy.

FY 2018-19 ACCOMPLISHMENTS

Department Wide

Grant Funding Received:

- \$261,587 from the State Supplemental Law Enforcement Services Fund (SLESF) to enhance police services. These funds will be used to purchase officer safety and duty equipment.
- \$159,000 from California Department of Justice to conduct operations to reduce underage smoking.
- \$49,258 from the California Alcohol and Beverage Control to conduct operations to reduce underage drinking.
- \$43,736 from the Department of Justice to provide first responders with wellness support.

Community Partnerships:

- Granted \$35,267 to various community groups: Blackhawks Soccer Club, Elk Grove Youth Baseball, and Kops-N-Kids.
- Implemented a Mobile Crisis Support Team (MCST) in partnership with Sacramento County. This specially trained team includes an officer and a licensed mental health professional responding together to emergency calls for service that have a mental health crises component.
- The Department now has two full-time School Resource Officers assigned to the Elk Grove Unified School District. This relationship has proven to be conducive to developing and fostering relationships between the Department and area educators and students. The Department will be working with EGUSD on a cost sharing MOU for these positions prior to the beginning of the next school year.
- The Department collaborated with allied agencies for active shooter training.
- Completed programming all portable and mobile radios to updated Sacramento Regional P25 Radio System.

Other Department Accomplishments:

- The Police Service Center began accepting credit card/debit card payments for tow releases, repossession citations, alarm permits and parking citations. Citizens no longer must stop at two city locations to complete these transactions.
- The Department sponsored and graduated two police recruits from the Sacramento County Sheriff's Academy.
- Increased participation in the number of recruiting events from 17 to 26.
- The Police Volunteers (VIPS) donated almost 11,000 hours of service to the city.

Administrative, Budget & Financial Services Division

- Hired an administrative assistant to help with the increased workload that occurred in the Office of the Chief (which was in Administrative Services in FY 2018-19) and Professional Standards. The Department experienced a rise in employment of officers and support staff but did not have enough staff to meet the workload increases related to travel and payroll. The new administrative assistant now provides the support needed to maintain an efficient police operation.
- Implemented a recruiting incentive program for both lateral police officers and dispatchers to ensure the City is attracting the most qualified candidates.
- The Department enhanced its Employee Assistance Program to include making available a customized mobile wellness app that provides the Department's first responders with confidential healthcare resources.
- Acquired and located 20' insulated, temperature-controlled cargo containers to increase storage capacity of secure biological evidence.
- Staff worked with Detective Bureau and the Sacramento District Attorney to implement a policy limiting the amount of marijuana that must be retained in accordance with Health & Safety Code 11479 to alleviate the strain on Department storage capacity.

POLICE

Operations Division

- Hired a second Crime Analyst whose focus has been the implementation of an intelligence and data-led policing model. The analyst works closely with command staff and officers to assess where best to concentrate resources at any given time.
- The Department continues to leverage video technology to both deter and investigate criminal activity. Additional mobile security camera trailers were added to the police fleet. These units can be rapidly deployed to areas suffering from a spike in crime while providing a higher level of safety and education for the community.
- The Elk Grove Emergency Operations Plan was updated and approved by City Council providing the framework for future updates that will dictate how emergency responses will be coordinated in case of a national, state, or local emergency/disaster.

Specialized Services Division

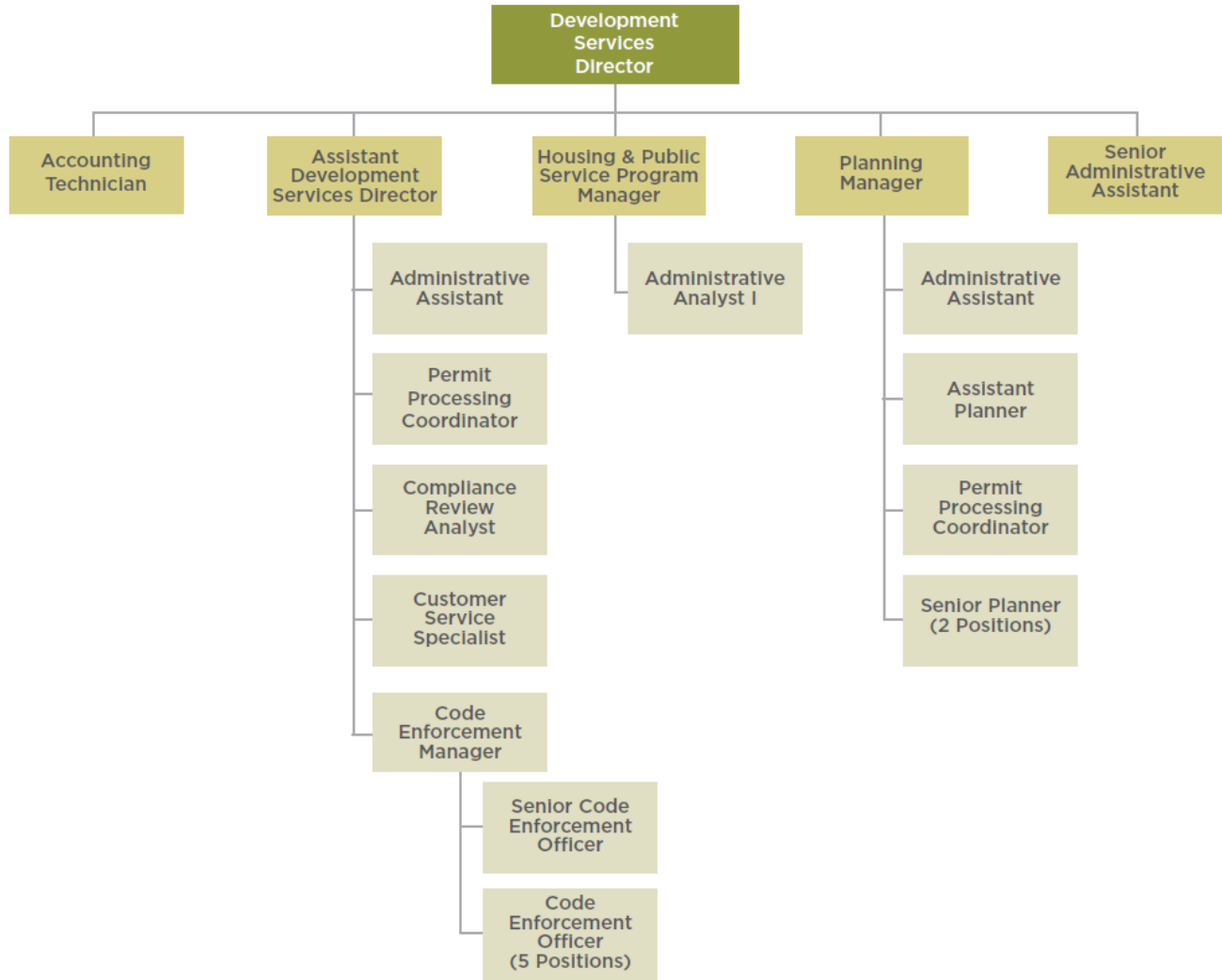
- Officers conducted: 31 vehicle theft reduction operations, 1,402 traffic stops, 854 vehicle identification number (VIN) checks, 95 suspicious persons checks, issued 619 citations, made 28 arrests, recovered eight stolen vehicles, towed 63 vehicles and conducted 137 probation compliance and enforcement operations aimed at reducing prison recidivism.
- There were 60 graduates from the Elk Grove Police Department's Citizens' Academy where community members learned about the inner workings of the Police Department, challenges in policing, and current laws.
- The Department continued to participate in the annual Toy Drive where 82 families were served.
- The Department participated at: 41 locations during the annual National Night Out event, 36 community focused events, and 16 crime prevention meetings.
- The Problem Oriented Policing Unit (POP) was the recipient of two large grants to enforce alcohol related crimes and tobacco related crimes in the city. The ABC grant operations will conclude in June of 2019 and the Tobacco grant operations will conclude in June of 2021.
- The Department held 13 community engagement meetings to connect, educate and grow relationships between the Police and community members.

Police	Authorized Position				
		FY 2018	FY 2019	FY 2020	Change
	Police Chief	1	1	1	0
	Captain	2	3	3	0
	Lieutenant	7	7	7	0
	Sergeant	18	20	20	0
	Police Officer	113	115	119	4
	Total Sworn	141	146	150	4

POLICE

Police	Authorized Position				
		FY 2018	FY 2019	FY 2020	Change
Police (continued)	Administrative Analyst II	0	1	1	0
	Administrative Assistant	5	6	6	0
	Animal Care Assistant	0	3	3	0
	Animal Care Specialist	0	3	3	0
	Animal Services Manager	1	1	1	0
	Animal Services Officer	4	4	4	0
	Animal Services Supervisor	1	1	1	0
	Animal Services Volunteer/Events Coordinator	0	1	1	0
	Community Services Officer	15	15	16	1
	Crime Analyst	2	2	2	0
	Customer Service Specialist	1	3	3	0
	Customer Service Supervisor/Animal Services	0	1	1	0
	Dispatcher	19	19	19	0
	Dispatch Manager	1	1	1	0
	Dispatch Supervisor	4	4	4	0
	Forensic Investigator	3	3	3	0
	IT Analyst	2	2	2	0
	IT Administrator	1	1	1	0
	Animal Care Supervisor-Kennel	0	1	1	0
	Police Administrative Manager	1	1	1	0
	Policy Equipment/Supply Technician	1	1	1	0
	Police Records Manager	1	1	1	0
	Police Records Supervisor	1	1	1	0
	Police Records Technician I	5	5	5	0
	Police Records Technician II	4	4	4	0
	Police Services Analyst	1	1	1	0
	Police Volunteer Coordinator	1	1	1	0
	Property & Evidence Manager	1	1	1	0
	Property & Evidence Technician I	2	2	2	0
	Property & Evidence Technician II	1	1	1	0
	Registered Veterinary Technician	0	2	2	0
	Security Officer	1	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Animal Care Specialist	0	1	1	0
	Sr. Animal Services Officer	0	1	1	0
	Sr. IT Analyst	4	4	4	0
	Sr. Management Analyst	1	1	1	0
	Supervising Forensic Investigator	1	1	1	0
	Veterinarian	0	1	1	0
	Veterinary Assistant	0	2	2	0
	Total Non-Sworn	88	108	109	1
Police Total		229	254	259	5

DEVELOPMENT SERVICES



DEVELOPMENT SERVICES

MISSION

The Development Services Department promotes safety, livability and economic vitality through the efficient and collaborative application of permitting processes, housing programs, zoning administration, and code enforcement.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	2,164,526	2,756,038	2,792,414	2,951,432	195,394	3,051,941
Operating Expenses	4,805,791	12,177,986	11,932,751	11,152,350	(1,025,636)	13,102,350
Internal Services	688,921	802,330	802,330	1,156,942	354,612	1,480,084
Capital Outlay	420,859	7,067,920	1,167,920	7,980,000	912,080	3,000,000
Transfers	1,308,136	1,637,628	1,637,628	1,123,030	(514,598)	1,143,857
Total	9,388,233	24,441,902	18,333,043	24,363,754	(78,148)	21,778,232
Expenditures By Division						
Planning	2,410,968	6,893,885	4,863,245	5,779,322	(1,114,563)	2,851,820
Housing and Public Services	692,334	10,361,872	6,328,109	10,718,997	357,125	10,748,598
Building	2,780,961	3,021,639	3,018,243	3,165,815	144,176	3,419,522
Engineering	2,619,923	2,890,078	2,827,573	2,959,607	69,529	3,153,543
Advanced Planning	-	265,000	265,000	425,000	160,000	250,000
Code Enforcement	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Total	9,388,233	24,441,902	18,333,043	24,363,754	(78,148)	21,778,232
Expenditures By Resource						
General Fund	1,108,840	1,753,756	1,774,120	1,465,061	(288,695)	1,507,067
Mitigation Funds	33,379	3,187,916	1,288,462	2,493,073	(694,843)	13,073
Program Fees	47,596	265,000	55,282	415,250	150,250	-
Development Services Fund	7,384,513	9,184,145	8,997,578	9,755,327	571,182	9,579,384
CDBG Grant	278,248	736,574	905,620	887,178	150,604	888,379
Development Fees	99,125	6,819,698	4,816,730	7,149,291	329,593	9,650,946
Homelessness Grant	436,530	2,494,813	495,251	2,198,574	(296,239)	139,383
Total	9,388,233	24,441,902	18,333,043	24,363,754	(78,148)	21,778,232

Note: FY 2019 expenses that were budgeted but not expended are due largely to the timing of land acquisition for anticipated Affordable Housing Loans and Homelessness that did not occur during the fiscal year. None of the \$4 Million budgeted for land acquisition is anticipated to be spent in the current fiscal year. These large transactions are still anticipated in the near future and are reflected in the upcoming fiscal year 2020 budget, \$3 Million for housing loans and \$5.5 Million for land acquisition.

Note: FY 2018 Actuals for the Development Services Fund do not include activities related to the reconciling of discrepancies that occurred in prior years, due to conversion of financial systems. Those activities are captured in the Fund 295 Development Services fund summary table.

Note: FY 2018 and FY 2019 include transfers out from the General fund to the Strategic Initiatives and Long-Range Planning fund. This fund is no longer utilized in FY 2020, expenditures are budgeted in the City Manager department.

DEVELOPMENT SERVICES

Note: In the Planning division, significant variances are shown for mitigation funds among the four fiscal years. Adequate land was not found to purchase for agricultural preservation and Swainson's Hawk in FY 2018. Expenditures were budgeted in FY 2019 in hopes of finding adequate property. This was the case for Swainson's Hawk, but not for agricultural preservation, as shown in the FY 2019 estimate. Land for agricultural preservation is budgeted again in FY 2020.

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

PROGRAM DESCRIPTION

Development Services Department is responsible for all development-related activity in the City of Elk Grove, including current Planning, Housing and Public Services, Building Safety, Development Engineering, Advanced Planning, and Code Enforcement.

Planning

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	916,913	896,869	886,599	950,000	53,131	1,007,104
Operating Expenses	457,255	1,407,821	1,287,451	1,396,500	(11,321)	773,500
Internal Services	347,463	359,220	359,220	322,648	(36,572)	429,101
Capital Outlay	-	2,997,920	1,097,920	2,480,000	(517,920)	-
Transfers	689,337	1,232,055	1,232,055	630,174	(601,881)	642,115
Total	2,410,968	6,893,885	4,863,245	5,779,322	(1,114,563)	2,851,820
Expenditures By Resource						
General Fund	224,793	682,145	682,913	81,344	(600,801)	82,428
Mitigation Funds	33,379	3,187,916	1,288,462	2,493,073	(694,843)	13,073
Program Fees	8,917	-	282	-	-	-
Development Services Fund	1,983,629	3,007,428	2,886,762	3,204,905	197,477	2,756,319
CDBG Grant	74,327	6,465	2,237	-	(6,465)	-
Development Fees	85,923	9,930	2,591	-	(9,930)	-
Total	2,410,968	6,893,885	4,863,245	5,779,322	(1,114,563)	2,851,820

Note: Fiscal Year 2018 and Fiscal Year 2019 include transfers out from the General fund to the Strategic Initiatives and Long-Range Planning fund. This fund is no longer utilized in FY 2020, expenditures are budgeted in the City Manager department.

Note: In the Planning division, significant variances are shown for mitigation funds among the four fiscal years. Adequate land was not found to purchase for agricultural preservation and Swainson's Hawk in FY 2018. Expenditures were budgeted in FY 2019 in hopes of finding adequate property. This was the case for Swainson's Hawk, but not for agricultural preservation, as shown in the FY 2019 estimate. Land for agricultural preservation is budgeted again in FY 2020.

DEVELOPMENT SERVICES

Program Description

The Planning Division is responsible for reviewing all proposed near-term land development projects including new residential, commercial and office development. This division provides customer assistance at the public counter and coordinates the review of projects with other departments and local, regional, state and federal agencies. In addition, Planning staff provides consulting support to the Planning Commission, advisory committees and the City Council regarding all land use matters.

The Planning Division provides land use expertise in the implementation of the General Plan, Zoning Code and other specific plans. It conducts special planning studies including design guidelines and new ordinances. Furthermore, Planning is responsible for managing the conservation of wild-life habitat and natural resources.

The Environmental Services function within Planning is responsible for completing and/or managing the review of all planning projects for compliance with the California Environmental Quality Act (CEQA), reviewing improvement plans for mitigation compliance and monitoring of developments during construction activities.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>					
% of Public Inquiries Resolved within 48 hours	77	90	95	90	90

Housing and Public Services

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	319,487	326,909	347,547	28,060	352,398
Operating Expenses	271,475	5,972,385	5,931,200	4,871,450	(1,100,935)	7,396,200
Capital Outlay	420,859	4,070,000	70,000	5,500,000	1,430,000	3,000,000
Total	692,334	10,361,872	6,328,109	10,718,997	357,125	10,748,598
Expenditures By Resource						
General Fund	-	62,182	60,335	68,704	6,522	69,890
Program Fees	38,679	265,000	55,000	415,250	150,250	-
CDBG Grant	203,922	730,109	903,383	887,178	157,069	888,379
Development Fees	13,203	6,809,768	4,814,140	7,149,291	339,523	9,650,946
Homelessness Grant	436,530	2,494,813	495,251	2,198,574	(296,239)	139,383
Total	692,334	10,361,872	6,328,109	10,718,997	357,125	10,748,598

Note: Compensation for FY 2018 actuals for the Housing and Public Services division was budgeted and spent amongst other divisions in the Development Services department. Starting in FY 2019, a portion of the compensation for Housing and Public Services staff is budgeted to come from the General Fund to compensate for city-wide services this division provides, including senior services and the community services grant program. Previously, General Fund payment for these services was captured through the Cost Allocation Plan.

Note: FY 2019 expenses that were budgeted but not expended are due largely to the timing of land acquisition for anticipated Affordable Housing Loans and Homelessness that did not occur during the fiscal year. None of the \$4 Million budgeted for land acquisition is anticipated to be spent in the current fiscal year. These large transactions are still anticipated in the near future and are reflected in the upcoming fiscal year 2020 budget, \$3 Million for housing loans and \$5.5 Million for land acquisition.

DEVELOPMENT SERVICES

Program Description

The Housing and Public Services Division administers and implements affordable housing and homelessness programming and facilitates partnerships with nonprofit organizations serving the City. This responsibility includes encouraging the development of new housing opportunities for low-income households, including through acquisition, loans, and subsidies in support of new affordable housing construction; down payment assistance; and other programming. This division administers the Community Development Block Grant (CDBG) program, which includes a range of activities primarily benefitting low-income people and the Community Service Grant program for nonprofits. This division also administers various housing and community development-related grants, including CalHome and Housing Related Parks Program and facilitates the City's efforts to reduce homelessness. In addition, this function is responsible for implementing State law related to the Regional Housing Needs Allocation (RHNA), including updates to the General Plan Housing Element and Zoning Code, as needed.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
Ratio of total unexpended CDBG funds to current fiscal year grant award (percentage)	1.09	1.5	1.5	1.5	1.5

Building Safety

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	326,785	430,676	434,780	421,531	(9,145)	423,179
Operating Expenses	1,783,621	1,951,750	1,944,250	1,962,750	11,000	2,099,750
Internal Services	341,458	293,687	293,687	397,006	103,319	504,949
Transfers	329,097	345,526	345,526	384,528	39,002	391,644
Total	2,780,961	3,021,639	3,018,243	3,165,815	144,176	3,419,522
Expenditures By Resource						
Development Services Fund	2,780,961	3,021,639	3,018,243	3,165,815	144,176	3,419,522
Total	2,780,961	3,021,639	3,018,243	3,165,815	144,176	3,419,522

Program Description

The Building Safety Division provides building permit application processing, plan review, construction inspection and records maintenance. Public outreach is provided to promote awareness and education of the value in obtaining required building permits, to ensure safe, healthy and code compliant buildings.

DEVELOPMENT SERVICES

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>					
Percentage of Complete Residential plan reviews within 10 days	84.73	90	71.5	90	90
Percentage of Complete Commercial building plan reviews within 15 working days.	87.8	90	82.5	90	90
Percentage of Master Plan - Plan Reviews & Custom Home - Plan Reviews completed within 15 working days	100	90	100	90	90

Development Engineering

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	86,627	198,878	201,003	189,384	(9,494)	191,335
Operating Expenses	2,243,594	2,481,730	2,417,100	2,401,100	(80,630)	2,486,100
Internal Services	-	149,423	149,423	260,795	111,372	366,010
Transfers	289,702	60,047	60,047	108,328	48,281	110,098
Total	2,619,923	2,890,078	2,827,573	2,959,607	69,529	3,153,543
Expenditures By Resource						
Development Services Fund	2,619,923	2,890,078	2,827,573	2,959,607	69,529	3,153,543
Total	2,619,923	2,890,078	2,827,573	2,959,607	69,529	3,153,543

Note: Internal Services for FY 2018 actuals for the Development Engineering division was budgeted and spent in amongst other divisions on the Development Services department.

Program Description

The Development Engineering Division supports private land development activity, including project processing/entitlement review, improvement and landscape plan check, mapping services, and construction inspection. The Division provides customer support at the front counter; design and construction standard maintenance; technical support in administering City's Roadway Fee Program and various Community Facilities Districts.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
% of Improvement Plans and Final Maps reviewed within 3 weeks for first submittal and 2 weeks for subsequent submittal	82	90	90	90	90
% of public assistance requests received at the public counter responded to within 24 hours	100	100	100	100	100
% of public assistance requests received via phone or email responded to within 24 hours	100	100	100	100	100

DEVELOPMENT SERVICES

Advanced Planning

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Operating Expenses	777,050	1,380,904	1,380,904	425,000	(955,904)	250,000
Total	777,050	1,380,904	1,380,904	425,000	(955,904)	250,000
Expenditures By Resource						
General Fund	761,826	836,113	836,113	-	(836,113)	-
Development Services Fund	-	265,000	265,000	425,000	160,000	250,000
Drainage Fee	15,224	279,791	279,791	-	(279,791)	-
Total	777,050	1,380,904	1,380,904	425,000	(955,904)	250,000

Note: The FY 2020 budget includes the triennial update to the Old Town Special Planning Area (\$150K) and the Kammerer Urban Design study (\$275K).

Program Description

Advanced planning activities primarily include work on the General Plan Update, in addition to zoning code amendments, Council-appointed historic preservation and trails committees, market studies, and community development.

Code Enforcement

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	834,201	910,129	943,122	1,042,970	132,841	1,077,925
Operating Expenses	49,847	99,300	87,750	95,550	(3,750)	96,800
Internal Services	-	-	-	176,493	176,493	180,024
Total	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Expenditures By Division						
Code Enforcement	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Total	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Expenditures By Resource						
General Fund	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749
Total	884,048	1,009,428	1,030,872	1,315,013	305,585	1,354,749

Note: Starting in FY 2020, internal service costs for the General Fund are allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. These costs are for services provided by Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems departments. The amount of internal service costs for each department is shown in the department's budget summary table in the row labeled "Internal Services" for the FY 2020 Budget and FY 2021 Projected columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

DEVELOPMENT SERVICES

Program Description

The Code Enforcement Division is committed to enhancing the quality of life for our residents by addressing concerns about unsafe, unhealthy or unsightly conditions in homes, neighborhoods and the entire Elk Grove community. This Division enhances the safety, appearance and quality of life in Elk Grove through educating the public about the standards set forth in the Municipal Code and enforcing standards when necessary. Code Enforcement promotes interactive working partnerships within the city, county, state and private agencies to enforce these ordinances, and with active community awareness and involvement, the Elk Grove community can continue to be a place everyone feels proud to call home.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A safe and resilient community.</i>					
Percentage of Housing/Zoning Cases requiring City abatement action closed within 120 days	94	90	94	90	90
Percentage of Nuisance cases requiring City abatement closed within 90 days	94	90	94	90	90
Percentage of Gang graffiti removal within 1 business day	100	100	100	100	100
Percentage of Illegal Dumping Responded to within 1 hour	98	95	97	95	95

FY 2019-20 BUDGET INITIATIVESCode Enforcement

Adding another Code Enforcement Officer will better assure that service levels can be maintained while tackling emerging enforcement issues such as administrative enforcement of marijuana cultivation and nightlife/entertainment nuisance complaints. This addition results in a total of five officers; together with the current Senior Code Enforcement Officer and Code Enforcement Manager.

Housing and Public Services

Identify strategic land acquisition opportunities for future affordable housing.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A Vibrant community and sustainable economy with diverse businesses and amenities

Housing and Public Services

- Begin work on the 2021-2029 Housing Element Update, including identifying potential parcels for rezoning and beginning the environmental review process.

Advanced Planning

- Complete the comprehensive update to the Citywide Design Guidelines.
- Complete the Triennial Update to the Old Town Special Planning Area.

A safe and resilient community

Planning

- Continue to review and manage projects pursuant to the California Environmental Quality Act (CEQA) including internal and third-party preparation of documents necessary for compliance with CEQA.

Code Enforcement

- Code Enforcement will continue to maintain high levels of responsiveness to reported nuisances through the monitoring and improving upon the division's current performance measures, including seeking improvements in the graffiti response and removal process.

Housing and Public Services

- Continue to participate in regional efforts to end homelessness and evaluate local project opportunities that may address homeless needs through expenditure of state-appropriated funds.

A high performing organization

Building Safety

- Continue to work toward improving the experience for our customers by moving permitting, plan check, and inspection process to a fully digital platform business. This will allow residents to interact with Development Services in a seamless and more informative way.
- Continue seeking ways to improve "Concierge Service" style of commercial development project management.
- Continue to seek process coordination improvements with our partner agencies toward the goal of centralized servicing for customers.

Code Enforcement

- Using improved strategies related to the use of fees and fines, by seeking to implement strategies that ensure that enforcement costs are borne by the violator and not by the taxpayers.

FY 2018-19 ACCOMPLISHMENTS

Planning

- The process to complete a comprehensive update to the Citywide Design Guidelines has begun with the update to be complete in FY 2019-20.
- The process to complete a Triennial Update to the Old Town Special Planning Area has begun with the update to be complete in FY 2019-20.
- Planning managed the review of projects pursuant to the California Environmental Quality Act (CEQA) including several projects requiring third party preparation of environmental documents.

Building Safety

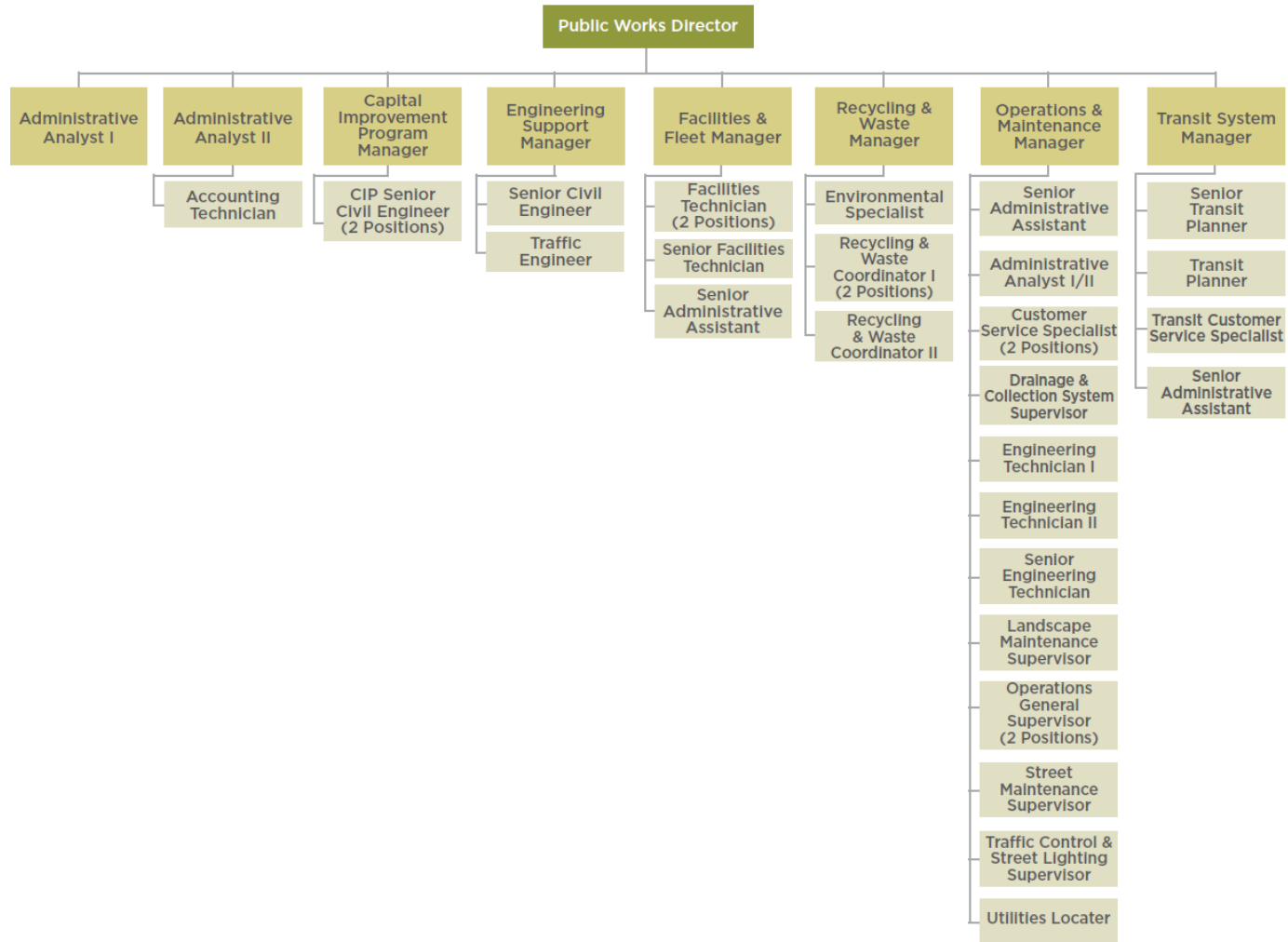
- Building Safety launched an expanded electronic permitting option. Projects processed through electronic plan review included: Mazda remodel and expansion, Arby's restaurant, 9676 Railroad Ave, Seismic Retrofit, 10115 Iron Rock – Mi Rancho Drainage Project.

Code Enforcement

- Volunteers assisted in the office with case processing and complaint intake, and assisted in the field to abate graffiti, deliver notices, abate abandoned signs, follow up on basketball hoop violations, and coordinate maintenance to City trucks. Over 600 hours has been contributed to the Code Enforcement Division by volunteers. The year to date value of volunteer time is over \$20,500.
- Code Enforcement continues to hold annual landlord education meetings to educate rental housing owners about best practices and public nuisance issues.
- This year Code Enforcement continued to perform at high efficiency. 96% of cases closed with voluntary compliance, 98% of illegal dumping calls received a response within 1 hour.

Development Services	Authorized	FY 2018	FY 2019	FY 2020	Change
	Position				
	Accounting Technician	1	1	1	0
	Administrative Analyst I	1	1	1	0
	Administrative Assistant	2	2	2	0
	Assistant Development Services Director	1	1	1	0
	Assistant Planner	1	1	1	0
	Code Enforcement Manager	0	1	1	0
	Code Enforcement Officer	4	4	5	1
	Code Enforcement Supervisor	1	0	0	0
	Customer Service Specialist	1	1	1	0
	Development Services Director	1	1	1	0
	Housing & Public Services Program Manager	1	1	1	0
	Permit Processing Coordinator	2	2	2	0
	Planning Manager	1	1	1	0
	Sr. Administrative Assistant	1	1	1	0
	Sr. Code Enforcement Officer	1	1	1	0
	Sr. Planner	2	2	2	0
Development Services Total		21	21	22	1

PUBLIC WORKS



PUBLIC WORKS

MISSION

Public Works will cost effectively manage the operation, maintenance, rehabilitation, modification, and expansion of the City's transportation, facilities, fleet, landscaping, solid waste and recycling, drainage, and flood control infrastructure to meet current and future demands.

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	3,432,690	3,863,483	3,549,179	5,188,195	1,324,712	5,875,034
Operating Expenses	25,670,673	30,240,318	27,561,673	29,092,364	(1,147,954)	29,310,983
Internal Services	1,573,796	1,307,741	1,307,741	1,901,352	593,611	2,139,377
Transit and Facilities Capital Outlay	4,038,161	2,799,301	2,802,266	6,354,489	3,555,188	903,683
Transfers	1,365,434	1,582,832	1,408,419	1,524,435	(58,397)	1,557,341
Total	36,080,754	39,793,675	36,629,278	44,060,835	4,267,160	39,786,418
Expenditures By Division						
Public Works Administration	1,888,750	1,993,548	2,039,398	2,394,085	400,537	2,546,954
Public Works Capital Program Admin	1,822,703	1,966,937	1,733,526	2,507,431	540,494	2,663,468
Public Works Operations & Maintenance	11,255,708	12,983,021	12,486,255	14,236,315	1,253,294	14,385,834
Public Works Engineering Support	2,348,553	2,731,530	2,307,732	2,852,108	120,578	2,994,110
Drainage Operations	315,794	342,879	319,621	187,768	(155,111)	192,185
Recycling and Waste	2,828,868	4,054,897	2,979,730	3,215,095	(839,802)	3,645,186
Transit	12,440,608	11,339,582	10,810,751	14,513,105	3,173,523	9,927,829
Facilities and Fleet	3,179,770	4,381,281	3,952,265	4,154,928	(226,353)	3,430,852
Total	36,080,754	39,793,675	36,629,278	44,060,835	4,267,160	39,786,418

Note: In every effort to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans the Operations & Maintenance division is transitioning to a core staff model and contracting directly for maintenance services beginning FY 2019-20. At the February 27th, 2019 City Council meeting, direction was given to move forward with adding 13 new positions to the division. Core staffing and direct contracting will reduce the financial impact to multiple funds used for maintenance. The savings will not fully relieve the funding shortfalls necessary for O&M to meet service level requirements but will provide additional funding to minimize maintenance shortfalls. This change highlights the division's continued focus on increasing efficiencies and effectiveness in delivering service.

PUBLIC WORKS

Expenditures By Resource	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
General Capital Reserve	54,565	248,687	138,834	133,000	(115,687)	-
Public Works Administration Fund	3,460,006	3,864,239	3,564,355	4,810,921	946,682	5,115,423
Recycling and Waste Grants	96,985	105,676	101,752	86,040	(19,636)	-
Transit Capital Grants	3,386,365	980,181	974,321	4,800,000	3,819,819	-
Gas Tax	4,075,800	4,731,092	4,528,676	4,872,896	141,804	4,741,226
Measure A	2,385,286	2,838,452	2,655,401	2,952,315	113,863	2,962,960
Community Facilities Districts	1,841,874	2,088,262	2,016,286	2,694,913	606,651	3,132,581
Street Maintenance Districts	303,572	296,000	296,000	381,123	85,123	305,819
Street Lighting Maintenance Districts	392,411	491,250	491,250	492,844	1,594	494,445
Local Maintenance Districts	66,071	75,000	75,000	151,000	76,000	51,000
Special District Fees	6,334	7,211	7,211	7,211	-	-
Recycling & Waste - Residential	975,703	1,345,902	670,021	923,866	(422,036)	1,178,788
Recycling & Waste - Commercial	468,122	559,534	529,428	571,997	12,463	771,226
Drainage Fee	4,678,478	5,176,379	4,857,323	5,397,358	220,979	5,564,701
Transit Operations	9,054,243	10,178,785	9,693,637	9,713,105	(465,680)	9,927,829
TDA Prop 1B Funds	-	180,616	142,793	-	(180,616)	-
Facilities and Fleet	3,081,581	4,072,594	3,753,431	3,876,244	(196,350)	3,390,852
Development Fees	520,896	552,226	497,226	522,388	(29,838)	522,816
Library funding	43,624	60,000	60,000	145,684	85,684	40,000
Special Waste Center	1,188,838	1,941,589	1,576,333	1,527,930	(413,659)	1,586,752
Total	36,080,754	39,793,675	36,629,278	44,060,835	4,267,160	39,786,418

PROGRAM DESCRIPTION

The Department of Public Works provides design, construction and maintenance services to operate the City's existing transportation infrastructure including the road network, drainage system and all associated components (sidewalks, lights, signals, landscaping, etc.). In addition, Public Works manages the City's Recycling & Waste, Transit, and Facilities and Fleet Divisions.

PUBLIC WORKS

Public Works Administration

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	767,356	1,139,166	1,139,621	1,184,729	45,563	1,241,584
Operating Expenses	233,084	421,450	466,845	494,385	72,935	476,100
Internal Services	854,368	432,932	432,932	714,971	282,039	829,270
Capital Outlay	33,943	-	-	-	-	-
Total	1,888,750	1,993,548	2,039,398	2,394,085	400,537	2,546,954
Expenditures By Resource						
Gas Tax	149,799	54,842	61,176	54,456	(386)	55,715
Measure A	62,750	72,302	75,251	68,070	(4,232)	69,642
Community Facilities Districts	62,751	69,102	72,142	68,069	(1,033)	69,642
Public Works Fund	1,613,450	1,797,301	1,830,829	2,203,490	406,189	2,351,955
Total	1,888,750	1,993,548	2,039,398	2,394,085	400,537	2,546,954

Note: Compensation for employees in the Operation and Maintenance Division were budgeted in the Administration division prior to FY 2020.

Note: The internal service cost for the Operations and Maintenance are also included in the Administration division table per the General Cost Allocation and Internal Service Plan. Specifically, for the Administration division, internal service costs are reimbursed and compensated for by a variety of Special Revenue and Capital funds that Public Works administers expenditures for. Thus, these costs are not shown in the General Cost Allocation and Internal Service Plan since there is no net impact to the department. The expenditures are offset by an equal amount of transfer-in revenue. However, starting in FY 2020 these costs are shown in the Public Works Department and Public Works Administration Division budget summary tables within the Public Works department section.

Program Description

The Administration division provides executive, management, and logistical support to the various divisions of the Department.

Capital Program Administration

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	901,530	726,980	618,751	744,268	17,288	753,799
Operating Expenses	879,522	1,115,200	990,200	1,212,200	97,000	1,249,236
Internal Services	-	-	-	360,876	360,876	468,094
Transfers	41,651	124,757	124,575	190,087	65,330	192,339
Total	1,822,703	1,966,937	1,733,526	2,507,431	540,494	2,663,468
Expenditures By Resource						
Public Works Fund	1,822,703	1,966,937	1,733,526	2,507,431	540,494	2,663,468
Total	1,822,703	1,966,937	1,733,526	2,507,431	540,494	2,663,468

Note: Starting in FY 2020 the Capital Program Administration division internal service costs are budgeted directly in this division rather than in other Public Works divisions, which was the case in prior years.

PUBLIC WORKS

Program Description

The Capital Program Division manages the City's alternative transportation, community enhancement, drainage, facility and transportation projects from inception up to construction, and provides design support during construction. This division manages the department's five-year Capital Improvement Program (CIP), pursues funding sources to leverage the City's limited local dollars and manages related grants. Staff works closely with other regional transportation partners such as the Sacramento Area Council of Governments (SACOG), Sacramento Transportation Authority (STA), Caltrans, Capital South East Connector JPA, etc. to coordinate transportation improvement plans. This division also provides fiscal oversight during construction.

Operations and Maintenance

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	-	-	-	1,126,104	1,126,104	1,713,734
Operating Expenses	11,255,708	12,983,021	12,486,255	13,110,211	127,190	12,672,100
Total	11,255,708	12,983,021	12,486,255	14,236,315	1,253,294	14,385,834
Expenditures By Resource						
Gas Tax	3,373,912	4,126,250	3,917,500	4,143,440	17,190	4,010,511
Measure A	2,255,785	2,666,150	2,483,150	2,683,245	17,095	2,642,318
Community Facilities Districts	1,779,123	2,019,160	1,944,144	2,626,844	607,684	3,062,939
Street Maintenance Districts	303,572	296,000	296,000	381,123	85,123	305,819
Street Lighting Maintenance Districts	392,411	491,250	491,250	492,844	1,594	494,445
Local Maintenance Districts	66,071	75,000	75,000	151,000	76,000	51,000
Special District Fees	6,334	7,211	7,211	7,211	-	-
Drainage Fee	3,078,500	3,302,000	3,272,000	3,750,608	448,608	3,818,802
Total	11,255,708	12,983,021	12,486,255	14,236,315	1,253,294	14,385,834

Note: In order to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans the Operations & Maintenance division is transitioning to a core staff model and contracting directly for maintenance services beginning FY 2019-20. At the February 27th, 2019 City Council meeting, direction was given to move forward with adding 13 new positions to the division. Core staffing and direct contracting will reduce the financial impact to multiple funds used for maintenance. The savings will not fully relieve the funding shortfalls necessary for O&M to meet service level requirements but will provide additional funding to minimize maintenance shortfalls. This change highlights the division's continued focus on increasing efficiencies and effectiveness in delivering service. The savings is programmed to augment Operations and Maintenance spending.

Note: Compensation for employees in the Operation and Maintenance Division were budgeted in the Administration division prior to FY 2020.

Note: The internal service cost for the Operations and Maintenance are included in the Administration division table per the General Cost Allocation and Internal Service Plan.

PUBLIC WORKS

Program Description

The Operations and Maintenance (O&M) Division operates and maintains street lighting, traffic signals, managing and maintaining the City's computerized maintenance management system, updating City infrastructure inventory, providing emergency management, street maintenance, and drainage support during storm events and other emergencies, as well as responding to citizen service requests.

Engineering Services

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Operating Expenses	2,166,286	2,615,798	2,192,000	2,752,000	136,202	2,892,000
Internal Services	114,131	97,506	97,506	78,720	(18,786)	80,294
Transfers	68,136	18,226	18,226	21,388	3,162	21,816
Total	2,348,553	2,731,530	2,307,732	2,852,108	120,578	2,994,110
Expenditures By Resource						
Gas Tax	552,089	550,000	550,000	675,000	125,000	675,000
Measure A	66,751	100,000	97,000	201,000	101,000	251,000
Drainage Fee	1,184,964	1,429,304	1,163,506	1,353,720	(75,584)	1,445,294
Public Works Fund	520,896	552,226	497,226	522,388	(29,838)	522,816
Development Fees	23,853	100,000	-	100,000	-	100,000
Total	2,348,553	2,731,530	2,307,732	2,852,108	120,578	2,994,110

Note: Internal Service costs for the Drainage division is budgeted in the Engineering Services division per the General Cost Allocation and Internal Service Plan.

Program Description

The Engineering Services Division oversees construction management on all Capital Improvement projects while providing engineering support to all other public works functions including Traffic Engineering and Drainage. This division also provides support to the Development Services Department by conducting reviews of drainage and traffic studies for new development. This division issues street use permits, transportation permits, encroachment permits, conducts permit inspections and conditions new development that impact the City's transportation and drainage infrastructure.

The Traffic Engineering section of the Engineering Services division supports traffic planning associated with private and public projects. Services are funded through the Capital Improvement Program, private development, maintenance programs, Measure A and Gas Tax funds. Services include management and oversight of traffic operations within the City including traffic investigations, traffic signal operations, traffic volume counts, observation during peak hours, traffic control, establishing speed limits or modifying as necessary, transportation program management, securing on-call traffic consultants to perform traffic analysis, participation in outside agencies, grant writing and identifying future improvements to the City street network.

PUBLIC WORKS

Drainage

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	203,892	192,879	169,621	187,768	(5,111)	192,185
Operating Expenses	111,902	150,000	150,000	-	(150,000)	-
Total	315,794	342,879	319,621	187,768	(155,111)	192,185
Expenditures By Division						
Administration	315,794	342,879	319,621	187,768	(155,111)	192,185
Total	315,794	342,879	319,621	187,768	(155,111)	192,185
Expenditures By Resource						
Drainage Fee	315,794	342,879	319,621	187,768	(155,111)	192,185
Total	315,794	342,879	319,621	187,768	(155,111)	192,185

Note: Internal Service costs for the Drainage division is budgeted in the Engineering Services division per the General Cost Allocation and Internal Service Plan.

Program Description

The Drainage Engineering section is responsible for delivering drainage and flood control services, securing permits, maintaining data and monitoring requirements for the City's Storm Water National Pollutant Discharge Elimination System (NPDES) MS4 permit, partnering with the Sacramento Storm Water Quality Partnership, providing engineering support to the Capital Improvement Program, reviewing development projects, managing and providing response strategies to storm related issues, updating storm utility fees, and managing and resolving flooding issues.

PUBLIC WORKS

PERFORMANCE MEASURES

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>					
Dollar value of grant awards received	11,706,400	8,000,000	9,073,200	3,000,000	6,000,000
Number of construction contract bid openings	27	24	19	16	16
<i>A high performing organization.</i>					
Percentage of FEMA flood zone information requests responded to within 4 business days.	100	90	100	90	90
% of Annual Transportation Permits issued in 24 hours	100	100	100	100	100
% of Minor Encroachment Permits processed OTC or same day	100	100	100	100	100
% of Single transportation permits processed same day	100	100	100	100	100
Average number of working days to perform work for any/all reported public works maintenance problems.	1	1	1	1	1
% of Annual Encroachment Permits issued within 10 days	100	100	100	100	100
% of Major Encroachment Permits issued within 10 days	99	100	93	100	100
Average number of working days to perform work for reported pothole problems.	1	1	1	1	1
% of Street Use Permits processed within 30 days	100	100	100	100	100
Average number of working days to perform work for reported sidewalk problems.	1	1	1	1	1
Average number of working days to perform work for reported street light problems.	1	1	1	1	1

PUBLIC WORKS

Recycling and Waste

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	530,001	539,398	524,554	660,228	120,830	675,011
Operating Expenses	1,512,958	2,510,938	1,501,392	1,587,992	(922,946)	1,981,390
Internal Services	265,321	277,002	277,002	267,061	(9,941)	272,401
Transfers	520,588	727,559	676,782	699,814	(27,745)	716,384
Total	2,828,868	4,054,897	2,979,730	3,215,095	(839,802)	3,645,186
Expenditures By Division						
Recycling and Waste Administration	1,640,030	2,113,308	1,403,398	1,687,165	(426,143)	2,058,434
Transfer Station	1,188,838	1,941,589	1,576,332	1,527,930	(413,659)	1,586,752
Total	2,828,868	4,054,897	2,979,730	3,215,095	(839,802)	3,645,186
Expenditures By Resource						
Recycling and Waste Grants	96,985	105,676	101,752	86,040	(19,636)	-
Recycling & Waste - Residential	975,703	1,345,902	670,021	923,866	(422,036)	1,178,788
Recycling & Waste - Commercial	468,122	559,534	529,428	571,997	12,463	771,226
Drainage Fee	99,220	102,196	102,196	105,262	3,066	108,420
Special Waste Center	1,188,838	1,941,589	1,576,333	1,527,930	(413,659)	1,586,752
Total	2,828,868	4,054,897	2,979,730	3,215,095	(839,802)	3,645,186

Note: The 2019 Amended budget included a \$600,000 write-off for outstanding utility billing account balances which is not needed, hence the savings is reflected in the FY 2019 Estimate. Also reflected in the FY 2019 Estimate is a \$300,000 savings in professional service costs. Of the \$300,000 in savings, \$100,000 is from reduced costs for the Transfer Station feasibility study. The other \$200,000 is savings in the Clean Harbors contract for operating the Transfer Station due to some unforeseen slow periods (primarily due to construction onsite).

Program Description

The Recycling & Waste Division manages the City's solid waste services including residential and commercial waste and the Special Waste Collection Center (SWCC). In addition to the direct solid waste management efforts, the division plans, coordinates, promotes and implements citywide solid waste reduction, recycling, composting and public education activities. The division also works with the City's Code Enforcement Division on illegal dumping, illegal hauling, waste and recycling compliance and other issues of non-compliance to ensure that our community is clean and safe. The SWCC serves as a facility for residents and businesses to dispose of household hazardous waste in a safe and convenient manner. The SWCC also houses a recycling center allowing residents to recycle items that are too large or voluminous to fit in their curbside recycling carts.

One of the primary functions of the Recycling & Waste Division is to ensure that the City is meeting its State-mandated diversion requirements which include implementing any new regulations set by the State to meet those requirements. In 2016, the governor signed SB 1383, which will require all jurisdictions in California to implement mandatory organic recycling for all generators (residents and businesses). This includes several new programs; a comprehensive inspection and enforcement program as well as extensive recordkeeping and reporting requirements.

PUBLIC WORKS

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A high performing organization.</i>					
Average speed - in seconds - of answer for Republic Services	142.75	30	64.6	30	30
% of residential complaints received as a % of total customers serviced	0.036	4	0.067	4	4
Number of outreach interactions	N/A	N/A	N/A	110,000	110,000
Number of Businesses or Multifamily sites that received Compliance Inspections or educational site visits.	759	350	583	350	350
Number of work hours lost due to Work-Related Injuries, Illnesses	0	0	0	0	0
% of covered generators in compliance with State Mandatory Commercial Recycling Requirements.	N/A	N/A	N/A	100	100
% of covered generators in compliance with State Mandatory Organics Recycling Requirements.	N/A	N/A	N/A	100	100
Total average diversion rate for all commercial haulers.	N/A	N/A	N/A	35	35
<i>A safe and resilient community.</i>					
Number of customers using SWCC facility	19,946	17,500	20,600	17,500	17,500
Number of Elk Grove Residents using the Reuse Room	1,783	1,600	2,181	1,600	1,600
Number of Construction & Demolition site inspections conducted.	156	100	275	100	100
% of Household Hazardous Waste (HHW) collected that is recycled or used for fuel incineration	100	100	71	100	100
Number of non Elk Grove Residents that are using the Elk Grove SWCC	2,577	2,000	2,897	2,000	2,000

Note: An “n/a” in fiscal years 2018 and 2019 in the table above indicates that this performance is new in fiscal year 2020.

PUBLIC WORKS

Transit

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	547,067	678,453	553,904	688,705	10,252	705,435
Operating Expenses	7,942,531	8,625,321	8,157,574	8,254,091	(371,230)	8,436,657
Internal Services	228,173	331,152	331,152	324,082	(7,070)	330,563
Transit Capital Outlay	3,202,568	1,204,974	1,391,938	4,843,090	3,638,116	43,183
Transfers	520,269	499,682	376,183	403,137	(96,545)	411,991
Total	12,440,608	11,339,582	10,810,751	14,513,105	3,173,523	9,927,829
Expenditures By Resource						
Transit Operations	9,054,243	10,178,785	9,693,637	9,713,105	(465,680)	9,927,829
TDA Prop 1B Funds	-	180,616	142,793	-	(180,616)	-
Transit Capital Grants	3,386,365	980,181	974,321	4,800,000	3,819,819	-
Total	12,440,608	11,339,582	10,810,751	14,513,105	3,173,523	9,927,829

Note: The FY 2019 Estimate reflects cost savings from the delayed recruitment of the vacant Transit Planner position. There will also be a decrease in Operations from FY 2019 Budget to FY 2020 Budget due to no proportional share payment per the new SacRT Contract effective mid FY 2019. Budget for Transit Capital Grants is increased in anticipation on new bus purchases in FY 2020.

Note: The above table does not include expenses within and related to the Capital Improvement Program. Please see the Capital Improvement Program section for information on infrastructure projects funded by Transit.

Program Description

The City's Transit Division provides the oversight and administration for the transit services within the City of Elk Grove and in the Sacramento region. The operations, beginning July 2019, are provided through a contract with Sacramento Regional Transit District (SacRT), that manages the bus operators, dispatchers, customer service representatives, and maintenance staff for services. e-tran currently provides nine commuter routes and two reverse commuter routes on weekdays, seven local routes on weekdays, and four local routes on Saturdays. e-van provides complimentary paratransit and Americans with Disability Act (ADA) shared ride services within the City of Elk Grove, seven days a week. This service is for persons certified unable to utilize e-tran due to their functional ability. Staff collaborates with the Sacramento Area Council of Governments (SACOG), Federal Transit Administration (FTA), Caltrans, the Air Resources Board, and fellow regional partner agencies regarding transit funding and coordination.

PUBLIC WORKS

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>					
Avg. Number of E-Van Passengers per month	1,769	2,250	1,660	2,250	2,250
Avg. Number of Local Route Passengers per month	31,316	41,000	30,200	35,000	35,000
Avg. Number of Commuter Passengers per vehicle service hour	16	16	17	19	19
Avg. Number of E-van Passengers per vehicle service hour	1.82	2.25	1.52	2.25	2.25
Avg. Number of Local route Passengers per vehicle service hour	11	16	11	16	16
% of E-Van on time performance per month	94	97	98	97	97
% of fixed route on time performance per month	98	97	99	97	97
Avg. Number of Miles between road calls per month	10,429	15,000	8,700	15,000	15,000
Avg. number of local route trips per day connecting to a regional or multimodal transportation hub	100	100	100	100	100
<i>A high performing organization.</i>					
Avg. Number of Commuter Passengers per month	30,191	41,000	29,400	31,000	31,000

PUBLIC WORKS

Facilities and Fleet

Expenditures By Category	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimate	FY 2020 Budget	Change from FY 2019 to FY 2020 Budget	FY 2021 Projected
Compensation	482,844	586,607	542,728	596,393	9,786	593,286
Operating Expenses	1,534,740	1,818,590	1,617,407	1,681,485	(137,105)	1,603,500
Internal Services	111,803	169,149	169,149	155,642	(13,507)	158,755
Capital Outlay	835,593	1,594,327	1,410,328	1,511,399	(82,928)	860,500
Transfers	214,790	212,608	212,653	210,009	(2,599)	214,811
Total	3,179,770	4,381,281	3,952,265	4,154,928	(226,353)	3,430,852
Expenditures By Division						
Facility Management	1,448,361	2,094,212	1,816,034	1,998,650	(95,562)	1,857,331
Fleet Services	1,731,409	2,287,069	2,136,231	2,156,278	(130,791)	1,573,521
Total	3,179,770	4,381,281	3,952,265	4,154,928	(226,353)	3,430,852
Expenditures By Resource						
General Capital Reserve	54,565	248,687	138,834	133,000	(115,687)	-
Facilities and Fleet	3,081,581	4,072,594	3,753,431	3,876,244	(196,350)	3,390,852
Library funding	43,624	60,000	60,000	145,684	85,684	40,000
Total	3,179,770	4,381,281	3,952,265	4,154,928	(226,353)	3,430,852

Program Description

The Facilities Division maintains and repairs City-owned and leased properties. Current City-owned properties include City Hall located at 8380, 8400, and 8401 Laguna Palms Way, the Fleet Facility at 10190 Iron Rock Way, the Corporation Yard at 10250 Iron Rock Way, the Elk Grove Library at 8900 Elk Grove Boulevard, the Old Courthouse (Teen Center) at 8978 Elk Grove Boulevard, the Special Waste Collection Center (SWCC) at 9255 Disposal Lane, the Old Town Plaza, and the Rain Garden. Facilities will assume maintenance responsibilities for the new Aquatics Center, Commons Area, Community Center and Animal Shelter, in FY 2019-20 along with ongoing utilization planning, modification of existing facilities and specification development and contract oversight of Public Works projects.

Fleet Services provides all operational aspects to the City's fleet of vehicles and equipment. This includes procurement, maintenance, fueling and disposal which effectively allow other departments to perform their missions. Fleet Services also assists Transit Services to manage the City's maintenance contract with Sacramento Regional Transit District (SacRT) and the procurement of buses.

Performance Measures

Council Goal and Measure	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>					
% of Facilities Ticket Closed within 24 hrs	45.75	60	54	60	60

FY 2019-20 BUDGET INITIATIVES

Operations and Maintenance

- The most significant challenge for the O&M Division is finding enough resources to maintain the City's aging infrastructure. Over the past several years, Gas Tax and Measure A funding has been shifted from capital projects to maintenance to help close the funding gap. In addition, O&M has significantly improved efficiencies and reduced costs. These efforts will continue over the next fiscal year to develop acceptable levels of service for each asset class (e.g. pavement, striping, signing, etc.).
- For FY 2019-20, the division will oversee approximately \$1,292,500 in utilities and \$11,817,711 in services for a total of \$13,110,211 in funding which supports roadway, traffic signals, parks, landscaping and drainage infrastructure.
- In order to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans the division will be transitioning to a core staff model and contracting directly for maintenance services beginning FY 2019-20. At the February 27th, 2019 City Council meeting, direction was given to move forward with adding 13 new positions to the division in FY 2019-20. Core staffing and direct contracting will reduce the financial impact to multiple funds used for maintenance. The savings will not fully relieve the funding shortfalls necessary for O&M to meet service level requirements but will provide additional funding to minimize maintenance shortfalls. This change highlights the division's continued focus on increasing efficiencies and effectiveness in delivering service.

Engineering Services

- The 2019 General Plan Update identifies many arterial road segments and intersections that will experience higher levels of congestion under the projected buildout conditions. To meet the demands of a growing transportation system, the Engineering Services Division has developed a Traffic Congestion Management Plan (Plan) that identifies specific strategies for more efficient management of the system. As part of the early implementation of this Plan, the FY 2019-20 Budget includes funding for increased levels of traffic data collection and analysis as well as implementation of several pilot studies to examine new technologies and traffic management strategies that could make the system more efficient.
- The FY 2019-20 Budget also includes funding for the equivalent of 0.4 FTE needed to increase the hours of operation for the Traffic Management Center (TMC) to include operating during the AM and PM peak hours of travel and during the lunch hour. Hours of operation for the TMC will increase to 7:00AM-6:00PM Monday through Friday compared to 8:00AM-5:00PM Monday through Friday.

Recycling & Waste

- The 2018 City of Elk Grove Solid Waste and Recycling Program Needs Assessment and Long-Range Strategic Plan, prepared by HF&H Consultants, LLC identified that between 1.62 to 2.82 additional FTE's would be needed within the Recycling & Waste Division on an ongoing basis to fulfill the requirements of SB 1383. The FY 2019-20 Budget includes 1.0 new FTE to carry out the planning and implementation tasks leading up to the January 1, 2022 effective date of the new regulations.

PUBLIC WORKS

Transit

- The proposed FY 2019-20 Transit Division budget reflects an approximately 8% increase in Local Transportation Funds (LTF), which will be used towards paying for Transit's FY 2019-20 operational and capital expenses.
- The City had foregone a transit fare increase in FY 2018-19 due to the continued decline in fixed-route service (e-tran) ridership levels comparative to the previous fiscal year. Staff does not anticipate a fare increase occurring in FY 2019-20, and further anticipates that overall fares will be closer to approximately \$1.18 million in FY 2019-20, which corresponds to the anticipated FY 2018-19 year-end fare revenue projections and ridership estimates
- Staff anticipates that the Transit Division budget's negative fund balance will continue to be reduced in FY 2019-20 as the General Fund contributions reduces the negative fund balance.
- The Federal Transit Administration (FTA) operating funds are anticipated to increase by approximately 1%, based on estimates provided through the City's Comprehensive Operational Analysis (COA) financial plan forecasting. These funds are used primarily for transit operation and preventive maintenance costs associated with the local and commuter fixed route services.

FY 2019-20 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

Operations and Maintenance

- Continue to deliver streetlight pole painting.

Transit

- Prioritize public transit opportunities (e.g., light rail, heavy rail and bus rapid transit, multimodal station); develop and implement a political and funding strategy that supports the City's goal for enhanced regional connectivity.
- Continue to implement and monitor the COA service plan that was adopted by City Council in April 2017 and became effective in October 2017. Improve local and commuter fixed-route schedules and services where needed to address key performance measures established in the COA.
- Continue to work with the Sacramento Area Council of Governments (SACOG), the San Joaquin Joint Powers Authority (SJJPA), and Altamont Commuter Express (ACE), to plan for and construct a rail station with connections to planned passenger rail services and other modes of transportation (e.g. bike, pedestrian, transit, etc.) that would serve the City of Elk Grove.

A safe and resilient community

Capital Program

- Continue its community outreach with the Sheldon community on the Grant Line Road, Sheldon Area Precise Roadway Plan.

Operations and Maintenance

- Prepare and plan for disaster or emergency events in coordination with emergency response agencies.

PUBLIC WORKS

Engineering Services

- Identify preferred strategy for providing 200-year flood protection in areas affected by the 200-year flood water surface elevation.
- Install radar speed feedback signs at various locations.
- Implement the Storm Response and Flood Fighting Operations Plan as needed.
- Implement and enforce water quality, low impact and hydro modification development standards.
- Reduce greenhouse gas emissions through more efficient transportation management and implementation of the Traffic Congestion Management Plan.

Recycling & Waste

- Execute a contract with a monitoring firm for disaster debris clean-up following a successful regional Request for Proposal (RFP) process.
- Partner with neighboring jurisdictions to begin a second regional RFP process for disaster debris hauling contractors.
- Continue ongoing public outreach and education to residents and businesses regarding the importance of waste reduction, reuse and recycling.

A high performing organization

Capital Program

- Continue to collaborate with Caltrans, City of Sacramento, Connector JPA and Sacramento County on capital projects in multiple jurisdictions. This includes cooperating on shares of local funded work as well as support for grant requests.

Operations and Maintenance

- Identify areas of improvement for staff and enact changes by implementing a regular training program to keep staff current with modern technology, techniques and processes.
- Complete shift to contracting directly for maintenance services to reduce costs.
- Perform 3.9 million square feet of crack sealing as part of the pavement management program.
- Recruit and hire 13 core staff personnel to reduce costs to the City by over \$500,000 annually and distribute those savings to programmed maintenance programs, specifically Pavement Management.
- Continue movement away from a reactive maintenance model to a programmed maintenance model to reduce costs.
- Seek additional revenue through grants and research other funding possibilities for pavement maintenance with the goal of keeping the overall Pavement Condition Index at 70 or above.
- Implement a computerized maintenance management system that will execute programmed maintenance, streamline work order processes, and will provide better financial analytics that will identify priorities and budget shortfalls.

Engineering Services

- Continue to perform monthly review of all Encroachment and Street Use Permit fees and related professional service billings to ensure City is recovering costs for service and there are no outstanding balances due to City from vendors.
- Analyze pavement trench cut fees to ensure they are adequate to meet ongoing and future pavement maintenance needs.
- Update Encroachment Permit application and review processes to streamline issuance and monitoring of Encroachment Permits.
- Update Speed Control Program Guidelines to streamline application and review processes for residents and staff.
- Maintain Traffic and Drainage web pages and provide up to date information about traffic management, flood control, and water quality projects and initiatives.

PUBLIC WORKS

Recycling & Waste

- Continue to perform an annual review of all Recycling & Waste Division rates, fund balances and fiscal projections to ensure assessed solid waste rates and administrative fees adequately recover costs for service and are flexible to meet changing needs over time.
- Perform regular audits of reports and fee payments from commercial haulers to ensure all appropriate revenue is captured.
- Implement a new electronic reporting system for commercial haulers to streamline the monthly revenue reporting, quarterly tonnage reporting and to eliminate or reduce the possibility of data errors.
- Continue to collaborate with regional solid waste agencies in the implementation of AB 1826 and SB1383, which require diversion of organic waste.
- Collaborate with the Regional Recycling Group to develop regional messaging that is consistent for all residents and cost effective for all jurisdictions involved.
- Provide frequent, consistent and clear information about how to dispose of and recycle items properly. Provide more content digitally, via social media and the Recycling & Waste Division webpage. Increase the use of multilingual outreach.

Facilities & Fleet Services

- Investigate, recommend and implement green and clean practices that create long-term savings.

A city with infrastructure that meets its current and future needs

Engineering Services

- Expand Traffic Management Center hours of operation to provide monitoring during AM and PM peak travel times.
- Increase data collection of vehicle movement patterns (traffic counts) used to analyze system operation and make necessary changes to signal corridor coordination and signal timing.
- Implement permissive left turns (flashing yellow arrow) at four intersections to study effectiveness for improving traffic operations.
- Plan for future data capacity needs by providing spare conduits for fiber optic lines for use by City and or private business.
- Develop Autonomous and Connected Vehicle Readiness Plan
- Implement pilot study for Automated Traffic Signal Performance Measures (ATSPM)
- Implement pilot study for wireless Bluetooth enabled data collection system to study corridor travel times used to inform necessary changes to signal corridor coordination and signal timing.

Operations and Maintenance

- Maintain citywide landscaping and highway interchanges at a service level that promotes a vibrant and beautiful city.
- Improve efficiencies to reduce maintenance costs.
- Continue movement away from a reactive maintenance model to a programmed maintenance model to reduce costs.
- Seek additional revenue for pavement maintenance with the goal of keeping the overall Pavement Condition Index at 70 or above.
- Implement a computerized maintenance management system that will execute programmed maintenance, streamline work order processes, and will provide better financial analytics that will identify priorities and budget shortfalls.

PUBLIC WORKS

Transit

- Continue to monitor and plan for zero-emission bus (ZEB) transition of existing bus fleet and supporting facilities per the California Air Resource Board's (CARB's) Innovative Clean Transit (ICT) measure.
- As part of the adopted COA, begin planning for the implementation of a bus rapid transit (BRT), or similar express service by FY 2022. Full implementation of this service would only be possible pending available Federal funding assistance.
- Purchase up to eight (8), new Compressed Natural Gas (CNG) buses (40-foot) to replace existing 2000 and 2008 fixed-route transit buses that will meet their federal useful life requirements in FY 2020.
- Purchase two (2) new CNG cutaway buses to replace existing cutaways in the City's paratransit fleet that have reached their federal useful life. This final purchase will make the City's transit fleet entirely CNG.

Facilities & Fleet Services

- Provide professional, preventative maintenance and repair services for all City owned facilities, vehicles and equipment.
- Install safety equipment, provide training, and create & publish policies for safe use of facilities.
- Develop long-term master plan and implementation strategies for the City facilities.
- Replace all approved budgeted vehicles per the vehicle replacement program.
- Support the transition of Transit Operations from MV to SacRT.
- Continue to monitor and plan for zero-emission bus (ZEB) transition of existing bus fleet and supporting facilities per the California Air Resource Board's (CARB's) Innovative Clean Transit (ICT) measure.

FY 2018-19 ACCOMPLISHMENTS

Capital Program

- On schedule for 29 capital projects.
 - Exceeds annual goal of 17.
 - Exceeds last fiscal year's total of 28 project awards.
- Secured \$11.8 million in grants which exceeded the goal of \$5 million.

Operations and Maintenance

- Developed a road maintenance policy based upon understood and approved asphalt repair standards, such as the pavement management index, and identify funding resources and gaps to achieve this level of ongoing road maintenance.
- Citywide landscaping has lost thousands of plants due to droughts. In FY 2018-19 the City enhanced landscaping through replanting projects and landscaping improvements.
- Provided initial response to 95% of public inquiries within two working days and completed needed work within 10 working days.
- Advertised and awarded a Sidewalk, Curb, and Gutter contract with a 67% bid item savings over the existing contract.
- On-track to recover over \$50,000 in subrogation claims for damage to City assets.

PUBLIC WORKS

Engineering Services

- Updated the 2011 Storm Drainage Master Plan to develop a drainage system with multiple benefits including 200-year flood protection, habitat preservation and enhancement, groundwater recharge, and the use of water as an aesthetic resource.
- Partnered with SACOG to develop a Regional ITS Master Plan.
- Completed a Systemic Safety Analysis Report (SSAR) identifying existing collision patterns and locations.
- Evaluated the coordination of the signalized intersections along Bond/Laguna from Big Horn Boulevard to Elk Grove-Florin Road.
- Completed and opened the aquatics center.
- Nearing completion of the Animal Shelter and Community/Senior/Veterans Center.
- Completed 200-year flood study to refine the flood elevation after considering current and planned regional flood control improvements.

Recycling & Waste

- Rebranded the division from Integrated Waste to Recycling & Waste to be clearer, incorporate customer-friendly terminology, and emphasize the mission of waste reduction and recycling. All education and outreach materials received a fresh look with updated artwork, a more modern color palette, and a more sophisticated style.
- One commercial hauler audit has been completed and one additional audit has been scheduled.
- Recycling & Waste staff meet monthly with representatives from other solid waste agencies/departments for ongoing collaboration on implementation strategies as well as coordinated public education efforts.
- Collaborated with the Regional Recycling Group on two campaigns this year: the annual Holiday Recycling campaign and the Used Oil Recycling campaign.
- Completed the Solid Waste and Recycling Program Needs Assessment and Long-Range Strategic Plan.
- Implemented a new Franchise Agreement with Republic Services that included a variety of improvements and new programs including: an eco-friendlier method of disposal for all residential green waste, a new curbside battery recycling program, and a revised bulky waste collection program.
- Implemented a new organics recycling program at City Hall.

Transit

- Completed a Bus Rapid Transit (BRT) Early Implementation Study to examine BRT light, or express bus service on the Big Horn Boulevard corridor.
- Began analyzing the available first service year data following the COA service plan's implementation in October 2017 which will be used to make the necessary adjustments to fixed-route schedules and service levels to achieve better system-wide performance.
- Purchased and placed into service, six (6) new CNG cutaway buses to replace existing cutaways in the City's paratransit fleet that had reached their federal useful life.
- Purchased and installed automated passenger stop announcement systems in nine (9) fixed-route buses.
- Awarded approximately \$3.1 million in competitive, federal grant funding for the purchase of six (6) CNG buses (40-ft.) for fixed-route service.
- Negotiated a contract with SacRT, for SacRT to begin administering the City's contracted transit services and maintenance operations beginning on July 1, 2019.
- Continued to work with SACOG, SacRT, Paratransit, Inc. and other regional partners to find cost savings for the City's Transit System.

PUBLIC WORKS

Facilities & Fleet Services

- Re-organization and consolidation space planning for Building, Planning, Public Works and the Police Department.
- Awarded contract amendment for Landscaping Services for all City owned Facilities.
- Contracted for and completed storm damage roof repairs to Corporation Yard.
- Awarded lease for modular trailer for use of Animal Service staff during construction.
- HVAC, landscaping, custodial services and contract amendments were done in preparation of maintenance responsibilities for the following new City buildings: Animal Shelter, Aquatics, Commons, and Community Center.
- Converted interior incandescent and florescent lighting to LED Lamps for the Corporation Yard, 8380, 8400 and 8401 Laguna Palms Way buildings.
- Replaced Police K9 Training Facility sod.
- Purchased the following: six (6) replacement paratransit buses, 11 replacement vehicles for the Police Department, two (2) additional vehicles for Animal Services and three (3) additional solar powered surveillance trailers for the Police Department.
- Awarded contract amendment with JC Automobile Paint and Refinishing for body collision work for City owned vehicles.

Public Works	Authorized Position				
		FY 2018	FY 2019	FY 2020	Change
	Accounting Technician	1	1	1	0
	Administrative Analyst I	1	1	2	1
	Administrative Analyst II	1	1	1	0
	Customer Service Specialist	1	1	3	2
	Drainage & Collection System Supervisor	0	0	1	1
	Engineering Technician I/II/Senior	0	0	3	3
	Environmental Specialist	1	1	1	0
	Facilities and Fleet Manager	1	1	1	0
	Facilities Technician	2	2	2	0
	Landscape Maintenance Supervisor	0	0	1	1
	Recycling & Waste Coordinator I/II	2	2	3	1
	Recycling and Waste Manager	1	1	1	0
	Operations General Supervisor	0	0	2	2
	Public Works Director/City Engineer	1	1	1	0
	PW Division Manager-Engineering	2	2	2	0
	PW Division Manager-Operations	1	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Civil Engineer	3	3	3	0
	Sr. Facilities Technician	0	1	1	0
	Sr. Transit Planner	1	1	1	0
	Street Maintenance Supervisor	0	0	1	1
	Traffic Control & Street Lighting Supervisor	0	0	1	1
	Traffic Engineer	1	1	1	0
	Transit Planner	1	1	1	0
	Transit System Manager	1	1	1	0
	Utilities Locator	0	0	1	1
Public Works Total		25	26	40	14

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INTRODUCTION

The 2019-2024 Capital Improvement Program (CIP) describes the alternative transportation modes, community enhancements, drainage, facilities, and transportation capital improvements planned by the City for a five-year period from Fiscal Year 2019-20 through Fiscal Year 2023-24.

State law (Government Code Sections 65103(c) and 65401) requires the City's planning agency (the Planning Commission) to review and report on proposed CIP projects for conformity with the General Plan. The Planning Commission reviewed the CIP on April 18, 2019 and adopted a Resolution deeming it consistent with the City of Elk Grove's General Plan.

As a multi-year program which includes forecasts of anticipated capital improvement expenditures, the CIP links the project development process with the fiscal planning process of the City. The expenditures shown for the first year of the CIP comprise the Capital Budget for the upcoming fiscal year (FY 2019-20), which is adopted by the City Council as part of the annual Appropriation Resolution. Subsequent years are also included in the CIP, although these future years are subject to change as more detailed engineering analyses becomes available, possible changes in priorities, updates or revisions to anticipated revenues, and/or changes in cost and funding projections are identified.

The information included in the CIP is based on the best information available at the time the program was developed (March - April 2019). Next year an updated five-year CIP will be submitted for consideration to the City Council with adjustments to project budgets, funding sources, descriptions, and/or schedules.

FUNDS AVAILABLE FOR THE CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is funded from a variety of funding sources. The fund categories typically used for capital projects are described as follows for reference:

General Fund – 100 Series

This is the City's main operating fund, which pays for basic services such as governance, administration, public safety, and quality of life functions.

Special Revenue Funds – 200 Series

These funds account for revenues received or set aside for a specific purpose, such as public safety and recycling grants, street maintenance, and environmental mitigation.

Capital Project Funds – 300 Series

These funds account for the acquisition or construction of major capital facilities. Revenue sources include federal and state grants, development impact fees, and special taxes from community facility districts.

Enterprise Funds – 500 Series

These funds account for specific services funded directly by fees and charges to users and are intended to be self-supporting. Functions such as transit, drainage, and integrated waste are captured in enterprise funds.

Internal Service Funds – 600 Series

These funds are created to finance and account for services and commodities provided to internal City departments, rather than directly to the public. Examples of internal services are risk management, information technology, facilities management, and fleet services.

CAPITAL IMPROVEMENT PROGRAM

Unsecured Funding – 900 Series

These funds are unsecured. Typically, these funds are related to potential grant funding or a fee program that has not yet been adopted. The purpose of including these funds in the CIP is to allow the CIP to capture a known need on an active project, any required local matching funds that may need to be reserved, and to assist in establishing the funding priorities. In rare instances you may see a potential funding source that has not been identified. This is done when a project is of such a priority that the City is moving forward with an early phase of the project such as the Kammerer Road Extension Project.

A more detailed description of the individual funds is contained in the section titled Fund Descriptions.

GENERAL CAPITAL IMPROVEMENT PROGRAM DEVELOPMENT

The CIP includes capital projects expected to be undertaken during the upcoming five fiscal years. Each year the City reviews the prior CIP, adjusts the timing and scope of previously programmed projects if needed, moves projects to completed, and adds new projects. These revisions are based on the following factors.

- Implementation of the City's General Plan;
- Implementation of another City Plans such as:
 - Bicycle Pedestrian and Trails Master Plan
 - e-Tran's Comprehensive Operational Analysis
 - Storm Drainage Master Plan
 - Intelligent Transportation System (ITS) Master Plan
 - Various Facility Master Plans
- Implementation of identified improvements in various fee programs including the Roadway Fee Program;
- Award of grant funding by outside agencies;
- City Council Mission, Vision, Goals, and direction;
- Existing traffic deficiencies and congestion;
- Projected traffic patterns, based on assumptions regarding expected development;
- Maintenance needs and safety of roadways;
- Maintenance needs of drainage and building facilities;
- Development improvements and entitlements;
- Implementation of Facilities' planning and priorities;
- Input and coordination with the Public, Advisory Committees, Stakeholders, and other Agencies;
- Improvements in quality of life and economic development;
- Consistency with regional and statewide plans;
- Compliance with regulatory permitting and;
- Availability of funding over the five-year program and future grants.

The City's Municipal Code Section 21.05 defines capital projects as a project that constructs physical improvements with a total project cost over \$250,000. As such, the CIP does not include projects costing \$250,000 or less. Studies that would not necessarily result in physical improvements are also not included. These minor projects and studies are part of the proposed operating budget for the next fiscal year. For reference, a listing of these minor projects and studies are provided in the section titled Minor Public Works Projects and Studies so that a complete picture is provided of all the work that is proposed both major and minor.

CAPITAL IMPROVEMENT PROGRAM

GENERAL PROGRAM OVERVIEW

The CIP is organized into five (5) Programs: Alternative Transportation Modes, Community Enhancements, Drainage, Facilities, and Transportation. Projects are placed in the Program based on their scope as follows:

Alternative Transportation Modes (WAM)

This program includes projects that would provide an alternative to traditional vehicular use. The projects would encourage pedestrian, bicycle, and transit use otherwise known as alternative transportation modes. All new projects in this program will have a WAM designation unless it is a Trail or an Accessibility project. Trail projects will use a WTL designation and Accessibility projects will have a WAC designation. Trail and Accessibility projects are still part of the Alternative Transportation Modes Program, but providing a separate identifier allows for easier reporting of the pavement resurfacing program in the future. Examples of typical improvements for these projects include:

- Curb ramps (installations or retrofits)
- Americans with Disability Acts (ADA) improvements (WAC)
- Sidewalk infill
- Trails (WTL)
- Bike lanes or bike routes
- Bus stop improvements
- Transit projects

Community Enhancements (WCE)

This program includes projects that would construct or improve various community enhancements. Examples of typical improvements include:

- Landscaping
- Plazas
- Parks
- Street Lighting

Drainage (WDR)

This program includes projects that would construct, improve or restore drainage and flood control facilities, as well as, improve stormwater quality. Examples of typical improvements include:

- Culverts
- Roadside ditches
- Underground drainage systems
- Outfalls
- Channels/swales
- Detention basins
- Pump stations
- Creeks
- Weirs
- Stream gauges
- Flood control facilities/levee improvements
- Erosion and sedimentation control
- Water quality features

CAPITAL IMPROVEMENT PROGRAM

Facilities (WFC)

This Program includes projects that would construct or improve City owned facilities and utilities including the Civic Center projects. Examples of facilities included in this program include the following:

- City Hall
- Corporation Yard
- Animal Shelter
- Civic Center
- Special Waste Collection Center (SWCC)
- Teen Center
- Other City Facilities

Transportation (WTR)

This Program includes projects that would construct or improve traditional vehicular transportation facilities and includes pavement resurfacing (WPR) and traffic control (WTC). Examples of typical facilities include:

- Roads (new construction or widening)
- Pavement resurfacing or reconstruction, (WPR)
- Traffic control (signing, striping, signals, and roundabouts)
- Intelligent Transportation Systems (ITS)
- Traffic calming (traffic circles, speed control)

All new projects in this program will have a WTR designation unless it is a pavement resurfacing project. Pavement resurfacing projects will continue to use a WPR designation. Pavement resurfacing projects are still part of the Transportation Program, but providing a separate identifier allows for easier reporting of the pavement resurfacing program in the future. Existing projects will continue with their previous designation until complete.

ADDITIONAL DOCUMENT CHANGES

In a continuing effort to simplify this document and make it more transparent, the active projects that are not receiving additional funding in the five (5) year CIP are now located in the section titled Prior Year Active Projects.

CAPITAL IMPROVEMENT PROGRAM ACCOMPLISHMENTS AND GOALS

The previous CIP identified several overall goals and major activities for this fiscal year ending June 30th. A summary is provided below of what will be accomplished in relation to these previous goals. Also identified are new goals for the upcoming fiscal year beginning July 1st. A more detailed look for each program is provided later.

Fiscal Year 18/19 Activities and Accomplishments:

- 30 Projects planned for award by June 30, 2019 for a total value of approximately \$28,893,000.
 - ✓ Exceeds the annual goal of 17 and last year's total of 28.
- 7 grants were awarded totaling just over \$8.87M, this is more than our goal of \$5M.
 - ✓ \$4,000,000 in Sacramento Area Council Of Governments (SACOG) funding for Old Town Area Streetscape Phase 2 (WTR012)
 - ✓ \$1,768,000 in SACOG funding for Laguna Blvd Right Turn Lane to W. Stockton Blvd (WTR058)
 - ✓ \$1,213,000 in SACOG funding for Elk Grove Creek Trail Gap Closure (WTL011)
 - ✓ \$802,000 in SACOG funding for ITS Phase 5A (WTR057)
 - ✓ \$511,000 of SACOG funding for Laguna Creek Trail and West Stockton Blvd. Multi Modal Improvements (WAM009)
 - ✓ \$329,000 in Highway Safety Improvement Program (HSIP)_ funding for Guardrail Replacement (4 locations) (WTR059)

CAPITAL IMPROVEMENT PROGRAM

- ✓ \$250,000 of HSIP funding for Pedestrian Crossing Upgrades at 4 Locations (WAM010)
- The following grant applications are pending and may be awarded by the end of the fiscal year:
 - ✓ Land and Water Conservation Fund for Civic Center Nature Area at \$3M
 - ✓ Community Development Block Grant for Railroad Street ADA and Sidewalks at \$556,000
 - ✓ State Parks, Habitat Conservation Program for the Civic Center Nature Area at \$300,000
 - ✓ Sustainable Communities Planning Grant (SB1) for Laguna Creek Master Plan at \$200,000
 - ✓ Sustainable Communities Planning Grant (SB1) for Transit Electrification Study at \$150,000

Fiscal Year 19/20 Goals:

- Award a minimum of 24 projects
- Secure at least \$3 million in grant funds in the 2019 SACOG Funding round

ALTERNATIVE TRANSPORTATION MODES (WAM) OVERVIEW

The intent of this program is to encourage pedestrian, bicycle, and transit use as an alternative to traditional vehicular use.

Fiscal Year 18/19 Activities and Accomplishments

- 2 projects with construction complete for a total value of \$3,570,000:
 - ✓ Laguna Creek Open Space Preserve Trail (WTL022)
 - ✓ Pedestrian Crossing Upgrades at 3 Locations (WTC019)
- 6 Projects awarded with a total value of \$2,812,000:
 - ✓ Citywide Curb Ramps 2018 (WAC013)
 - ✓ Citywide Curb Ramps 2019/2020 – Phase 1 (WAC014)
 - ✓ Elk Grove & Laguna Blvds UPRR Xing Interim Bike Lane Improvements (WAM002)
 - ✓ Green Bike Lanes Pilot Project (WTC020)
 - ✓ Sacramento County Water Agency Frontage Sidewalk Infill (WFL003)
 - ✓ Sidewalk Infill Project 2018 (WAC032)
- Completed final design on the Franklin Boulevard Cycle Track Phase 1 (WAM001)
- 2 projects with environmental clearance complete:
 - ✓ Elk Grove Florin Rd. at W. Camden Dr. East Side Sidewalk Infill (WAC024)
 - ✓ Elk Grove-Florin Rd. and Elk Grove Park Sidewalk Infill (WAC026)
- \$1.97M in grant funds awarded
 - ✓ \$1,213,000 of SACOG funding for Elk Grove Creek Trail Gap Closure (WTL011)
 - ✓ \$511,000 of SACOG funding for Laguna Creek Trail and West Stockton Blvd. Multi Modal Improvements (WAM009)
 - ✓ \$250,000 of HSIP funding for Pedestrian Crossing Upgrades at 4 Locations (WAM010)

Fiscal Year 19/20 Goals:

- Complete construction on the following:
 - ✓ Elk Grove Blvd & Laguna Blvd UPRR Xing Interim Bike Lane Improvements (WAM002)
 - ✓ Sacramento County Water Agency Frontage Sidewalk Infill (WFL003)
- Award the following projects:
 - ✓ 2016 Bus Stop Accessibility Improvements (WAC027)
 - ✓ Annual Trail Pavement Rehabilitation (WTL034)
 - ✓ Bicycle Pedestrian and Trails Mater Plan (WAM006)
 - ✓ Citywide Curb Ramps 2019/2020 – Phase 2 (WAC014)
 - ✓ Elk Grove Florin Rd. at W. Camden Dr. East Side Sidewalk Infill (WAC024)

CAPITAL IMPROVEMENT PROGRAM

- ✓ Franklin Boulevard Cycle Track Phase 1 (WAM001)
- Complete environmental clearance on the following:
 - ✓ Laguna Creek Trail and Bruceville Road SRTS Improvements (WTL019)
 - ✓ Laguna Creek Trail - Camden Lake to East Stockton Blvd/State Route 99 (WTL018)
 - ✓ Whitehouse Creek Trail Connection (WTL038)
- Initiate design or environmental on the following:
 - ✓ Elk Grove Creek Trail Gap Closure (WTL011)
 - ✓ Pedestrian Crossing Upgrades at 4 Locations (WAM010)
 - ✓ Laguna Creek Trail and West Stockton Blvd. Multi Modal Improvements (WAM009)
- Complete the BRT Early Implementation Study (WAM007)
- Initiate a Bicycle Pedestrian and Trails Master Plan Update
- Continue to develop projects that remove barriers to accessibility
- Continue to develop the Laguna Creek Trail as a Regional Trail Corridor

Laguna Creek Regional Trail

The Laguna Creek Trail has been identified as the highest priority trail corridor by the Trails Committee. This regional trail would provide access to a variety schools, transit, residential and commercial uses along the corridor. The limits of the trail begin in the rural area of Elk Grove and will follow Laguna Creek in a northwest direction across town to Franklin Blvd. cycle track which would connect to a City of Sacramento light rail station and, potentially, a passenger rail station. The Regional Trail has several gaps that need to be closed for it to function as a regional facility. When complete this trail would be approximately 9 miles in length. The CIP includes funding for many of these Laguna Creek Trail gaps as described below but, the following three (3) Laguna Creek Trail segment gaps will remain:

- Waterman Road to Sierra River Drive
- State Route 99 Bridge Crossing
- Cosumnes River Boulevard to North Laguna Creek Park

The Laguna Creek Open Space Preserve Trail (WTL022) will finish construction in the summer of 2019 and will help improve the connectivity between Franklin Boulevard and Bruceville Road. The Laguna Creek Trail and Bruceville Road SRTS Improvements (WTL019) will complete the remaining gap west of State Route 99. WTL019 is in the beginning stages of environmental clearance and planning with construction anticipated in 2021. The Laguna Creek Trail - Camden Lake to East Stockton Blvd/State Route 99 (WTL018) would fill the gap between State Route 99 and Camden Lake and is in the later stages of environmental clearance with construction anticipated in 2021. The Laguna Creek Trail Crossing at State Route 99 (WTL016) have been included in the CIP to continue to provide the needed bridge across State Route 99. The City will be pursuing a State grant to fund this project with construction contingent upon grant funding.

Staff is also pursuing a sustainable community grant to complete a Laguna Creek Inter-Regional Trail Master Plan, to better define the needed connections and provide a basis for future grant requests for the three trail gaps described previously.

COMMUNITY ENHANCEMENTS (WCE) OVERVIEW

The intent of this program is to construct community enhancements such as Landscaping, Plazas, Parks & Street Lighting

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 18/19 Activities and Accomplishments:

- 1 Projects with construction complete with a total value of \$109,000
 - ✓ Event Advertising Sign Pilot Project (WCE025)
- 2 Projects awarded with a total value of \$11,697,000
 - ✓ Oasis Park (WCE008)
 - ✓ Reardon Park Site Demolition (WCE027)
- Completed Final design on Singh and Kaur Park (WCE010)
- Completed Schematic Design on Civic Center Nature Area (WCE028)

Fiscal Year 19/20 Goals:

- Award the following projects:
 - ✓ Civic Center Nature Area Phase 1 (WCE028)
 - ✓ Old Town Plaza Phase 2 (WCE022)
 - ✓ Singh and Kaur Park (WCE010)
- Complete Design on the following:
 - ✓ Oasis Park, Community Building (WCE009)

Laguna Ridge Parks

The City in partnership with the Cosumnes Community Services District (CSD) continues to develop parks in Laguna Ridge. The City's role is to collect fees associated with these parks and hold lands until it can be used for a park. The CSD role is to design, bid, build, operate, and maintain the parks in Laguna Ridge. Parks in Laguna Ridge are developed as funds become available from the fees the City collects and when land is available. Oasis Park (WCE008) began construction this summer and the next park slated for construction is the Singh and Kaur Park (WCE010). Continued completion of these parks is a long-term goal of this program.

Old Town Elk Grove Community Enhancements Projects

The City continues to focus on improvements in the Old Town Elk Grove Area that will revitalize and provide an overall economic benefit. The City has begun design on the Old Town Plaza Phase 2 and 3 (WCE022). Phase 2 will improve the overall frontage along Elk Grove Boulevard and provide seating and bicycle parking. Phase 2 should begin construction in 2020. Phase 3 is being taken to a schematic design before being considered for additional funding. Phase 2 and 3 could be constructed together in 2020 or 2021 if funding became available. The City's related project Railroad Street Improvements (WTR049) will provide two new public parking lots in Old Town as well as new street improvements. Construction on Railroad street is planned for late 2019 and spring summer of 2020.

DRAINAGE (WDR) OVERVIEW

The intent of this program is to construct, improve and restore drainage, stormwater quality, and flood control facilities.

Fiscal Year 18/19 Activities and Accomplishments:

- 5 Projects awarded with a total value of \$5,605,000:
 - ✓ Blakemore Court and Hartwell Court Drainage Improvements (WDR038)
 - ✓ Emerald Vista Drive Storm Drain Improvements (WDR024)
 - ✓ North Camden Drive Storm Drain Improvements (WDR023)
 - ✓ Pump Station Improvements – Facilities (WDR029)
 - ✓ Shed C Channel Downstream Grading (WDR037)
- Obtained environmental permits for the Shed C Channel (WDR037)

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 19/20 Goals and Major Activities:

- Complete construction of the following:
 - ✓ Blakemore Court and Hartwell Court Drainage Improvements (WDR038)
 - ✓ North Camden Drive Storm Drain Improvements (WDR023)
 - ✓ Pump Station Improvements – Facilities (WDR029)
- Award the Laguna West Gate Valve Replacement (WDR049)
- Begin right-of-way acquisition for Shed C Channel (WDR037)
- Complete the environmental document for the Laguna Creek & Whitehouse Creek Multi-Functional Corridor Project (WDR018)
- Initiate design on the Shed A Ehrhardt Channel Slope Stabilization (WDR048)

New Growth Area Employment Oriented Drainage Projects

The CIP includes roadway, drainage and utility projects designed to support Employment Oriented Development (EOD) in the South East Policy Area (SEPA) and Laguna Ridge Specific Plan (LRSP). The initial roadway and utility projects were completed but the SEPA Shed C Channel ROW and Permitting (WDR037) is still needed. The City recently obtained the required permits which will allow for developer construction of Shed C. However, for the entire Shed C channel to function as intended, additional land rights may need to be acquired to allow for construction to continue.

FACILITIES (WFC) OVERVIEW

The intent of this program is to construct or improve City facilities.

Fiscal Year 18/19 Activities and Accomplishments:

- 7 Projects with construction complete with a total value of \$71,468,000
 - ✓ Animal Shelter (WFC012)
 - ✓ Aquatics Center and Civic Center Commons (WCC002)
 - ✓ Corporation Yard Parking and Entry Improvements (WCY005)
 - ✓ Old Town Plaza Wall and Fence Replacement (FM1801)
 - ✓ SEPA Sewer Lift Station and Infrastructure (WMI005)
 - ✓ SWaCC Maintenance (WIW003)
 - ✓ SWaCC Unloading Area Improvements (WIW001)
- 2 Projects continuing in construction:
 - ✓ Civic Center - Community & Senior Center (WCC010)
 - ✓ Civic Center - Veteran's Hall (WCC011)
- 10 Projects awarded with a total value of \$1,595,000:
 - ✓ 8400 Laguna Palms - Recarpet Dispatch Area (FM1904)
 - ✓ 8401 Laguna Palms Remodel (WFC032)
 - ✓ Animal Shelter FF&E (WFC012)
 - ✓ City Hall Building Water Infiltration (FM1803)
 - ✓ City Hall Reception Desk and Clerks Office Remodel (WFC017)
 - ✓ Civic Center Well Demolition (WCC017)
 - ✓ Corporation Yard K-9 Training Area Resurfacing (FM1901)
 - ✓ Elk Grove Library 2nd Floor Structural Repair (FM1806)
 - ✓ Real Time Information Center Project – Phase 1 (FM1705)
 - ✓ Real Time Information Center Project – Phase 2 (FM1705)
- Complete planning for the following:
 - ✓ City Facilities Assessment & Master Plan (WFC031)

CAPITAL IMPROVEMENT PROGRAM

- ✓ Library and Cultural Arts Center Study (WCCA02)

Fiscal Year 19/20 Goals and Major Activities:

- Complete construction of the following:
 - ✓ 8401 Laguna Palms Remodel (WFC032)
 - ✓ City Hall Building Water Infiltration (FM1803)
 - ✓ City Hall Reception Desk and Clerks Office Remodel (WFC017)
 - ✓ Civic Center - Community & Senior Center (WCC010)
 - ✓ Civic Center - Veteran's Hall (WCC011)
 - ✓ Real Time Information Center Project (FM1705)
- Award the following projects:
 - ✓ 10250 Iron Rock Way - Recarpet 1st Floor (FM1905)
 - ✓ 8400 Laguna Palms - Recarpet Dispatch Area (FM1904)
 - ✓ City Facilities Door Security Replacement (WFC018)
 - ✓ Old Town Public Parking Fencing (FM1902)
 - ✓ SWCC Gate Operator System Replacement (FM1805)
 - ✓ Teen Center Parking Lot Improvements (FM1903)
- Complete planning for the following:
 - ✓ Transit Fleet Facility Electric Infrastructure (WFC033)

Civic Center

Development of the Civic Center site continues to be a priority. The City will complete the Aquatics Center and Civic Center Commons Site (WCC002) in fiscal year 2019/2020 with Civic Center - Community & Senior Center (WCC010) and Civic Center - Veteran's Hall (WCC011) to be completed in fiscal year 2020/2021. The Civic Center Nature Area (WCE028) is the next project in line with construction planned in the spring of 2020 should construction funding be made available. Continued completion of improvements in this area is a long-term goal of this program and others.

TRANSPORTATION (WTR) OVERVIEW

The intent of this program includes projects that would construct or improve vehicular transportation facilities.

Fiscal Year 18/19 Activities and Accomplishments:

- 7 Projects with construction complete for a total value of \$40,899,000:
 - ✓ Big Horn Blvd - Los Rios College Driveway to Bilby Rd (WTR026)
 - ✓ Bilby Road Improvements - Bruceville Rd to Shed C Channel (WTR029)
 - ✓ Bradshaw/Sheldon Rd Intersection Improvements (PT0137)
 - ✓ Left Turn Extension Laguna Blvd and Laguna Park Dr (East) (WTC012)
 - ✓ Left Turn Pocket Extension EB Laguna Blvd at Franklin Blvd (WTC013)
 - ✓ Pavement Resurfacing 2018 (WPR018)
 - ✓ Waterman Rd Pavement Rehab. & Bike Lanes - Bond Rd to Sheldon Rd (WPR010)
- 7 Projects awarded with a total value of \$7,183,000:
 - ✓ 2019 Pavement Prep (WPR019)
 - ✓ 2019 Pavement Slurry Seal and Resurfacing (WPR019)
 - ✓ Bruceville Rd & Poppy Ridge Rd/Quail Run Ln Signalization (WTR011)
 - ✓ Grant Line Rd Overcrossing Landscaping (WTR030)
 - ✓ NGA Roadway ROW Acquisition and Property Demolition (WTR027)
 - ✓ Sheldon/Waterman Rd Intersection Improvement Phase 2 (PT0138)
 - ✓ Speed Humps (WTR055)

 CAPITAL IMPROVEMENT PROGRAM

- Completed environmental and begin right of way acquisition for the following:
 - ✓ Grant Line Rd Widening Phase II (WTR002)
 - ✓ Kammerer Rd Phase 1: Two-Lane Extension Bruceville Rd to I-5 (WTR014)
 - ✓ Kammerer Rd Reconstruction Big Horn Blvd to Lotz Parkway (WTR017)
 - ✓ Kammerer Rd Reconstruction Bruceville Rd to Big Horn Blvd (WTR018)
 - ✓ Old Town Area Streetscape Phase 2 (WTR012)
 - ✓ Railroad Street Improvements (WTR049)
- Completed the following studies:
 - ✓ Old Town Elk Grove Intersection Study (WTR056)
 - ✓ Sheldon Road - Elk Grove Florin to Waterman Study (WTR054)
 - ✓ Signalization of Whitelock Parkway and Cape Verde Drive Intersection Study (WTR047)
- \$6.9M in grant funds awarded
 - ✓ \$4,000,000 in SACOG funding for Old Town Area Streetscape Phase 2 (WTR012)
 - ✓ \$1,768,000 in SACOG funding for Laguna Blvd Right Turn Lane to W. Stockton Blvd (WTR058)
 - ✓ \$802,000 in SACOG funding for ITS Phase 5A (WTR057)
 - ✓ \$329,000 in HSIP funding for Guardrail Replacement (4 locations) (WTR059)

Fiscal Year 19/20 Goals and Major Activities:

- Complete construction of the following:
 - ✓ 2019 Pavement Slurry Seal and Resurfacing (WPR019)
 - ✓ Bond Road Median Improvements and Resurfacing (WTC015)
 - ✓ Bruceville Rd & Poppy Ridge Rd/Quail Run Ln Signalization (WTR011)
 - ✓ Sheldon/Waterman Rd Intersection Improvement Phase 2 (PT0138)
- Award the following projects:
 - ✓ 2020 Pavement Prep (WPR020)
 - ✓ 2020 Pavement Slurry Seal and Resurfacing (WPR020)
 - ✓ 2020 Speed Control (WTR055)
 - ✓ Bond Road Median Improvements and Resurfacing (WTC015)
 - ✓ Coordination Improvements - EG Blvd (near SR99) & Laguna/Bond (Franklin to EG-Florin) (WTR050)
 - ✓ Flashing Yellow Arrow Demonstration Project (WTR060)
 - ✓ Grant Line Road Widening Phase 2 (WTR002)
 - ✓ Railroad Street Improvements (WTR049)
- Allocate Construction funding for Kammerer Rd Reconstruction Big Horn Blvd to Lotz Parkway (WTR017)
- Completed environmental and begin right of way acquisition for Arterial Roads Rehabilitation and Bicycle Lane Improvements (WPR014)
- Begin environmental for the following projects:
 - ✓ Guardrail Replacement at 4 locations (WTR059)
 - ✓ Intelligent Transportation System (ITS) Phase 5A (WTR057)
 - ✓ Laguna Blvd Right Turn Lane to W. Stockton Blvd (WTR058)
 - ✓ Sheldon Road Bike Lanes and Turn Lanes Project (WTR054)
 - ✓ Whitelock Pkwy/State Route 99 Interchange Project (WTR009)
- Complete the 35% design for the following projects:
 - ✓ Bruceville Road Widening from Laguna Boulevard to Sheldon Road (WTR062)
- Complete the following studies:
 - ✓ Coordination Improvements - EG Blvd (near SR99) & Laguna/Bond (Big Horn to EG-Florin) (WTR050)

CAPITAL IMPROVEMENT PROGRAM

- ✓ Grant Line Rd - Sheldon Area Precise Roadway Plan (WTR028)
- Secure a minimum of \$3M in grant funding for this program

Pavement Maintenance

To track the condition of the City's pavement asset, staff has been using the StreetSaver pavement management program since 2003. The use of this tool is common throughout the public works field. StreetSaver includes all the City's public streets in a database along with area of pavement and current condition. The pavement condition rating is based on several factors that when input provide a numerical score or pavement condition index (PCI) that is between 0 and 100, with 0 being essentially a gravel road and 100 corresponding to a new road. An average PCI of 70 or above is considered excellent/good. Elk Grove's current average PCI is 74 which is higher than many of the surrounding agencies. The PCI has been increasing since 2015 due to accurate field inspection data being input into the program, not because of the amount of resurfacing work being performed. The City must still invest in pavement maintenance to maintain the current average PCI. Since its inception, the City has not had sufficient revenues to fully fund pavement maintenance needs.

In October of 2018 Public Works projected that on average \$6.2 million annually would be spent on pavement utilizing the City's historical sources like Measure A, Street Maintenance Zone 1 & 5 assessments, the newly passed SB1 and known grant funding. The StreetSaver program estimates that \$12.1 million is needed per year to maintain an average PCI of 70 throughout the City. Over the last six months Public Works has increased efficiencies and cost savings specifically in operations and maintenance. These savings and additional capital resurfacing projects have increased the projected annual average amount spent on pavement to \$8.8 million. This increase does not reflect potential grants the City may receive, that have averaged \$1 million annually. The projected \$9.8 million will result in a 1 to 2 PCI point drop over the next five years, resulting in a PCI score of 73 to 72.

The Transportation Program section of the CIP provides Exhibit C: City of Elk Grove Street Locations for 2019-2024 Pavement Projects (By Year) This exhibit lists the streets and treatments proposed over the next 5 years; this list is updated annually to reflect available funding and changes in pavement condition. Maintaining our roads in a state of good repair will continue to be a long-term goal of this program and will minimize life cycle costs.

Kammerer Road Extension Project

The Kammerer Road Extension Project is the top infrastructure priority for Elk Grove. This project is programmed in the current CIP as a divided two-lane extension of Kammerer Road from Lent Ranch Parkway to Interstate 5. This initial work is the first phase of a larger four-lane project currently in the Environmental Phase with the California Environmental Quality Act (CEQA) complete and the National Environmental Policy Act NEPA scheduled by the end of the 2019 calendar year.

There is enough funding for a divided two-lane road from Lent Ranch Road to Bruceville Road. Construction from Lent Ranch Road to Big Horn Boulevard is anticipated to begin in the summer of 2020. Construction from Big Horn Boulevard to Bruceville Road is anticipated to begin in the summer of 2021. These two projects are being developed separately but may be combined into one larger project if the timing and funding constraints will allow. There is also enough funding to complete the design and acquire the needed right of way for the two-lane extension from Bruceville Road to I-5. This will leave the City with a shovel ready \$42 million project, \$16 million in local funds, and in search of \$26 million in grant funding.

Staff intends to follow a dual track strategy for grant funding. The first track will assume funding comes in smaller increments. Therefore, construction would occur in phases heading east to west. The second track will be to try and fund the entire Project from sources such as TIGER, INFRA, and SB1. The key to overall success, no matter the track used, will be to get the entire two-lane extension shovel ready.

Capital South East Connector JPA

The City continues to coordinate with the Capital Southeast Connector JPA (the "JPA") on improvements along the Connector on both Kammerer Road and Grant Line Road. The City is working on the Grant Line Road Widening Phase 2 (Waterman to Bradshaw) (WTR002) and the Grant Line Rd - Sheldon Area Precise Roadway Plan (WTR028). Grant Line Road Widening Phase 2 (WTR002) is planned for construction in 2020.

CAPITAL IMPROVEMENT PROGRAM

Old Town Elk Grove Transportation Projects

The City continues to develop improvements in the Old Town Elk Grove area that will improve access to residents and businesses through walking, biking, and transit options. The City previously completed an Old Town Area Streetscape Project Phase 1 that improved access and provided other streetscape type amenities. The City currently has programmed the Old Town Area Streetscape Project Phase 2 (WTR012) to further improve access for pedestrians, bicyclists, and transit users. Construction for Old Town Streetscape phase 2 is planned for 2020 and 2021. In addition, the City added the Railroad Street Improvement Project (WTR049) to the CIP in FY 2018-19 which will include reconstruction of Railroad Street, construction of two public parking lots and the extension of utilities to improve infrastructure and promote economic development. Construction on Railroad street is planned for late 2019 and spring/summer of 2020.

Congestion Relief

In April 2019 the City's Engineering Services Division of Public Works finalized a Traffic Congestion Management Plan (TCMP). The TCMP identifies projects and initiatives that should be implemented to better manage congestion now and in the future. Projects and initiatives identified in the TCMP range from widening roads and increasing capacity to more efficient traffic system management using innovation and technology. Congestion relief projects are added to the CIP as needs dictate and funding becomes available.

In addition to the capacity increasing projects identified in the CIP, several other congestion management projects are included. The City recently received grant funding for Intelligent Transportation System (ITS) Phase 5A (WTR057). This project will provide new fiber optic connection points for existing signalized intersections currently connected with copper. These new connections will allow for greater data throughput for signal coordination and timing as well as video detection. Additional phases of ITS are planned and staff is looking at various local and grant funding options to complete future phases of ITS. Traffic signal coordination Improvements on Elk Grove Boulevard, Laguna Boulevard and Bond Road (WTR050/WTR051) and a Flashing Yellow Arrow Demonstration Project (WTR060) that will allow for permissive left turns at 3 intersections in the City, are both funded and planned for implementation in FY2019-20.

CAPITAL EXPENDITURES OVERVIEW

Planned Expenditure Summary

The CIP funds \$190.07 million in alternative transportation modes, community enhancements, drainage, facilities, and transportation capital improvements over the next five years. A variety of funding sources support the 2019-24 CIP, including the General Fund (100 series), Special Revenue Funds (200 Series), Capital Project Funds (300 series), Enterprise Funds (500 series), and Internal Service Funds (600 series). Funds 998 and 999 are used to capture the known, currently unfunded needs within the CIP and are detailed in the "Unsecured Funding" section. A summary of the proposed new funding for the CIP, by funding source and fiscal year, is shown in Table 1 and Exhibit A and B. A second summary is provided in Table 2 that captures the Minor Public Works Projects and Studies. This is intended for information only and is not part of the CIP.

CAPITAL IMPROVEMENT PROGRAM

TABLE 1 - 2019-2024 CAPITAL IMPROVEMENT PROGRAM PROPOSED EXPENDITURES BY FUNDING SOURCES

Funding Source(s)	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
106 GF Capital Reserve Fund	4,709,700	40,000	38,500	886,000	-	\$5,674,200
221 Gas Tax	381,180	515,000	-	-	-	\$896,180
227 SB1 Streets and Roads	2,560,000	2,811,000	2,895,000	2,982,000	3,056,000	\$14,304,000
228 SB1 Local Partnership	254,000	-	-	-	-	\$254,000
235 Tree Mitigation	260,000	-	-	-	-	\$260,000
241 CDBG	556,050	683,110	610,000	350,000	705,000	\$2,904,160
261 Street Maint District #1 Zone 1	395,000	470,000	420,000	200,000	400,000	\$1,885,000
263 Street Maint District #1 Zone 3	200,000	200,000	225,000	225,000	250,000	\$1,100,000
265 Street Maint District #1 Zone 5	545,000	675,000	300,000	300,000	600,000	\$2,420,000
294 Measure A Maintenance	881,333	2,348,000	890,000	800,000	800,000	\$5,719,333
301 Federal Capital Grants 1	1,073,534	4,835,900	2,302,612	966,000	-	\$9,178,046
302 State Capital Grants 1	3,773,000	191,000	-	-	-	\$3,964,000
305 L TF - Bikes & Pedestrian	212,000	182,000	156,000	130,000	130,000	\$810,000
324 E Franklin Landscape Fee	95,000	2,306,100	-	123,000	1,189,000	\$3,713,100
328 Elk Grove Roadway Fee	1,486,316	17,922,000	1,088,000	409,000	13,954,800	\$34,860,116
332 LRSP Supl. Park Facilities Fee	2,285,000	1,945,000	2,086,500	1,590,000	1,440,000	\$9,346,500
339 In-Lieu Roadway Fees	1,259,832	-	-	-	-	\$1,259,832
341 CFD 2002-1 East Franklin	12,050,000	2,170,000	-	-	2,000,000	\$16,220,000
349 Lakeside CFD	-	559,169	-	-	-	\$559,169
351 Federal Capital Grants 2	-	4,000,000	-	-	-	\$4,000,000
393 Meas A Safety/StScape/Bike/Ped	426,100	267,200	583,900	775,000	150,000	\$2,202,200
394 Meas A Traffic Control & Safety	161,900	225,000	464,900	75,000	75,000	\$1,001,800
503 Drainage Fee	5,868,353	8,843,200	1,100,000	1,200,000	1,200,000	\$18,211,553
515 LCTOP Transit	-	-	-	815,000	-	\$815,000
602 Facilities and Fleet	252,000	1,414,000	247,000	55,000	-	\$1,968,000
998 Potential Grant	3,000,000	-	1,004,500	5,330,000	26,100,000	\$35,434,500
999 Unidentified	11,109,800	-	-	-	-	\$11,109,800
Total Programmed Funds	\$53,795,098	\$52,602,679	\$14,411,912	\$17,211,000	\$52,049,800	\$190,070,489

CAPITAL IMPROVEMENT PROGRAM

**TABLE 2 - MINOR PUBLIC WORKS PROJECTS AND STUDIES
EXPENDITURES BY FUNDING SOURCES**

Funding Source(s)	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
106 GF Capital Reserve Fund	-	179,000	-	-	-	\$179,000
221 Gas Tax	282,000	100,000	253,000	-	-	\$635,000
294 Measure A Maintenance	50,000	-	35,000	-	-	\$85,000
301 Federal Capital Grants 1	-	-	120,000	-	-	\$120,000
317 CFF - Bus Facilities	-	-	200,000	-	-	\$200,000
328 Elk Grove Roadway Fee	200,000	-	-	-	-	\$200,000
332 LRSP Supl. Park Facilities Fee	-	25,000	-	-	-	\$25,000
393 Meas A Safety/StScape/Bike/Ped	70,000	228,000	-	-	-	\$298,000
394 Meas A Traffic Control & Safety	-	-	-	305,000	-	\$305,000
503 Drainage Fee	250,000	-	22,000	118,000	-	\$390,000
602 Facilities and Fleet	269,000	395,500	81,000	-	-	\$745,500
998 Potential Grant	0	104,000	800,000	-	-	\$904,000
Total Programmed Funds	\$1,121,000	\$1,031,500	\$1,511,000	\$423,000	\$-	\$4,211,500

UNSECURED FUNDING

The CIP includes a funding category titled Unsecured Funding – 900 Series. The specific fund related to this CIP is *Potential Grant (Fund 998) and Unidentified Funds (Fund 999)*. The purpose of including these funding categories in the CIP is to allow the CIP to capture a known need on an active, high priority project such as Kammerer Road, and to assist in establishing funding priorities.

The projects in the 5-year plan that include potential grants and unidentified funds are shown in Table 3.

**TABLE 3 – 2019-2024 CAPITAL IMPROVEMENT PROGRAM PROPOSED
PROJECT EXPENDITURES FOR FUNDS 998 AND 999**

Project #	Project Name	Unsecured Total	Project Total	Unsecured % of Total
WCE028	Civic Center Nature Area	14,109,800	15,386,300	92%
WTL016	Laguna Creek Trail - Crossing at State Route 99	6,334,500	7,770,000	82%
WTR014	Kammerer Rd Phase 1: Two-Lane Extension I-5 to Bruceville	26,100,000	62,273,000	42%

CAPITAL IMPROVEMENT PROGRAM

Potential Grants (Fund 998) represents project funding needs that are reasonably anticipated to be available from grants in the coming 5 fiscal years but are not currently secured nor is the timing certain. The City regularly receives state and federal grants for projects, most frequently, but not exclusively for roadway and bicycle/pedestrian projects.

The Civic Center Nature Area project has already submitted grant applications in the amount of \$3.3 million with \$3 million of that recommended for award. The Kammerer Rd Phase 1: Two-Lane Extension I-5 to Bruceville (WTR014) has previously received funding for engineering, environmental clearance, and right of way through SACOG and it is anticipated that this project will receive additional grant funding for construction during in the 2020 or 2022 funding rounds. The Laguna Creek Trail - Crossing at State Route 99 is also a good future grant candidate and a grant application will be submitted in 2020 to SACOG.

Unidentified Funds (Fund 999) represent project funding needs that are reasonably anticipated to be available from local funds in the future but are not currently secured nor is the timing certain. The Civic Center Nature Area is the only project listing these funds. Staff anticipates going to City Council in the future with a phasing and funding plan that would identify the needed local funds.

ANTICIPATED FUNDING CHALLENGES

Competitive Grant Funding

Grant funding is becoming more competitive, often favoring disadvantaged or underserved communities and requires projects to meet several goals that address existing needs. Staff are often limited as to where in the City they can pursue grants and must tailor their grant requests to meet the grant program's goals to be more competitive. In addition, Projects that are more fully developed with right-of-way completed and/or are shovel ready are also more competitive. Therefore, staff does not always pursue grant funding for projects with the greatest need and considers lower need projects that may be more competitive or more fully developed.

Reduced Available Local Match

Transportation funding (Gas Tax, Measure A) is traditionally used for two purposes, funding maintenance and providing matching funds for capital projects (roadway widenings, safety improvements, trails, etc.). Over the past several years and this year, more emphasis has been placed on funding for maintenance and safety needs which means there is less funding for matching State and Federal grants on other transportation projects. The result is that several transportation projects are receiving a General Fund contribution and this trend may need to continue in future years.

Increased Construction Costs

Construction costs have increased an average of 12% per year for the last 5 years using the Caltrans Cost Index. Staff anticipates this trend to continue into 2019/2020.

Exhibit A 2019-2024 Capital Improvement Program Appropriations by Funding Source

Total CIP Appropriations = \$190.07 Million

This chart represents all projects. 75.5% (\$143.53 Million) of all projects in the CIP are funded, while 24.5% (\$46.54 Million) of all projects are unfunded.

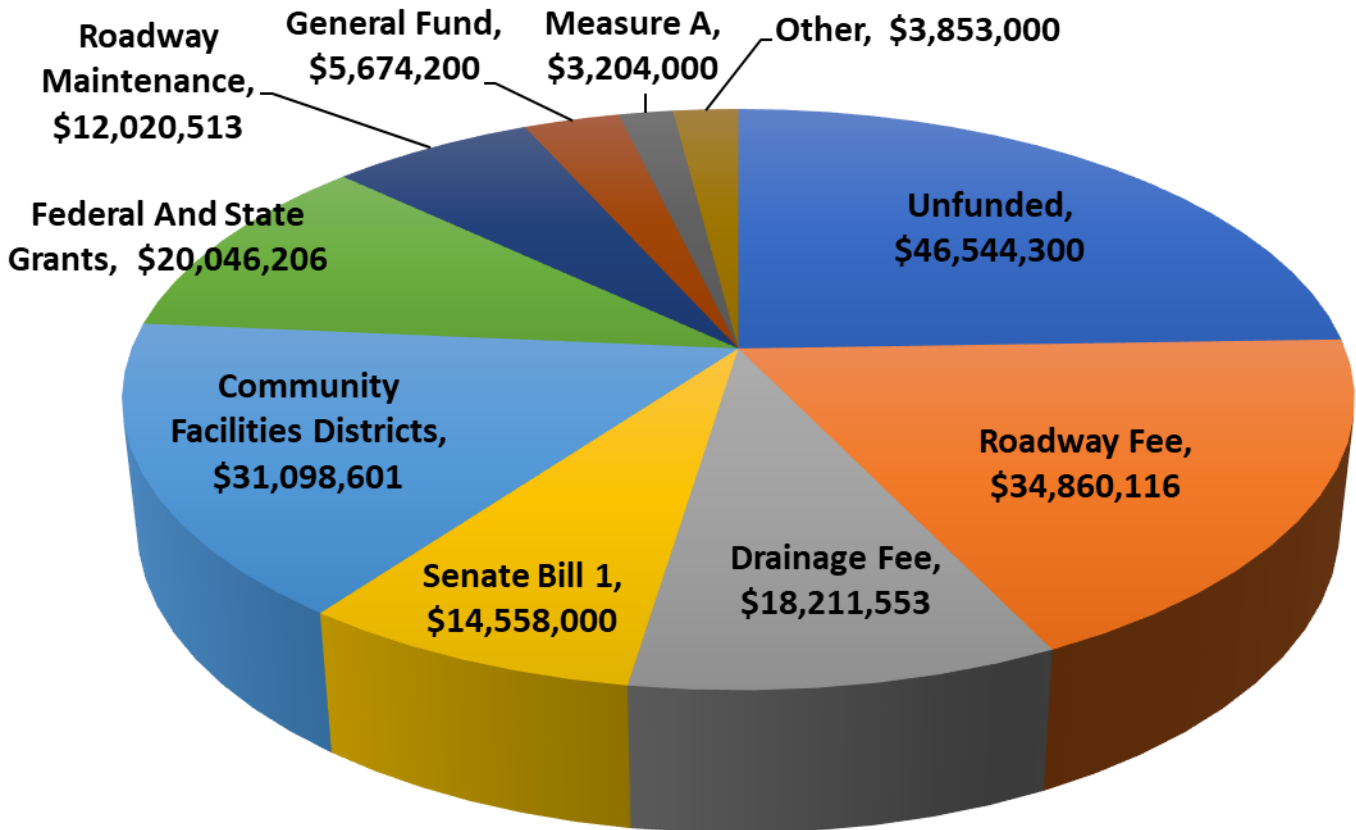
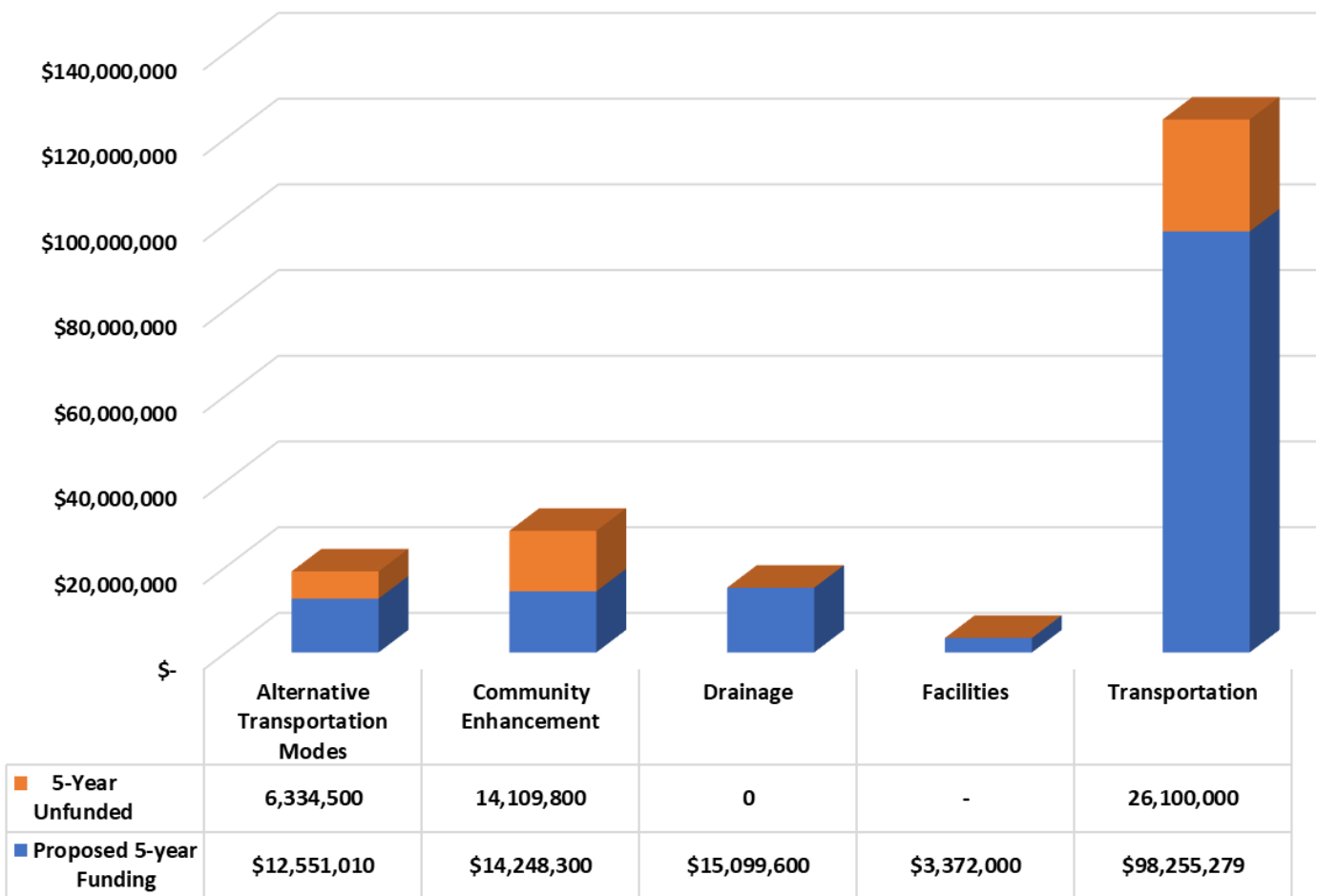


Exhibit B 2019-2024 Capital Improvement Program Expenditures by Program Category

This graph represents all of our Capital Improvement Programs. These programs encompass all of our Capital Projects. The graph above is proposed FY 19/20 through FY 24/25 project funding, and unfunded amounts as well in the 5-year plan.



CAPITAL IMPROVEMENT PROGRAM

Alternative Transportation Modes Program

Program Description

This program includes projects that would provide an alternative to traditional vehicular use. The projects would encourage pedestrian, bicycle, and transit use otherwise known as alternative transportation modes. Examples of typical facilities included in these projects include the following items:

- Curb Ramps (Installations or Improvements),
- Americans with Disability Acts (ADA) Improvements,
- Sidewalk Infill,
- Trails,
- Bike lanes or bike routes,
- Bus Stop Improvements, &
- Transit

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
Construction Contract	-	-	1,257,520	2,682,500	771,000	8,141,000	125,000	-	\$12,977,020
Construction Engineering	1,240	-	126,733	397,010	139,000	210,000	10,000	-	\$883,983
Environmental	6,049	187,763	102,747	12,000	254,000	-	-	-	\$562,559
Land/ROW Acquisition	9,463	266,366	333,067	5,000	345,000	-	-	-	\$958,897
Other Capital Improvement	486	21,000	118,640	535,000	611,000	480,000	480,000	-	\$2,246,126
Pre Construction Prepwork	-	299,840	-	-	-	-	-	-	\$299,840
Preliminary Engineering	89,477	1,078,915	483,293	226,000	1,010,000	15,000	15,000	-	\$2,917,686
									\$-
Total Capital Costs	\$106,716	\$1,853,885	\$2,422,000	\$3,857,510	\$3,130,000	\$8,846,000	\$630,000	\$-	\$20,846,110

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
106 GF Capital Reserve Fund	-	-	-	-	38,500	886,000	-	-	\$924,500
221 Gas Tax	26,317	398,283	94,680	-	-	-	-	-	\$519,280
241 CDBG	-	-	-	683,110	610,000	350,000	350,000	-	\$1,993,110
301 Federal Capital Grants 1	30,560	463,440	130,000	1,986,900	250,000	966,000	-	-	\$3,826,900
302 State Capital Grants 1	3,957	37,043	773,000	-	-	-	-	-	\$814,000
305 L TF - Bikes & Pedestrian	-	92,000	212,000	182,000	156,000	130,000	130,000	-	\$902,000
328 Elk Grove Roadway Fee	19,226	174,774	289,850	258,700	257,000	409,000	-	-	\$1,408,550
393 Meas A Safety/SiScape/Bike/Ped	9,369	334,631	426,100	267,200	583,900	775,000	150,000	-	\$2,546,200
394 Meas A Traffic Control & Safety	-	-	81,900	-	230,100	-	-	-	\$312,000
503 Drainage Fee	17,287	353,713	414,470	479,600	-	-	-	-	\$1,265,070
998 Potential Grant	-	-	-	-	1,004,500	5,330,000	-	-	\$6,334,500
									\$-
Total Program Financing	\$106,716	\$1,853,885	\$2,422,000	\$3,857,510	\$3,130,000	\$8,846,000	\$630,000	\$-	\$20,846,110

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WAM Program - Alternative Transportation Modes Program

Fiscal Year: FY 18/19

Project #	Project Name	Actual Prior Years	Current FY 18/19	Proposed FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed Future Years	Total
	Budget									
WAC015	Annual Citywide Curb Ramps Years 2 - 5	-	-	-	480,000	480,000	480,000	480,000	-	1,920,000
WAC022	Tegan Road Sidewalk Infill, South Side	-	-	-	52,000	286,000	-	-	-	338,000
WAC024	Elk Grove Florin Rd. at W. Camden Dr. East Side Sidewalk Infill	36,425	66,575	281,000	-	-	-	-	-	384,000
WAC026	Elk Grove-Florin Rd. and Elk Grove Park Sidewalk Infill	22,514	165,486	1,480,000	-	-	-	-	-	1,668,000
WAM009	Laguna Creek Trail and West Stockton Blvd. Multi Modal Improvements	-	-	118,000	844,110	-	-	-	-	962,110
WAM010	Pedestrian Crossing Upgrades at 4 Locations	-	-	105,000	-	545,000	-	-	-	650,000
WTL009	Elk Grove Creek Trail - Emerald Vista to Elk Grove-Florin	-	-	-	-	300,000	-	-	-	300,000
WTL011	Elk Grove Creek Trail Gap Closure	-	-	153,000	186,000	-	1,091,000	-	-	1,430,000
WTL016	Laguna Creek Trail - Crossing at State Route 99	-	-	-	45,000	1,225,000	6,500,000	-	-	7,770,000
WTL019	Laguna Creek Trail and Bruceville Road Sidewalk Improvements	40,016	1,321,984	150,000	2,115,400	-	-	-	-	3,627,400
WTL033	Citywide Bike Lane Improvements for East-West Arterial Roads	-	-	-	-	154,000	630,000	-	-	784,000
WTL034	Annual Trail Pavement Rehabilitation	7,760	299,840	135,000	135,000	140,000	145,000	150,000	-	1,012,600
Total Expense		\$ 106,716	\$ 1,853,885	\$ 2,422,000	\$ 3,857,510	\$ 3,130,000	\$ 8,846,000	\$ 630,000	\$ -	\$ 20,846,110

CAPITAL IMPROVEMENT PROGRAM

Community Enhancement Program

Program Description

This program includes projects that would construct or improve various community enhancements. Examples of typical facilities included in these projects include the following items:

- Landscaping
- Plazas
- Parks
- Street Lighting

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
Construction Contract	-	-	15,529,800	1,978,700	1,620,000	1,235,000	875,400	3,260,000	\$24,498,900
Construction Engineering	-	-	1,204,500	327,400	96,500	75,000	149,800	321,000	\$2,174,200
Environmental	-	11,000	10,000	-	1,000	6,800	-	-	\$28,800
Land/ROW Acquisition	192,222	53,353	-	-	-	-	-	-	\$245,575
Other Capital Improvement	-	202,500	556,900	1,920,000	81,000	302,600	1,603,800	1,072,000	\$5,738,800
Preliminary Engineering	361,381	1,446,000	85,000	-	288,000	93,600	-	465,000	\$2,738,981
Public Art	-	35,000	317,300	-	-	-	-	-	\$352,300
									\$-
Total Capital Costs	\$553,602	\$1,747,853	\$17,703,500	\$4,226,100	\$2,086,500	\$1,713,000	\$2,629,000	\$5,118,000	\$35,777,555

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
106 GF Capital Reserve Fund	-	200,000	953,700	-	-	-	-	-	\$1,153,700
235 Tree Mitigation	-	500,000	260,000	-	-	-	-	-	\$760,000
324 E Franklin Landscape Fee	248,602	60,353	95,000	2,306,100	-	123,000	1,189,000	-	\$4,022,055
325 E Franklin Supl Drainage	117,263	-	-	-	-	-	-	-	\$117,263
332 LRSP Supl. Park Facilities Fee	180,000	471,000	2,285,000	1,920,000	2,086,500	1,590,000	1,440,000	-	\$9,972,500
341 CFD 2002-1 East Franklin	7,737	-	-	-	-	-	-	-	\$7,737
344 CFD 2005-1 Laguna Ridge	-	516,500	-	-	-	-	-	-	\$516,500
998 Potential Grant	-	-	3,000,000	-	-	-	-	-	\$3,000,000
999 Unidentified	-	-	11,109,800	-	-	-	-	5,118,000	\$16,227,800
									\$-
Total Program Financing	\$553,602	\$1,747,853	\$17,703,500	\$4,226,100	\$2,086,500	\$1,713,000	\$2,629,000	\$5,118,000	\$35,777,555

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WCE Program - Community Enhancement Program

Fiscal Year: FY 18/19

Project #	Project Name	Actual Prior Years	Current FY 18/19	Proposed FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed Future Years	Total
	Budget									
WCE009	Oasis Park, Community Building	-	180,000	-	1,920,000	-	-	-	-	2,100,000
WCE010	Singh and Kaur Park	180,000	150,500	2,285,000	-	-	-	-	-	2,615,500
WCE011	Poppy West Park	-	140,500	-	-	1,900,500	-	-	-	2,041,000
WCE012	Sun Grove Park	-	-	-	-	90,500	666,500	-	-	757,000
WCE013	Madeira East - South Park	-	-	-	-	95,500	704,500	-	-	800,000
WCE014	Poppy East Park	-	-	-	-	-	219,000	1,440,000	-	1,659,000
WCE022	Old Town Plaza Phase 2 and 3	-	200,000	953,700	-	-	-	-	5,118,000	6,271,700
WCE028	Civic Center Nature Area	-	1,016,500	14,369,800	-	-	-	-	-	15,386,300
WFL001	Whitelock Pkwy - Shed B Channel Tree Planting	373,602	60,353	95,000	2,306,100	-	-	-	-	2,835,055
WFL011	Willard Pkwy Landscaping Epoch Drive to Kammerer Rd	-	-	-	-	-	123,000	1,189,000	-	1,312,000
Total Expense		\$ 553,602	\$ 1,747,853	\$ 17,703,500	\$ 4,226,100	\$ 2,086,500	\$ 1,713,000	\$ 2,629,000	\$ 5,118,000	\$ 35,777,555

CAPITAL IMPROVEMENT PROGRAM

Drainage Program

Program Description

This program includes projects that would construct, improve or restore drainage and flood control facilities. The program also includes projects that would improve stormwater quality. Examples of typical facilities included in these projects include the following items:

- Culverts,
- Roadside Ditches
- Drainage Systems
- Outfalls
- Channels,
- Detention Basins
- Pump Stations,
- Creeks,
- Weirs ,
- Stream Gauges
- Flood Control Facilities
- Erosion and Sedimentation Control

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
Construction Contract	-	685,426	550,000	5,864,000	-	-	-	-	\$7,099,426
Construction Engineering	-	200,000	27,000	879,600	-	-	-	-	\$1,106,600
Environmental	287,417	695,121	177,000	-	-	-	-	-	\$1,159,538
Land/ROW Acquisition	2,610,689	155,951	2,821,000	-	-	-	-	-	\$5,587,639
Other Capital Improvement	43,470	1,072,550	24,000	1,000,000	1,100,000	1,200,000	1,200,000	-	\$5,640,020
Pre Construction Prepwork	-	141,375	-	-	-	-	-	-	\$141,375
Preliminary Engineering	713,386	1,181,915	257,000	-	-	-	-	-	\$2,152,301
									\$-
Total Capital Costs	\$3,654,962	\$4,132,338	\$3,856,000	\$7,743,600	\$1,100,000	\$1,200,000	\$1,200,000	\$-	\$22,886,900

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
503 Drainage Fee	3,654,962	4,132,338	3,856,000	7,743,600	1,100,000	1,200,000	1,200,000	-	\$22,886,900
									\$-
Total Program Financing	\$3,654,962	\$4,132,338	\$3,856,000	\$7,743,600	\$1,100,000	\$1,200,000	\$1,200,000	\$-	\$22,886,900

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WDR Program - Drainage Program

Fiscal Year: FY 18/19

Project #	Project Name	Actual Prior Years	Current FY 18/19	Proposed FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed Future Years	Total
WDR018	Laguna Creek & Whitehouse Creek Multi-Functional Corridor Project	111,456	650,844	1,554,000	3,638,600	-	-	-	-	5,954,900
WDR022	Bond Rd Storm Drain Improvements	182,101	1,086,899	-	3,105,000	-	-	-	-	4,374,000
WDR037	SEPA Shed C Channel ROW and Permitting	3,361,405	2,394,595	1,672,000	-	-	-	-	-	7,428,000
WDR045	Annual Storm Drain System Repair and Upgrade Years 2-5	-	-	-	1,000,000	1,100,000	1,200,000	1,200,000	-	4,500,000
WDR048	Shed A Ehrhardt Channel Slope Stabilization	-	-	255,000	-	-	-	-	-	255,000
WDR049	Laguna West Gate Valve Replacement	-	-	375,000	-	-	-	-	-	375,000
Total Expense		\$3,654,962	\$4,132,338	\$3,856,000	\$7,743,600	\$1,100,000	\$1,200,000	\$1,200,000	\$-	\$22,886,900

CAPITAL IMPROVEMENT PROGRAM

Facilities Program

Program Description

This program includes projects that would construct or improve City owned Facilities. This program can also include projects that would construct or improve utilities. Examples of typical facilities included in these projects include the following items:

- City Hall
- Corporation Yard
- Animal Shelter
- Civic Center
- Special Waste Collection Center (SWCC)
- Teen Center
- Other City Facilities

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
Construction Contract	-	-	-	1,220,000	183,000	690,000	300,000	1,129,000	\$3,522,000
Construction Engineering	-	-	-	308,000	64,000	100,000	55,000	110,000	\$637,000
Environmental	331	24,669	2,000	1,000	-	15,000	-	-	\$43,000
Land/ROW Acquisition	650	114,350	-	-	-	-	-	-	\$115,000
Other Capital Improvement	-	-	30,000	60,000	-	10,000	-	-	\$100,000
Preliminary Engineering	7,058	96,942	220,000	59,000	-	55,000	-	-	\$438,000
									\$-
Total Capital Costs	\$8,039	\$235,961	\$252,000	\$1,648,000	\$247,000	\$870,000	\$355,000	\$1,239,000	\$4,855,000

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
241 CDBG	-	-	-	-	-	-	355,000	-	\$355,000
349 Lakeside CFD	8,039	157,961	-	234,000	-	-	-	-	\$400,000
511 Transit Services	-	78,000	-	-	-	-	-	-	\$78,000
515 LCTOP Transit	-	-	-	-	-	815,000	-	-	\$815,000
602 Facilities and Fleet	-	-	252,000	1,414,000	247,000	55,000	-	-	\$1,968,000
999 Unidentified	-	-	-	-	-	-	-	1,239,000	\$1,239,000
									\$-
Total Program Financing	\$8,039	\$235,961	\$252,000	\$1,648,000	\$247,000	\$870,000	\$355,000	\$1,239,000	\$4,855,000

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WFC Program - Facilities Program

Fiscal Year: FY 18/19

Project #	Project Name	Budget	Actual	Current	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
			Prior Years	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future Years	
WFC016	I-5/Elk Grove Blvd Park and Ride Lot		8,039	157,961	-	234,000	-	-	-	1,239,000	1,639,000
WFC024	8400 Laguna Palms Way HVAC Replacement		-	-	211,000	824,000	-	-	-	-	1,035,000
WFC025	8400 Laguna Palms - Recarpet Building		-	-	41,000	510,000	-	-	-	-	551,000
WFC028	8380 Laguna Palms, Suite 200, Replace HVAC Units		-	-	-	80,000	247,000	-	-	-	327,000
WFC033	Transit Fleet Facility Electric Infrastructure		-	78,000	-	-	-	815,000	-	-	893,000
WFC036	ADA Upgrades at City Facilities		-	-	-	-	-	55,000	355,000	-	410,000
Total Expense			\$ 8,039	\$ 235,961	\$ 252,000	\$ 1,648,000	\$ 247,000	\$ 870,000	\$ 355,000	\$ 1,239,000	\$ 4,855,000

CAPITAL IMPROVEMENT PROGRAM

Transportation Program

Program Description

This program includes projects that would construct or improve vehicular transportation facilities. Examples of typical facilities included in these projects include the following items:

- Roads (New construction, Reconstruction, and Maintenance)
- Traffic Control (Signing, Striping, signals, and roundabouts)
- Intelligent Transportation Systems (ITS)
- Traffic Calming (Traffic Circles, Speed Control)

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
Construction Contract	-	21,418,784	18,386,332	19,911,169	7,212,000	4,582,000	44,162,800	82,000,000	\$197,673,085
Construction Engineering	-	1,000,000	1,510,000	1,856,000	241,000	-	3,073,000	8,200,000	\$15,880,000
Environmental	273,472	2,236,895	645,000	2,400,000	-	-	-	-	\$5,555,367
Land/ROW Acquisition	39,362	6,204,342	4,550,000	8,350,000	-	-	-	-	\$19,143,704
Other Capital Improvement	-	206,000	2,422,000	157,300	40,000	-	-	1,600,000	\$4,425,300
Preliminary Engineering	2,004,275	11,753,836	1,968,266	2,453,000	355,412	-	-	-	\$18,534,789
Project Study	350,868	490,719	80,000	-	-	-	-	-	\$921,586
									\$-
Total Capital Costs	\$2,667,977	\$43,310,575	\$29,561,598	\$35,127,469	\$7,848,412	\$4,582,000	\$47,235,800	\$91,800,000	\$262,133,831

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 18/19	Revised Budget FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future \$	Total
106 GF Capital Reserve Fund	-	466,000	3,756,000	40,000	-	-	-	-	\$4,262,000
221 Gas Tax	66,874	161,950	286,500	515,000	-	-	-	-	\$1,030,325
227 SB1 Streets and Roads	-	-	2,560,000	2,811,000	2,895,000	2,982,000	3,056,000	-	\$14,304,000
228 SB1 Local Partnership	-	-	254,000	-	-	-	-	-	\$254,000
241 CDBG	-	-	556,050	-	-	-	-	-	\$556,050
261 Street Maint District #1 Zone 1	-	-	395,000	470,000	420,000	200,000	400,000	-	\$1,885,000
263 Street Maint District #1 Zone 3	-	-	200,000	200,000	225,000	225,000	250,000	-	\$1,100,000
265 Street Maint District #1 Zone 5	-	-	545,000	675,000	300,000	300,000	600,000	-	\$2,420,000
294 Measure A Maintenance	293,953	799,547	881,333	2,348,000	890,000	800,000	800,000	-	\$6,812,833
301 Federal Capital Grants 1	399,998	9,921,819	943,534	2,849,000	2,052,612	-	-	-	\$16,166,963
302 State Capital Grants 1	-	23,000	3,000,000	191,000	-	-	-	-	\$3,214,000
328 Elk Grove Roadway Fee	1,259,247	17,170,362	1,196,466	17,663,300	831,000	-	13,954,800	91,800,000	\$143,875,175
332 LRSP Supl. Park Facilities Fee	-	-	-	25,000	-	-	-	-	\$25,000
338 External Agencies Fund	430,584	3,369,416	-	-	-	-	-	-	\$3,800,000
339 In-Lieu Roadway Fees	-	479,802	1,259,832	-	-	-	-	-	\$1,739,634
341 CFD 2002-1 East Franklin	24,862	2,975,138	12,050,000	2,170,000	-	-	2,000,000	-	\$19,220,000
349 Lakeside CFD	-	118,000	-	325,169	-	-	-	-	\$443,169
351 Federal Capital Grants 2	188,054	261,946	-	4,000,000	-	-	-	-	\$4,450,000
352 State Capital Grants 2	-	7,000,000	-	-	-	-	-	-	\$7,000,000
393 Meas A Safety/StScape/Bike/Ped	331	99,669	-	-	-	-	-	-	\$100,000
394 Meas A Traffic Control & Safety	2,037	229,963	80,000	225,000	234,800	75,000	75,000	-	\$921,800
503 Drainage Fee	2,037	233,963	1,597,883	620,000	-	-	-	-	\$2,453,883
998 Potential Grant	-	-	-	-	-	-	26,100,000	-	\$26,100,000
									\$-
Total Program Financing	\$2,667,977	\$43,310,575	\$29,561,598	\$35,127,469	\$7,848,412	\$4,582,000	\$47,235,800	\$91,800,000	\$262,133,831

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WTR Program - Transportation Program

Fiscal Year: FY 18/19

Project #	Project Name	Budget	Actual	Current	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
			Prior Years	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Future Years	
WBR002	Bond Road Bridge Maintenance		-	-	-	-	345,412	-	-	-	345,412
WPR011	Annual Pavement Slurry Seal and Resurfacing years 2-5		-	-	-	3,816,000	4,640,000	4,507,000	5,106,000	-	18,069,000
WPR014	Arterial Roads Rehabilitation and Bicycle Lane Improvements		293,953	1,027,547	180,333	4,879,000	-	-	-	-	6,380,833
WPR020	2020 Pavement Slurry Seal and Resurfacing		-	-	3,954,000	-	-	-	-	-	3,954,000
WTR002	Grant Line Rd Widening Phase 2 (Waterman to Bradshaw)		598,363	19,344,439	1,259,832	-	-	-	-	-	21,202,634
WTR009	Whitelock Pkwy/State Route 99 Interchange Project		738,993	5,033,454	250,000	4,700,000	-	-	-	91,800,000	102,522,447
WTR012	Old Town Area Streetscape Phase 2		659,331	776,491	702,000	4,885,000	-	-	-	-	7,022,823
WTR014	Kammerer Rd Two-Lane Extension I-5 to Bruceville Road		24,862	11,993,338	300,000	7,900,000	-	-	42,054,800	-	62,273,000
WTR017	Kammerer Rd Reconstruction Big Horn Blvd to Lotz Parkway		1,608	3,400,000	10,590,000	-	-	-	-	-	13,991,608
WTR018	Kammerer Rd Reconstruction Bruceville to Big Horn Blvd		-	-	4,460,000	6,600,000	-	-	-	-	11,060,000
WTR028	Grant Line Rd - Sheldon Area Precise Roadway Plan		350,868	453,306	80,000	-	-	-	-	-	884,173
WTR031	Elk Grove Blvd/I-5 Southbound Off-Ramp		-	118,000	-	535,469	-	-	-	-	653,469
WTR049	Railroad Street Improvements		-	674,000	6,145,933	-	-	-	-	-	6,819,933
WTR054	Sheldon Road Bike Lanes and Turn Lanes Project		-	440,000	910,000	-	-	-	-	-	1,350,000
WTR055	Annual Speed Control		-	50,000	60,000	225,000	75,000	75,000	75,000	-	560,000
WTR057	Intelligent Transportation System (ITS) Phase 5A		-	-	157,500	984,000	-	-	-	-	1,141,500
WTR058	Laguna Blvd Right Turn Lane to W. Stockton Blvd		-	-	135,000	288,000	2,056,000	-	-	-	2,479,000
WTR059	Guardrail Replacement at 4 locations		-	-	77,000	-	432,000	-	-	-	509,000
WTR062	Bruceville Road Widening from Laguna Boulevard to Sheldon Road		-	-	300,000	-	-	-	-	-	300,000
WTR065	Whitelock Parkway Improvements from Big Horn Boulevard to Lotz Parkway		-	-	-	225,000	-	-	-	-	225,000
WTR071	Elk Grove Boulevard and Bradshaw and Grant Line Intersections		-	-	-	-	300,000	-	-	-	300,000
WTR075	Waterman Road Traffic Signals at Mainline Drive and Kent Street		-	-	-	90,000	-	-	-	-	90,000
Total Expense			\$ 2,667,977	\$ 43,310,575	\$ 29,561,598	\$ 35,127,469	\$ 7,848,412	\$ 4,582,000	\$ 47,235,800	\$ 91,800,000	\$ 262,133,831

Minor Public Works Projects and Studies

WAM Program - Alternative Transportation Modes Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WAM000	<p>Alternative Transportation Modes Program Minor Imp.</p> <p>This project establishes funding for minor improvements costing less than the \$250,000 CIP threshold that are identified during the course of the year. This also funds minor changes or the addition of accessibility work to the scope of existing projects where these funds are the most appropriate fund for added scope.</p>	\$ 40,000	FY 19/20	N/A
WAM006	<p>Bicycle Pedestrian and Trails Master Plan Update</p> <p>This project would be an update to the 2014 Bicycle Pedestrian and Trails Master Plan Update and may be combined with an Active Transportation Plan Location: This is a city-wide project.</p>	\$ 250,000	FY 18/19	N/A
WAM007	<p>BRT Early Implementation Study</p> <p>The Study is designed to address City Council's request to examine the feasibility of enhancing transit service to bus rapid transit (BRT) service frequency levels (approximately 15-minute intervals) on the Big Horn Blvd. corridor. The study will consider a phased development approach to implementing BRT service, with a cost assessment for a "light" BRT service (i.e. a service consisting primarily of frequency enhancements only, with minimal capital improvements) sometime in FY 2020. Location: The Big Horn Blvd. corridor has previously been identified by Council, and included in the adopted Comprehensive Operational Analysis (COA) service plan, as an important alignment for establishing a higher capacity transit service.</p>	\$ 120,000	FY 18/19	N/A
WAM008	<p>New Bus Rapid Transit Service Preliminary Engineering</p> <p>This project will study feasibility of north/south and east/west BRT routes within the City and begin the engineering efforts associated with the needed infrastructure. Location: The location of the BRT line will be determined by the study. Assumptions are along a north/south route between Cosumnes River Community College, the Civic Center, and the mall site. An east/west route may be along Elk Grove Boulevard.</p>	\$ 1,000,000	FY 21/22	N/A

CAPITAL IMPROVEMENT PROGRAM

WAM Program - Alternative Transportation Modes Program Continued				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WAM011	<p>Laguna Creek Trail Master Plan</p> <p>This project will identify the needed improvements along the trail, a connection to the Blue Line light-rail Station and Future Passenger Rail Station, and a connection into the City of Sacramento's proposed trail network. This project is a corridor specific master plan for completion of the Laguna Creek multi-use trail and will be formed with public/stakeholder input and an extensive outreach program.</p> <p>Location: Laguna Creek Trail from Consumnes River Boulevard to Bradshaw Road and connecting trails or spurs.</p>	\$ 150,000	FY 19/20	N/A
WTL006	<p>Trails Committee Bike Exercise Loop Pilot</p> <p>The Elk Grove Trails Committee has identified multiple 10 and 20 mile bike routes that connect throughout the City. Each route creates a loop, which is ideal for those who wish to start and end in the same location. This Project will serve as the pilot Project constructing one of the smaller proposed loops. This Project includes the striping, signing and other various improvements of three initial routes. The other loops identified will be funded and constructed under a separate Project(s).</p> <p>Location: East of State Route 99 and south of Elk Grove Boulevard</p>	\$ 73,000	FY 17/18	FY 21/22
WTL018	<p>Laguna Creek Trail - Camden Lake to East Stockton Blvd/State Route 99</p> <p>The project will consist of transitioning a paved maintenance access road to a Class 1 Bikeway (multi-use trail) with appropriate trail amenities.</p> <p>Location: The project is located along Laguna Creek between Camden Lake and East Stockton Boulevard/State Route 99.</p>	\$ 163,000	FY 18/19	FY 20/21
WTL038	<p>Whitehouse Creek Trail Connection</p> <p>The project will consist of transitioning a paved maintenance access road to a Class 1 Bikeway (multi-use trail) with appropriate trail amenities.</p> <p>Location: The project is located along Whitehouse creek from the confluence of Laguna Creek to East Stockton Boulevard</p>	\$ 169,000	FY 18/19	FY 20/21
WTLA02	<p>Trail Planning and Preliminary Engineering</p> <p>This project funds planning and preliminary engineering work for trails throughout the City to determine a clear project scope, cost and the associated impacts of trail projects. Work may include surveying, environmental investigations, and/or public outreach. Work would also assist in having a high quality grant application for trail projects</p> <p>Location: Various locations Citywide.</p>	\$ 120,000	FY 15/16	N/A

Total Program Cost Estimate: \$ 2,085,000

CAPITAL IMPROVEMENT PROGRAM

WCE Program - Community Enhancement Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WCE020	<p>Recycled Water Transmission Line</p> <p>Initial funding is included for planning, pipe sizing and siting, and cost estimating. Full design and construction would be timed to coincide with the Echo Water Project/South County Ag Project. A connection to the Echo Water Project/South County Ag Project is needed to supply recycled water.</p> <p>Location: Transmission main along Whitelock Blvd for recycled water network, south of Whitelock Blvd, east of Bruceville Road, north of Kammerer Rd and west of Lotz Pkwy.</p>	\$ 24,000	FY 17/18	N/A
WCE027	<p>Reardon Park Site Demolition</p> <p>Clear parcel of existing improvements in advance of future park construction.</p> <p>Location: Reardon Park site on Whitelock Parkway</p>	\$ 111,900	FY 18/19	FY 18/19
WCEA03	<p>Laguna Ridge Parks Engineering</p> <p>The project includes engineering and project delivery support by City staff in support of the delivery of Laguna Ridge Parks by the CCSD.</p> <p>Location: Laguna Ridge Parks</p>	\$ 50,000	FY 18/19	N/A

Total Program Cost Estimate: \$ 185,900

CAPITAL IMPROVEMENT PROGRAM

WDR Program - Drainage Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WDR000	<p>Drainage Program Minor Improvements</p> <p>This project establishes funding for minor improvements costing less than the \$250,000 CIP threshold that are identified during the course of the year. This also funds minor changes or the addition of drainage work to the scope of existing projects where these funds are the most appropriate fund for added scope.</p> <p>Location: Citywide</p>	\$ 250,000	FY 19/20	N/A
WDR039	<p>200-Year Floodplain Master Drainage Mapping</p> <p>Drainage analysis and mapping for 200-year floodplain.</p> <p>Location: Citywide</p>	\$ 113,785	FY 14/15	N/A
WDR046	<p>Laguna West Flood Protection Improvements Study</p> <p>Improvements to the Laguna West levees, pump stations, & encroachments to meet a 200 year level of flood protection. The project will begin with preparation of alternatives and cost estimate at feasibility level. Once this work is complete a more detailed construction scope and programming of funds can be undertaken. No right of way, environmental mitigation, construction, or construction engineering funds are currently programmed.</p> <p>Location: Laguna West</p>	\$ 520,000	FY 17/18	N/A
WDR050	<p>Laguna Creek at State Route 99 Drainage Enhancements</p> <p>This project will construct improvements on the north side of Laguna Creek to improve water quality and limit habitable access under the bridges. The projects will include rock slope protection and durable fencing.</p> <p>Location: SR 99, West Stockton Boulevard and East Stockton Boulevard bridges at Laguna Creek on the north side of the creek.</p>	\$ 140,000	FY 21/22	FY 22/23

Total Program Cost Estimate: \$ 1,023,785

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
FM1803	<p>City Hall Building Water Infiltration</p> <p>The Project will identify the source of the water leaks, provide an assessment report to provide repair recommendations. The recommendations from the report will be used to determine the repairs. In addition, the project will include painting the stucco of the 8380 and 8400 buildings the same color. The building letters require removal of brass letters and replacement with aluminum to prevent staining on the facade in the future.</p> <p>Location: 8401 Laguna Palms Way</p>	\$ 164,000	FY 17/18	FY 19/20
FM1805	<p>SWCC Gate Operator System Replacement</p> <p>Remove and replace the gate operator system for the public entrance to the facility.</p> <p>Location: Special Waste Collection Center 9255 Disposal Lane, Elk Grove, CA 95624.</p>	\$ 45,000	FY 18/19	FY 19/20
FM1806	<p>Elk Grove Library 2nd Floor Structural Repair</p> <p>Structural repairs to second floor and second story flooring repair.</p> <p>Location: Elk Grove Library at 8900 Elk Grove Boulevard.</p>	\$ 25,300	FY 18/19	FY 19/20
FM1901	<p>K-9 Training Area Landscaping Improvements</p> <p>The project will result in resurfacing of the Police Department's existing K-9 training area, and provide perimeter improvements to improve training activities. The project will include improvements to the grass surface, decomposed granite around the perimeter of the training surface, and irrigation improvements.</p> <p>Location: K-9 Training Area adjacent to the Police Department Fleet Building located on the City's Corporation Yard Lot (10250 Iron Rock Way).</p>	\$ 183,000	FY 18/19	FY 19/20
FM1902	<p>Old Town Public Parking Fencing</p> <p>Install wrought iron fence around both parking lots.</p> <p>Location: The Project Location is at two existing public parking lots in old town.</p>	\$ 50,000	FY 18/19	FY 19/20
FM1903	<p>Teen Center Parking Lot Improvements</p> <p>The project would install improvements to add additional public parking spaces.</p> <p>Location: The project location is the Teen Center Parking Lot.</p>	\$ 25,000	FY 18/19	FY 19/20

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program Continued				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
FM1904	8400 Laguna Palms - Recarpet Dispatch Area Replace carpet tiles in Dispatch Area. Project maybe alternatively funded out of Facilities Operations Budget and not shown in the CIP as a minor project. Location: The project location is 8400 Laguna Palms Way	\$ 64,000	FY 18/19	FY 19/20
FM1905	10250 Iron Rock Way - Recarpet 1st Floor Replace carpeting on the first floor of building. Location: The project is located at 10250 Iron Rock Way.	\$ 129,000	FY 18/19	FY 19/20
FM2002	10250 Iron Rock Way, Replace HVAC Units Remove and replace the HVAC units at the Corporation Yard Location: Project located at 10250 Iron Rock Way, Elk Grove, CA 95624	\$ 173,000	FY 19/20	FY19/20
FM2003	EV Charging Stations Upgrades at City Facilities The project will construct two additional EV charging stations at 8400 and 8401 Lagna Palms Way and two at 10250 Iron Rock Road. Location: 8400 and 8401 Laguna Palms Way abd 10250 Iron Rock Road	\$ 130,000	FY 20/21	FY 20/21
FM2101	8380 Laguna Palms Way Re-Roofing/Reseal Entire Building The project will replace the roof and reseal the entire building at 8380 Laguna Palms Way Suites 100 and 200. Location: Located at 8380 Laguna Palms Way, Suites 100 and 200	\$ 188,000	FY 20/21	FY 20/21
FM2102	8400 Laguna Palms Way Re-roofing/Reseal Entire Building The project will replace the roof and reseal the entire building at 8400 Laguna Palms Way. Location: Located at 8400 Laguna Palms Way	\$ 188,000	FY 20/21	FY 20/21
FM2103	10250 Iron Rock Way - Corp Yard Re-roofing/Reseal Office Section of Building The project will replace the roof and reseal the office section of the building at 10250 Iron Rock Way - Corp Yard. Location: Located at 10250 Iron Rock Way - Corp Yard	\$ 100,500	FY 20/21	FY 21/22
WCC017	Civic Center- Well Demolition The City has received a notice from Sacramento County Environmental Health advising that an abandoned well is located on City owned property must be properly destroyed. The well appears to be from the prior homestead that was on the property. Location: Within the Civic Center north property, south of Elk Grove Blvd and north of Civic Center Drive.	\$ 34,500	FY 18/19	FY 18/19

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program Continued				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WCCA01	<p>Civic Center - Planning</p> <p>This project captures planning efforts for the development of the City's Civic Center site and includes development of an overall governing masterplan concept that defines and locates currently proposed and future anticipated uses and programs, as well as other studies that will serve future projects. In addition, site elements and design criteria will be established to allow for a thoughtful and comprehensively planned civic center design when complete. Location: Civic Center Site - South of Elk Grove Blvd. and East of Big Horn Blvd.</p>	\$ 180,000	FY 13/14	N/A
WCCA02	<p>Library and Cultural Arts Center Study</p> <p>The project will perform a program level study of the future library and cultural arts project to develop a program and budget for both the library and cultural arts components. An artistic rendering will be prepared to show a conceptual idea of how the project might be designed. Location: Civic Center South Parcel at SW corner of Civic Center Drive and Big Horn Blvd.</p>	\$ 322,100	FY 17/18	N/A
WFC031	<p>City Facilities Assessment & Master Plan</p> <p>The Project will assess and analyze the City's existing spatial needs, staffing levels, and department adjacencies to other functions and project future requirements to forecast spatial needs, staffing levels, and adjacencies that enhance efficiency and improve workflow. Location: 8401 Laguna Palms Way, 8400 Laguna Palms Way, 8380 Laguna Palms Way, 10190 Iron Rock Way, 10250 Iron Rock Way, 9150 Union Park Way, 9255 Disposal Ln, 8900 Elk Grove Blvd</p>	\$ 400,000	FY 17/18	N/A
WFC035	<p>10250 Iron Rock Way Remodel</p> <p>This project will convert 730 SF of warehouse space to office space for sign production, signal technician work area, and signal equipment inventory. The design will be advanced to a schematic design prior to programming the remaining funds. Location: 10250 Iron Rock Way - Corporation Yard</p>	\$ 50,000	FY 19/20	FY 19/20
WMI009	<p>SR 99 Pedestrian Bridge Trespassing Restrictions</p> <p>The proposed project will provide security improvements to the west side of the Elk Grove Creek Trail Overcrossing to discourage trespassing and camping beneath the bridge. Location: Elk Grove Creek Trail Overcrossing Over HWY 99</p>	\$ 153,000	FY 20/21	FY 20/21

Total Program Cost Estimate: \$ 2,604,400

CAPITAL IMPROVEMENT PROGRAM

WTR Program - Transportation Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WBR003	<p>Bridge Preventative Maintenance Program Plan</p> <p>This project will produce a Bridge Preventative Maintenance Program Plan by inspecting 45 bridges throughout the City. This Program plan will be used to request additional funding from Caltrans through the Highway Bridge program for any necessary maintenance. Additional work such as inspecting culverts may be added.</p> <p>Location: Citywide</p>	\$ 155,000	FY 21/22	N/A
WTC021	<p>Systemic Safety Analysis Report</p> <p>The purpose of this SSAR is to conduct a comprehensive review of roadway safety issues throughout Elk Grove, with the goal of identifying and matching appropriate safety improvement projects to the unique and varied characteristics of local roadways.</p> <p>Location: Citywide</p>	\$ 278,000	FY 18/19	N/A
WTP005	<p>New Growth Area Sequencing and Constructability Review/Study</p> <p>Engineering and financial study to determine sequencing of needed improvements relative to development progression.</p> <p>Location: Southeast Policy Area</p>	\$ 100,000	FY 17/18	N/A
WTR000	<p>Transportation Program Minor Improvements</p> <p>This project establishes funding for minor improvements costing less than the \$250,000 CIP threshold that are identified during the course of the year. This also funds minor changes or the addition to the scope of existing projects where these funds are the most appropriate fund for added scope.</p> <p>Location: Citywide</p>	\$ 150,000	FY 19/20	N/A
WTR047	<p>Whitelock Parkway and Cape Verde Drive Signal 35% Design</p> <p>The project will complete the 35% design for a signal at the intersection of Whitelock Parkway and Cape Verde Drive.</p> <p>Location: This project is located at the Intersection of Whitelock Parkway and Cape Verde Drive, east of the intersection of Whitelock Parkway and Big Horn Boulevard.</p>	\$ 60,000	FY 18/19	N/A
WTR050	<p>Coordination Improvements - EG Blvd (near SR99) & Laguna/Bond (Franklin to EG-Florin)</p> <p>The study will analyze and identify improvements to time of day coordination as well as upgrade signal hardware which include signal controller and new camera detection system. In addition, intersection modifications will be identified where needed to remove split phasing. Study will support future grant applications and allow for a future project to construct needed improvements. The construction phase is intended to cover minor improvements identified that can be immediately implemented.</p> <p>Location: Elk Grove Blvd From Laguna Springs Dr to E. Stockton Blvd and Laguna Blvd/Bond Rd from Franklin Blvd to Elk Grove-Florin Rd.</p>	\$ 192,000	FY 18/19	FY 19/20

CAPITAL IMPROVEMENT PROGRAM

WTR Program - Transportation Program Continued				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WTR051	<p>Coordination Improvements - EG Blvd (Franklin to Laguna Spr) & Laguna (I-5 to Franklin)</p> <p>The study will analyze and identify improvements to time of day coordination as well as upgrade signal hardware which include signal controller and new camera detection system. In addition, intersection modifications will be identified where needed to remove split phasing. Study will support future grant applications and allow for a future project to construct needed improvements. The construction phase is intended to cover minor improvements identified that can be immediately implemented.</p> <p>Location: Elk Grove Blvd From Franklin Blvd to Laguna Springs Dr. and Laguna Blvd from I-5 to Franklin Blvd.</p>	\$ 233,000	FY 20/21	FY 21/22
WTR056	<p>Old Town Elk Grove Intersection Study</p> <p>Traffic Study to analyze the viability and traffic operations or roundabouts at the three intersections.</p> <p>Location: Elk Grove Boulevard at the intersections of Railroad Street, School Street and Kent Street.</p>	\$ 100,000	FY 18/19	N/A
WTR060	<p>Flashing Yellow Arrow Demonstration Project</p> <p>Install flashing Yellow Signal Arrows for permissive left turns.</p> <p>Location: 3 locations (to be determined) within the City of Elk Grove</p>	\$ 120,000	FY 19/20	FY 19/20
WTR061	<p>East / West Corridor Performance Mgmt. Project</p> <p>Install wireless or Bluetooth detection for travel time performance at five locations along Laguna Boulevard and potentially Elk Grove Boulevard. This Project includes connected vehicles technologies using SPLAT and RADI.</p> <p>Location: Laguna Blvd and Potentially Elk Grove Blvd</p>	\$ 120,000	FY 21/22	FY 21/22
WTR070	<p>Citywide Railroad Grade Separation Feasibility Study</p> <p>This project will prepare a feasibility study to assess construction of railroad grade separation citywide.</p> <p>Location: Citywide</p>	\$ 305,000	FY 22/23	N/A
WTRA04	<p>Interchange ROW Transfer</p> <p>Transfer rights-of-way for the interchanges to Caltrans.</p> <p>Location: Various interchanges on SR99 and I-5</p>	\$ 137,300	FY 14/15	N/A
WTRA06	<p>Roadway Fee Study 2019</p> <p>Complete a Roadway Fee Study Update with revised cost estimates.</p>	\$ 410,758	FY 18/19	N/A

Total Program Cost Estimate: \$ 2,361,058

FISCAL POLICIES

The overall goal of the City's budget is to establish and maintain effective management of the City's resources. Formal statements of budget policy and major goals provide the foundation for effective planning.

Overview

Some of the benefits to establishing financial policy include:

- Publicly adopted policy statements contribute greatly to the credibility of and public confidence in the City. For the credit rating industry and prospective investors, such statements show the City's commitment to sound financial management and fiscal integrity.
- Establishing a policy saves time and energy. Once decisions are made at the policy level, existing or potential recurring issues do not need to be discussed each time a decision has to be made.
- The process of developing overall policy directs the attention of staff and Council to the City's total financial condition rather than single-issue areas. Moreover, this process requires staff and Council to think about linking long-term financial planning with day-to-day operations.
- Developing financial policies reinforces the Council's policy role in maintaining a positive financial condition. Setting sound financial policies can improve the City's fiscal stability by setting a forward-looking approach to planning while contributing to continuity in handling the City's financial affairs.

Fund Structure

The annual budget is divided into many separate funds with a specific purpose. Understanding the City of Elk Grove's fund structure is the basis for interpreting the City's finances. As such, the budget document is divided into the following categories:

General Fund – 100 Series

This is the City's main operating fund, which pays for basic services such as governance, administration, public safety, and quality of life functions.

Special Revenue Funds – 200 Series

These funds account for revenues received or set aside for a specific purpose, such as public safety and recycling grants, street maintenance, and environmental mitigation. The Development Services fund, one of the City's major funds, is categorized as a special revenue fund.

Capital Project Funds – 300 Series

These funds account for the acquisition or construction of major capital facilities, roads, and bridges. Revenue sources include federal and state grants, development impact fees, and special taxes from community facility districts.

Debt Service Funds – 400 Series

These funds accumulate resources for and make the payment of long-term debt principal and interest.

Enterprise Funds – 500 Series

These funds account for specific services funded directly by fees and charges to users and are intended to be self-supporting. Functions such as transit, drainage, and Recycling & Waste are captured in enterprise funds.

Internal Service Funds – 600 Series

These funds are created to finance and account for services and commodities provided to internal City departments, rather than directly to the public. Examples of internal services are risk management, information technology, facilities management, and fleet services.

FISCAL POLICIES

Agency Funds – 700 Series

These funds are used to account for assets held by the City as an agent for individuals, other governments, and other organizations. This includes Special District Debt Service Funds like Laguna Ridge, Poppy Keys and East Franklin.

Financial Plan Organization

Through its financial plan, the City will:

- Identify community needs for essential services.
- Establish policies and goals which define the nature and level of services required.
- Identify and organize activities required to provide these services.
- Propose objectives for improving the delivery of services.
- Set standards to measure and evaluate the output of activities, accomplishment of objectives, and expenditure of appropriations.

The status of major program objectives will be reported to the Council who will review and amend appropriations as necessary to achieve these objectives.

Financial Activity Reporting

The City's financial activity will be reported in a variety of funds, which are the basic accounting and reporting entities in governmental accounting. The City's accounting structure will make it possible:

- To present fairly and with full disclosure the financial position and results of financial operations of the funds of the City in conformity with generally accepted accounting principles and government auditing standards.
- To determine and demonstrate compliance with finance-related legal and contractual provisions.

Fees and Rates

Ongoing Review

Fees and rates will be reviewed and updated on an on-going basis to ensure that they are correct and appropriate based on the changing needs of the community, including economic concerns, social issues, and public safety.

General concepts regarding the use of service fees and rates include:

- Revenues normally will not exceed the reasonable cost of providing the service.
- Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide costs such as accounting, personnel, data processing, vehicle/building maintenance and insurance.
- The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service and the influence rates and fees have on economic development.
- A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

FISCAL POLICIES

Fund Balance Designations and Reserves

The City strives to maintain adequate fund balances in the General Fund. This is necessary to maintain the City's credit worthiness and to adequately provide for:

- Economic uncertainties, local disasters, and other financial hardships or downturns in the local economy;
- Contingencies for unforeseen operation or capital needs; and
- Cash flow requirements.

The addition of a new Opportunity Reserve provides capacity to allow the City to manage unanticipated challenges and opportunities without utilizing the Reserve for Economic Uncertainty.

The City establishes and maintains Facilities Improvement and Equipment Fund to provide for the timely replacement of capital equipment and public facilities. The minimum fund balance in these funds should allow for annual fluctuations in expenditures while maintaining a level annual transfer and allow for emergency replacement purchases. Interest earnings and sales of surplus equipment, as well as, any related damage and insurance recoveries will be credited back to these funds to reduce the need for other revenue enhancements.

Fund balance levels will be sufficient to meet funding requirements for projects approved in prior budgets that are carried forward into the new year. Sufficient fund balances will also be maintained to meet debt service reserve requirements, reserves for encumbrances, and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

Appropriation Limitation

The Council will annually adopt a resolution establishing its appropriation limit calculated in accordance with Article XIII B of the Constitution of the State of California, Section 7900 of the State of California Government Code, and any other voter-approved amendments of state legislation that affect the City's appropriation limit.

The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.

Investments

Investment and cash management will be the responsibility of the Director of Finance and Administrative Services City Treasurer or designee. The City Treasurer will develop and maintain an Investment Policy which addresses the City's administration of its portfolio, including investment guidelines, practices, and procedures. Additionally, the Treasurer will develop and maintain a comprehensive, well-documented investment reporting system which complies with Government Code Section 53607.

The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default. Accordingly, the following factors will be considered, in priority order, in determining individual investment transactions:

- Safety
- Liquidity
- Yield

FISCAL POLICIES

The City will strive to keep idle cash balances fully invested through daily projections of cash flow requirements. To avoid force liquidation and loss of investment earnings, cash flow and future liquidity needs will be the primary consideration when selecting maturities. As the market and the City's investment portfolio change, care will be taken to maintain a healthy balance of investment types and maturities.

The City will invest only in those instruments authorized by the California Government Code Section 53601 and further restricted by the City's Investment Policy. The City will not invest in stock, will not speculate, and will not deal in futures, options or reverse repurchase agreements. The investment market is highly volatile and continually offers new and creative opportunities for enhancing interest earnings. Accordingly, the City will thoroughly investigate any new investment vehicles prior to committing City funds to them. Ownership of the City's investment securities will be protected through third-party custodial safekeeping.

In order to maximize yields from its portfolio, the City will consolidate cash balances from all funds for investment purposes and will allocate investment earnings to each fund in accordance with generally accepted accounting principles.

Capital Improvement Budget

The Capital Improvement Budget will emphasize project planning, with projects progressing through at least two and up to six of the following phases:

Designated - Set-aside funding for future project development under "pay-as-you-go" financing.

Study - Includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and specification preparation for equipment purchases.

Acquisition - Includes equipment purchases and property acquisition for projects, if necessary.

Design - Includes final design, plan and specification preparation, and construction cost estimation.

Construction - Includes bid administration, construction, project inspection and management, and closeout.

Debt Service - Installment payments of principal and interest for completed projects funded through debt financing.

Funding and related appropriations to a project account will only be made upon approval of each phase by the City Council. Accordingly, project appropriations for acquisition and construction will generally be approved when contracts are awarded.

FISCAL POLICIES

Personnel Resource Management

Regular employees are the core work force and the preferred means to staff ongoing, year-round activities. Where possible and justified, the City strives to provide fair compensation and benefit schedules for its regular work force. Each regular employee will:

- Fill an authorized position.
- Receive salary and benefits consistent with the labor market.

To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:

- The City Council will authorize all regular positions.
- The City Manager has the authority to authorize under filling a position at a classification and cost below City Council authorization, but not above.
- Human Resources will coordinate the hiring of all employees and evaluate the reallocation of existing positions.
- All requests for additional regular positions will be supported by an explanation as to the necessity, term, and expected results of the proposed position; staffing and material costs including salary, benefits, equipment, uniforms, clerical support and facilities; and cost effectiveness (additional revenues or cost savings which may be realized).

Part-time or temporary employees are employees other than regular employees, elected officials, and volunteers. Part-time or temporary employees will augment regular staffing only as limited-term employees, seasonal employees, emergency, intermittent, contract employees, and interns.

Temporary employees will be used to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less-than-regular, year-round staffing is required. Independent contractors will not be considered City employees. Independent contractors may be used in three situations:

- Short-term, peak workload assignments to be accomplished through the use of personnel contracted through an outside employment agency. All placements through an outside employment agency will be coordinated through the Human Resources Department.
- Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by the City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.
- When it is determined that work can be completed effectively and cost efficiently through the use of contractors. The work performance of the contractors should be periodically evaluated.

Productivity Review

The City will constantly monitor and review its methods of operation to ensure that services continue to be delivered in the most cost-effective manner possible. The review process encompasses a wide range of issues, a few of which are discussed below.

FISCAL POLICIES

Maintaining a decentralized approach in managing City's services

Although some level of centralization is necessary for review and control purposes, decentralization supports productivity by:

- Encouraging accountability by delegating authority to the lowest possible level.
- Stimulating creativity, innovation, and individual initiative.
- Reducing the administrative cost of operation by eliminating unnecessary review procedures.
- Improving the organization's ability to respond to changing needs and to identify and implement cost saving programs.
- Assigning responsibility for effective operations and citizen responsiveness to the department.

Analyzing systems and procedures

This analysis provides a means to identify and remove unnecessary review requirements. The process includes investing in the City's most valuable asset, its employees, by developing the skills and abilities of all City employees. This process also recognizes that those who perform the function are a vital part of the process.

Identifying and evaluating the ability of new technologies

As new technology emerges, whether it is in the computer-related or mechanical equipment field, an objective evaluation provides the City with necessary information as to how it may enhance employee efficiency, thereby allowing the City to continue providing high-quality services.

Evaluating local market service providers

An evaluation of other local market service providers, including other government agencies, assists in determining whether the comparable service is available at a lower cost than provided by City staff.

Allocating the Cost of Services

General Policy Guidelines

The City is committed to achieving efficiency by centralizing general administrative services to the extent they serve the needs of the City as a whole and provide for greater cost efficiency. Accordingly, general and administrative services will be charged to those activities not financed by the General Fund by use of a cost allocation plan.

Cost Allocation Criteria

Cost will be allocated considering the following criteria:

- Cause and effect - the identification of output in proportion to the service provided.
- Benefits received - the allocation of cost in relation to the benefits received.
- Fairness and equity - the allocation must be mutually satisfactory to the parties affected.
- Ability to bear - the allocation of cost must consider the ability to pay and the impact on the services provided.

FISCAL POLICIES

Purchasing

The City will maintain a purchasing policy designed to support and enhance the delivery of governmental services while seeking to obtain the maximum value for each dollar expended.

Performance Measures

The City Manager will annually develop and/or evaluate performance measures and assess how efficiently and effectively the functions, programs, and activities in each department are provided and for determining whether program goals are being met. The City Council will adopt performance targets for select measures along with the annual budget.

Funds of the City of Elk Grove

Governmental accounting systems are organized and operated on a fund basis. A fund is a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances. Funds are used to segregate the City's financial activities in categories that attain certain objectives in accordance with special regulations, restrictions, or limitations.

Debt Policy

In general, the City will consider debt financing on an as needed, case by case basis using the criteria identified in this section. The information in this section constitutes the City's entire debt policy.

Uses of Debt Financing

Debt financing will not be considered appropriate for any recurring purpose, such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax or bond anticipation notes is excluded from this limitation. Given the City's existing healthy fund balances, internal borrowings will continue to be the preferred source of anticipation note financings.

Debt Management

The City will not obligate the General Fund to secure long-term financing, except when the marketability can be significantly enhanced. A feasibility analysis will be prepared for each long-term financing to assess debt service on current and future operations. This will also include an analysis on the reliability of revenues to support a debt service.

The City will generally conduct debt financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure. The City will seek investment grade ratings (Baa/BBB or greater) on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost-effectiveness.

The City will monitor all forms of debt annually coincident with the budget process. This process will include monitoring compliance with bond covenants and ensuring adherence to federal arbitrage regulations.

The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).

Capital Financing

The City will consider the use of debt financing for capital projects and under the following circumstances:

- When the project's useful life will exceed the term of the financing.
- When project revenues or specific resources will be sufficient to service the long-term debt.

Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, or developer agreements when benefits can be specifically attributed to users of the facility. An analysis of the operating costs of any new facilities will be conducted and significant new operating costs will be factored into the calculation of the new revenue source as is legally permissible. The City will use the following criteria to evaluate "pay-as-you-go" versus "long-term financing" in funding capital improvements:

DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

Pay-As-You-Go

- When current revenues and adequate fund balances are available or when project phasing can be accomplished.
- When debt levels adversely affect the City's credit rating.
- When market conditions are unstable or present difficulties in marketing.

Long-Term Financing

- When revenues available for debt service are deemed sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.
- When the project securing financing is of the type which will support an investment grade credit rating.
- When market conditions present favorable interest rates and demand for City financing.
- When State or Federal requirements and current revenues mandate a project and available fund balances are insufficient.
- When the project is required to meet or relieve service requirements.
- When the life of the project or asset financed is 10 years or longer.

Debt Limit

The City's legal debt limit, shown on the following page, is calculated as a percentage of total assessed property value within the City. The debt margin indicates that Elk Grove is fortunate to have issued only a fraction of its legal debt limit. From another perspective, the outstanding bond debt per capita is \$163, which is well below the debt burden of typical municipalities.

DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

CITY OF ELK GROVE, CALIFORNIA

Legal Debt Margin
For the Last Ten Years Ended June 30, 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assessed value ⁽¹⁾	\$ 17,403,866,487	\$ 15,168,755,317	\$ 15,221,335,725	\$ 14,624,234,897	\$ 13,556,088,414	\$ 14,606,310,971	\$ 16,119,227,237	\$ 16,893,165,344	\$ 18,008,023,600	\$ 19,462,619,410
Less: Exemptions ⁽¹⁾	(270,921,680)	(324,208,752)	(296,152,644)	(333,570,758)	(346,233,652)	(359,424,853)	(398,318,801)	(430,877,261)	(426,240,108)	(487,229,789)
	17,132,944,807	14,844,546,565	14,925,183,081	14,290,664,139	13,209,854,762	14,246,886,118	15,720,908,436	16,462,288,083	17,581,783,492	18,975,389,621
Legal debt margin										
Debt Limit (15% of Assessed Value)	2,569,941,721	2,226,681,985	2,238,777,462	2,143,599,621	1,981,478,214	2,137,032,918	2,358,136,265	2,469,343,212	2,637,267,524	2,846,308,443
Debt applicable to limit:										
Total Bonded Debt (including Special Assessment Bonds)	119,045,000	116,160,000	123,875,000	120,525,000	118,676,624	114,923,363	111,000,102	119,256,895	14,350,000	32,370,000
Less:										
Special Assessment Bonds	-	-	-	-	-	-	-	-	-	-
Tax Allocation Bonds	-	-	-	-	-	-	-	-	-	-
Total Amount of Debt Applicable to Debt Limit	119,045,000	116,160,000	123,875,000	120,525,000	118,676,624	114,923,363	111,000,102	119,256,895	14,350,000	32,370,000
Legal Debt Margin	\$ 2,450,896,721	\$ 2,110,521,985	\$ 2,114,902,462	\$ 2,023,074,621	\$ 1,862,801,590	\$ 2,022,109,555	\$ 2,247,136,163	\$ 2,350,086,317	\$ 2,622,917,524	\$ 2,813,938,443
Total debt applicable to limit as a percentage of debt limit	4.86%	5.50%	5.86%	5.96%	6.37%	5.68%	4.94%	5.07%	0.55%	1.15%

Source: ⁽¹⁾ HdL from the Sacramento County Assessor 2008/09-2017/18 Combined Tax Rolls

DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

Outstanding Debt Obligations

External Debt

The Elk Grove Finance Authority (EGFA) is the debt issuance financial conduit for the City of Elk Grove. Debt service funding is provided from a variety of funds depending on the purpose and use of the debt proceeds. The General Fund provides debt service funding towards the Laguna Palms Campus and Animal Shelter. Debt Service Funding for all other Debt is provided by other non-General Fund sources primarily funded by special taxes or fees dedicated and are levied for the express purpose of delivering the capital facilities financed by the debt.

The following chart indicates the outstanding amounts and FY 2019-20 payments on the Finance Authority's debt:

Issue Name	Purpose	Principal Outstanding on 6/30/2019	Debt Service Payment FY 2019-20	Final Debt Service Payment	Fund
EGFA 2010 Lease Revenue Bonds	Special Waste Collection Center	\$ 8,915,000	\$ 1,019,461	FY2039-40	506
CFD 2002-1 East Franklin	EGFA Special Tax Revenue Bonds Series 2015 (East Franklin CFD 2002-1)	\$ 45,245,000	\$ 3,598,650	FY2038-39	757
CFD 2003-1 Poppy Ridge	EGFA Special Tax Revenue Bonds Series 2015 (Poppy Ridge CFD 2003-1)	\$ 40,220,000	\$ 3,258,150	FY2038-39	758
CFD 2005-1 Laguna Ridge (Series 2016)	EGFA Special Tax Revenue Bonds Series 2016 (Laguna Ridge CFD 2005-1)	\$ 111,920,000	\$ 6,078,387	FY2046-47	756
EGFA 2017 Lease Revenue Bonds	Laguna Palms Campus (City Hall Complex)	\$ 4,205,000	\$ 586,341	FY2026-27	403
EGFA 2018 Lease Revenue Bonds	Animal Shelter	\$ 18,530,000	\$ 1,301,181	FY2038-39	406
CFD 2005-1 Laguna Ridge (Series 2018)	EGFA Special Tax Revenue Bonds Series 2018 (Laguna Ridge CFD 2005-1)	\$ 19,145,000	\$ 985,050	FY2048-49	756

The EGFA 2010 Lease Revenue Bonds were issued to fund construction of the City's Special Waste Collection Center. The debt is funded by rates on residential solid waste customer bills.

The EGFA 2017 Lease Revenue Bonds were issued to refinance the EGFA 2007 Lease Revenue bonds to provide funding for the Laguna Palms Campus buildings which house City Hall, Police Department, and the Council Chambers. The refinanced debt provided a lower interest rate for debt service payments.

The EGFA 2018 Lease Revenue Bonds were issued to fund construction of the City's Animal Shelter and purchase of park land. The debt is funded by the General Fund and Community Facility Fee (Corp Yard).

DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

The Four Community Facilities Districts (CFD) bond issuance (East Franklin, Poppy Ridge, Laguna Ridge 2016 and Laguna Ridge 2018) provided funding for infrastructure improvements and community amenities. CFD's are governed by the Mello-Roos act under California State law and are not obligations of the City. Repayment for the debt is backed solely by the values of properties within each CFDs boundary. The City, as the CFD Administrator, will annually levy special taxes on the properties in amounts sufficient to cover debt service payments. In the event delinquency levels on individual parcels or district wide violate covenants of each individual debt issuance, the City will commence judicial foreclosure proceedings to secure the special taxes owed, as required by the Fiscal Agent Agreement for each issue.

Internal Debt

In addition to external debt, the City Council may authorize Inter-fund multi-year loans over \$500,000. The City Manager may authorize Inter-fund loans below \$500,000. Inter-fund loans are made to provide up front financing for priority projects in the event sufficient capital is not immediately available in the receiving fund but is available in another fund that does not have an immediate and equally important or greater need for the current resources. Inter-fund loans must carry interest, typically set at the rate the City would otherwise earn by investing funds in the Local Agency Investment Fund, or the LAIF rate.

The following is a summary of all outstanding Inter-fund loans.

<u>Interfund Loan</u>	<u>Lending Fund</u>	<u>Receiving Fund</u>	<u>Annual Payment</u>	<u>Outstanding Balance</u>	<u>Final Payment Due</u>
Street Light LED Conversion	106	267	393,973	2,155,374	FY 2025-26

The City advanced funds from the General Fund's Capital Reserve Fund to Street Lighting Maintenance District Funds Zone 1 for the LED Streetlight Replacement Capital Project (CIP Project WSL005).

Street Light LED Conversion	106	268	43,775	217,421	FY 2025-26
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The City advanced funds from the General Fund's Capital Reserve Fund to Street Lighting Maintenance District Funds Zone 2 for the LED Streetlight Replacement Capital Project (CIP Project WSL005).

Intelligent Transportation System Phase IV	503	351	2,335,120	2,312,000	FY 2019-20
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At mid-year of FY 2019, the City Council approved interfund loan agreements for purposes of funding a settlement agreement between the City and Reynen and Bardis. The contingencies related to executing the finalized agreement are still in process. Hence, this interfund loan agreement information is not included in the above table.

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COMMUNITY PROFILE



City of Elk Grove
Population – 174,025
Median Income - \$84,827
Square Miles - 42.1

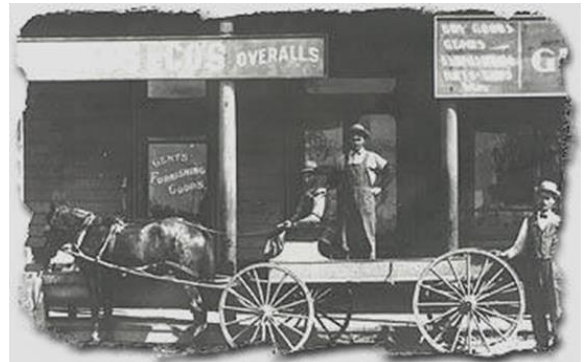
COMMUNITY PROFILE

History

In 1850, Elk Grove was established as a hotel stop and a stop for the stage. It is located about 15 miles south of historic Sutter’s Fort and thus became a crossroads for business, entertainment, mail service and agriculture, and acted as home base for gold miners in nearby communities. After it played its part in the early gold rush and statehood history in California, a close-knit community evolved with a distinctly rural and western lifestyle.

Despite its close proximity to California’s capital city, Elk Grove remained quietly independent of Sacramento’s growth and development as it expanded into adjoining countryside areas until the 1980’s. Elk Grove had its start in agriculture and it is still a big part of the area’s economy today, with vineyards, dairy, cattle and row crops; but, now, there is also high technology, professional service, commercial and retail enterprises.

Our community is in the southern portion of Sacramento County and is halfway between Sacramento and Stockton, straddling Highway 99. It is within easy driving distance from both the Bay Area and Sierra Mountain resorts.



Type of Government

The City of Elk Grove incorporated on July 1, 2000. We are a general law city and operate on the Manager-City Council type of governance. Elk Grove is in the 7th Congressional District, the 9th State Assembly District, the 6th State Senate District and the 5th County Supervisorial District.

The current office holders and their term expirations are as follows:

<u>Name/Office</u>	<u>Term Expiration</u>
Steve Ly, Mayor	2020
Pat Hume, Vice Mayor	2022
Darren Suen, Councilmember	2020
Steve Detrick, Councilmember	2020
Stephanie Nguyen, Councilmember	2022



Work...Play...Live in Elk Grove

Elk Grove is the ideal city to start or raise a family. The City has many neighborhoods and homes to choose from that range from starter homes to ranch estates. Pick one that suits your lifestyle and gives your family room to grow.

With a diverse population, plenty of entertainment and an award-winning school district, Elk Grove is an exciting city to work, play and live.

COMMUNITY PROFILE

In Elk Grove, the City works together with the community to encourage education at all levels. From elementary and middle schools to colleges and universities, you'll always find the educational facilities to suit your family's needs. In fact, the Elk Grove Unified School District is the largest and one of the most renowned in Northern California. In addition to exemplary education, your family will also have access to more than 80 parks managed by the Cosumnes Community Services District, 500 acres of recreational amenities and more than 700 acres of trails, open space, and landscape corridors in the region. That means abundant space to enjoy life just the way you want.



If you thought that modern amenities didn't go with time-honored charm, think again. Elk Grove is a great blend of historic architecture and the best in restaurants and shopping. With more than 70 local eateries and the finest in restaurants, breweries, cafes and more, you are sure to find something that'll please your palette. But you don't need to be a foodie to enjoy Elk Grove; even shoppers get to indulge in the City.

Elk Grove has a variety of big-name retail businesses as well as smaller, trendy, local boutiques. Enjoy an afternoon of shopping at some of the specialty stores and family-owned shops and businesses, or take a stroll back in time, through Old Town Elk Grove, for a truly historic shopping and dining experience.

Elk Grove has everything in a place you'd want to call home – great medical facilities, quality education, mild climate, and a safe and vibrant community.

Supporting Your Business Is Our Business –

Elk Grove City Hall welcomes you to our flourishing business community. From cutting red tape and reducing fees to streamlining processes and introducing innovative incentive programs, we're doing everything we can to make relocating or expanding your business a smoother and quicker process. Combine this with top-notch, personalized customer service, move-in ready office buildings, and access to the perfect work-life balance, and you'll find it easier than ever to get your business up and running.

The City of Elk Grove works to help established and new businesses prosper and flourish. With a population of more than 170,000, a large community of skilled professionals, award-winning schools, a growing medical community, well-designed office space, and local control of police services, Elk Grove is the perfect place to locate your business.

Elk Grove welcomes all businesses with enthusiasm, and our amenities make the City all the more attractive. Two major freeways – Interstate 5 and State Route 99 pass through Elk Grove – providing easy access to highway transportation routes. Businesses and residences are located in an area served by a fiber-rich telecommunications infrastructure designed to deliver voice, data and video transmissions.

Businesses, both big and small, can put down their roots and grow in Elk Grove. With a supportive government and an expanding market, doing business in Elk Grove is a pleasure.



COMMUNITY PROFILE

More Amenities – More Access

Whether you are moving to Elk Grove for business or pleasure, you'll find everything you need right here. Elk Grove prides itself on a superior quality of life with award-winning schools, easy access to cultural amenities, a safe environment, great recreational options and excellent healthcare facilities.

Centrally located between Highway 99 and Interstate 5, Elk Grove is easily accessible, and is served by two ports and access to rail lines. Additionally, it is only 4 miles south of Sacramento city limits, and close to the Sacramento International Airport. Public transportation in Elk Grove is provided by e-tran, an award-winning transit service.

Elk Grove is a community where entrepreneurs can find a market that's expanding opportunities by the day. Businesses have access to a skilled labor force, higher-than-average household incomes, and affordable office space.

Medical research, healthcare, and development in Elk Grove have led to some of the best facilities in the region. In addition to providing job opportunities, hospitals and medical campuses provide top-notch health services to residents and businesses.

Make your way to Elk Grove today and experience everything this dynamic City has to offer. From prospering businesses to a safe, clean and youthful community, Elk Grove has the conveniences of a big city with small town charm.

Top Employers

Apple, Inc.
Elk Grove Unified School District
CA Correctional Healthcare Services
Raley's
Walmart
Kaiser Permanente
Alldata
City of Elk Grove
County of Sacramento
State of California
Elk Grove Auto Group
Universal Custom Display
Cosumnes Services District

Sutter Medical Foundation
Kohl's Corporation
Target
Home Depot
Cardinal Healthcare
United States Postal Service
Decorative Specialties
Maita Auto Group
Frontier Communications Corporation
Starbucks
F Radich Motors
CVS Health Corporation

Top 25 Sales Tax Producers

Apple
Bel Air Market
Best Buy
Cab West/Volvo Leasing
Chevron
Costco
Elk Grove Dodge/Jeep/
Chry/Audi/Vw/Subaru
Elk Grove Acura
Elk Grove Buick GMC
Elk Grove Ford
Elk Grove Honda
Elk Grove Kia
Elk Grove Toyota
Grantline Arco

Home Depot
Infiniti of Elk Grove
Kohls
Laguna 76
Lakeside AM PM
Maita Chevrolet
Niello BMW
Nissan/Mazda of Elk Grove
Target
Walgreens
Walmart

RESOLUTION

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ELK GROVE ADOPTING THE FISCAL YEAR 2019-20 BUDGET, THE FISCAL YEAR 2019-20 THROUGH FISCAL YEAR 2023-24 CAPITAL IMPROVEMENT PROGRAM AND THE ANNUAL APPROPRIATIONS LIMIT

WHEREAS, the City Manager has submitted the Fiscal Year 2019-20 Budget to the City Council for consideration and comment; and

WHEREAS, the Fiscal Year 2019-20 Budget was prepared in accordance with the City Council's goals, Departmental Work Plans, budget assumptions and policies; and

WHEREAS, the Fiscal Year 2019-20 Budget is balanced and does not require additional taxes; and

WHEREAS, Article XIII B of the California State Constitution and Government Code Section 7910 requires a City to establish its appropriations limit for each fiscal year; and

WHEREAS, as required by state law, on April 18, 2019, the Planning Commission adopted a resolution finding the Fiscal Year 2019-20 through 2023-24 Capital Improvement Program to be consistent with the General Plan; and

WHEREAS, a duly noticed public hearing was held on June 12, 2019 to consider information presented by staff and receive public comment regarding adoption of the proposed Fiscal Year 2019-20 through 2023-24 Capital Improvement Program.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Elk Grove hereby:

- A. Adopts the FY 2019-20 Budget and the FY 2019-20 through FY 2023-24 Capital Improvement Program as defined in Section 2.1, and the Appropriations Limit as presented on June 12, 2019; and
- B. Authorizes the City Manager to exercise the authority and undertake the responsibilities set forth in Sections 1 through 9 to implement the Approved Budget.

SECTION 1. SCOPE

- 1.1 This resolution defines the authority and responsibilities of the City Manager in implementing the Approved Budget of the City of Elk Grove.

RESOLUTION

SECTION 2. DEFINITIONS

- 2.1 "Approved Budget" includes the following documents:
(1) The FY 2019-20 Proposed Budget and FY 2019-20 through FY 2023-24 Proposed Capital Improvement Program as presented to/amended by the City Council.
- 2.2 "City Manager" means the City Manager or, if so designated, the Director of Finance or the Budget Manager.

SECTION 3. AUTHORIZED APPROPRIATIONS

- 3.1 The City Manager is authorized to make any expenditure and resource adjustments to the Approved Budget based on final City Council action to adopt the Budget.
- 3.2 The City Manager is authorized to establish the appropriations and staffing as indicated in the Budget.
- 3.3 Adjustments to appropriated expenditures that result in an increase or decrease in the overall Approved City Budget is considered an amendment to the Adopted Budget and must be approved by City Council unless such authority is granted to the City Manager within this resolution.
- 3.4 Operating appropriation transfers within the same fund must be approved by the City Manager; transfers between funds (except "like funds", see 3.5 below) must be approved by City Council.
- 3.5 Operating appropriation transfers between like funds must be approved by the City Manager. "Like Funds" are essentially extensions of other funds within the same Department and are defined specifically below.
- 3.5.a) Like funds within the General Fund are 101, 105, 106, 107, and 108.
3.5.b) Like funds within the Recycling and Waste Department are 501, 502, and 506.
3.5.c) Like funds within the Transit Department are 511, 512, 514, 515, and 516.
- 3.6 Appropriations within the City's Asset Seizure funds can be amended based on available funds during the Fiscal Year if authorized by the City Manager.
- 3.7 Capital Outlay appropriation transfers within the same Capital Improvement Program Project, Minor Public Works Project or Study within the same fund must be authorized by the City Manager.
- 3.8 Capital Outlay appropriation transfers from a Capital Improvement Program project to another Capital Improvement Program Project must be approved by City Council unless such authority is granted to the City Manager within this resolution.
- 3.9 Capital Outlay appropriation transfers from a project, where the total project budget is \$250,000 or less, to a Capital Improvement Program Project, and both projects are within the same fund must be approved by the City Manager.

RESOLUTION

- 3.10 If inconsistencies exist in the Approved Budget that result in incorrect budget amounts being implemented, the City Manager is authorized to make amendments to the Adopted Budget to correct such inconsistencies based on Staff's conclusion and determination of the correct budgeted amount(s).
- 3.11 A Sales Tax Sharing agreement (C-17-161) exists between the City and THE RIDGE EG EAST, LP, a California Limited Partnership, that results in 50% of the non-fuel (warehouse only) sales tax revenue generated by Costco to be paid to Pappas Investments on a quarterly basis. The funding mechanism for the payment to Pappas is a transfer-out from the General Fund into the Economic Development Fund (Fund 105). The City Manager is authorized to amend the General Fund and Economic Development Fund budgets during the fiscal year to reflect the actual activity (payments made) based on the actual sales tax activity of Costco.
- 3.12 The City Manager is authorized to amend repayments in interfund loan transfer-out and transfer-in expenditure and revenue budgets for Funds 261, 265, 315, 324, 330, 331, 332, 344, for the interfund loans authorized on February 13, 2019, Agenda Item No. 10.1 based on actual revenue activity in those funds. Essentially, the ability to repay and potentially accelerate interfund loan payments are contingent upon available funds to make debt service payments.
- 3.13 The City Manager has continuing authority to implement any and all budget amendments and adjustments necessary to execute and implement an agreement with Reynen & Bardis (Laguna Ridge), L.P. to cash out certain reimbursement agreements, at a discount to the City, including the approval of any and all inter-fund loans, in the same manner as previously authorized by Resolution 2019-025. In addition, the City Manager is authorized to amend the budget FY2019-20, to provide for the prepayment any of the inter-fund loans throughout the term of the inter-fund loans, in the event that funds become available.
- 3.14 The City Manager is authorized to amend budgeted revenues and expenditures in the Police Off-Duty Fund (Fund 213) during the fiscal year based on actual revenue activity and available funding.

SECTION 4. STAFFING AND COMPENSATION INCREASES

- 4.1 Any increase by department and fund in staffing count or staffing compensation as authorized in the Approved or Amended Budget for a department must be approved by the City Council.

SECTION 5. UNSPENT APPROPRIATIONS AND ENCUMBRANCES

- 5.1 All appropriations in the FY 2018-19 Budget which remain unencumbered or unexpended on June 30, 2019, shall revert to the fund balance of the respective funds, with the exception of those outlined in section 5.3.
- 5.2 All purchase order commitments outstanding on June 30, 2019, and associated appropriations are hereby continued for FY 2018-19 expenditures.

5.3 Unencumbered or unexpended appropriations:

- a) Unencumbered or unexpended appropriations for Capital Outlay expenditures within the Capital Improvement Program, Minor Public Works Projects and Studies are eligible to be re-authorized in FY 2019-20 by project by fund in addition to the Adopted Capital Outlay appropriations in the FY 2019-20 Budget.
- b) Unencumbered or unexpended appropriations for Facilities project expenditures in Funds 106 and 602 (Building and non-Building improvements) are eligible to be re-authorized in FY 2019-20 by project by fund.
- c) Unencumbered or unexpended appropriations in the City's Asset Seizure funds are eligible to be re-appropriated in FY 2019-20.
- d) Any FY 2018-19 encumbered purchase orders included in the calculation of FY 2018-19 year-end projected expenditures in which the City Manager determines that the authorized equipment, goods and services is needed for continued and efficient City operations is authorized to be re-appropriated and 'rolled over' to FY 2019-20.
- e) Unencumbered or unexpended appropriations in Fund 242 State Homeless Appropriation are eligible to be re-appropriated in future Fiscal Years.
- f) Unencumbered or unexpended appropriations from the Summer at City Hall or Civic Summer grant, awarded by the Institute of Local Government, are eligible to be re-appropriated in FY 2019-20.
- g) Reaffirms the authorization received in Grant authorization resolutions that unencumbered or unexpended appropriations from non-capital project Grants are approved for re-appropriation in subsequent Fiscal Years if any Grant funds were not expended in a prior fiscal year.
- h) Unencumbered or unexpended appropriations in Fund 231 Affordable Housing designated to provide loan financing for development of the Bow Street Apartments or the Gardens at Quail Run are eligible to be re-appropriated in FY 2019-20.
- i) Unencumbered or unexpended appropriations within the Community Service Grants division in the General Fund specifically associated with the Arts Commission are eligible to be re-appropriated in FY 2019-20

SECTION 6. APPROPRIATION LIMITS

- 6.1 The appropriation limitation established for FY 2019-20 shall be \$109,178,368 and the adopted FY 2019-20 Budget has not exceeded the appropriation limit.
- 6.2 Elect the growth in per capita income calculation method to determine the cost of living factor for the 2019-20 fiscal year. Per the California Department of Finance, the growth in Per Capita Personal Income for FY 2019-20 is 3.85%; hence the cost of living factor is 1.0385. The Annual Percent Change in Population for Elk Grove per the California Department of Finance is 1.11%; hence the population factor is 1.0111. Thus, the combined adjustment factor for the appropriation limit is calculated by multiplying the cost of living factor (1.0385) by the population factor (1.0111), equaling 1.05.
- 6.3 The actual appropriation for FY 2018-19 has not exceeded the appropriation limitation that was adopted for FY 2018-19.

SECTION 7. MID-YEAR PERFORMANCE AND FINANCIAL REPORT

- 7.1 The City Council shall be provided a Mid-Year Performance and Financial Report including a revised estimate of the financial condition of operating funds, prior year actual fund balances, revised estimated revenues and expenditures, projected ending fund balances or deficits, recommendations for eliminating any projected fund deficits, and a progress report on performance measures as compared to Council adopted targets.

SECTION 8. MISCELLANEOUS CONTROLS / CONSIDERATIONS

- 8.1 No expenditures shall exceed the Approved or Amended Budget, by fund.
- 8.2 The City Manager is authorized to adjust budgets in the Capital Project funds for the current year based on previous actions of City Council for projects on a multi-year basis.
- 8.3 Performance targets presented for City Wide Performance Measures within each division are hereby adopted by the City Council and both fiscal and human resources shall be directed to pursue those targeted performance levels. Exhibit A, attached hereto and incorporated by reference, presents a listing of the additions and/or deletions to the City-Wide Performance Measures and is hereby adopted.
- 8.4 The City Manager is authorized to amend budgets and journal activity between the Roadway Fee Fund (Fund 328) and the Community Facilities District 2002-1 East Franklin Fund (Fund 341) associated with Capital Improvement Program projects related to improvements on and around Kammerer Road to take advantage of prioritized funding from more restricted funding sources over less restricted funding sources.

RESOLUTION

- 8.5 The City Manager is authorized to amend budgets for the repayment of funds from the Southeast Policy Area (SEPA) Drainage Impact Fees (Fund 334 and Funds 353 through 357), New Growth Area infrastructure, SEPA Planning/formation fee, and the Roadway Fee to the various funds that have funded monies including the General Fund and Laguna Ridge Community Facilities District. The repayment will likely happen over an extended period of time.

SECTION 9. REQUESTED CHANGES TO FY 2018-19 BUDGET AUTHORITY

- 9.1 Amends the FY 2018-19 Budget and FY 2018-2023 Capital Improvement Program by decreasing the Big Horn-Los Rios to Bilby Road project (WTR026) by \$790,000 in fund Community Facilities District 2005-1 Laguna Ridge (Fund 344) and increase the Civic Center (Aquatics Center) project (WCC002) by the same amount in the same fund.
- 9.2 Amends the FY 2018-19 Budget and FY 2018-2023 Capital Improvement Program as follows:
- a) Decrease the New Growth Area Roadway ROW Acquisition (WTR027) by \$4,400,000 in the CFD 2002-1 East Franklin Fund (Fund 341) and decrease the Kammerer Rd Two-Lane Extension I-5 to Bruceville Road (WTR014) by \$8,200,000 also in the CFD 2002-1 East Franklin Fund (Fund 341). This funding will be appropriated in the FY 2019-20 Budget and FY 2019-2024 Capital Improvement Program for the Kammerer Rd Reconstruction Big Horn Blvd to Lotz Parkway (WTR017) and Kammerer Rd Reconstruction Bruceville to Big Horn Blvd (WTR018) projects.
 - b) Decrease the 2016 Bus Stop Accessibility Improvements (WAC027) by \$45,000 in LTF – Bike and Pedestrian (Fund 305). This funding will be appropriated in the FY 2019-20 Budget and FY 2019-2024 Capital Improvement Program for Alternative Transportation Modes (WAM) projects.
- 9.3 Amends the FY 2018-19 Budget and FY 2018-2023 Capital Improvement Program to decrease budget authority to zero for the following Capital Improvement Program Projects and Minor Public Works Projects or Studies. The remaining budget authority in the following projects is not anticipated to be needed nor programmed until after FY 2019-20:
- a) Bond Road Bridge Maintenance (WBR002)
 - b) Grant Line Road Operational Improvements (Bond Road to Sheldon Road) (WTR034)
 - c) SR 99 Pedestrian Bridge Trespassing Restrictions (WMI009)

RESOLUTION

- 9.4 Amends the FY 2018-19 Budget by increasing budgeted expenditures in the Non-Departmental division of the General Fund by \$1,288,530. As stated in the "Analysis/Discussion" section of the staff report for Agenda Item 10.4 of City Council meeting on April 24, 2019, 50%, of the \$1,288,530 transfers out to the Capital Reserve (Fund 106) and the other 50% transfers out to the Economic Development Program (Fund 105).
- 9.5 Amends the FY 2018-19 Budget by authorizing any and all budget amendments necessary to transfer all revenue and budget authority (along with journaling any revenue and expenditure activity) from the Strategic Initiatives & Long-Range Planning Fund (Fund 107) to the Strategic Planning and Innovation division in the General Fund. Expenditures related to Strategic Initiatives & Long-Range Planning in the General Fund are budgeted in the new Strategic Planning & Innovation division under the City Manager department starting in FY 2020. These expenditures were budgeted in Fund 107 – Strategic Initiatives and Long-Range Planning in prior years. This fund will be closed and merged into Fund 101 and is no longer utilized starting in FY 2020.

This resolution shall take effect immediately.

PASSED AND ADOPTED by the City Council of the City of Elk Grove this 12th day of June 2019

STEVE LY, MAYOR of the
CITY OF ELK GROVE

ATTEST:

APPROVED AS TO FORM:

JASON LINDGREN, CITY CLERK

JONATHAN P. HOBBS,
CITY ATTORNEY

POSITION LISTING TABLE

		Authorized			
City Council	Position	FY 2018	FY 2019	FY 2020	Change
	Council Assistant (at 0.4 FTE)	2	2	2	0
City Council Total		2	2	2	0

		Authorized			
City Manager	Position	FY 2018	FY 2019	FY 2020	Change
	Administrative Analyst I	0	1	1	0
	Administrative Assistant	1	0	0	0
	Administrative Assistant to the City Council	1	1	1	0
	Assistant City Manager	1	1	1	0
	Assistant to the City Manager	1	0	0	0
	City Manager	1	1	1	0
	Community Center Attendant (at 0.4 FTE)	0	0	6	6
	Community Center Coordinator	0	1	1	0
	Community Events & Projects Coordinator	1	1	1	0
	Community Event Center Manager	1	1	1	0
	Customer Service Specialist	1	1	1	0
	Deputy City Manager	1	1	1	0
	Director of Strategic Planning and Innovation	0	1	1	0
	Economic Development Director	1	1	1	0
	Economic Development Program Manager	1	1	1	0
	Economic Development Specialist	1	1	1	0
	Executive Administrative Assistant	1	1	1	0
	Graphics & Multimedia Program Manager	1	1	1	0
	Graphic Designer	1	1	1	0
	Multimedia Specialist	1	1	1	0
	Public Affairs Manager	1	1	1	0
	Risk Analyst	1	1	1	0
	Strategic Planning and Innovation Program Manager	0	1	1	0
City Manager Total		18	20	26	6

		Authorized			
City Attorney	Position	FY 2018	FY 2019	FY 2020	Change
	Assistant City Attorney	2	2	2	0
	City Attorney	1	1	1	0
	Deputy City Attorney	1	1	1	0
	Legal Executive Administrative Assistant	1	1	1	0
	Paralegal	1	1	1	0
City Attorney Total		6	6	6	0

		Authorized			
City Clerk	Position	FY 2018	FY 2019	FY 2020	Change
	Assistant City Clerk	1	1	1	0
	City Clerk	1	1	1	0
	Deputy City Clerk/Records Manager	1	1	1	0
City Clerk Total		3	3	3	0

POSITION LISTING

		Authorized			
Finance	Position	FY	FY	FY	Change
		2018	2019	2020	
	Accountant/Sr. Accountant	2	2	2	0
	Accounting Manager	1	1	1	0
	Accounting Technician	3	4	4	0
	Administrative Analyst I	1	1	1	0
	Administrative Assistant	1	1	1	0
	Budget Manager	1	1	1	0
	Customer Service Specialist	3	2	2	0
	Director of Finance & Admin Services	1	1	1	0
	Finance Analyst I/II	2	2	2	0
	GIS Administrator	1	1	1	0
	GIS Analyst	1	1	1	0
	IT Administrator	1	1	1	0
	IT Analyst	1	1	1	0
	Management & Budget Analyst I/II	1	1	1	0
	Network Engineer	1	1	1	0
	Payroll Technician	1	1	1	0
	Purchasing Agent	1	1	1	0
	Purchasing and Contracts Manager	1	1	1	0
	Revenue Manager	1	1	1	0
	Sr. GIS Analyst	0	0	1	1
	Sr. IT Analyst	1	1	1	0
	Sr. Management & Budget Analyst	1	1	1	0
	Sr. Systems Analyst	1	1	1	0
Finance Total		28	28	29	1

		Authorized			
Human Resources	Position	FY	FY	FY	Change
		2018	2019	2020	
	Human Resources Analyst	1	1	1	0
	Human Resources Manager	1	1	1	0
	Human Resources Specialist	1	1	2	1
	Sr. Administrative Assistant	1	1	0	-1
	Sr. Human Resources Specialist	1	1	2	1
Human Resources Total		5	5	6	1

		Authorized			
Police	Position	FY	FY	FY	Change
		2018	2019	2020	
	Police Chief	1	1	1	0
	Captain	2	3	3	0
	Lieutenant	7	7	7	0
	Sergeant	18	20	20	0
	Police Officer	113	115	119	4
	Total Sworn	141	146	150	4

POSITION LISTING

Police	Authorized Position	FY	FY	FY	Change
		2018	2019	2020	
Police (continued)	Administrative Analyst II	0	1	1	0
	Administrative Assistant	5	6	6	0
	Animal Care Assistant	0	3	3	0
	Animal Care Specialist	0	3	3	0
	Animal Services Manager	1	1	1	0
	Animal Services Officer	4	4	4	0
	Animal Services Supervisor	1	1	1	0
	Animal Services Volunteer/Events Coordinator	0	1	1	0
	Community Services Officer	15	15	16	1
	Crime Analyst	2	2	2	0
	Customer Service Specialist	1	3	3	0
	Customer Service Supervisor/Animal Services	0	1	1	0
	Dispatcher	19	19	19	0
	Dispatch Manager	1	1	1	0
	Dispatch Supervisor	4	4	4	0
	Forensic Investigator	3	3	3	0
	IT Analyst	2	2	2	0
	IT Administrator	1	1	1	0
	Animal Care Supervisor-Kennel	0	1	1	0
	Police Administrative Manager	1	1	1	0
	Policy Equipment/Supply Technician	1	1	1	0
	Police Records Manager	1	1	1	0
	Police Records Supervisor	1	1	1	0
	Police Records Technician I	5	5	5	0
	Police Records Technician II	4	4	4	0
	Police Services Analyst	1	1	1	0
	Police Volunteer Coordinator	1	1	1	0
	Property & Evidence Manager	1	1	1	0
	Property & Evidence Technician I	2	2	2	0
	Property & Evidence Technician II	1	1	1	0
	Registered Veterinary Technician	0	2	2	0
	Security Officer	1	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Animal Care Specialist	0	1	1	0
	Sr. Animal Services Officer	0	1	1	0
	Sr. IT Analyst	4	4	4	0
	Sr. Management Analyst	1	1	1	0
	Supervising Forensic Investigator	1	1	1	0
	Veterinarian	0	1	1	0
	Veterinary Assistant	0	2	2	0
	Total Non-Sworn	88	108	109	1
Police Total		229	254	259	5

POSITION LISTING

Development Services	Authorized Position	FY	FY	FY	Change
		2018	2019	2020	
	Accounting Technician	1	1	1	0
	Administrative Analyst I	1	1	1	0
	Administrative Assistant	2	2	2	0
	Assistant Development Services Director	1	1	1	0
	Assistant Planner	1	1	1	0
	Code Enforcement Manager	0	1	1	0
	Code Enforcement Officer	4	4	5	1
	Code Enforcement Supervisor	1	0	0	0
	Customer Service Specialist	1	1	1	0
	Development Services Director	1	1	1	0
	Housing & Public Services Program Manager	1	1	1	0
	Permit Processing Coordinator	2	2	2	0
	Planning Manager	1	1	1	0
	Sr. Administrative Assistant	1	1	1	0
	Sr. Code Enforcement Officer	1	1	1	0
	Sr. Planner	2	2	2	0
Development Services Total		21	21	22	1

Public Works	Authorized Position	FY	FY	FY	Change
		2018	2019	2020	
	Accounting Technician	1	1	1	0
	Administrative Analyst I	1	1	2	1
	Administrative Analyst II	1	1	1	0
	Customer Service Specialist	1	1	3	2
	Drainage & Collection System Supervisor	0	0	1	1
	Engineering Technician I/II/Senior	0	0	3	3
	Environmental Specialist	1	1	1	0
	Facilities and Fleet Manager	1	1	1	0
	Facilities Technician	2	2	2	0
	Landscape Maintenance Supervisor	0	0	1	1
	Recycling & Waste Coordinator I/II	2	2	3	1
	Recycling and Waste Manager	1	1	1	0
	Operations General Supervisor	0	0	2	2
	Public Works Director/City Engineer	1	1	1	0
	PW Division Manager-Engineering	2	2	2	0
	PW Division Manager-Operations	1	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Civil Engineer	3	3	3	0
	Sr. Facilities Technician	0	1	1	0
	Sr. Transit Planner	1	1	1	0
	Street Maintenance Supervisor	0	0	1	1
	Traffic Control & Street Lighting Supervisor	0	0	1	1
	Traffic Engineer	1	1	1	0
	Transit Planner	1	1	1	0
	Transit System Manager	1	1	1	0
	Utilities Locator	0	0	1	1
Public Works Total		25	26	40	14

Total City Employees		337	369	393	24
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GLOSSARY OF TERMS

ACCRUAL BASIS – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

ACCUMULATED DEPRECIATION – The amount of depreciation that has accumulated to date during the existing useful life of City assets.

ADJUSTED APPROPRIATIONS – Total appropriations minus appropriations for capital outlay, one-time activity, debt service and non-operating transfers to other funds.

ADOPTED BUDGET – The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the budget resolution adopted by Council.

APPROPRIATION – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited in amount as to the time when it may be expended.

APPROPRIATION RESOLUTION – The official enactment by a legislative body establishing the legal authority for officials to obligate and expend resources.

ASSESSED VALUATION – A dollar value placed on real estate or other property by Sacramento County as a basis for levying property taxes.

ASSESSMENT DISTRICT – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

AUDIT – A systematic collection of sufficient and competent evidential matter needed to attest to the fairness of management’s assertions in the financial statements, or to evaluate whether management has efficiently and effectively carried out its responsibility.

BALANCED BUDGET - The total sum of revenues and one-time appropriations from reserves budgeted equal the total amount of the expenditures budgeted.

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 special rate.

BUDGET – A plan of financial operation listing an estimate of proposed applications or expenses and the proposed means of financing them for a particular time period. The budget is proposed until it has been approved by the City Council.

BUDGET CALENDAR – A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

BUDGET MESSAGE – Included in the opening section of the budget (also known as the “Transmittal Letter”), the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

CAPITAL IMPROVEMENT – A permanent addition to the City’s assets, including the design, construction, or purchase of land, buildings, or facilities, or major renovations of the same.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A financial plan of proposed capital improvement projects with single and multiple-year capital expenditures. This program plans for five years and is updated annually.

GLOSSARY OF TERMS

CAPITAL OUTLAY – A budget category which appropriates and programs expenditures related to capital assets such as infrastructure (e.g., roadways, parks, bridges, water/sewer, lighting systems, drainage systems, flood control, etc.), building, building improvements, land acquisition, and equipment. Only infrastructure with a cost of \$50,000 or more, and equipment with a cost of \$5,000 or more, is considered Capital Outlay from a financial perspective.

CERTIFICATES OF PARTICIPATION – Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – A federal grant that aims to develop viable urban communities by providing decent housing, a suitable living environment, and expanded opportunities for persons of low and moderate income. The City of Elk Grove receives an annual CDBG entitlement from the U.S. Department of Housing and Urban Development.

COMPENSATION – A budget category which generally accounts for full-time and temporary employees.

DEBT SERVICE – Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes and inter-fund loans.

DEFICIT – An excess of expenditures or expenses over resources.

DEPARTMENT – A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION – The decrease in value of physical assets due to use and the passage of time.

DEVELOPMENT IMPACT FEE – Fees placed on the development of land or conditions required for the approval of a development project such as the donation (dedication or exaction) of certain land (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

ENCUMBRANCES – A legal obligation to pay funds for an expenditure that has not yet occurred. They cease to be encumbrances when the obligations are paid or otherwise terminated.

ENTERPRISE FUNDS – This fund type is used to account for operations that are: (a) financed and operated in a manner similar to private sector enterprises and it is the intent of the City that the costs (including depreciation) for providing goods or services to the general public be financed or recovered primarily through the user charges; or (b) the City or an outside grantor agency has determined that a periodic determination of revenues earned, expenses, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City has established the following enterprise funds: solid waste, transit, and drainage.

EXPENDITURE – The outflow of funds paid or to be paid for an asset or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. **Note:** An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FIDUCIARY FUNDS - Used to report assets held in a trustee or agency capacity for others.

FISCAL YEAR (FY) – A 12-month period of time to which the budget applies. The City of Elk Grove's fiscal year is July 1 through June 30.

FULL-TIME EQUIVALENT (FTE) – The decimal equivalent of a part-time position converted to a full-time base (i.e., one person working half time would equate to 0.5 FTE).

GLOSSARY OF TERMS

FUND – An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. The seven generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

FUND BALANCE – The amount of financial resources available for use. Generally, this represents the detail of all the annual operating surpluses and deficits since the fund's inception. Also known as the financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

GANN APPROPRIATIONS LIMIT – This term refers to Article XIII B of the California State Constitution that places limits on the amount of proceeds from taxes that state and local governmental agencies can receive and spend each year.

GAS TAX – Administered by the State Board of Equalization (SBOE), this is a per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of the revenue is for research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit.

GENERAL FUND – The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include the City Council, City Manager's Office, Police, Human Resources, Attorney's Office, Finance, and others.

GENERAL PLAN – California State law requires each City to adopt a General Plan that describes the direction the City will take concerning its future development.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting.

GOAL – The desired result of accomplishments within a given time frame.

GOVERNMENTAL FUNDS - Funds used to account for tax-supported activities.

GRANT – Contribution or gift or cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

INFRASTRUCTURE – Facilities on which the continuance and growth of the community depend on, such as roads, water lines, sewers, public buildings, etc.

INTER-FUND 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.

INTERNAL SERVICE FUND – Funds established to account for the financing of goods or services provided by one department for other departments within the City on a cost reimbursement basis.

LANDSCAPE AND LIGHTING DISTRICT – An assessment district that is formed for the maintenance of landscaping and street light improvements.

MEASURE A – Sacramento County voters approved a ½ cent sales tax funding source in the late 1980's to fund specific transportation projects and maintenance.

MELLO ROOS DISTRICT – The formation of a special tax district for the installation and maintenance of public improvements.

GLOSSARY OF TERMS

MODIFIED ACCRUAL – An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become measurable and available to finance expenditures for the current period. Expenditures are recognized when the fund liability is incurred.

MOTOR VEHICLE IN-LIEU – A State vehicle fee imposed on motorists for the privilege of operating a motor vehicle on the public highways. It is imposed “in-lieu” of a local property tax.

MUNICIPAL CODE – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

OBJECTIVES – The necessary steps that need to be accomplished to achieve a desired goal.

OPERATING BUDGET – Annual appropriation of funds for on-going program costs, including salaries and benefits, services and supplies, debt service and capital outlay.

OPERATING EXPENSES – Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

ORDINANCE – A formal legislative enactment by the City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

PERFORMANCE MEASURES – Performance measures are an important component of decision making and, at a minimum, they should be based on program goals and objectives, measure program results or accomplishments, provide for comparisons over time, measure efficiency and effectiveness, and be reliable, verifiable, and understandable.

PROPERTY TAX – Property tax is imposed on real property (land and permanently attached improvements such as building) and tangible personal property located within the City.

PROPOSED BUDGET – This refers to the status of an annual budget which has been submitted by the City Manager and is pending public review and City Council adoption.

REDEVELOPMENT AGENCY (RDA) – A separate legal entity charged with the responsibility for elimination of blight in a community through the process of redevelopment.

REIMBURSEMENT – The payment of an amount remitted on behalf of another party, department, or fund.

RESERVE – An account used to record a portion of the fund’s balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation unless authorized by legislative body.

RESOLUTION – A special order of the City Council which has a lower legal standing than an ordinance.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

REVENUE – Amount received for taxes, fees, permits, licenses, interest, and intergovernmental sources during the fiscal year.

REVENUE BONDS – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

SALARIES AND BENEFITS – A budget category that generally accounts for full-time and temporary employees, overtime, and all employee benefits, such as medical, dental, and retirement.

GLOSSARY OF TERMS

SPECIAL ASSESSMENT – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TRANSIENT OCCUPANCY TAX (TOT) – A tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel or Motel Tax.