



2020-2021



ANNUAL BUDGET

CITY OF ELK GROVE, CALIFORNIA



ANNUAL BUDGET

FISCAL YEAR 2020-2021



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CITY OF ELK GROVE

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

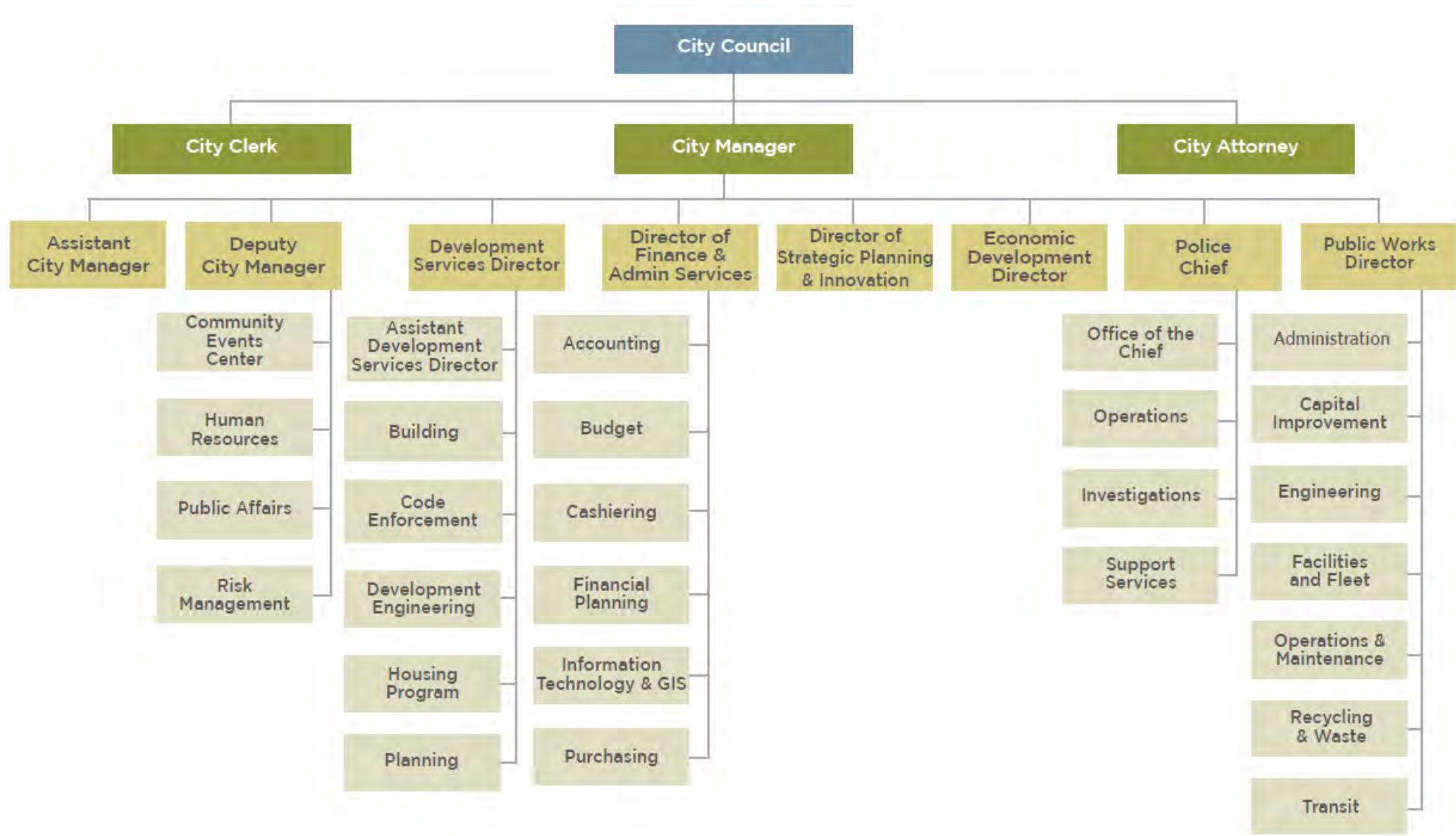




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Kara Reddig, Deputy City Manager
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For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

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June 02, 2020

Mayor and Council Members:

It is my pleasure to submit for your review and consideration the Fiscal Year 2020-21 Proposed Budget (Budget). The City's proposed General Fund (discretionary) Budget is \$74.4 million for FY 2020-21, which is \$3.5 million (4.5%) less than the FY 2019-20 Adopted Budget of \$77.9 million and is \$5.7 million (7.1%) less than the original Projected FY 2020-21 Budget of \$80.1 million. 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 2020-21, net of transfers and internal service costs, is \$304 million, which is \$13 million (4.5%) more than the FY 2019-20 Budget of \$291 million. Highlights of the proposed FY 2020-21 Budget are noted below:

- Provides fiscal conservancy and responsibility by curtailing and reducing spending as a response to revenue losses as a result of the COVID-19 pandemic (see Financial Overview below)
- Provides funding for and programming of City Council Priority Projects
- Provides further transparency in allocating internal service and debt service costs to the appropriate departments
- Maintains the level of service to the residents of Elk Grove, with continued focused efforts on public safety and economic development
- Maintains healthy reserves and aligns reserve allocations based on the adopted General Fund Reserve Policy

Financial Overview

The City, State and Nation had experienced over ten years of consecutive economic growth until early 2020. The recovery from the prior recession had exceeded the average length of economic expansions in the post-World War II era. This recovery differed from past recoveries in the extremity of the preceding downturn and in its slower pace of recovery.

However, starting in March of 2020 the spread of the COVID-19 virus (now declared a pandemic) among the Nation's population, resulted in the spread of economic impacts across multiple sectors and indicators. According to the Bureau of Economic Analysis, the Nation's Gross Domestic Product (GDP) is estimated to decline by 5% (year-over-year) for the first quarter of the calendar year (4th quarter of the Fiscal Year). According to the Bureau of Labor Statistics the Nation's unemployment rate has risen to 14.7% (15.5% for California) for the month of April, compared to the prior months unemployment rate of only 4.4%.

In a recession pattern, economic activity declines, which can lead to negative revenue growth for the City. In the case of this recession, consumer-based revenues stemming from goods and services being provided in-person such as Sales Tax, Transient Occupancy Tax, and Gas Tax have been impacted significantly due to lack of consumer spending. The City relies heavily on Sales Tax revenues (its largest individual revenue source) of which nearly 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 declining activity in the 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 could result in negative impacts to Property Taxes, the City's second largest revenue source, and also to Development Impact Fees which fund critical infrastructure projects. Incorporating the above factors and impacts, FY 2020-21 Budgeted revenues are significantly less than those presented in the projected FY 2020-21 Budget a year ago and FY 2019-20 estimates for revenue are less than the Adopted FY 2019-20 Budget.

Given that the future outcomes of the pandemic are very unknown, there is great difficulty in estimating revenues for FY 2019-20 and FY 2020-21. While the City has tried to rely on expert forecasts and recommendations for revenue sources such as Sales Tax and Transient Occupancy Tax, the unprecedented nature of COVID-19 and immediate impacts to the economy make revenue projections particularly challenging. Although Staff has tried to present a conservative approach to revenues estimates it is likely that budget adjustments throughout the year may be necessary as revenues are received. For example, sales tax revenues for April through June 2020 will not be received until August. Further details on General Fund revenues are presented below.

FY 2019-20 Adopted Budget vs FY 2019-20 Year-End Estimates for General Fund revenues:

Revenue Source	FY 2019-20		FY 2019-20 YE		% Change
	Adopted	Estimate	\$ Change		
Sales Tax	\$ 28,766,677	\$ 25,770,824	\$ (2,995,853)	-10%	
Property Tax	\$ 14,020,518	\$ 14,020,518	\$ (0)	0%	
Property Tax in Lieu of VLF	\$ 13,839,000	\$ 13,840,241	\$ 1,241	0%	
Property Transfer Tax	\$ 1,018,000	\$ 1,006,238	\$ (11,762)	-1%	
Utility Users Tax	\$ 6,242,000	\$ 6,343,189	\$ 101,189	2%	
Transient Occupancy Tax	\$ 2,415,968	\$ 1,431,420	\$ (984,548)	-41%	
Franchise Fees	\$ 2,435,501	\$ 2,402,692	\$ (32,809)	-1%	
Other	\$ 7,280,319	\$ 7,835,956	\$ 555,637	8%	
Operating	\$ 1,489,543	\$ 1,932,008	\$ 442,465	30%	
Total	\$ 77,507,526	\$ 74,583,086	\$ (2,924,440)	-4%	

- The above table shows that the largest estimated variances between the FY 2019-20 Adopted Budget and the FY 2019-20 YE Estimate is in Sales Tax and Transient Occupancy Tax.
- Sales Tax assumptions and forecasts are provided by the City's Sales Tax consultant(s) that forecast a nearly \$3 million decline in Sales for FY 2019-20 (when compared to the FY 2019-20 Budget) resulting from the COVID-19 pandemic.
- As a result of the COVID-19 pandemic, the FY 2019-20 YE estimate factors in significant declines in projected Transient Occupancy Tax revenue for the last 4 months of the year using analysis by Hotel Tax consultants.
- The higher estimate for "Other" revenues is due to anticipated one-time strategic planning grant revenue being received in FY 2019-20 that wasn't included in the adopted budget.
- The higher estimate in "Operating" revenue is due to revenues for the Animal Shelter and Code Enforcement departments exceeding budget estimates. The licensing and adoption fees at the shelter have been performing better than expected and the Code Enforcement division incurred unanticipated revenue from illegal marijuana grow citations.

To mitigate for \$2 million of the nearly \$3 million dollars in projected revenue loss for FY 2019-20 for the General Fund, \$2 million dollars of unprogrammed funds will be transferred and returned from the Economic Development Fund to the General Fund by the end of FY 2019-20. The remaining \$1 million shortfall in revenues is being drawn from the beginning fund balance of FY 2019-20.

FY 2019-20 Adopted Budget vs FY 2019-20 Year-End Estimates for other affected revenues:

Revenue Source	FY 2019-20		FY 2019-20 YE		% Change
	Adopted	Estimate	\$ Change		
Transportation Funds	\$ 12,876,468	\$ 10,813,820	\$ (2,062,648)	-16%	
Development Services Fund	\$ 10,184,419	\$ 8,076,851	\$ (2,107,568)	-21%	
Total	\$ 23,060,887	\$ 18,890,671	\$ (4,170,216)	-18%	

To mitigate for the \$2 million expected loss in projected revenues for transportation funds (Gas Tax, Senate Bill 1, and Measure A) for FY 2019-20, multiple capital projections are being deferred to subsequent fiscal years. Activity in the Development Services Fund occurs based on a contract model for processing residential and commercial Planning and Building permits. Hence, a decline in revenue also results in a decline in expenditures to help mitigate the revenue loss.

FY 2020-21 Projected Budget vs FY 2020-21 Proposed Budget for General Fund revenues:

Revenue Source	FY 2020-21		\$ Change	% Change
	Projected	Proposed Budget		
Sales Tax	\$ 29,563,601	\$ 24,855,446	\$ (4,708,155)	-16%
Property Tax	\$ 14,816,479	\$ 14,020,518	\$ (795,961)	-5%
Property Tax in Lieu of VLF	\$ 14,625,000	\$ 13,840,241	\$ (784,759)	-5%
Property Transfer Tax	\$ 1,038,000	\$ 986,000	\$ (52,000)	-5%
Utility Users Tax	\$ 6,304,000	\$ 6,343,000	\$ 39,000	1%
Transient Occupancy Tax	\$ 2,718,938	\$ 1,713,939	\$ (1,004,999)	-37%
Franchise Fees	\$ 2,429,086	\$ 2,379,500	\$ (49,586)	-2%
Other	\$ 7,680,539	\$ 7,595,807	\$ (84,733)	-1%
Operating	\$ 1,477,072	\$ 1,847,234	\$ 370,162	25%
Total	\$ 80,652,715	\$ 73,581,685	\$ (7,071,030)	-9%

- The above table shows that the largest estimated variances between the FY 2020-21 Projected Budget and the FY 2020-21 Proposed Budget is in Sales Tax and Transient Occupancy Tax.
- Sales Tax assumptions and forecasts are provided by the City's Sales Tax consultant(s) that forecast a \$4.7 million decline in Sales for FY 2020-21 (when compared to the FY 2020-21 Projection) resulting from the COVID-19 pandemic.
- FY 2020-21 Budgeted revenues for Transient Occupancy Tax reflects a gradual monthly recovery from low occupancy rates during the COVID-19 pandemic. However, even with the gradual recovery, revenues are not expected to reach what was originally projected for FY 2020-21.
- Property Taxes and Property Taxes in Lieu of Vehicle License Fees are projected to be lower than projected in FY 2020-21 due to potential impacts from the COVID-19 pandemic on property related activity. Growth in property tax can be driven by increases in property assessment values, increases in the number of assessed properties, and additional amounts of supplemental property taxes as a result of real estate sales within the City. Assuming expected impacts of the COVID-19 pandemic on real estate activity over the next year, declining or constrained home values combined with a slowdown in new home construction could result in mitigating the drivers of Property Tax growth mentioned above. Although the quantitative impacts of the pandemic on the property taxes for FY 2020-21 is unknown at this time, a negative effect is assumed.
- Modest growth is typically assumed annually for Property Transfer Taxes. However, given the expected slowdown in property sales and purchases over the next year as a consequence of the COVID-19 pandemic, Property Transfer Taxes are projected to decline in FY 2020-21.
- With impacts (whether positive or negative) from COVID-19 on Utility Users Tax being unknown at this time, revenue expectations are fairly flat for FY 2020-21.
- Cable 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.
- The decrease in Governance revenues in the "Other" category is due to a decline in Cost Allocation Plan transfer-in revenues and a decline in special event revenues, due to impacts from COVID-19, from what was originally projected.

To help mitigate the impacts of the \$7 million loss in projected General Fund revenues for FY 2020-21, staff made efforts during the spring of 2020 (amidst the COVID-19 pandemic) to implement reductions to the FY 2020-21 Projected Budget by \$5.7 million for the Proposed FY 2020-21 Budget. Below is a summary of those reductions:

- As a response to the revenue impacts stemming from the COVID-19 pandemic, no new positions are assumed for Proposed FY 2020-21. The prior Projected Budget assumed 6 new positions in FY 2020-21, including 3 Sworn Police Officers. The FY 2020-21 Proposed Budget assumes 10 unfunded positions (see Organizational Issues below) including 5 Sworn Police Officers. The FY 2020-21 Projected Budget assumed only 3 vacant Sworn Police Officer positions based on historic average vacancy rates. These 10 positions are assumed to remain vacant and unfunded until FY 23. Implementing the above results in a net spending reduction of \$1.6 million
- The FY 2020-21 Proposed Budget does not include the approximately \$1.2 million transfer-out of the Recycling & Waste Franchise Fee revenue to the Capital Reserve Fund as originally projected.
- Also not included in the FY 2020-21 Proposed Budget is an advance prepayment of the City's PERS unfunded accrued liabilities (UAL). Allowances for prepayment of PERS unfunded liabilities have been included in the annual budget for the past several years and was assumed in the FY 2020-21 Projected Budget in the amount of \$900,000.
- General Fund Deficit Forgiveness contribution to the Transit Fund is suspended for the FY 2020-21 Proposed Budget, which was originally projected at \$835,304.
- Information Technology equipment, such as the purchase of a new server for the Police Department, is being deferred to a future fiscal year, resulting in a reduction of \$600,000 from the FY 2020-21 Projected Budget.
- When compared to the FY 2020-21 Projected Budget, the proposed budget reflects a reduction of nearly \$600,000 in operational costs such as professional service contracts (e.g. studies, research, consulting, and student interns), training, travel, dues & memberships, subscriptions and publications.

Below is a summary of the FY 2020-21 Projected Budget vs FY 2020-21 Proposed Budget for General Fund spending by Department:

Department	FY 2021		\$ Change	% Change
	FY 2021 Projected	FY 2021 Proposed Budget		
City Council	\$ 516,058	\$ 523,566	\$ 7,508	1%
City Manager	\$ 5,044,684	\$ 4,788,052	\$ (256,632)	-5%
City Attorney	\$ 1,553,291	\$ 1,689,775	\$ 136,484	9%
City Clerk	\$ 781,913	\$ 870,037	\$ 88,124	11%
Finance & Admin Services	\$ 3,402,931	\$ 3,453,684	\$ 50,753	1%
Human Resources	\$ 1,275,269	\$ 1,290,421	\$ 15,152	1%
Planning Commission	\$ 9,782	\$ 9,883	\$ 101	1%
Non-Departmental	\$ 8,747,379	\$ 3,739,186	\$ (5,008,193)	-57%
Revenue Neutrality	\$ 5,583,958	\$ 5,583,958	\$ -	0%
Community Service Grants	\$ 411,238	\$ 391,467	\$ (19,771)	-5%
Community Events	\$ 1,015,490	\$ 749,935	\$ (265,555)	-26%
Police	\$ 50,240,000	\$ 49,668,897	\$ (571,103)	-1%
Planning	\$ 152,318	\$ 157,139	\$ 4,821	3%
Code Enforcement	\$ 1,354,749	\$ 1,452,185	\$ 97,436	7%
Total	\$ 80,089,060	\$ 74,368,185	\$ (5,720,875)	-7%

Note: \$2,550,000 was included in the FY 2020-21 Projected Budget under Non-Departmental as an estimated set-aside to account and budget for cost impacts from the Police Officer Association negotiations that occurred in 2019 and from a general salary increase (GSI) given to non-represented employees. Any cost impacts associated with the above are now spread across applicable departments for the FY 2020-21 Proposed Budget. Had the \$2,550,000 been a known amount, rather than an estimate, and had been spread across applicable departments in the FY 2020-21 Projected Budget, the above table would only show about a \$2.5 million reduction in Non-Departmental spending and an additional \$2.55 million reduction among the departments.

FY 2020-21 Projected Budget vs FY 2020-21 Proposed Budget for other affected revenues:

Revenue Source	FY 2021		\$ Change	% Change
	Projected	Proposed Budget		
Transportation Funds	\$ 13,061,686	\$ 10,635,225	\$ (2,426,461)	-19%
Development Impact Fee Funds	\$ 23,128,446	\$ 16,919,503	\$ (6,208,943)	-27%
Development Services Fund	\$ 9,603,729	\$ 7,503,983	\$ (2,099,746)	-22%
Total	\$ 45,793,861	\$ 35,058,711	\$ (10,735,150)	-23%

To mitigate for the \$10.7 million expected loss in projected FY 2020-21 revenues for Transportation Funds (Gas Tax, Senate Bill 1, and Measure A), Development Impact Fee Funds (e.g. Roadway Fee, Laguna Ridge Parks Fee, other Capital Facilities Fees), and the Development Services Funds the following types of spending reductions are incorporated in the FY 2020-21 Proposed Budget.

- Transportation Funds spending reductions:
 - CIP projects (deferred)
 - Signal Controllers (deferred)
 - Streetlight pole painting (deferred)
 - Preventative Maintenance/Repairs (deferred)
- Development Impact Fee Funds spending reductions:
 - CIP projects (deferred)
- Development Services Fund
 - New residential/commercial planning project and permit processing – reduction in revenues and expenses (contract model)

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 24, 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 24, 2019 an additional reserve fund called the Opportunity Reserve. This reserve adds flexibility as it will be available for the purpose of providing funding for projects, acquisitions, or unforeseen events or needs. 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 are allocated 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. In response to the revenue impacts to the General Fund as a result of the COVID-19 pandemic General Fund, reserves over 30% for FY 2019-20 and FY 2020-21 are being retained to maintain or support target level funding for projected fund balance amounts in subsequent fiscal years. In addition, there are no transfers as described in the Reserve policy to the Capital Reserve Fund nor Economic Development Fund assumed for FY 2021-22 through FY 2024-25.

Five-Year Projection. The current five-year forecast for the General Fund indicates that a contribution from the fiscal year's beginning fund balance is necessary to fund some one-time costs for years FY 2020-21 through FY 2022-23, but not necessary for the remaining projection period. For further details on the General Fund and other five-year forecasts, please see the Five-Year Forecast section of the budget.

- No new positions are assumed for FY 2020-21 through FY 2022-23. The prior year's forecast assumed 6 new positions in FY 2020-21, including 3 Sworn Police Officers. FY 2023-24 assumes 2 new Sworn Police Officers and 2 additional non-Sworn positions; FY 2024-25 assumes the same number of new positions as FY 2023-24.
- Debt Service transfer-out expenditures to the Old Town Plaza Debt Service Fund. The amount of transfer-out expenditures in the forecast reflect the General Fund's contribution toward paying the principal and interest payments for the Old Town Plaza Debt.
- In response to the revenue impacts as a consequence of the COVID-19 pandemic, the forecast does not include the transfer-out of the Recycling & Waste Franchise Fee revenue in the Franchise Fee Special Project Funding line as contributions to the Capital Reserve Fund for years FY 2020-21 through FY 2024-25 and will remain in the General Fund to support ongoing operations
- Due to the revenue impacts of COVID-19 on the General Fund, the General Fund Deficit Forgiveness contribution to the Transit Fund is suspended for years FY 2020-21 through FY 2024-25.
- In response to revenue impacts as a result of the COVID-19 pandemic, FY 2020-21 budgeted expenditures don't include a prepayment of the City's PERS unfunded accrued liabilities (UAL). Allowances for prepayment of PERS unfunded liabilities are included in years FY 2021-22 through FY 2024-25. Recent low returns of CalPERS investments will cause PERS payments to increase over what is currently assumed in the forecast. Continued accelerated contributions to these unfunded liabilities will mitigate some of the increase.

\$ in 000s	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Beginning Fund Balance	23,049	22,491	22,262	22,025	21,731
Total Revenues	73,582	75,956	78,789	81,765	84,885
Total Expenditures	74,368	76,193	79,083	81,543	83,514
Contributions to/from Fund Balance	(787)	(237)	(294)	221	1,370
Cumulative Results	(787)	(1,024)	(1,318)	(1,096)	274
Initial Ending Fund Balance	22,262	22,025	21,731	21,952	23,322
Transfer to Capital Reserve	-	-	-	-	-
Transfer to Economic Development	-	-	-	-	-
Opportunity Reserve - 5%	3,574	3,551	2,534	2,203	3,143
Reserve for Economic Uncertainty - 25%	17,872	18,474	19,197	19,749	20,180
Total Ending Fund Balance	21,446	22,025	21,731	21,952	23,322
Fund Balance as a % of Adjusted Appropriations	30%	30%	28%	28%	29%
Future Reserve Target Support	816	-	-	-	-

Organizational Issues

Compensation. The Proposed FY 2020-21 Budget includes potential impacts from negotiated compensation increases for the Police Officers Association but does not include compensation and benefit increases for unrepresented employees. Negotiations with the Police Management Association are currently underway but are not concluded. Hence, potential compensation impacts from the Police Management Association negotiation have not been included in the proposed budget.

Long-Term Pension Liabilities. Although the FY 2020-21 Budget does not include a prepayment of the City's PERS unfunded accrued liabilities (UAL), the FY 2019-20 amended budget includes a \$2.2 million prepayment that was made earlier in the fiscal year. 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. These accelerated payments will mitigate the future cost impact of CalPERS' rate increases. In February 2017, CalPERS (California Public Employees Retirement System) elected to reduce the discount rate from 7.5% to 7.0%. The implementation of the PERS discount rate change takes place over a seven-year period beginning with Fiscal Year 2017-18 and concluding in FY 2024-25. The City's additional funding of the UAL should help to constrain or mitigate increases to the UAL because of the seven-year phase in.

Position Management. As mentioned above, no new positions are budgeted for FY 2020-21. The prior year's FY 2020-21 Projected Budget assumed 6 new positions in FY 2020-21, including 3 Sworn Police Officers. Also mentioned above, the FY 2020-21 budget assumes 10 unfunded positions, including 5 Sworn Police Officers. The prior year's FY 2020-21 Projected Budget assumed only 3 vacant positions. These 10 positions shall remain vacant and unfunded until FY 2022-23 and are listed in the table below:

Department	Position	Funding Source
City Manager	Assistant City Manager	Various
Police	5 Sworn Police Officers	General Fund
Police	Dispatcher	General Fund
Police	Sr. Animal Services Officer	General Fund
Police	Animal Services Officer	General Fund
Police	Animal Care Assistant	General Fund
Total FTE	10	

Reclassifications. Below are reclassifications of positions included in the FY 2020-21 Proposed Budget:

- Senior Payroll Technician: The job duties of the Payroll Technician position has evolved into more technically and analytically advanced functions over the past several years. Hence, the Payroll Technician position is being reclassified as a Senior Payroll Technician.
- Administrative Analyst II: The job duties for one of the Administrative Analyst I positions (in the Finance & Administrative Services department) have evolved into more complex responsibilities over the past several years, resulting in the need to reclassify the position to an Administrative Analyst II.
- Senior Management and Budget Analyst: The employee currently filling the Management and Budget Analyst II position is working and performing at an elevated level capacity that more closely aligns with the Senior Management and Budget Analyst position. Therefore, the Management and Budget Analyst II position is being reclassified to a Senior Management and Budget Analyst.
- Senior Accounting Technician: The duties of one of the Accounting Technician positions (in the Public Works department) has evolved over time into more sophisticated duties. Hence, this position is being reclassified as a Senior Accounting Technician.

The analysis of these positions and the recommended reclassification was completed before the COVID-19 revenue impacts. These reclassifications are still recommended as they reflect a proper alignment of positions with current job duties based on an independent analysis. The cost impact of these reclassifications in FY 2020-21 is approximately \$30,000.

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

FY 2020-21 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 and FY 2020-21 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

- **District56 Nature Area.** The City has been developing a 56-acre site formerly called the Civic Center in Laguna Ridge for a variety of years. This 56-acre site includes the Aquatics Center and Civic Center Commons (WCC002), Civic Center - Community & Senior Center (WCC010), Civic Center - Veteran's Hall and Veteran's Grove, dancing fountain, public art, and future home of the District56 Library and Cultural Arts Center (WFC034). The remaining 30 acres on the south side of the property has been designated for the Nature Area a passive recreational site with expansion of the west and east parking lots. The Nature Area will include a beautiful pond which will serve as a focal point of the space. Boardwalks and meandering walkways which will entice visitors to explore the space and lead to a new fitness court, group picnic area, and children's play area. The project will enhance the great lawn just south of the aquatics center and add a kinetic sculpture to the public art sprinkled throughout District56. This Project will start construction in summer 2020 and be complete by fall 2021 with an additional 12 months of plant establishment.
- **Old Town Plaza:** 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 completed the design of the Old Town Plaza Phase 2 and 3 Project (WCE022) and Council recently awarded a construction contract for these improvements. These two phases are the final phases of the Old Town Plaza and create a gathering space that celebrates Old Town's rich heritage and railroad history. These plaza improvements will include an entrance plaza, walkways, bike parking, seat wall, lawn/landscaping areas, and a pavilion structure. 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 is expected to start in the summer of 2020 with completion anticipated in Spring 2021.

- **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:
 - Lead the City's efforts related to economic support and recovery following the impacts of the COVID-19 pandemic.
 - 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. The budget includes a \$100,000 transfer from the General Fund to the Small Business Incentive Fund.
 - 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. The budget includes a \$200,000 transfer from the General Fund to the Economic Development Incentive Fund.
 - 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.
 - 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:

- A Selective Traffic Enforcement Program (STEP) grant application was submitted in January 2020 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 2020 and September 2021.
- The appropriation from the State Supplemental Law Enforcement Services Fund (SLESF) also allows the funding of a two-year agreement with Women Escaping A Violent Environment (WEAVE) for a Domestic Violence Response Team (DVRT). The DVRT includes a full-time WEAVE Advocate at the police department who partners with a detective to respond to domestic violence calls and provides support services to victims.
- 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.
- Further develop the deployment of the Unmanned Aircraft System (UAS) program to better support public safety through enhanced abilities to locate lost and missing persons, help locate those suspected of crimes and provide support to Cosumnes Fire. The UAS program was launched in Fall of 2019 and currently has 3 certified pilots with 4 more working towards their FAA certification.

• Expanded Use of Video Technology:

- Construction of the Real-Time Information Center (RTIC) was completed in August 2019. The RTIC has since been operating as a central hub of a wide range of technologies that support and improve the Department's policing strategy. The department has access to real-time crime data that assists officers when called out to crimes in progress, as well as the investigation of crimes already committed. Staffing the RTIC now includes a full time supervisor to better coordinate the real-time viewing of traffic and city cameras to better deploy resources, identify crimes in progress and apprehend suspects. Additional technology will continue to be identified and deployed to better enhance our capabilities and improve community safety.
- In an effort to leverage technology in assisting with our investigations, our Capturing Crime Through Video (C.C.T.V.) camera registry program was created in the fall of 2019. CCTV is an opportunity for citizens and business owners to register the locations of their video surveillance systems so that EGPD can then enlist the assistance of these surveillance camera owners to help staff collect video evidence. By knowing where resident cameras are located and having contact information, RTIC or detectives can directly contact residents and business to see if they might have surveillance video leading to the identification and arrest of criminals. This is a strictly voluntary program and the department does not have access to private party surveillance camera systems.

- **Climate Action Plan.** The City adopted a Climate Action Plan in early 2019 and implemented it in FY 2019-20. Funding is included in the FY 2020-21 budget for annual monitoring.
- **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 began 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. The plan should be completed in FY 2020-21.

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, followed by an annual update in April 2020. An 18-member Diversity and Inclusion Team made up of City employees reviews and prioritizes diversity and inclusion efforts within the City. In FY 2019-20 staff continued to prioritize and implement elements of the Inclusion Strategy to foster a diverse and inclusive work environment, including the formulation of Mission and Vision statements, and core Values. For FY 2020-21, major projects for implementation will include the creation of a long-term training strategy, enhancing mentoring and training programs for staff, working to implement GARE (Government Alliance on Race and Equity) race-forward principles.
- **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 performance measures.
- **Smart City Action Plan:** In FY 2019-20, the City started 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. The goal in FY 2020-21 is to further a Smart City Initiative that establishes an approach and structure for implementation of Smart City programs.

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 (I-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 still in progress. There is enough funding for a divided two-lane road from Lent Ranch Road to Bruceville Road. Construction for this segment will begin in the spring 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 and make it shovel ready for future grant funding opportunities.
- **Street Maintenance:** The most significant challenge for the Operations and Maintenance (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.). With the ongoing COVID-19 crisis resulting in reductions to Gas Tax and Measure A funding, O&M will need continue its effort to lower costs and increase efficiencies through new and innovative ways.
- **Infrastructure Maintenance:** In FY 2020-21 O&M will implement a new work order system, Cityworks. This computerized maintenance management system or CMMS will help O&M implement and execute a more efficient maintenance program. Over the past two years O&M has spent countless hours collecting City public works assets, categorizing them, assessing them, and creating GIS layers that will be used by Cityworks. With this data, O&M will be able to tap into the full capabilities of Cityworks to maintain existing assets. Cityworks will assist in creating and tracking preventative maintenance programs, which will lower maintenance costs and reduce maintenance shortfalls.
- **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. The FY2020-21 Budget includes funding to continue implementation of the Traffic Congestion Management Plan (Plan), which identifies specific strategies for more efficient management of the City's traffic system. This includes continuing to fund 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 2020-21 Budget also includes funding for consultant staff augmentation needed to provide engineering services in traffic engineering, drainage engineering, construction engineering and permits.

Conclusions/Acknowledgments

During FY 2019-20, departments limited their spending and prioritized those services that directly affect the residents of Elk Grove. Their sustained dedication through the FY 2020-21 budget process, and amidst the COVID-19 pandemic, facilitated the balanced plan proposed to meet the City Council's highest priorities.

I want to acknowledge Budget Manager Shay Narayan, Finance & Administrative Services 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 Finance Analyst Kara Taylor-Seeman and Administrative Analyst Jannet Meyer for their contributions and support of the Budget team during this preparation season. Special thanks are given to the City's Graphic Design team for proofing much of the visual content. Additionally, I thank City Council members for their support of our workforce.

A preview of the Budget was presented to the Council at the May 27 Council meeting, with an opportunity for questions, comments and direction. Staff will present the Budget for further discussion, deliberation and possible adoption at the June 10 Council meeting. The Budget may be adopted on June 10th or 24th.

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 2020-21 Budget.

Respectfully submitted,



Jason A. Behrmann
City Manager

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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 for Fiscal Years 2019-20 and 2020-21 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 	✓	✓		✓
Whitlock 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 extend 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 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 (or designee) 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. For biennial budget years (every other year) 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 of every budget year 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.

Prior to adoption of the budget, the electronic version of the proposed budget is made available online on the City's website. Once the budget is adopted, 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 adopted budget is made available online on the City's website, replacing the proposed budget, after it is officially adopted by Council.

The calendar below shows the budget timelines and process in brief for Fiscal Year 2020-21 (non-biennial budget year) Budget preparation.

Date	Item
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	Special event sponsorship grants awarded by City Council
April	2020-2025 Capital Improvement Program reviewed by Planning Commission
May	Present Proposed FY 2020-21 Budget and 2020-25 Capital Improvement Program to City Council
June	City Council Budget Work Session and opportunities for budget adoption

During the spring of the FY 2020-21 budget calendar cycle, in addition to the above calendar milestones and processes, staff analyzed the impacts on the City's revenues stemming from the COVID-19 pandemic. Very little data on actual revenue activity was known at the time. However, based on observed impacts, revisions to revenue projections were made for various funds. As a response to these revisions, departments were asked to change their budget requests to align with the "new reality" for revenues.

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 (as well as the Comprehensive Annual Financial Report (CAFR)) 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. The exception to the above modified accrual basis is for enterprise funds such as Recycling & Waste, Drainage and Transit. A full accrual basis is used for these funds where revenues are recognized when received or earned.

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 2021-21 come in at 99% of the anticipated level, the City would realize \$735,817 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. The cost of the upcoming Police Management Association (PMA) compensation increases are not finalized at this time and is not assumed in the forecast.

COVID-19 Recession

The City, State and Nation had experienced over ten years of consecutive economic growth until early 2020. The recovery from the prior recession had exceeded the average length of economic expansions in the post-World War II era. This recovery differed from past recoveries in the extremity of the preceding downturn and in its slower pace of recovery.

However, starting in March of 2020 the spread of the COVID-19 virus (now declared a pandemic) among the Nation's population resulted in the spread of economic impacts as well across multiple sectors and indicators. According to the Bureau of Economic Analysis, the Nation's Gross Domestic Product (GDP) is estimated to decline by 5% (year-over-year) for the first quarter of the calendar year (4th quarter of the Fiscal Year). According to the Bureau of Labor Statistics the Nation's unemployment rate has risen to 14.7% (15.5% for California) for the month of April, compared to an unemployment rate of 4.4% in March.

In a recession pattern, economic activity declines, which can lead to negative revenue growth for the City. In the case of this recession, consumer-based revenues stemming from goods and services being provided in-person such as Sales Tax and Transient Occupancy Tax have been impacted significantly due to lack of consumer spending. The City relies heavily on Sales Tax revenues (its largest individual revenue source) of which nearly 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 could result in negative impacts to Property Taxes, the City's second largest revenue source. Incorporating the above factors and impacts, the General Fund forecast below looks different than in prior years. Generally, this forecast assumes a decline in most General Fund revenues in FY 21, followed by a modest economic recovery and gradual increase in revenues starting in FY 22. Due to the dynamic and evolving nature of this COVID-19 related recession, staff will be closely monitoring economic data and revenue sources in the coming months and bring recommended adjustments to the Council as needed.

The following tables encompass the City's Five-Year General Fund Forecast. The bottom lines of the forecast show the annual appropriations from and to fund balances and what the resulting fund balance projections are. Following the forecast is the set of assumptions used to develop the forecast model. Succeeding the set of assumptions is a display of "what-if" scenario comparisons showing what projected fund balances would be if the prior years forecasted expenditures were used rather than this year. 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

Forecast

FIVE YEAR GENERAL FUND FORECAST - REVENUE PROJECTIONS						
Revenues	FY 20 YE	FY 21	FY 22	FY 23	FY 24	FY 25
Sales Tax [1]	25,770,824	24,855,446	25,658,974	26,488,706	27,351,023	28,247,449
Property Tax	14,020,518	14,020,518	14,721,544	15,604,837	16,541,127	17,533,594
Property Tax in Lieu of Vehicle License Fee	13,840,241	13,840,241	14,532,000	15,404,000	16,328,000	17,308,000
Property Transfer Tax	1,006,238	986,000	1,006,000	1,026,000	1,047,000	1,068,000
Utility Users Tax	6,343,189	6,343,000	6,406,000	6,470,000	6,535,000	6,600,000
Transient Occupancy Tax [2]	1,431,420	1,713,939	2,002,867	2,043,000	2,084,000	2,126,000
Cable & Gas Franchise Fee	1,136,206	1,113,000	1,102,000	1,091,000	1,080,000	1,069,000
Recycling & Waste Franchise Fee	1,266,486	1,266,500	1,266,500	1,266,500	1,266,500	1,266,500
Investment Income	135,953	141,150	150,000	150,000	150,000	150,000
Business Licenses & Misc.	180,000	183,000	187,575	192,264	197,071	197,071
Mello Roos - Police Services	3,340,000	3,660,000	3,733,000	3,808,000	3,884,000	3,962,000
Governance [3]	4,495,956	3,935,807	3,649,000	3,685,000	3,722,000	3,759,000
Public Protection	1,284,305	1,296,334	1,309,000	1,322,000	1,335,000	1,348,000
Code Enforcement	331,750	226,750	232,000	238,000	244,000	250,000
Total Revenue	\$ 74,583,086	\$ 73,581,685	\$ 75,956,460	\$ 78,789,307	\$ 81,764,721	\$ 84,884,614
Revenue Increase	N/A	-1.3%	3.2%	3.7%	3.8%	3.8%

[1] Sales Tax assumptions and forecasts are provided by the City's Sales Tax consultant(s) that forecast a further decline in Sales for FY 21 resulting from the COVID-19 pandemic.

[2] As a result of the COVID-19 pandemic, FY 20 YE factors in significant declines in projected revenue for the last 4 months of the year using analysis by Hotel Tax consultants. FY 21 reflects a gradual monthly recovery from low occupancy rates during the pandemic. There is a significant increase in Transient Occupancy Tax starting in FY 22 due to the full year operations of a new Marriott Town & Suites hotel.

[3] 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 20 YE	FY 21	FY 22	FY 23	FY 24	FY 25
Salaries	31,760,403	33,094,912	34,618,708	36,603,457	38,549,448	40,582,067
PERS Payroll Deductions	4,580,212	4,734,021	4,952,000	5,236,000	5,515,000	5,806,000
PERS Unfunded Accrued Liability	1,118,431	1,369,568	1,591,986	1,783,776	1,913,711	1,514,495
Other Benefits	10,485,430	11,002,111	11,558,000	12,175,000	12,812,000	13,481,000
Total Salaries and Benefits	\$ 47,944,476	\$ 50,200,612	\$ 52,720,694	\$ 55,798,233	\$ 58,790,159	\$ 61,383,562
Operations	8,120,319	8,260,263	8,674,000	9,108,000	9,272,000	9,439,000
Internal Services	6,556,079	6,130,802	6,438,000	6,760,000	6,882,000	7,006,000
Revenue Neutrality	6,224,411	5,583,958	4,733,334	3,769,631	2,680,963	1,496,000
Debt Service - Laguna Palms	383,440	359,398	359,398	359,398	359,398	359,398
Debt Service - Animal Shelter	1,126,524	1,126,524	1,126,524	1,126,524	1,126,524	1,126,524
Debt Service - Old Town Pavilion	-	160,000	160,000	160,000	160,000	160,000
Special Project Funding	1,200,000	-	-	-	-	-
Sales Tax Sharing Agreement	791,000	600,000	619,397	639,426	660,242	681,882
Long Range Strategic Planning	1,296,120	448,000	150,000	150,000	150,000	150,000
Transfers	594,429	712,127	712,127	712,127	712,127	712,127
Transit Support	835,304	-	-	-	-	-
Capital Outlay / One-Time expenditures	545,633	786,500	250,000	250,000	250,000	250,000
Contributions to Unfunded Liabilities	2,200,000	-	250,000	250,000	500,000	750,000
Remaining Expenditures	\$ 29,873,258	\$ 24,167,573	\$ 23,472,780	\$ 23,285,106	\$ 22,753,254	\$ 22,130,931
Total Expenditures	\$ 77,817,734	\$ 74,368,185	\$ 76,193,475	\$ 79,083,339	\$ 81,543,413	\$ 83,514,492
Expenditure Increase	N/A	-4.4%	2.5%	3.8%	3.1%	2.4%
Contributions from Fund Balance for One-Time expenditures	(349,288)	(786,500)	(400,000)	(400,000)	(400,000)	(400,000)
Return of Fund Balance from Economic Development	2,000,000	-	-	-	-	-
Remaining Contributions from/to Fund Balance	(885,360)	-	162,986	105,968	621,308	1,770,122
Adjusted Appropriations [1]	\$ 71,066,018	\$ 71,487,763	\$ 73,897,553	\$ 76,787,417	\$ 78,997,491	\$ 80,718,570
Initial Ending Fund Balance	\$ 23,048,510	\$ 22,262,010	\$ 22,024,996	\$ 21,730,964	\$ 21,952,272	\$ 23,322,394
Transfer to Capital Reserve	-	-	-	-	-	-
Transfer to Economic Development	-	-	-	-	-	-
Opportunity Reserve	3,553,301	3,574,388	3,550,607	2,534,110	2,202,899	3,142,751
Reserve for Economic Uncertainty	17,766,504	17,871,941	18,474,388	19,196,854	19,749,373	20,179,643
Future Reserve Target Support	1,728,705	815,681	-	-	-	-

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

Fund balance as % of Adj. Appropriations	32.4%	31.1%	29.8%	28.3%	27.8%	28.9%
Opportunity Reserve	5.0%	5.0%	4.8%	3.3%	2.8%	3.9%
Reserve for Economic Uncertainty	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Future Reserve Target Support	2.4%	1.1%	0.0%	0.0%	0.0%	0.0%
Transfer-out fund balance % over 30%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer of reserves	-	-	-	-	-	-
Total % over 30%	2.4%	1.1%	0.0%	0.0%	0.0%	0.0%

FIVE-YEAR FORECASTS

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

Revenue Category	FY 21	FY 22	FY 23	FY 24	FY 25	Comments
Sales Tax [1]	-3.6%	3.2%	3.2%	3.3%	3.3%	
Property Taxes	0%	5%	6%	6%	6%	
Property Transfer Taxes	-2%	2%	2%	2%	2%	
City Share of Property Tax	50%	60%	70%	80%	90%	Based on Revenue Neutrality Agreement
Utility Users Tax	0%	1%	1%	1%	1%	Based on market trends
Transient Occupancy Tax [2]	20%	17%	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	10%	2%	2%	2%	2%	
Governance	-12%	1%	1%	1%	1%	Driven by individual department services
Public Protection	1%	1%	1%	1%	1%	Driven by individual department services
Bis. Licenses & Code Enforcement	-19.9%	2.5%	2.5%	2.5%	2.5%	

[1] Sales Tax assumptions and forecasts are provided by the City's Sales Tax consultant(s) that forecast a decline in Sales for FY 21 resulting from the COVID-19 pandemic.

[2] As a result of the COVID-19 pandemic, FY 20 YE factors in significant declines in projected revenue for the last 4 months of the year using analysis by Hotel Tax consultants. FY 21 reflects a gradual monthly recovery from low occupancy rates during the pandemic. There is a significant increase in Transient Occupancy Tax starting in FY 22 due to the full year operations of a new Marriott Town & Suites hotel.

Expenditure Categories	FY 21	FY 22	FY 23	FY 24	FY 25	
Salary Costs [1]	4.2%	4.6%	5.7%	5.3%	5.3%	FY 21 is determined by Position Budgeting Models
PERS Rates Increases	8%	0%	0%	0%	0%	Based on PERS Actuarial Study and weighted average of employee tiers
PERS Payroll Deductions	3%	4.6%	5.7%	5.3%	5.3%	FY 21 is determined by Position Budgeting models
PERS Unfunded Accrued Liabilities	22%	16%	12%	7%	-21%	Based on PERS Actuarial Study as of June 30, 2018
Health Care Premium Increases [2]	6.5%	6.5%	6.5%	6.5%	6.5%	
Operations	1.7%	5.0%	5.0%	1.8%	1.8%	
New Sworn Police Staff per Year [3]	-	-	-	2	2	
New Non-Sworn City Staff per Year [3]	-	-	-	2	2	

[1] Restoring funding for vacant and unfunded positions in FY 23

[2] Based on the Price Waterhouse Cooper Medical Cost Trend released in January 2019.

[3] No new positions assumed for FY 21 through FY 23, FY 24 and FY 25 is based on the cost of a mid-career Sworn Officer.

FIVE-YEAR FORECASTS

Additional Revenue and Expenditure Assumptions:

- Property Taxes are projected to be flat in FY 21 due to potential impacts from the COVID-19 pandemic on property related activity. Growth in property tax can be driven by increases in property assessment values, increases in the number of assessed properties, and additional amounts of supplemental property taxes as a result of real estate sales within the City. Assuming expected impacts of the COVID-19 pandemic on real estate activity over the next year, declining or constrained home values combined with a slowdown in new home construction could result in mitigating the drivers of Property Tax growth mentioned above. Although the quantitative impacts of the pandemic on the property taxes for FY 21 is unknown at this time, a flattening effect is assumed.
- Property Transfer Taxes due on real estate sales is \$1.10 for every \$1,000 of the purchase price of any property sold within City limits. The County of Sacramento keeps half of the \$1.10 per \$1,000 of purchase price per sale, the City's portion is the remaining \$0.55 per \$1,000. A modest 2% growth is typically assumed annually for Property Transfer Taxes for most years in the forecast. However, given the expected slowdown in property sales and purchases over the next year as a consequence of the COVID-19 pandemic, Property Transfer Taxes are projected to decline 2% in FY 21.
- With impacts from COVID-19 on Utility Users Tax being unknown at this time, revenue expectations are fairly flat for FY 21 and modest growth is assumed for FY 22 through FY 25.
- 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 the end of FY 21. Projected revenues from the new hotel are incorporated in the Transient Occupancy Tax line in the forecast starting in FY 22.
- Cable 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% for FY 21 and -1% for FY 22 through FY 25.
- The decrease in Governance revenues from FY 20 YE to FY 21 is due to one-time strategic planning grant revenue being received in FY 20, a decline in Cost Allocation Plan transfer-in revenues, and a decline in special event revenues due to impacts from COVID-19.
- As a response to the revenue impacts stemming from the COVID-19 pandemic, no new positions are assumed for FY 21 through FY 23. The prior year's forecast assumed 6 new positions in FY 21, including 3 Sworn Police Officers. FY 24 assumes 2 new Sworn Police Officers and 2 additional non-Sworn positions; FY 25 assumes the same number of new positions as FY 24.
- Also, as a response to revenue impacts resulting from COVID-19, the FY 21 budget assumes 10 unfunded vacant positions (see Transmittal Letter for list of unfunded positions) including 5 vacant Sworn Police Officer positions. The prior year's forecast assumed only 3 vacant positions. These 10 positions shall remain vacant and unfunded until FY 23.
- The operations expenditure reductions made for the FY 21 budget (when compared to the last year's projection, also discussed in the Transmittal Letter), as a response to revenue impacts stemming from the COVID-19 pandemic, are assumed to be restored by FY 23. Therefore, the operations line shown in the forecast grows at a more aggressive rate (5% per year) for FY 22 and FY 23 when compared to the other 3 years.
- There is one new Debt Service line in the forecast for the transfer-out expenditures to Old Town Plaza Debt Service Fund. The amount of transfer-out expenditures in the forecast reflect the General Fund's contribution toward paying the principal and interest payments for the Old Town Plaza Debt.
- In response to the revenue impacts as a consequence of the COVID-19 pandemic, the forecast does not include the transfer-out of the Recycling & Waste Franchise Fee revenue in the Special Project Funding line as contributions to the Capital Reserve Fund for years FY 21 through FY 25.

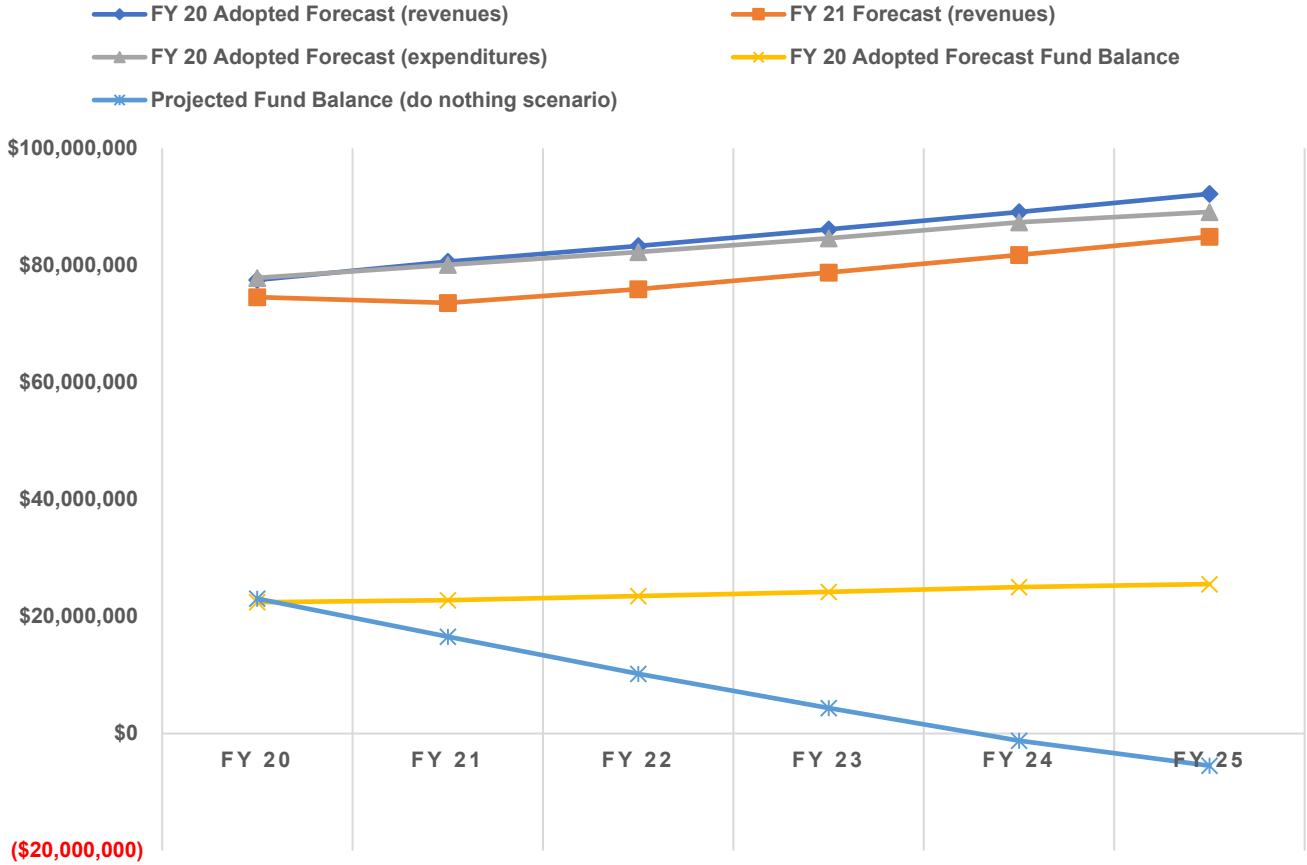
FIVE-YEAR FORECASTS

- Due to the revenue impacts of COVID-19 on the General Fund, the General Fund Deficit Forgiveness contribution to the Transit Fund (shown as Transit Support) is suspended for years FY 21 through FY 25.
- The Capital Outlay line is primarily funding Police Information Technology equipment and software upgrades.
- In response to revenue impacts as a result of the COVID-19 pandemic, FY 21 budgeted expenditures don't include a prepayment of the City's PERS unfunded accrued liabilities (UAL). Allowances for prepayment of PERS unfunded liabilities are included in years FY 22 through FY 25. Recent CalPERS investment earnings that missed actuarial assumptions will cause PERS payments to increase. Continued accelerated contributions to these unfunded liabilities will mitigate some of the increase.
- 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. As a result, there are no General Fund reserves over 30% for FY 20 through FY 25 being transferred to the Capital Reserve and Economic Development Funds.

FIVE-YEAR FORECASTS

Scenario Comparisons

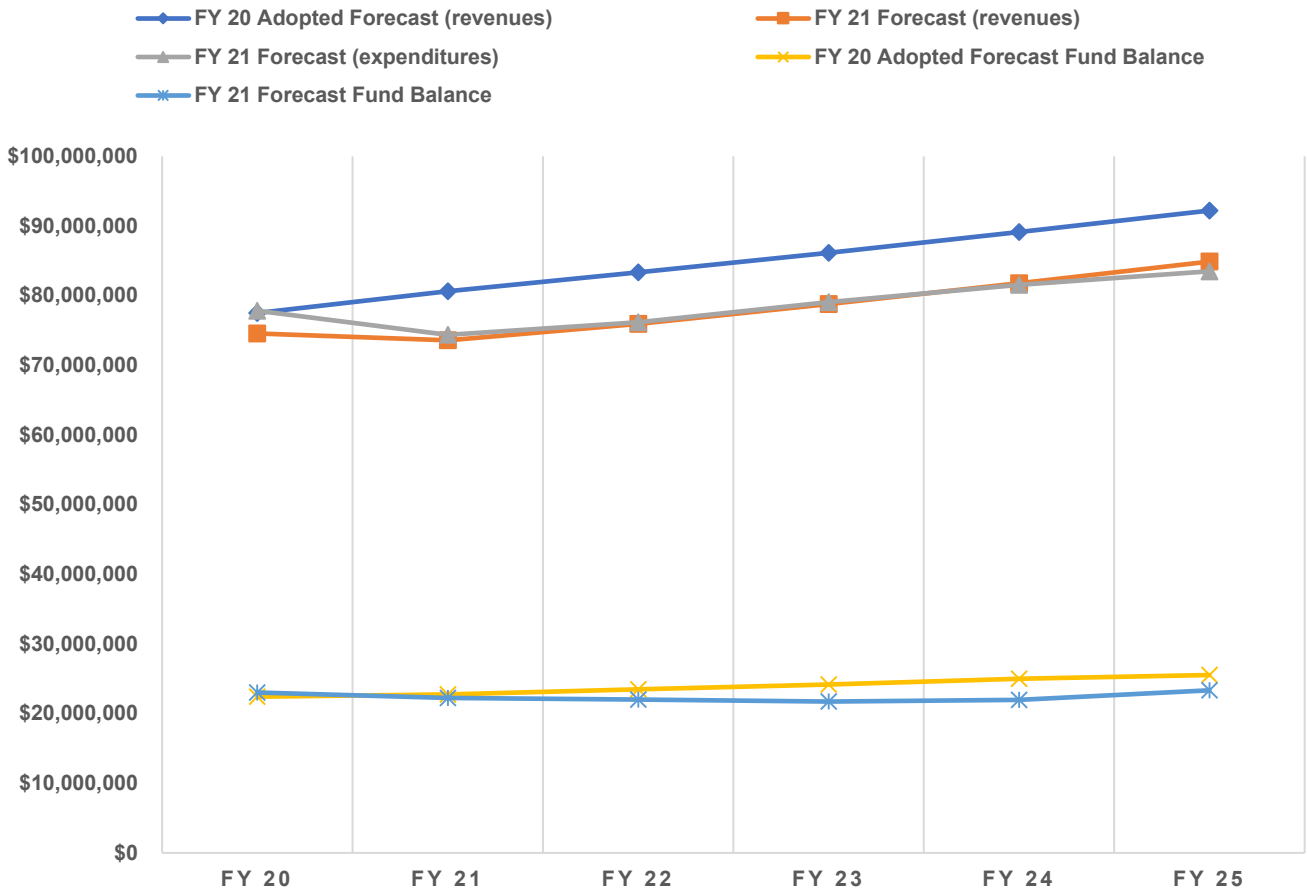
Do Nothing Scenario



The above chart shows that given the revenue projections in the current forecast (FY 21 Forecast (revenues), impacted by the COVID-19 pandemic, if the expenditure forecast from the FY 2019-20 Annual Budget publication (FY 20 Adopted Forecast (expenditures)) were to be applied, the projected fund balance would decline annually at an alarming rate and reserves would be become empty by FY 24. This scenario is a significant contrast to the General Fund Five-Year Forecast in the FY 2019-20 Annual Budget which showed a stable and steady increase in fund balance (FY 20 Adopted Forecast Fund Balance). Contributing to the sharp decline in the projected fund balance in the “Do Nothing” scenario is the significant annual discrepancy between the FY 20 Adopted Forecast revenues and the FY 21 Forecast revenues, which would result in annual deficits for FY 21 through FY 25.

FIVE-YEAR FORECASTS

Scenario with Reduced Spending



The above chart once again shows the “gap” between the FY 20 Adopted Forecast revenues and the FY 21 Forecast revenues and how efforts to reduce FY 21 expenditures (when compared to last year’s projections, discussed in the Transmittal Letter) have helped more closely align the FY 21 Forecast expenditures with FY 21 Forecast revenues. This alignment of revenues and expenditures results in only a slight decline in the FY 21 Forecast fund balance for years FY 22 and FY 23 followed by increases in FY 24 and FY 25. FY 22 and FY 23 are also the years the reduced operations spending and unfunded positions from FY 21 are restored.

FIVE-YEAR FORECASTS

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.

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 previous year's forecast called 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. However, due to the revenue impacts resulting from the COVID-19 pandemic, no additional payments toward the UAL are budgeted in FY 21. Aligning with the assumed gradual financial recovery over time from the pandemic, \$250,000 is assumed for additional payments toward the UAL in both FY 22 and FY 23, then \$500,000 in FY 24 and \$750,000 in FY 25.

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.

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 24, 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 24, 2019 an additional reserve fund called the Opportunity Reserve. This reserve adds flexibility as it will be available for the purpose of providing funding for projects, acquisitions, or unforeseen events or needs. 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 are allocated 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. In response to the revenue impacts to the General Fund as a result of the COVID-19 pandemic General Fund, reserves over 30% for FY 2019-20 and FY 2020-21 are being retained to maintain or support target level funding for projected fund balance amounts in subsequent fiscal years. In addition, there are no transfers as described in the Reserve policy to the Capital Reserve Fund nor Economic Development Fund assumed for FY 2021-22 through FY 2024-25.

FIVE-YEAR FORECASTS

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 2020-21, the City is to receive 50% (rather than 25% annually from FY 2014-15 through FY 2017-18, 30% in FY 2018-19 and 40% in FY 2019-20) 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 50% of property tax revenue is transferred to the County. Beginning in Fiscal Year 2020-21, 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, which equals 5.8% of the total property tax allocation in Elk Grove. The above portions of the City share of property tax per the revenue neutrality agreement are incorporated in the above forecast.

FIVE-YEAR FORECASTS

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 financial impacts to the Economic Development and Capital Reserve Funds in response to the revenue impacts to the General Fund as a result of the COVID-19 pandemic:

- General Fund reserves over 30% for FY 20 and FY 21 are being retained to maintain or support target level funding for projected fund balance amounts in subsequent fiscal years.
- There are no transfers assumed from the General Fund to either the Capital Reserve Fund or Economic Development Fund for FY 22 through FY 25.
- Contributions from the General Fund coming from the Recycling & Waste Franchise Fee revenue to the Capital Reserve Fund for special projects are not assumed for FY 21 through FY 25.
- \$2 million of available fund balance in the Economic Development Fund, which was originally a result of transfers from the General Fund, is being returned to the General Fund in FY 20.

Below are five-year forecasts for the Economic Development and Capital Reserve funds:

ECONOMIC DEVELOPMENT BUSINESS INCENTIVE FIVE YEAR FORECAST

Beginning Available Fund Balance:	\$ 3,866,372	\$ 2,077,721	\$ 39,070	\$ 50,419	\$ 61,768	\$ 73,117
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
General Fund Contribution Economic Development Funding	991,000	800,000	819,397	839,426	860,242	881,882
Other Revenues	11,349	11,349	11,349	11,349	11,349	11,349
Total Revenue	\$ 1,002,349	\$ 811,349	\$ 830,746	\$ 850,775	\$ 871,591	\$ 893,231
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Sales Tax Sharing Agreement	791,000	600,000	619,397	639,426	660,242	681,882
Large Business Incentive Program	-	2,250,000	200,000	200,000	200,000	200,000
Total Expenses	\$ 791,000	\$ 2,850,000	\$ 819,397	\$ 839,426	\$ 860,242	\$ 881,882
Fund Balance Contribution	\$ 211,349	\$ (2,038,651)	\$ 11,349	\$ 11,349	\$ 11,349	\$ 11,349
Initial Available Fund Balance	\$ 4,077,721	\$ 39,070	\$ 50,419	\$ 61,768	\$ 73,117	\$ 84,466
Return of General Fund's Fund Balance	\$ (2,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Available Fund Balance	\$ 2,077,721	\$ 39,070	\$ 50,419	\$ 61,768	\$ 73,117	\$ 84,466

GENERAL CAPITAL RESERVE FIVE YEAR FORECAST

Beginning Available Fund Balance:	\$ 11,654,084	\$ 10,798,384	\$ 4,505,433	\$ 4,771,520	\$ 4,343,107	\$ 4,800,694
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
General Fund Contribution Special Project Funding	1,458,000	-	-	-	-	-
Other Revenues	680,334	542,055	543,626	549,145	557,424	329,677
Total Revenue	\$ 2,138,334	\$ 542,055	\$ 543,626	\$ 549,145	\$ 557,424	\$ 329,677
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Projects						
WCC002 - Civic Center - Aquatics Center Art Work	63,347	343,514	-	-	-	-
WCC010 - Civic Center - Senior/Community Center	1,283,164	537,742	-	-	-	-
WCE022 - Old Town Plaza Phase 2 and 3	311,446	1,625,792	-	-	-	-
WFC004 - Elk Grove Multi-Sport Park Complex	229,054	502,857	-	-	-	-
WFC017 - City Hall Reception Desk and Clerks Office Remodel	132,696	18,767	-	-	-	-
WFC018 - City Facilities Door Security Replacement	22,204	348,264	-	-	-	-
WFC037 - Studio Court	270,899	111,174	-	-	-	-
WTL016 - Laguna Creek Trail - Crossing at SR99	-	-	38,500	886,000	-	-
WTR012 - Old Town Streetscape Phase II	-	200,000	-	-	-	-
WTR049 - Railroad Street Improvements	284,845	2,674,753	-	-	-	-
Operations and Overhead Allocation	129,327	117,838	86,039	91,558	99,837	99,837
Minor Capital Projects	267,052	354,306	153,000	-	-	-
Total Expenses	\$ 2,994,034	\$ 6,835,006	\$ 277,539	\$ 977,558	\$ 99,837	\$ 99,837
Fund Balance Contribution	\$ (855,700)	\$ (6,292,951)	\$ 266,087	\$ (428,413)	\$ 457,587	\$ 229,840
Available Fund Balance	\$ 10,798,384	\$ 4,505,433	\$ 4,771,520	\$ 4,343,107	\$ 4,800,694	\$ 5,030,535

FIVE-YEAR FORECASTS

GAS TAX FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 2,509,802	\$ 1,183,999	\$ 563	\$ 485	\$ 89,568	\$ 20,315
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Highway User Tax	3,727,128	3,771,811	4,442,718	4,493,117	4,544,547	4,590,014
Total Revenue	\$ 3,727,128	\$ 3,771,811	\$ 4,442,718	\$ 4,493,117	\$ 4,544,547	\$ 4,590,014
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Salaries & Benefits	534,577	547,758	569,668	592,455	616,153	640,799
Operations & Maintenance	3,492,332	2,760,994	3,234,265	3,785,929	3,968,647	3,969,254
Capital Projects	277,548	968,434	290,000	-	-	-
Minor Capital Projects	328,630	170,000	253,000	-	-	-
Overhead Allocation	419,845	508,061	95,862	25,650	29,000	-
Total Other Expenses	\$ 5,052,931	\$ 4,955,247	\$ 4,442,795	\$ 4,404,034	\$ 4,613,800	\$ 4,610,054
Fund Balance Contribution	\$ (1,325,803)	\$ (1,183,436)	\$ (78)	\$ 89,083	\$ (69,253)	\$ (20,040)
Fund Balance	\$ 1,183,999	\$ 563	\$ 485	\$ 89,568	\$ 20,315	\$ 275

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 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 2019-20 budget publication the revenue projections above align more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$838,941 in FY 20 and \$730,271 in FY 21.

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.

Due to the economic assumptions related to COVID-19 and the decrease in revenue, there has been a reduction in operations and maintenance streetlight pole painting and a reduction to traffic engineering and pavement repairs for shoulder backings and signal controllers. The Capital Improvement Program deferred some of the existing projects in FY 21 to align with available funding in later fiscal years as well as identified and utilized other funding sources where eligible.

FIVE-YEAR FORECASTS

SENATE BILL 1 - STREETS AND ROADS FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 3,846,569	\$ 3,311,490	\$ 9,011	\$ 1,616	\$ 3,662	\$ 475,585
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Senate Bill 1 - Local Streets & Roads	2,564,863	2,793,766	3,444,549	3,544,440	3,682,674	3,818,933
Total Revenue	\$ 2,564,863	\$ 2,793,766	\$ 3,444,549	\$ 3,544,440	\$ 3,682,674	\$ 3,818,933
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Projects	3,098,768	6,093,790	3,095,000	3,440,782	3,056,000	3,500,000
Overhead Allocation	1,174	2,454	356,944	101,613	154,750	172,039
Total Other Expenses	\$ 3,099,942	\$ 6,096,244	\$ 3,451,944	\$ 3,542,395	\$ 3,210,750	\$ 3,672,039
Fund Balance Contribution	\$ (535,079)	\$ (3,302,479)	\$ (7,395)	\$ 2,046	\$ 471,924	\$ 146,893
Fund Balance	\$ 3,311,490	\$ 9,011	\$ 1,616	\$ 3,662	\$ 475,585	\$ 622,479

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.

Compared to the version of this forecast in the FY 2019-20 budget publication the revenue projections above align more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$283,938 in FY 20 and \$140,499 in FY 21.

FIVE-YEAR FORECASTS

MEASURE A MAINTENANCE FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 4,248,727	\$ 4,297,967	\$ 11,697	\$ 112,995	\$ 181,868	\$ 164,919
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Revenue	3,635,105	3,271,595	4,577,215	4,732,717	4,887,896	5,055,763
Total Revenue	\$ 3,635,105	\$ 3,271,595	\$ 4,577,215	\$ 4,732,717	\$ 4,887,896	\$ 5,055,763
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Salaries & Benefits	139,823	142,102	147,786	153,698	159,845	166,239
Operations & Maintenance	2,664,000	3,500,000	3,250,000	3,500,000	3,830,000	3,830,000
Capital Projects	475,223	3,507,545	800,000	890,000	835,000	800,000
Overhead Allocation	306,818	408,218	278,131	120,146	80,000	89,000
Total Other Expenses	\$ 3,585,865	\$ 7,557,865	\$ 4,475,917	\$ 4,663,844	\$ 4,904,845	\$ 4,885,239
Fund Balance Contribution	\$ 49,240	\$ (4,286,271)	\$ 101,298	\$ 68,873	\$ (16,949)	\$ 170,524
Fund Balance	\$ 4,297,967	\$ 11,697	\$ 112,995	\$ 181,868	\$ 164,919	\$ 335,442

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 2019-20 budget publication the revenue projections above align more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$764,593 in FY 20 and \$1,257,373 in FY 21. Due to the decrease in revenue projections, the Capital Improvement Program deferred some of the existing projects in FY 20 and FY 21 to align with available federal funding in later fiscal years and reduced the Annual Pavement Program by \$800,000 for FY 21. The City has also assumed grant funding from the Sacramento Area Council of Government for the Arterials Road Rehabilitation and Bicycle Lane Project.

FIVE-YEAR FORECASTS

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

Beginning Available Fund Balance	\$ 1,341,207	\$ 1,688,257	\$ 165,965	\$ 204,642	\$ 304,400	\$ 191,779
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Revenue	518,228	466,405	651,488	677,405	703,269	731,647
Total Revenue	\$ 518,228	\$ 466,405	\$ 651,488	\$ 677,405	\$ 703,269	\$ 731,647
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Administrative Operations	890	890	890	890	890	890
Capital Projects	130,675	1,865,202	350,000	512,410	780,000	-
Minor Capital Projects	-	20,000	123,000	-	-	-
Overhead Allocation	39,613	102,605	138,921	64,348	35,000	51,241
Total Other Expenses	\$ 171,178	\$ 1,988,697	\$ 612,811	\$ 577,648	\$ 815,890	\$ 52,131
Fund Balance Contribution	\$ 347,050	\$ (1,522,292)	\$ 38,678	\$ 99,758	\$ (112,621)	\$ 679,516
Fund Balance	\$ 1,688,257	\$ 165,965	\$ 204,642	\$ 304,400	\$ 191,779	\$ 871,295

Compared to the version of this forecast in the FY 2019-20 budget publication the revenue projections above align more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$103,703 in FY 20 and \$177,070 in FY 21.

Various trail projects are funded over the 5-year period such as Laguna Creek Trail Improvements, pedestrian crossings, annual trail pavement, Whitehouse Creek Trail, city-wide bike lanes and Elk Grove-Florin Road and Elk Grove Park Sidewalk Infill.

MEASURE A TRAFFIC CONTROL AND SAFETY FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 970,951	\$ 982,772	\$ 134,850	\$ 266,541	\$ 242,281	\$ 525,629
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Revenue	368,496	331,647	457,721	473,272	488,790	505,576
Total Revenue	\$ 368,496	\$ 331,647	\$ 457,721	\$ 473,272	\$ 488,790	\$ 505,576
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Administrative Operations	93,827	333,200	115,763	121,551	121,550	121,550
Capital Projects	41,844	457,954	88,920	300,980	-	-
Minor Capital Projects	169,382	245,000	75,000	75,000	75,000	380,000
Overhead Allocation	51,622	143,415	46,348	-	8,892	30,098
Total Other Expenses	\$ 356,676	\$ 1,179,569	\$ 326,031	\$ 497,531	\$ 205,442	\$ 531,648
Fund Balance Contribution	\$ 11,821	\$ (847,922)	\$ 131,691	\$ (24,259)	\$ 283,348	\$ (26,072)
Fund Balance	\$ 982,772	\$ 134,850	\$ 266,541	\$ 242,281	\$ 525,629	\$ 499,557

Compared to the version of this forecast in the FY 2019-20 budget publication the revenue projections above align more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$71,473 in FY 20 and \$121,250 in FY 21.

Various transportation projects are funded to support pedestrian crossing upgrades, guardrail replacements and annual speed control.

FIVE-YEAR FORECASTS

DRAINAGE FIVE YEAR FORECAST						
Beginning Available Fund Balance	\$ 20,676,711	\$ 19,534,523	\$ 7,526,610	\$ (93,285)	\$ 449,530	\$ 632,459
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Program Fees	7,205,518	7,335,000	7,554,000	7,823,145	8,103,294	8,394,952
IT Phase IV (WTC001) Interfund Loan Interest	23,120	-	-	-	-	-
Total Revenue	\$ 7,228,638	\$ 7,335,000	\$ 7,554,000	\$ 7,823,145	\$ 8,103,294	\$ 8,394,952
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Salary & Benefits	630,114	748,410	778,346	809,480	841,859	875,534
Operations, Maintenance and Admin Expenses	4,485,266	4,776,515	4,910,257	5,047,745	5,189,081	5,334,376
Capital Projects	2,189,344	12,877,938	8,163,200	1,222,000	1,318,000	1,320,000
Minor Capital Projects	531,798	370,000	350,000	120,000	-	-
Overhead Allocation	534,304	570,050	972,091	81,105	571,424	85,540
Total Other Expenses	\$ 8,370,826	\$ 19,342,913	\$ 15,173,895	\$ 7,280,330	\$ 7,920,365	\$ 7,615,450
Fund Balance Contribution	\$ (1,142,188)	\$ (12,007,913)	\$ (7,619,895)	\$ 542,815	\$ 182,929	\$ 779,503
Fund Balance	\$ 19,534,523	\$ 7,526,610	\$ (93,285)	\$ 449,530	\$ 632,459	\$ 1,411,962
Interfund Loan	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
IT Phase IV (WTC001) Interfund Loan Principle	2,300,000	-	-	-	-	-
Total Interfund Loan	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ -

Note: The IT Phase IV (WTC001) Interfund Loan Principle repayment may be delayed into FY 21.

Forecast Comments

The Drainage fund continues to retain a healthy fund balance. Key capital projects included in the five-year plan are Laguna Creek & Whitehouse Creek Corridor, Arterial Roads Rehabilitation and Bicycle Lane Improvements, Old Town Streetscape Phase 2, 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	\$ 16,036,397	\$ 16,402,297	\$ 15,967,506	\$ 15,737,296	\$ 15,541,308	\$ 15,343,995
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Commercial Franchise Fee	539,617	531,500	547,445	563,868	580,784	598,208
Admin Fees	3,638,318	3,325,685	3,425,456	3,528,219	3,634,066	3,743,088
Utility Billing/Walk-In Payments	55,785	45,305	46,664	48,064	49,506	50,991
Building Permit Fees	19,000	19,000	19,570	20,157	20,762	21,385
Build America Bonds Rebate	85,184	85,184	87,740	90,372	93,083	95,875
Other Revenues	60,478	74,409	76,641	78,941	81,309	83,748
Total Revenue	\$ 4,398,382	\$ 4,081,083	\$ 4,203,515	\$ 4,329,621	\$ 4,459,510	\$ 4,593,295
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Salaries and Benefits	878,910	898,693	934,640	972,026	1,010,907	1,051,343
Operations	1,112,141	1,819,950	1,670,684	1,721,913	1,806,462	1,896,454
Capital Outlay	55,094	-	-	-	-	-
Debt Service	1,019,461	988,741	1,003,741	990,517	981,477	971,215
Internal Services & Overhead	966,875	808,490	824,660	841,153	857,976	875,136
Total Other Expenses	\$ 4,032,482	\$ 4,515,874	\$ 4,433,726	\$ 4,525,609	\$ 4,656,822	\$ 4,794,148
Fund Balance Contribution	\$ 365,900	\$ (434,791)	\$ (230,210)	\$ (195,988)	\$ (197,313)	\$ (200,853)
Fund Balance	\$ 16,402,297	\$ 15,967,506	\$ 15,737,296	\$ 15,541,308	\$ 15,343,995	\$ 15,143,142

Forecast Comments

The 5-year forecast for Recycling & Waste incorporates several changes with 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 2018 Solid Waste and Recycling Program Needs Assessment and Long-Range Strategic Plan and have been included in the 5-year budget projections. There are two components to the anticipated cost increases: (1) one-time implementation costs associated with developing the new programs; and (2) ongoing costs associated with compliance, monitoring, enforcement, and extensive reporting requirements. Many 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. The Finance & Administrative Services department and the Recycling & Waste divisions are working together to identify the best use of those funds, which may include:

- (1) Directly offsetting the projected rate increase associated with SB 1383 implementation costs through a potential reduction or stabilization of the current Solid Waste Administration Fee; or
- (2) 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.
- (3) Indirectly offsetting cost increases by reducing overall funding needs through the prepayment of existing bond debt accrued for the construction of the Special Waste Collection Center. A partial or full payment of the existing bond could result in a lower fee to the rate payer for capital that may mitigate some of the rate increase for the organics. This will continue to be evaluated during FY21.

FIVE-YEAR FORECASTS

TRANSIT OPERATIONS FUND FIVE YEAR FORECAST

	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Fixed Route Fares	1,085,242	1,128,627	1,139,913	1,151,313	1,162,826	1,186,922
Demand Route Fares	59,775	69,550	70,246	70,948	71,657	72,374
General Fund Deficit Forgiveness Contribution	835,304	-	-	-	-	-
Federal Transportation Development Act. (Local Transportation Funds and State Transit Assistance Funds)	1,585,207	1,437,107	1,451,478	1,465,993	1,480,653	1,495,459
Total Revenue	\$ 12,584,775	\$ 11,849,819	\$ 11,968,316	\$ 12,088,001	\$ 12,208,880	\$ 12,343,437

Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Salaries and Benefits	306,158	314,007	326,567	339,630	353,215	367,344
Other Operating and Admin Expenses	1,941,048	1,062,896	1,092,657	1,123,251	1,154,702	1,187,034
Purchased Transportation	6,872,991	7,079,177	7,433,136	7,804,793	8,195,032	8,604,784
Fuel	825,000	850,000	875,500	901,765	928,818	956,682
Maintenance	90,000	197,170	199,142	201,133	203,144	205,176
Total Other Expenses	\$ 10,035,198	\$ 9,503,250	\$ 9,927,002	\$ 10,370,572	\$ 10,834,912	\$ 11,321,020

Beginning Fund Balance	\$ 1,804,370	\$ 3,518,643	\$ 5,865,212	\$ 7,906,527	\$ 9,623,955	\$ 10,997,923
Fund Balance Contribution	\$ 1,714,273	\$ 2,346,569	\$ 2,041,314	\$ 1,717,429	\$ 1,373,968	\$ 1,022,417
Availabe Fund Balance	\$ 3,518,643	\$ 5,865,212	\$ 7,906,527	\$ 9,623,955	\$ 10,997,923	\$ 12,020,340

Beginning Deficit Balance	\$ (4,463,538)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)
General Fund Deficit Forgiveness Contribution	\$ 835,304	\$ -	\$ -	\$ -	\$ -	\$ -
Deficit Balance	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)	\$ (3,628,234)

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. 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.

The City is currently conducting active discussions with Sacramento Regional Transit District (SacRT) regarding the City's annexation into SacRT's District. These discussions were stipulated with the adoption of the City's current Transit Services and Maintenance Operations Contract with SacRT, which became effective on July 1, 2019. At this time, there is no defined schedule or timeline for annexation. The City and SacRT are continuing to discuss several provisions that need to be resolved before the City can consider annexation further.

Due to the revenue impacts of COVID-19 on the General Fund, the Transit deficit (shown as deficit balance) is expected to stay negative through FY 2024-25 with the suspension of the General Fund Deficit Forgiveness contribution. There will be more information in FY 2020-21 around anticipated CARE Act funding.

FIVE-YEAR FORECASTS

TRANSIT CAPITAL FUND FIVE YEAR FORECAST

Beginning Available Fund Balance	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387
	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Federal ¹	3,084,720	-	-	-	-	-
Transportation Development Act (State Transit Assistance Funds) ²	2,065,794	-	-	-	-	-
Senate Bill 1 (SB 1) State of Good Repair ³	503,211	-	-	-	-	-
Total Revenue	\$ 5,653,725	\$ -	\$ -	\$ -	\$ -	\$ -
Expense Category	FY 20 YE Est.	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Bus Purchases	5,653,725	-	-	-	-	-
Capital Facilities Improvements	-	-	-	-	-	-
Total Other Expenses	\$ 5,653,725	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387	\$ 22,387

Notes:

^[1] Federal funding used for capital bus purchases

^[2] Transportation Development Act State Transit Assistance funding is based on SACOG apportionment forecasting, and Transit's 10-year capital and operations plan.

^[3] Based on actual receipt of SB 1 revenues in FYs 2019 and 2020.

Forecast Comments

On April 22, 2020, the City Council (Resolution No. 2020-086) approved a contract to purchase up to 8 new CNG buses, with a total contract amount not to exceed \$5,400,000.

FINANCIAL SUMMARIES

Expenditures Summary

	Fund No.	Estimated Fund Balance 7/1/2020	Estimated Revenues 6/30/2021	Estimated Expenses 6/30/2021	Estimated Fund Balance 6/30/2021
General Fund					
Undesignated	101	23,048,509	73,581,685	74,368,185	22,262,009
Total General Fund		\$ 23,048,509	\$ 73,581,685	\$ 74,368,185	\$ 22,262,009
Economic Development Fund					
Operations	105	2,077,721	811,349	2,850,000	39,070
Total Economic Development Fund		\$ 2,077,721	\$ 811,349	\$ 2,850,000	\$ 39,070
Capital Reserve Fund					
Operations	106	10,798,384	542,055	6,835,006	4,505,433
Total Capital Reserve Fund		\$ 10,798,384	\$ 542,055	\$ 6,835,006	\$ 4,505,433
Small Business Econ Incentive Fund					
Operations	108	167,500	100,000	225,000	42,500
Total SBEIF Fund		\$ 167,500	\$ 100,000	\$ 225,000	\$ 42,500
Development Services Fund					
Operations	295	(50,693)	7,503,983	7,435,363	17,927
Total Development Services Fund		\$ (50,693)	\$ 7,503,983	\$ 7,435,363	\$ 17,927
Public Works Fund					
Operations	296	1,091,670	8,135,665	6,102,613	3,124,722
Total Public Works Fund		\$ 1,091,670	\$ 8,135,665	\$ 6,102,613	\$ 3,124,722
Special Revenue Funds					
Recycling Grant	201	9,120	-	9,120	-
Used Oil Recycling Grant	202	26,989	-	26,989	-
Board of State Corrections - Local Police Grant	210	108,590	-	108,590	-
Police Off-Duty	213	(1,473)	-	-	(1,473)
State Asset Seizure	215	16,744	-	16,744	-
Federal Capital Grants	216	(9,138)	114,001	87,223	17,640
Local Police Grants	217	1,000	51,790	51,790	1,000
Supplemental Law Enforcement Grant	218	177,272	-	177,272	-
Gas Tax Fund	221	1,183,999	3,771,812	4,955,247	564
Senate Bill 1 Streets & Roads	227	3,311,490	2,793,766	6,096,244	9,012
Senate Bill 1 Local Partnership	228	254,000	-	254,000	-
Affordable Housing	231	18,096,660	3,607,360	13,651,962	8,052,058
Agricultural Preservation	233	2,060,083	17,829	2,001,000	76,912
Swainson Hawk Mitigation Fee	234	3,462,034	508,489	64,519	3,906,004
Tree Mitigation	235	309,280	148,674	1,500	456,454
Street Trench Cut	238	399,210	97,270	102,731	393,749
Community Development Block Grant	241	895,945	950,000	1,812,073	33,872
State Homeless Appropriation	242	4,447,408	43,931	4,021,875	469,464
Community Facilities District 2003-1 Police Services	251	441,404	916,771	887,746	470,429
CFD 2003-2 Police Services	252	1,658,181	3,265,188	2,833,282	2,090,087
CFD 2006-1 Maintenance Services	255	292,530	1,355,336	1,609,052	38,814
CFD 2005-1 Maintenance Services	256	11,209,092	3,626,093	4,772,029	10,063,156
Street Maintenance D1 Zone 1	261	2,631,851	1,199,862	916,745	2,914,968
Street Maintenance D1 Zone 2	262	118,749	49,201	47,945	120,005
Street Maintenance D1 Zone 3	263	352,745	296,718	470,973	178,490
Street Maintenance D1 Zone 4	264	41,540	30,811	28,615	43,736
Street Maintenance D1 Zone 5	265	1,702,253	753,470	1,171,911	1,283,812
Street Light Maintenance Zone 1	267	89,025	811,344	806,294	94,075
Street Light Maintenance Zone 2	268	201,121	275,924	287,605	189,440
Federal Asset Forfeiture	275	747,436	-	737,435	10,001
Library Ownership	280	998,178	133,108	140,736	990,550
Neighborhood Stabilization	285	390,576	58,683	335,250	114,009
Measure A Maintenance	294	4,297,968	3,271,595	7,557,865	11,698
Total Special Revenue Funds		\$ 59,921,862	\$ 28,149,026	\$ 56,042,362	\$ 32,028,526

FINANCIAL SUMMARIES

	Fund No.	Estimated Fund Balance 7/1/2020	Estimated Revenues 6/30/2021	Estimated Expenses 6/30/2021	Estimated Fund Balance 6/30/2021
Capital Project Funds					
Federal Capital Grants	301	5,554,170	7,835,900	13,361,305	28,765
State Capital Grants	302	3,685,769	3,491,000	7,171,114	5,655
Local Transportation Fund - Bike and Ped	305	257,402	143,942	367,585	33,759
Capital Facilities Fee - City Admin Facilities	311	1,568,689	154,746	1,497	1,721,938
CFF - Police	312	2,419,773	640,859	129,179	2,931,453
CFF - Corp Yard	313	899,122	435,476	645,115	689,483
CFF - Library	315	4,047,694	905,139	3,900	4,948,933
CFF - Transit Facilities	317	4,068,712	397,415	62,591	4,403,536
CFF - Admin	319	431,877	156,731	169,443	419,165
East Franklin Landscape Corridor Fee	324	5,511,092	180,176	1,136,026	4,555,242
East Franklin Fee - Admin	326	444,238	41,262	42,618	442,882
Elk Grove Roadway Fee	328	43,021,472	5,870,868	30,991,642	17,900,698
Impact Fee Administration	329	416,575	63,021	61,786	417,810
Impact Fee Admin	330	-	-	-	-
LRSP Quimby in Lieu Fee	331	908,344	1,424,398	169,849	2,162,893
LRSP Supplemental Park Facilities	332	5,024,959	2,085,736	6,656,738	453,957
Laguna Ridge Parks	333	696,618	148,314	86,976	757,956
Laguna Ridge Specific Plan P3 Z2 Drainage Fee	334	(4,816)	445,380	4,954	435,610
Laguna West Service Area	335	520,769	65,091	61,357	524,503
Lakeside Service Area	336	83,281	732	1,767	82,246
External Agencies Fund	338	3,739,854	-	3,122,782	617,072
In-Lieu Roadway	339	2,522,590	100,000	1,114,316	1,508,274
CFD 2002-1 East Franklin	341	20,774,599	384,865	14,020,710	7,138,754
CFD 2003-1 Poppy Ridge	343	635,167	163,443	726,060	72,550
CFD 2005-1 Laguna Ridge	344	11,258,724	1,135,000	8,202,406	4,191,318
District56 Nature Area and Old Town Plaza Capital Improvements [1]	345	-	9,732,078	9,732,078	-
Animal Shelter Capital Improvement	346	250,698	1,000	20,980	230,718
Laguna Area CFD	347	739,011	6,391	-	745,402
Laguna West CFD	348	137,922	1,194	120	138,996
Lakeside CFD	349	157,903	234,000	157,905	233,998
Federal Capital Grants 2	351	(227,856)	2,200,000	1,972,144	-
State Capital Grant 2	352	7,000,000	-	7,000,000	-
Southeast Policy Area - Park Fee	356	1,925,000	-	550,000	1,375,000
Southeast Policy Area - Trail Fee	357	1,765,000	-	550,000	1,215,000
Laguna Ridge Park Fee	360	2,700,481	808,002	518,951	2,989,532
Freeway Mitigation Fee	365	-	-	-	-
SEPA Cost Recovery [2]	370	125,856	-	50,500	75,356
SEPA Channel Fee [3]	371	931,198	-	500	930,698
SEPA City Infrastructure Drainage Fee [4]	372	253,031	-	50,500	202,531
SEPA Zone 1 North Sub-Shed Basin Fee [5]	373	400,000	-	50,500	349,500
SEPA Zone 1 Basin S4 [6]	374	-	-	-	-
SEPA Zone 1 Basin S5 [7]	375	-	-	-	-
SEPA Zone 1 Basin S6 [8]	376	-	-	-	-
SEPA Zone 1 Basin S7 [9]	377	-	-	-	-
SEPA Zone 1 Basin S8 [10]	378	-	-	-	-
SEPA Zone 1 Basin S9 [11]	379	-	-	-	-
SEPA & LRSP Phase 3 Admin Fee [12]	380	23,000	-	23,000	-
Measure A Safety, Streetscape, Bike, Ped	393	1,688,257	466,405	1,988,697	165,965
Measure A Traffic Control & Safety	394	982,772	331,647	1,179,569	134,850
Total Capital Project Funds		\$ 137,338,947	\$ 40,050,211	\$ 112,157,160	\$ 65,231,998

Newly established fund:[1], [2], [3], [4], [5], [6], [7], [8], [9], [10], [11], [12]

FINANCIAL SUMMARIES

	Fund No.	Estimated Fund Balance 7/1/2020	Estimated Revenues 6/30/2021	Estimated Expenses 6/30/2021	Estimated Fund Balance 6/30/2021
Debt Service Fund					
Financing Authority - Laguna Palms Campus	403	309,747	588,096	588,822	309,021
Financing Authority 2018 - Animal Shelter	406	37,275	1,321,771	1,324,857	34,189
Debt Service Elk Grove Finance Authority – District56 Nature Area and Old Town Plaza [13]	407	10,585,000	518,529	10,549,195	554,334
Total Debt Service Fund		\$ 10,932,022	\$ 2,428,396	\$ 12,462,874	\$ 897,544
Newly established fund:[13]					
Enterprise Fund					
Solid Waste Residential	501	3,571,523	1,403,765	1,383,589	3,591,699
Commercial Haulers	502	2,898,340	574,909	706,768	2,766,481
Drainage Fee	503	21,834,524	7,335,000	19,342,913	9,826,611
Special Waste Collection Center	506	9,055,957	2,102,409	2,449,932	8,708,434
Transit Operations	511	3,518,643	11,849,819	9,503,250	5,865,212
Transit Deficit	511	(3,628,234)	-	-	(3,628,234)
Transit - Prop 1B	512	-	-	-	-
Transit Capital	514	22,387	-	-	22,387
Transit Low Carbon Program	515	-	-	-	-
Total Enterprise Fund		\$ 37,273,140	\$ 23,265,902	\$ 33,386,452	\$ 27,152,590
Internal Service Funds					
Risk Management	601	2,241,814	4,182,132	5,301,026	1,122,920
Facilities & Fleet	602	1,676,991	3,991,221	4,495,550	1,172,662
Information Technology & GIS	603	1,697,459	3,308,971	4,081,345	925,085
State Unemployment Insurance	604	228,178	50,000	50,000	228,178
Total Internal Service Fund		\$ 5,844,442	\$ 11,532,324	\$ 13,927,921	\$ 3,448,845
Agency Funds					
Laguna Springs Open Space Preserve	709	81,175	-	7,211	73,964
Employee Sunshine Fund	730	40,128	15,295	30,000	25,423
Animal Services Donations [14]	735	16,206	-	16,066	140
CFD 2005-1 Laguna Ridge	756	2,022,501	8,510,275	8,303,413	2,229,363
CFD 2002-1 E Franklin	757	3,160,630	4,302,722	3,901,550	3,561,802
CFD 2003-1 Poppy Ridge	758	\$1,269,216	\$3,952,652	\$3,408,950	\$1,812,918
Total Agency Fund		\$ 6,589,856	\$ 16,780,944	\$ 15,667,190	\$ 7,703,610
Newly established fund:[14]					
TOTAL		\$ 295,033,360	\$ 212,881,540	\$ 341,460,126	\$ 166,454,774
Less Transfers and Internal Service Costs		-	\$ 37,728,365	\$ 37,728,365	-
GRAND TOTAL		\$ 295,033,360	\$ 175,153,175	\$ 303,731,761	\$ 166,454,774

FINANCIAL SUMMARIES

General Fund Activity

	FY 2019 Actuals	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021 Budget
Revenues					
Sales Tax	\$ 29,355,281	\$ 28,766,677	\$ 25,770,824	\$ 24,855,446	\$ (3,911,231)
Property Taxes	13,291,187	14,020,518	14,020,518	14,020,518	(0)
Property Taxes in lieu VLF	13,136,128	13,839,000	13,840,241	13,840,241	1,241
Property Transfer Tax	911,827	1,018,000	1,006,238	986,000	(32,000)
Utility Users Tax	5,847,341	6,242,000	6,343,189	6,343,000	101,000
Transient Occupancy Tax	2,154,659	2,415,968	1,431,420	1,713,939	(702,029)
Franchise Fees	2,609,763	2,435,501	2,402,692	2,379,500	(56,001)
Investment Income	754,040	135,953	135,953	141,150	5,197
Business Licenses & Misc.	238,394	100,000	180,000	183,000	83,000
Mello Roos - Police Services	3,316,438	3,340,000	3,340,000	3,660,000	320,000
Governance	3,375,777	4,550,319	4,495,956	3,935,807	(614,513)
Public Protection	1,306,231	1,224,940	1,284,305	1,296,334	71,394
Code Enforcement	193,610	127,250	331,750	226,750	99,500
Revenue Total	\$ 76,490,676	\$ 78,216,126	\$ 74,583,086	\$ 73,581,685	\$ (4,634,442)
Expenses by Function					
City Council	\$ 290,085	\$ 512,542	\$ 478,716	\$ 523,566	\$ 11,024
City Manager	3,276,263	5,713,362	5,638,136	4,788,052	(925,310)
City Attorney	1,398,317	1,533,151	1,636,529	1,689,775	156,624
City Clerk	610,970	635,367	621,915	870,037	234,670
Finance & Admin Services	2,795,791	3,357,958	3,393,992	3,453,684	95,726
Human Resources	911,499	1,286,241	1,263,975	1,290,421	4,180
Planning Commission	7,398	9,782	9,883	9,883	101
Non-Departmental*	14,560,121	8,065,449	8,065,449	3,739,186	(4,326,263)
Revenue Neutrality	7,067,278	6,482,296	6,224,411	5,583,958	(898,338)
Community Service Grants	366,696	405,795	399,552	391,467	(14,328)
Event Sponsorship	550,437	1,125,310	837,112	749,935	(375,375)
Police Department	38,540,862	49,115,853	47,778,144	49,668,897	553,044
Planning	718,980	150,048	155,122	157,139	7,091
Code Enforcement	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Expenses by Function Total	\$ 72,095,237	\$ 79,708,167	\$ 77,817,735	\$ 74,368,185	\$ (5,339,982)
Expenses by Category					
Compensation	\$ 44,723,057	\$ 50,349,279	\$ 50,144,476	\$ 50,200,612	\$ (148,667)
Operating Expenses	14,717,919	16,787,621	15,640,850	14,292,222	(2,495,399)
Internal Services	6,440,125	6,556,079	6,556,079	6,130,802	(425,277)
Capital Outlay	519,676	1,084,491	545,633	786,500	(297,991)
Transfers Out	5,694,460	4,930,697	4,930,697	2,958,049	(1,972,648)
Expenses by Category Total	\$ 72,095,237	\$ 79,708,167	\$ 77,817,735	\$ 74,368,185	\$ (5,339,982)
Beginning Fund Balance	25,032,761	24,283,158	24,283,158	23,048,510	(1,234,648)
Change in Fund Balance	4,395,438	(1,492,041)	(3,234,649)	(786,501)	705,540
Return of Fund Balance from Economic Development	-	-	2,000,000	-	-
Initial Ending Fund Balance	29,428,200	22,791,117	23,048,509	22,262,009	(529,108)
Transfer to Capital Reserve*	(2,572,521)	(150,000)	-	-	150,000
Transfer to Economic Development*	(2,572,521)	(150,000)	-	-	150,000
Opportunity Reserve - 5%	3,653,963	3,746,530	3,553,301	3,574,388	(172,142)
Reserve for Economic Uncertainty - 25%	18,269,813	18,732,651	17,766,504	17,871,941	(860,710)
Future Reserve Target Support	2,359,382	11,937	1,728,705	815,681	803,744

Note: Reserve amounts indicated with an "*" are deducted from the "Non-Departmental" amounts

General Cost Allocation

The General Cost Allocation, which follows, presents a summary of the comprehensive analysis undertaken to identify the appropriate distribution of city-wide administrative and support costs to all City operating departments, divisions, and programs.

The primary objective of a Full Cost Allocation Plan in government is to spread costs from central support departments such as Finance, Human Resources, and City Attorney; to those departments, divisions, and/or funds that receive services in support of conducting their operations. In doing so, an organization 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.

INTERFUND TRANSFERS

↓ Expenditures from these Funds	Revenue to these Funds →	Fund 101 General	Fund 296 Public Works	Total
General Fund		-	347,038	347,038
2953120 Planning		537,528	-	537,528
2953130 Building		241,415	-	241,415
2953140 DS - Eng		77,465	-	77,465
2964120 PW - CP Mngmt		342,136	-	342,136
2964140 PW - Eng		25,816	-	25,816
221 Gas Tax		69,982	385,291	455,273
238 Street Trench		2,331	-	2,331
251 CFD		10,539	-	10,539
252 CFD		13,715	-	13,715
255 CFD		48,134	72,913	121,047
256 CFD		110,063	82,651	192,714
261 St Maint Dist		15,341	30,477	45,818
262 SMD		5,859	2,036	7,895
263 SMD		7,138	11,735	18,873
264 SMD		6,017	1,978	7,995
265 SMD		13,230	9,828	23,058
267 SLMD		9,864	21,861	31,725
268 SLMD		22,389	11,629	34,018
280 Library Ownership		6,235	-	6,235
294 Measure A Maint		31,757	298,604	330,361
305 LTF Bike & Ped		3,805	4,128	7,933
326 EF Admin		8,491	32,127	40,618
329 CCSD IF Admin		27,105	-	27,105
335 Laguna West SA		3,624	233	3,857
336 Lakeside SA		1,717	-	1,717
339 In-Lieu		331	-	331
341 East Franklin CFD		20,806	74,089	94,895
343 Poppy Ridge CFD		35,342	212,686	248,028
344 Laguna Ridge CFD		167,856	1,948,678	2,116,534
393 Measure A SSPBF		14,485	42,382	56,867
394 Measure A TCS		18,679	70,897	89,576
501 Solid Waste		142,650	-	142,650
502 Commercial Haul		38,534	-	38,534
503 Drainage		152,217	223,636	375,853
506 SWCC		225,598	12,181	237,779
511 Transit		325,696	1,848	327,544
601 Insurance		226,584	-	226,584
602 Facilities		116,146	335	116,481
602 Fleet		88,226	-	88,226
603 IT		150,492	-	150,492
603 GIS		80,923	-	80,923
TOTAL		\$ 3,446,260	\$ 3,899,261	\$7,345,521

INTERFUND TRANSFERS

Internal Service Allocation

The purpose of Internal Service funds is to finance, administer, and account for departments whose exclusive or nearly exclusive mission is to provide goods and services to the government's other departments on a cost reimbursement basis, such as Information Technology and Geographic Information Systems, Facilities and Fleet, and Risk Management.

The Internal Service Fund Allocation, which follows, presents a summary of the comprehensive analysis undertaken to recover these costs from all City operating departments, divisions, and programs.

↓ Expenditures from these Funds	Revenue to these Funds →	Fund 601 Risk	Fund 602 Facilities Operations	Fund 602 Facilities Capital	Fund 602 Fleet	Fund 603 IT	Fund 603 GIS	Total
GENERAL FUND								
1011100 City Council		21,965	12,860	8,989	-	125,216	8,081	177,111
<i>City Manager</i>								
1011200 City Manager		27,456	20,807	14,760	-	73,043	22,027	158,093
1011210 Communications		27,456	13,807	9,676	-	73,043	22,027	146,010
1011220 Economic Development		16,474	8,329	5,698	-	41,739	14,026	86,266
1011240 Strategic Planning		10,983	4,542	2,947	-	31,304	8,946	58,721
1011300 City Attorney		32,948	21,940	15,583	-	73,043	4,714	148,226
1011400 City Clerk		16,474	17,172	12,120	-	31,304	2,020	79,090
<i>Finance</i>								
1011505 Finance		16,474	6,233	4,175	-	31,304	5,599	63,785
1011510 Budget		16,474	6,216	4,163	-	31,304	5,599	63,755
1011520 Accounting		32,948	13,672	9,578	-	62,608	11,198	130,003
1011540 Financial Planning		10,983	7,924	5,403	-	20,869	3,733	48,911
1011570 Purchasing		10,983	3,190	1,965	-	20,869	3,733	40,739
1011580 Cashiering		16,474	4,610	2,996	-	62,608	7,619	94,307
1011600 Human Resources		21,965	12,607	8,804	-	104,347	6,734	154,457
<i>Police</i>								
1012240 Police Department		87,860	65,111	110,118	19,093	5,955	12,523	300,659
1012251 Police Patrol		455,774	32,122	54,327	553,691	30,893	64,962	1,191,769
1012252 Patrol/ Non-Sw orn		43,930	12,359	20,902	-	2,978	6,261	86,430
1012253 Police Traffic		87,860	33,614	56,850	248,206	5,955	12,523	445,009
1012255 Police K9		32,948	2,229	3,769	66,825	2,233	4,696	112,700
1012260 Investigations		43,930	49,604	37,194	152,742	2,978	6,261	292,709
1012261 Investigations Detective		142,773	69,642	117,781	362,763	9,677	20,350	722,985
1012262 Community Services		16,474	4,384	7,414	-	1,117	2,348	31,736
1012263 Investigations Community Service		38,439	36,580	61,865	-	2,605	5,479	144,968
1012265 Animal Services		120,808	124,900	16,666	66,825	8,188	17,219	354,606
1012270 Police Information Technology		38,439	35,438	59,934	-	2,605	5,479	141,895
1012280 Police Support Services		93,351	81,598	91,303	9,546	6,327	13,305	295,431
1012281 Dispatch		126,299	63,932	108,124	-	8,561	18,002	324,917
1013540 Code Enforcement		54,913	14,822	10,413	62,715	83,478	9,165	235,505
2953120 Planning		60,404	23,952	17,044	-	156,521	25,211	283,131
2953130 Building		10,983	20,824	14,772	-	229,563	101,697	377,839
2953140 Development Engineering		10,983	14,517	10,192	-	198,259	61,902	295,853
2964100 Public Works Administration		32,948	178,910	65,997	55,030	396,519	52,032	781,435
2964120 Public Works - Capital Pjt Mngmnt		21,965	14,686	10,315	-	239,998	94,815	381,780
501 Solid Waste		7,322	20,490	2,079	-	45,217	4,177	79,285
502 Commercial Haul		7,322	20,490	2,079	4,573	45,217	4,177	83,858
503 Drainage		10,983	4,869	3,536	-	20,869	5,125	45,382
506 SWCC		7,322	20,490	2,079	4,573	45,217	4,177	83,858
511 Transit		27,456	121,151	40,858	-	104,347	14,289	308,102
601 Insurance		-	2,100	1,326	-	10,169	534	14,128
602 Facilities		13,728	-	-	33,565	20,337	1,067	68,697
602 Fleet		8,237	50,130	-	-	20,337	1,067	79,771
603 IT		27,456	7,095	5,427	-	-	-	39,979
603 GIS		16,474	4,074	2,947	-	30,506	-	54,001
TOTAL		\$ 1,927,431	\$ 1,284,019	\$ 1,042,167	\$ 1,640,147	\$ 2,519,229	\$ 694,898	\$ 9,107,892

INTERFUND TRANSFERS

Debt Service Allocation

This debt associated with the Debt Service Allocation below is for the Laguna Palms Campus (8401 Laguna Palms Way and 8400 Laguna Palms way) that houses City Council, City Manager, City Attorney, City Clerk, Finance and Administrative Services, Human Resources, Police, Public Works and Development Services staff. The purpose of the Debt Service Allocation is to spread out the cost to the departments that are in these buildings. The Allocation is calculated by cost per square foot that each department utilizes.

↓ Expenditures from these Funds	Revenue to this Fund →	Fund 403 Debt Service
GENERAL FUND		
1011100 City Council		18,175
<i>City Manager</i>		
1011200 City Manager		29,845
1011210 Communications		19,566
1011220 Economic Development		11,521
1011240 Strategic Planning		5,959
1011300 City Attorney		31,509
1011400 City Clerk		24,507
<i>Finance</i>		
1011505 Finance		8,442
1011510 Budget		8,417
1011520 Accounting		19,367
1011540 Financial Planning		10,925
1011570 Purchasing		3,973
1011580 Cashiering		6,058
1011600 Human Resources		17,803
<i>Police</i>		
1012240 Police		18,043
1012251 Police Patrol		8,902
1012252 Patrol/ Non-Sw orn		3,425
1012253 Police Traffic		9,315
1012255 Police K9		618
1012260 Investigations		6,094
1012261 Investigations Detective		19,299
1012262 Community Services		1,215
1012263 Investigations Community Service		10,137
1012265 Animal Services		2,731
1012270 Police Information Technology		9,820
1012280 Police Support Services		14,960
1012281 Dispatch		17,717
1013540 Code Enforcement		21,056
2953120 Planning		34,463
2953130 Building		29,870
2953140 DS - Eng		20,609
2964100 PW Admin		59,715
2964120 PW - CP Mngmt		20,857
501 Solid Waste		4,204
502 Commercial Haul		4,204
503 Drainage		7,151
506 SWCC		4,204
511 Transit		20,360
601 Insurance		2,682
603 IT		10,975
603 GIS		5,959
TOTAL		\$ 584,652

INTERFUND TRANSFERS

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 reallocated 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 reallocated actual expenditures and the allocated amounts are presented in the report below.

Fund	FY 2019	FY 2019	FY 2021
	Total Expenditure	% of Total Expenditure	Allocation
106 General Capital Reserve	2,866,789	5.68%	15,088
221 Gas Tax	643,606	1.27%	52,788
227 SB1 Local Streets & Roads	72,310	0.14%	2,454
261 SMD	247,601	0.49%	16,614
265 SMD	9,516	0.02%	760
294 Measure A Maint	667,915	1.32%	77,857
311 CFF Civic Center	44,122	0.09%	1,497
312 CFF Police	172,383	0.34%	6,079
313 CFF Corp Yard	72,784	0.14%	404,632
315 CFF Library	109,046	0.22%	3,900
317 CFF Transit Facilities	1,186,379	2.35%	62,561
319 CFF Administration	-	0.00%	126,661
324 East Franklin Landscape Corridor Fee	385,078	0.76%	13,067
328 Roadway Fee	11,621,997	23.01%	587,438
332 LRSP Park Facilities Fee	3,662,722	7.25%	124,291
333 LLRSP Park Admin Fee	-	0.00%	17,159
341 East Franklin CFD	888,046	1.76%	30,135
343 Poppy Ridge CFD	2,561,208	5.07%	149,517
344 CFD Laguna Ridge	19,214,570	38.05%	904,828
349 CFD Lakeside	58	0.00%	2
393 Measure A Safety	508,008	1.01%	45,738
394 Measure A Traffic	899,776	1.78%	53,839
503 Drainage	3,577,210	7.08%	141,664
506 SWCC	1,090,933	2.16%	37,020
TOTAL	50,502,055	100.00%	2,875,587

INTERFUND TRANSFERS

Inter-fund Loans

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 (LAIF), or the LAIF rate.

The following is a summary of all outstanding Inter-fund loans. This information can also be found in the Debt Policy section of the Budget.

<u>Interfund Loan</u>	<u>Lending Fund(s)</u>	<u>Receiving Fund(s)</u>	<u>Annual Payment</u>	<u>Outstanding Balance</u>	<u>Final Payment Due</u>
Street Light LED Conversion	106	267	393,973	1,765,674	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	174,078	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	23,120	2,312,000	FY 2020-21
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The City advanced funds from the Drainage Fund to the Federal Capital Grants Fund for the Intelligent Transportation System Phase IV Project (WTC001). The annual payment shown above is interest only. The principal amount shown above will be paid in full when the grant awarded for this project is received by the City.

Reimbursement Agreement - Advanced Payment	261,265,315,324	330	604,937	5,321,952	FY 2028-29
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The City advanced funds from Street Maintenance District 1 Zones 1 and 5, the Capital Facilities Fee (Library) and the East Franklin Landscape Corridor Fee to Laguna Ridge Supplemental Parks Quimby In-Lieu Land Fee, to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

Reimbursement Agreement - Advanced Payment	324	331	69,849	188,373	FY 2028-29
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The City advanced funds from the East Franklin Landscape Corridor Fee to the Laguna Ridge Supplemental Parks Public Land Acquisition Fee to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

INTERFUND TRANSFERS

Reimbursement Agreement - Advanced Payment	324	332	48,937	212,972	FY 2028-29
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The City advanced funds from the East Franklin Landscape Corridor Fee to the Laguna Ridge Supplemental Parks Facilities Fee to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

General Fund Non-Departmental Transfers

The General Fund makes transfers to other funds for various purposes such as to support large and small business incentive programs, pay debt service costs, support the LifeLine rate subsidy program and pay overhead allocation charges. Some of these transfers recur annually while others are considered one-time expenditures. Transfers from the General Fund for FY 2020-21 are summarized below. This information can also be found in the Non-Departmental portion of the General Fund Expenditure section of the Budget.

General Fund Non-Departmental Transfers**FY 2020-21 Purpose****Transfers Out expense to**

Fund 105	Economic Development	\$ 200,000	Economic Development Incentive Program
Fund 105	Economic Development	600,000	Sales Tax sharing agreement
Fund 106	General Fund Capital Projects	15,088	CIP Cost Allocation Plan
Fund 108	Small Business Econ Incentives	100,000	Economic Development Small Business Incentive Program
Fund 406	Debt Service Fund	1,126,524	Animal Shelter Debt payments
Fund 407	Debt Service Fund	160,000	Old Town Plaza
Fund 501	Integrated Waste	50,000	LifeLine rate subsidy
Fund 511	Transit	-	Contribution to Transit Deficit Forgiveness
	Total	\$ 2,251,612	

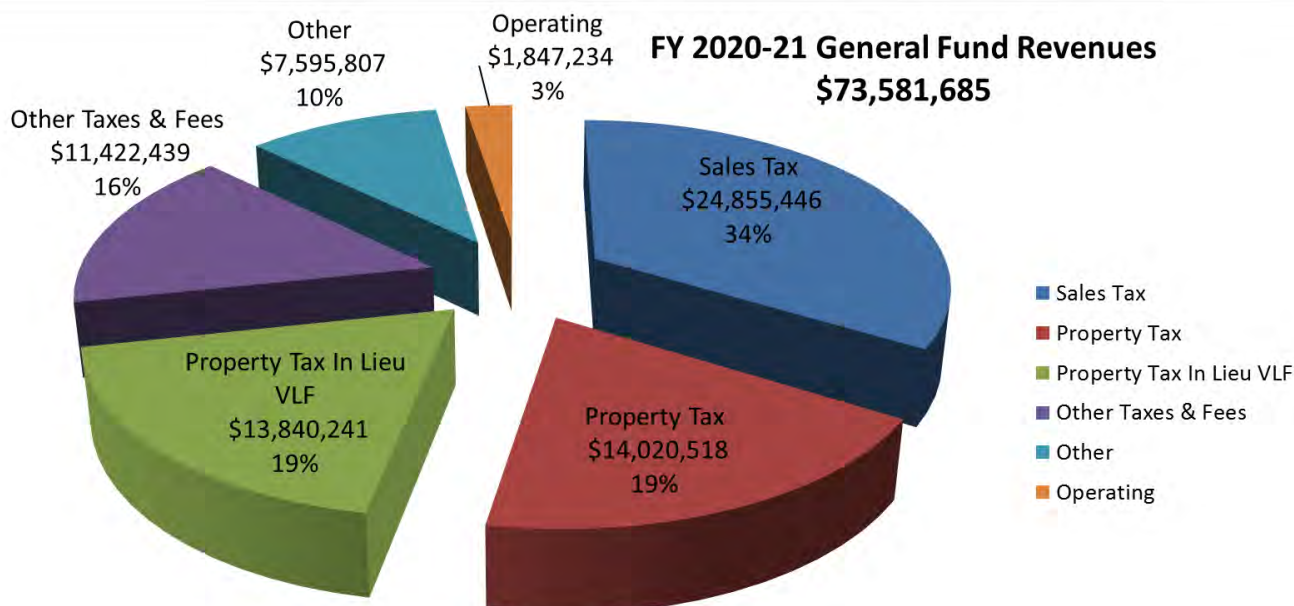
Overhead Transfer expense to

Fund 296	Cost Allocation Plan	347,038
	Total	\$ 347,038

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GENERAL FUND REVENUES

The FY 2020-21 Budget projects \$73,581,685 in General Fund Revenues.



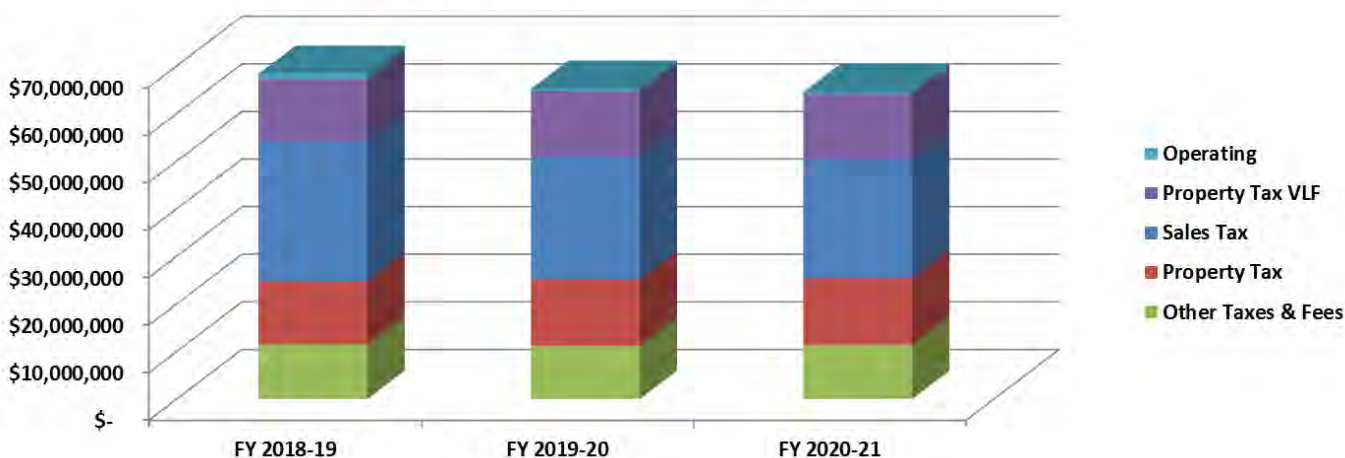
Revenues in the General Fund are shown in two categories:

- **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 2020-21 General Fund Revenues: \$73,581,685



General Fund Discretionary Revenues



Sales Taxes

Sales tax is a volatile revenue source, yet it is the City's largest single source for general operations budgeted at 34% of General Fund revenue. Sales tax revenues in FY 2019-20 have been severely impacted by the COVID-19 pandemic and are expected to decline in FY 2020-21 as well, by 3.6%, to the amount of \$24,855,446 per the General Fund Five Year Forecast.

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

Property Taxes

Historically, property tax revenues have been a stable source of funds for California municipalities. In Sacramento County, slow steady annual growth averaging 5% is the norm, while in Elk Grove averaging 6% is the norm. However, due to potential impacts from the COVID-19 pandemic, property tax revenue projections are being kept flat (same as FY 2019-20 Year End Estimate) for FY 2020-21 in the amount of \$14,020,518 per the General Fund Five Year Forecast.

GENERAL FUND REVENUES

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. However, due to potential impacts from the COVID-19 pandemic, these revenues are being kept flat (same as FY 2019-20 Year End Estimate) for FY 2020-21 in the amount of \$13,840,241 (see General Fund Five Year Forecast).

Property Transfer Tax

Property Transfer Taxes due on real estate sales is \$1.10 for every \$1,000 of the purchase price of any property sold within City limits. The County of Sacramento keeps half of the \$1.10 per \$1,000 of purchase price per sale, the City's portion is the remaining \$0.55 per \$1,000. Given the potential impacts of COVID-19 on real estate sales, property transfer tax revenues are expected to decline by 2% in FY 2020-21 down to the amount of \$986,000 (see General Fund Five Year Forecast).

Other Taxes

Utility User's Tax (UUT). 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. With impacts from COVID-19 on UUT being unknown at this time, revenue expectations are fairly flat for FY 2020-21 at the amount of \$6,343,000 (see General Fund Five Year Forecast).

Transient Occupancy Tax (TOT). 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 severe decrease in Transient Occupancy Tax (41%) is expected between the FY 2019-20 Adopted revenue budget and the year-end estimate due to impacts from the COVID-19 pandemic. Growth is projected in FY 2020-21 as a gradual recovery in TOT occurs over the next fiscal year (see General Fund Five Year Forecast) resulting in a revenue amounts of \$1,713,939 in FY 2020-21.

Franchise Fees

Gas and Cable Franchise Fees. 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 2020-21 (see General Fund Five Year Forecast) resulting in revenue amount of \$ 1,113,000 in FY 2020-21.

Recycling and Waste Franchise Fee.

Recycling and Waste Franchise Fee revenues have contributed toward funding Capital Projects budgeted in the General Capital Reserve Fund over the past couple of years via a transfer-out expenditure. These revenues are expected to stay fairly flat in the amount of \$1,266,500 for FY 2020-21 (see General Fund Five Year Forecast). Implementing Budget reductions, as a response to COVID-19 revenue impacts, result in not transferring-out these revenues to the General Capital Reserve Fund for FY 2020-21.

GENERAL FUND REVENUES

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 or decline over the estimated prior year, based on changes in the General Fund reserve balance, at \$141,150 in FY 2020-21 (see 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 2020-21.

Other Revenue

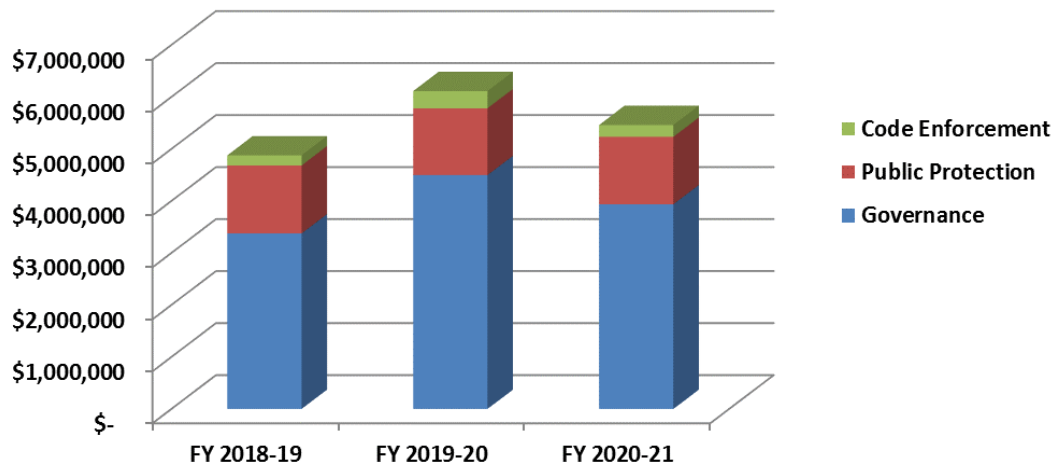
Finance Charges. These revenues are miscellaneous charges accrued on various customers' charges for services. The FY 2020-21 budget assumes little activity, which is the norm since this revenue source is difficult to project and is very minimal in dollar amount.

Miscellaneous Revenues. This category is used to record those revenues that are miscellaneous in nature and unrelated to specific departmental activities. The FY 2020-21 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. The total of these amounts are in the General Fund Five Year Forecast (\$3,660,000 for FY 2020-21).

General Fund Program Revenues



Governance

The FY 2020-21 budget includes Governance revenues from City Manager's Office operations (including grants), City Clerk's Office operations, Human Resources operations, special events, the General Cost Allocation Plan and reimbursement from the Recycling and Waste fund for a Code Enforcement Officer. Cost allocation revenue comprises the most significant portion of the Governance revenues. The cost allocation plan incorporated into the 2020-21 budget relies on FY 2018-19 financial data to recover costs expended on providing services to departments and activities outside the General Fund. The total amount for Governance revenue is in the General Fund Five Year Forecast (\$3,935,807 for FY 2020-21). The decrease in Governance revenues from FY 2019-20 (estimated at \$4,495,956 in the General Fund Five Year Forecast) is due to one-time strategic planning grant revenue being received in FY 2019-20, a decline in Cost Allocation Plan transfer-in revenues, and a decline in special event revenues due to impacts from COVID-19.

Public Protection

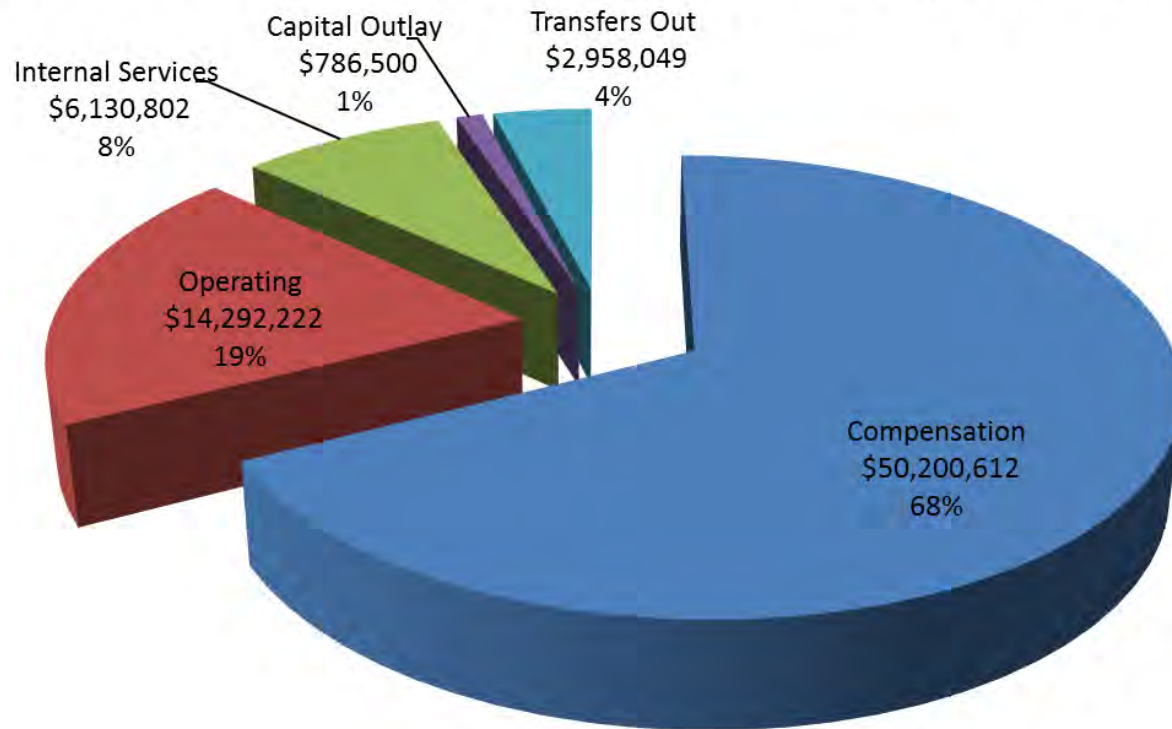
Public protection revenues are a direct result of activities and services of the Police Department. Examples of public protection revenues include animal licenses, false alarm fees, and vehicle code fines. The total public protection revenue amount is in the General Fund Five Year Forecast (\$1,296,334 for FY 2020-21).

Code Enforcement

Code Enforcement revenues are largely derived from citations, abatement fees, and inspections. The total of these amounts is in the General Fund Five Year Forecast (\$226,750 for FY 2020-21).

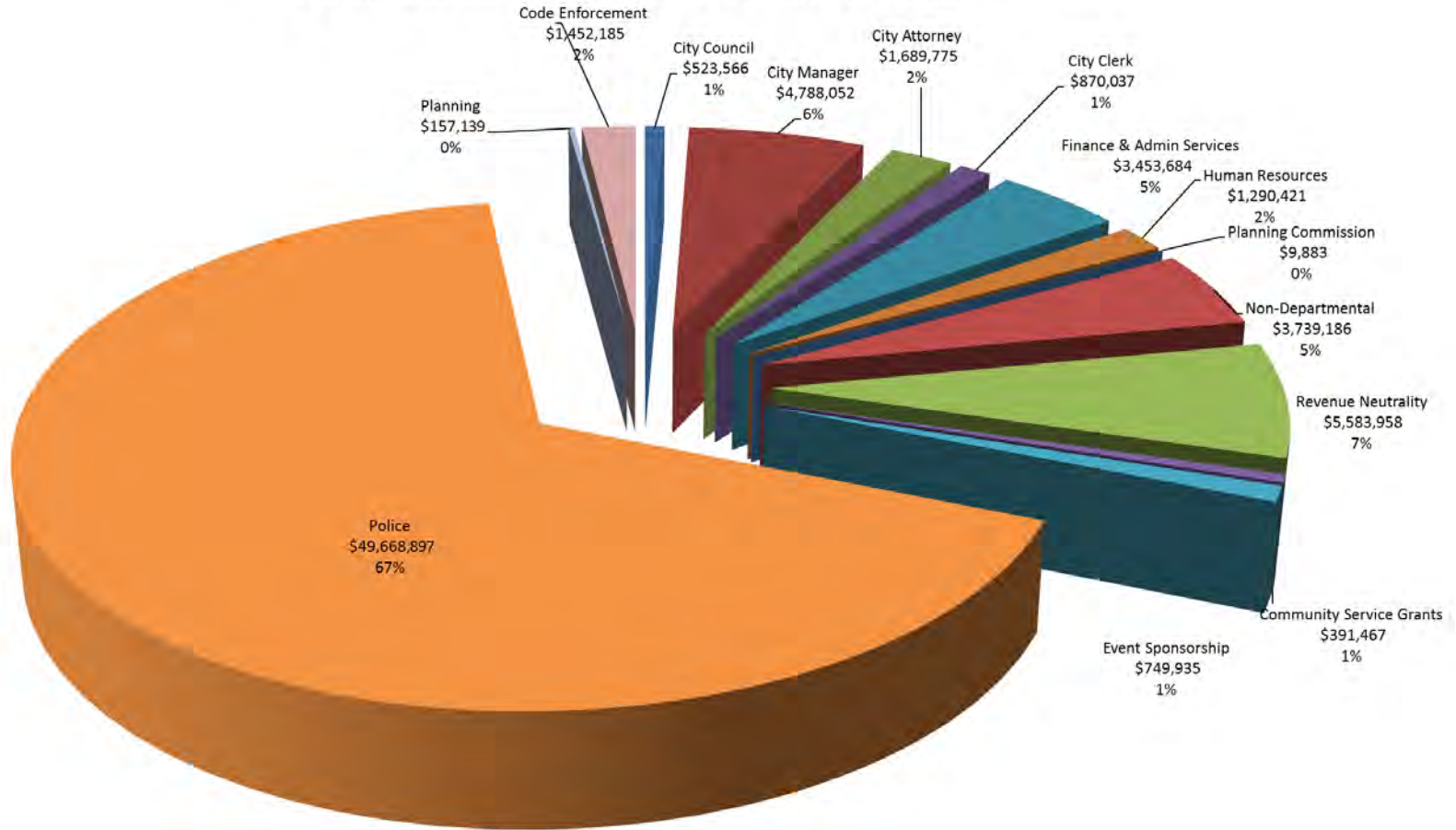
GENERAL FUND REVENUES

FY 2020-21 General Fund Expenditures by Category: \$74,368,185



GENERAL FUND EXPENDITURES

FY 2020-21 General Fund Expenditures by Function: \$74,368,185



GENERAL FUND EXPENDITURES

Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service costs for each department is shown in their budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each department's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable departments in the General Fund can be found in the Interfund Transfers section of the Budget.

For more details on departmental budgets, see each respective department's presentation section further in the budget.

CITY COUNCIL

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	207,425	237,016	227,245	254,675	17,659
Operating Expenses	82,661	103,480	79,425	73,605	(29,875)
Internal Services	-	172,046	172,046	177,111	5,065
Transfers	-	-	-	18,175	18,175
Total	290,085	512,542	478,716	523,566	11,024
Expenditures By Resource					
General Fund	290,085	512,542	478,716	523,566	11,024
Total	290,085	512,542	478,716	523,566	11,024

CITY MANAGER

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	2,061,395	2,484,092	2,551,049	2,601,405	117,313
Operating Expenses	1,214,868	2,758,692	2,616,960	1,662,666	(1,096,027)
Internal Services	-	458,556	458,556	449,090	(9,466)
Capital Outlay	-	12,022	11,571	8,000	(4,022)
Transfers	-	-	-	66,891	66,891
Total	3,276,263	5,713,362	5,638,136	4,788,052	(925,311)
Expenditures By Resource					
General Fund	3,276,263	5,713,362	5,638,136	4,788,052	(925,311)
Total	3,276,263	5,713,362	5,638,136	4,788,052	(925,311)

GENERAL FUND EXPENDITURES

CITY ATTORNEY

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	1,302,751	1,254,578	1,357,956	1,333,321	78,743
Operating Expenses	95,566	138,241	138,241	176,717	38,476
Internal Services	-	140,332	140,332	148,228	7,896
Transfers	-	-	-	31,509	31,509
Total	1,398,317	1,533,151	1,636,529	1,689,775	156,624
Expenditures By Resource					
General Fund	1,398,317	1,533,151	1,636,529	1,689,775	156,624
Total	1,398,317	1,533,151	1,636,529	1,689,775	156,624

CITY CLERK

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	484,716	491,308	495,856	499,440	8,132
Operating Expenses	126,254	69,250	51,250	267,000	197,750
Internal Services	-	74,809	74,809	79,090	4,281
Transfers	-	-	-	24,507	24,507
Total	610,970	635,367	621,915	870,037	234,670
Expenditures By Resource					
General Fund	610,970	635,367	621,915	870,037	234,670
Total	610,970	635,367	621,915	870,037	234,670

FINANCE AND ADMINISTRATIVE SERVICES

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	2,297,912	2,379,110	2,447,820	2,508,668	129,558
Operating Expenses	497,880	570,297	537,621	446,330	(123,967)
Internal Services	-	408,551	408,551	441,504	32,953
Transfers	-	-	-	57,182	57,182
Total	2,795,791	3,357,958	3,393,992	3,453,684	95,726
Expenditures By Resource					
General Fund	2,795,791	3,357,958	3,393,992	3,453,684	95,726
Total	2,795,791	3,357,958	3,393,992	3,453,684	95,726

HUMAN RESOURCES

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	636,104	738,284	739,581	755,561	17,277
Operating Expenses	275,395	405,759	382,196	362,600	(43,159)
Internal Services	-	142,198	142,198	154,457	12,259
Transfers	-	-	-	17,803	17,803
Total	911,499	1,286,241	1,263,975	1,290,421	4,180
Expenditures By Resource					
General Fund	911,499	1,286,241	1,263,975	1,290,421	4,180
Total	911,499	1,286,241	1,263,975	1,290,421	4,180

PLANNING COMMISSION

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	7,398	9,782	9,883	9,883	101
Total	7,398	9,782	9,883	9,883	101
Expenditures By Resource					
General Fund	7,398	9,782	9,883	9,883	101
Total	7,398	9,782	9,883	9,883	101

GENERAL FUND NON-DEPARTMENTAL

Expenditures by Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	2,660,490	2,667,376	2,667,376	542,356	(2,125,020)
Operating Expenses	330,045	467,376	467,376	598,180	130,804
Internal Services	6,440,125	-	-	-	-
Transfers	10,274,502	5,230,697	4,930,697	2,598,650	(2,632,047)
Total	19,705,163	8,365,449	8,065,449	3,739,186	(4,626,263)
Expenditures By Resource					
General Fund	19,705,163	8,365,449	8,065,449	3,739,186	(4,626,263)
Total	19,705,163	8,365,449	8,065,449	3,739,186	(4,626,263)

Transfer to Capital Reserve*	(2,572,521)	(150,000)	-	-	150,000
Transfer to Economic Development*	(2,572,521)	(150,000)	-	-	150,000
Net Total	14,560,121	8,065,449	8,065,449	3,739,186	(4,326,263)

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service costs for each division is shown in the division's budget summary table, within their department section, in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable departments in the General Fund can be found in the Interfund Transfers section of the Budget. For FY 2021 the total debt service costs associated with the Laguna Palms Campus for the General Fund is \$359,398.

Note: As a response to the General Fund revenue impacts as a result of COVID-19 pandemic, FY 2021 does not include an advance prepayment of the City's PERS unfunded accrued liabilities (UAL). Allowances for prepayment of PERS unfunded liabilities have been included in the annual budget for the past several years and was assumed in the FY 2021 Projected Budget in the amount of \$900,000. Although the FY 2021 Budget does not include a prepayment of the City's PERS UAL, the FY 2020 amended budget includes a \$2.2 million prepayment that was made earlier in the fiscal year.

GENERAL FUND EXPENDITURES

PROGRAM DESCRIPTION

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

Compensation and Operations **\$1,140,536**

	FY 2020-21	Purpose
Compensation	\$ 542,356	Public Employee Retirement System (PERS) Contributions (Required)
Compensation	-	Accelerated PERS contributions
Operating	98,180	Transit Staff Transition Plan
Operating	500,000	Health Retirement Account Option 1 Trust Funding
Totals	\$ 1,140,536	

Transfers Out **\$2,598,650**

The General Fund makes transfers to other funds for purposes such as overhead allocation charges, paying debt service costs, and funding capital outlay. Transfers for FY 2020-21 from the General Fund are summarized below. This information can also be found in the Interfund Transfers section of the Budget.

General Fund Non-Departmental Transfers

	FY 2020-21	Purpose
Transfers Out expense to		
Fund 105	Economic Development	\$ 200,000 Economic Development Incentive Program
Fund 105	Economic Development	600,000 Sales Tax sharing agreement
Fund 106	General Fund Capital Projects	15,088 CIP Cost Allocation Plan
Fund 108	Small Business Econ Incentives	100,000 Economic Development Small Business Incentive Program
Fund 406	Debt Service Fund	1,126,524 Animal Shelter Debt payments
Fund 407	Debt Service Fund	160,000 Old Town Plaza
Fund 501	Integrated Waste	50,000 LifeLine rate subsidy
Fund 511	Transit	- Contribution to Transit Deficit Forgiveness
	Total	\$ 2,251,612
Overhead Transfer expense to		
Fund 296	Cost Allocation Plan	347,038
	Total	\$ 347,038

REVENUE NEUTRALITY

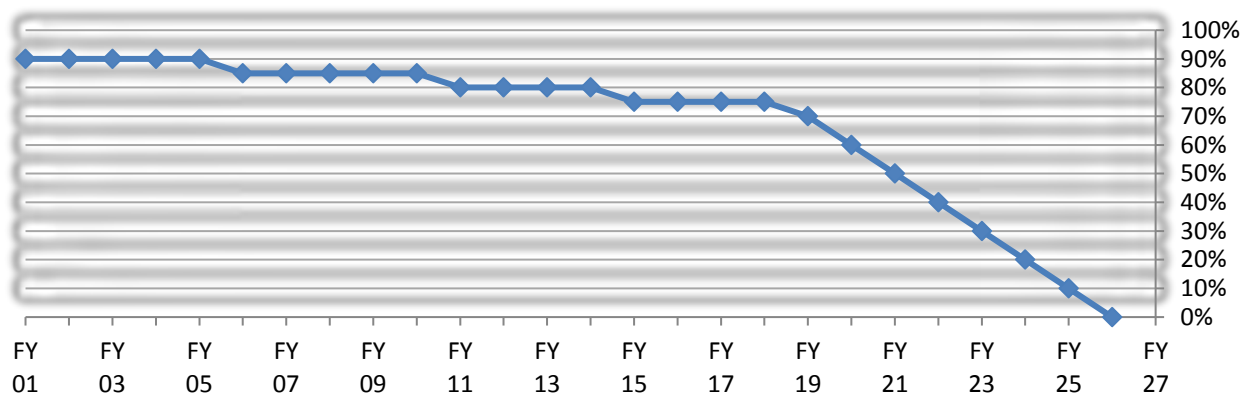
Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Operating Expenses	7,067,278	6,482,296	6,224,411	5,583,958	(898,338)
Total	7,067,278	6,482,296	6,224,411	5,583,958	(898,338)
Expenditures By Resource					
General Fund	7,067,278	6,482,296	6,224,411	5,583,958	(898,338)
Total	7,067,278	6,482,296	6,224,411	5,583,958	(898,338)

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 2020-21, 50% will be transferred to the County of Sacramento compared to a 60% transfer in FY 2019-20.

Elk Grove Property Tax Revenue Neutrality

% of Elk Grove Property Tax to County



COMMUNITY SERVICE GRANTS

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Operating Expenses	366,696	405,795	399,552	391,467	(14,328)
Total	366,696	405,795	399,552	391,467	(14,328)
Expenditures By Resource					
General Fund	366,696	405,795	399,552	391,467	(14,328)
Total	366,696	405,795	399,552	391,467	(14,328)

Note: On May 13th, 2020 the City Council adopted a resolution revising the scope of work for the Elk Grove Arts Commission which included increasing their annual appropriation to \$18,000.

PROGRAM DESCRIPTION

City Council Art Commission

\$18,000

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

\$373,467

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 2021 is decreased by 4.1% from FY 2020 to align with the economic decline resulting from the COVID-19 pandemic.

GENERAL FUND EXPENDITURES

COMMUNITY SERVICE GRANTS

Organization	Activity	Activity Description	EG Residents to Be Served (Persons/Htds)	Requested Amount	Total Activity Cost	Total Years Funded	2019-20 CSG Amount Awarded
916 Ink	Find Your Voice Creative Writing Workshop Series	Provide 12-session "Find Your Voice" creative writing workshops at three school sites in the 2020-21 school year, transforming students into published authors and confident communicators.	60 persons	\$ 30,000	\$ 41,550	1	\$ 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.	378 persons	\$ 10,599	\$ 27,273	6	\$ 9,000
Big Brothers Big Sisters Mentoring Program	Community Youth Mentorship Program	Provide a one-on-one mentoring program that matches disadvantaged Elk Grove youth with a stable, caring adult to increase school performance and decrease risky behavior.	51 persons	\$ 20,000	\$ 21,000	6	\$ 4,724
Chicks in Crisis	Public Sewer Connection	Connect the property to an existing public sewer lateral adjacent to the property line.	450 persons	\$ 31,500	\$ 70,000	N/A	\$ -
Chicks in Crisis	Pregnant/Parenting Teen and Young Adult Support Program	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.	450 persons	\$ 25,000	\$ 30,576	5	\$ 25,000
City of Elk Grove - Housing	Minor Home Repair Program	Offer forgivable loans to low-income homeowners needing assistance to make minor health and safety repairs to their homes (e.g., HVAC replacement, reroofing).	8 households	\$ 60,000	\$ 60,000	5+	\$ -
City of Elk Grove - Housing	Rental/Utility Assistance	In coordination with nonprofit partners, offer a rental/utility assistance program offering short-term financial help to renters and homeowners negatively impacted by COVID-19, with the goal of keeping people in their homes.	80 households	\$ 154,981	\$ 154,981	-	\$ -
City of Elk Grove - Public Works	Citywide Curb Ramp Improvements	Replace and reconstruct approximately 40 non-conforming ADA curb ramps in various locations throughout the City. (Possibility of adding 86 additional ramps if more funding available.)	TBD	\$ 665,000	\$ 665,000	5+	\$ -
City of Elk Grove - Public Works	Tegan Road Sidewalk Infill	Provide concrete sidewalk, curb and gutter, shoulder widening and utility relocations along ~360 feet of the south side of Tegan Road near Laguna Park Drive. Project will serve a residential neighborhood by closing a gap and providing safe ADA access along the existing road and to each end of the street.	TBD	\$ 607,300	\$ 607,300	-	\$ -
Cosumnes River College/Los Rios Colleges Foundation	CRC Promise to Career	Offer Promise to Career Scholarship program, which will provide up to 200 Elk Grove residents attending Cosumnes River College with \$500 scholarships to offset the costs of their Career Education program (such as books, tools, or blood tests).	200 persons	\$ 100,000	\$ 100,000	-	\$ -
Dress The Part, Inc.	Dress The Part, Inc.	Secure a venue for storage and distribution of clothing for underserved youth ages 14-21 in the Sacramento area, year-round (including outreach to Elk Grove youth). Provide business-casual to formal attire.	40 persons	\$ 5,000	\$ 5,000	-	\$ -
Elk Grove Chamber Business Education Foundation	Elk Grove Chamber Business Education Foundation	Offer various business development programs and support services, including monthly workshops on topics such as working with the City of Elk Grove, developing a business plan, and accessing workforce.	175 persons	\$ 10,000	\$ 22,900	-	\$ -
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.	450 persons	\$ 6,000	\$ 12,000	2	\$ 5,350
Elk Grove Fine Arts Center	Organizational Support	Support program through rental assistance for existing gallery and education workshop space. Programming includes art education classes, monthly art receptions, and ongoing art shows.	3,039 persons	\$ 10,000	\$ 35,778	-	\$ 7,500
Elk Grove Food Bank Services	Support Works	Offer case management and referrals regarding health and nutrition, medical services, and other public benefit programs to Food Bank clients, particularly senior citizens. Plan to continue utility assistance program serving 95624.	650 persons	\$ 42,500	\$ 77,000	10+	\$ -
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.	5,563 persons	\$ 100,000	\$ 202,500	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.	105 persons	\$ 13,150	\$ 13,150	4	\$ 10,000

GENERAL FUND EXPENDITURES

Organization	Activity	Activity Description	EG Residents to Be Served (Persons/Hsds)	Requested Amount	Total Activity Cost	Total Years Funded	2019-20 Amount Awarded
Elk Grove United Methodist Church	Meal Ministry	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.	750 persons	\$ 5,500	\$ 14,700	7	\$ 5,500
Good Shepherd Catholic Church Elk Grove - St. Vincent DePaul Society	Utility Assistance	Provide emergency funding to low-income families to prevent utility shutoff. Serves the 95757 and 95758 zip codes.	50 households	\$ 12,000	\$ 16,700	2	\$ 10,000
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.	15 persons	\$ 11,000	\$ 32,114	2	\$ 5,000
Linda Mae Mahon Lema Foundation	Historical Audiocast Project	Transcribe around 400 audio casts on Elk Grove history topics. Update the website to add functionality, subscription option, and presentation of audio casts. Implement search engine enhancements to optimize user ability to find/access audio casts.	480 persons	\$ 3,700	\$ 11,150	3	\$ 2,200
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.	250 persons	\$ 62,040	\$ 291,973	10+	\$ 31,355
My Sister's House	Lotus House (Transitional House)	Provide operational support (rent) for Lotus House, a culturally responsive transitional shelter and safe haven for Asian and Pacific Islander and underserved women and children victims of domestic violence.	4 households	\$ 10,000	\$ 86,066	-	\$ -
Project R.I.D.E.	Project R.I.D.E., Inc.	Provide recreational therapeutic horseback riding lessons to people with special needs. Request covers tuition vouchers, horse maintenance, and equipment. Additional funds requested to build an outdoor classroom environment for new "Silver Stable Society" program offered to memory care clients (\$8,000).	162 persons	\$ 17,600	\$ 36,200	10+	\$ 9,600
Runnin' for Rhett	Runnin' for Rhett Youth Fitness Program	Provide 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.	500 persons	\$ 17,500	\$ 17,500	1	\$ 10,000
Sacramento Self Help Housing	Elk Grove Navigator	Provide direct outreach services to the unsheltered homeless in Elk Grove to help them to obtain housing and services in coordination with Police, Code Enforcement, Elk Grove HART, and other community agencies.	75 households	\$ 76,056	\$ 76,056	4	\$ -
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.	120 households	\$ 27,608	\$ 27,608	10+	\$ 12,500
Sacramento Self Help Housing	Renters Helpline	Offer the Renters Helpline to provide landlord/tenant advice and mediation, as well as fair housing investigation and advocacy. Provided as a part of regional fair-share collaboration.	320 households	\$ 25,373	\$ 25,373	4	\$ -
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 persons	\$ 36,457	\$ 36,475	6	\$ 1,370
Sacramento Splash	Stormwater Education Programs	Provide two Stormwater Education Programs within the city of Elk Grove elementary schools; Investigating Vernal Pools and Splash in the Class.	950 persons	\$ 78,095	\$ 108,340	2	\$ -
Senior Center of Elk Grove	Senior Center Programming	Provide Elk Grove seniors (50+) with programs for lifelong learning, social interaction, and independence in a welcoming environment.	1,372 persons	\$ 80,000	\$ 161,913	10+	\$ 80,000
South County Services Inc.	South County Services Inc.	Serve Elk Grove residents with funds to prevent eviction or utility shutoff, gas vouchers for medical appointments and job interviews, and assistance with online applications for public benefits. Services to be provided locally 3 days/week.	320 households	\$ 80,000	\$ 80,000	1	\$ -
SYF Franklin Jr Wildcats Football & Cheer	Franklin Jr Wildcats Football and Cheer	Rent practice lights for football and cheer program in Elk Grove. Rental would be for evening practices from September through November.	125 persons	\$ 5,000	\$ 31,300	-	\$ -
Teen Center USA	Teen Center USA	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.	300 persons	\$ 40,000	\$ 153,933	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.	45 persons	\$ 20,000	\$ 235,838	2	\$ 7,500
xHope, Inc.	Fostering Hope Resource Program	Establish a community clothes closet serving foster and adoptive families, biological and kinship families in the reunification process, and students in the foster care system aging out. Plan is to expand future programming at site to include onsite visitation room, resource library, and a market place for household items.	400 persons	\$ 28,735	\$ 48,035	1	\$ 8,868
TOTAL				\$ 2,527,694	\$ 3,637,282		\$ 373,467

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	167,715	243,000	227,200	192,630	(50,370)
Operating Expenses	382,722	882,310	609,912	557,305	(325,005)
Total	550,437	1,125,310	837,112	749,935	(375,375)
Expenditures By Resource					
General Fund	550,437	1,125,310	837,112	749,935	(375,375)
Total	550,437	1,125,310	837,112	749,935	(375,375)

PROGRAM DESCRIPTIONS

City Event Productions

Signature events produced by the City of Elk Grove and/or its standing committees in FY2020-21 include Salute to the Red, White and Blue, Elk Grove Multicultural Festival, Illumination Festival, Fitfest, Bike n Bite, Party on the Palms and Big Truck Day, 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, Brewfest, and radio station partnered events like Petapalooza. Events anticipated for launch at District56 are also incorporated in this budget.

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 2020-21

Staff has restructured some of the projects within the events budget to reflect current operations. The Amgen project has been removed due to the cancellation of their event. 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, participation in the regional Pride event, and sponsorship of the Festival of Lights and Lunar New Year celebrations introduced in FY 2018-19. The opening of District56 has resulted in additional funding requested within the Civic Center Events (CCE) project to support new experiences at this location for the community.

Staff is continuing to monitor the state and county health orders associated with COVID-19. The FY 2020-21 budget reflect production and support for events under normal circumstances. Savings will be generated in those cases when events must be cancelled to comply with public health orders.

FY 2020-21 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 and/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

Event	Organization	Cash Sponsorship	Police	Public Works	Integrated Waste	Facility Use	Total Cash & In-Kind Support
Music By the Lake	Camden Neighborhood Association	\$ 1,000	\$ 850	\$ 650	\$ 750		\$ 3,250
Elk Grove Soccer Jamboree	Elk Grove Youth Soccer League	\$ 1,000					\$ 1,000
Evening of Hope	xHope, Inc.					\$ 3,000	\$ 3,000
Homecoming Parade	Pleasant Grove High School		\$ 1,190	\$ 2,000			\$ 3,190
Swim Clinic for Elk Grove Youth	Elk Grove Piranhas	\$ 1,000					\$ 1,000
Celebrity Chef Cook Off	Achieving Positive Thinking Worldwide					\$ 3,000	\$ 3,000
Homecoming Parade	Franklin High School		\$ 1,190	\$ 650			\$ 1,840
Paws for a Purpose	Friends of Elk Grove Animal Shelter					\$ 3,000	\$ 3,000
9th Annual Franklin High School Invitational Band Review	Franklin High School Band Boosters	\$ 2,500	\$ 1,700	\$ 2,000			\$ 6,200
Nigerian Independence Day Celebration	Sacramento Association of Nigerians					\$ 3,000	\$ 3,000
Homecoming Parade	Elk Grove High School		\$ 2,040	\$ 2,500			\$ 4,540
Elk Grove Economic Symposium	Elk Grove Chamber of Commerce					\$ 3,000	\$ 3,000
Elk Grove Veterans Day Parade	Elk Grove American Legion Post 233, Inc.	\$ 2,000	\$ 10,625	\$ 10,000	\$ 400		\$ 23,025
Elk Grove Hall of Fame Induction Ceremony	Elk Grove Community Council	\$ 2,000				\$ 3,000	\$ 5,000
Gobble Wobble Run/Walk	Chicks in Crisis, Inc.	\$ 5,000	\$ 2,550	\$ 10,000	\$ 1,000		\$ 18,550
Elk Grove Dicken's Faire	Old Town Elk Grove Foundation	\$ 7,500	\$ 10,710	\$ 12,000	\$ 2,600		\$ 32,810
Elk Grove Holiday Parade of Lights	Elk Grove Community Council	\$ 2,500	\$ 4,000	\$ 12,000	\$ 1,250		\$ 19,750
9th Annual Open Fine Arts Competition	Elk Grove Fine Arts Center	\$ 1,500					\$ 1,500
American Legion Annual Fundraiser Dinner 2021	Elk Grove American Legion Post 233, Inc.	\$ 2,000					\$ 2,000
21st Annual State of the City Address	Elk Grove Chamber of Commerce	\$ 4,000				\$ 3,000	\$ 7,000
10th Annual Running of the Elk Half Marathon	Elk Grove Youth Sports Foundation	\$ 4,000	\$ 14,875	\$ 15,000	\$ 3,200	\$ 1,000	\$ 38,075
Elk Grove Western Festival	Elk Grove Western Festival	\$ 5,000	\$ 13,685	\$ 6,500	\$ 2,548		\$ 27,733
Relay For Life	American Cancer Society	\$ 2,500					\$ 2,500
2nd Annual Elk Grove Armed Forces Day	Elk Grove American Legion Post 233, Inc.	\$ 2,000					\$ 2,000

GENERAL FUND EXPENDITURES

Event	Organization	Cash Sponsorship	Police	Public Works	Integrated Waste	Facility Use	Total Cash & In-Kind Support
Live Your Dream Women's Conference	Soroptimist International of Elk Grove					\$ 3,000	\$ 3,000
10th Annual Studio Art Tour	Elk Grove Fine Arts Center	\$ 1,000					\$ 1,000
Run 4 Hunger	Elk Grove Food Bank Services	\$ 10,000	\$ 3,825	\$ 2,500	\$ 1,000		\$ 17,325
Cal Ripken Nor Cal State Championship Baseball Tournament	Elk Grove Youth Baseball	\$ 2,000					\$ 2,000
Bounty on the Boulevard	Elk Grove Regional Scholarship Foundation	\$ 2,000				\$ 3,000	\$ 5,000
		\$ 60,500	\$ 67,240	\$ 75,800	\$ 12,748	\$ 28,000	\$ 244,288

GENERAL FUND EXPENDITURES

POLICE

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	33,833,727	38,681,715	38,214,125	40,272,761	1,591,046
Operating Expenses	4,187,459	4,407,825	4,046,862	4,049,544	(358,281)
Internal Services	-	4,983,094	4,983,094	4,445,816	(537,278)
Capital Outlay	519,676	1,043,218	534,062	778,500	(264,718)
Transfers	-	-	-	122,276	122,276
Total	38,540,862	49,115,853	47,778,143	49,668,897	553,044
Expenditures By Resource					
General Fund	38,540,862	49,115,853	47,778,143	49,668,897	553,044
Total	38,540,862	49,115,853	47,778,143	49,668,897	553,044

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 section.

GENERAL FUND PLANNING

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	153,981	150,048	155,122	157,139	7,091
Transfers	565,000	-	-	-	-
Total	718,980	150,048	155,122	157,139	7,091
Expenditures By Division					
Planning	657,837	81,344	83,816	85,101	3,757
Housing and Public Services	61,144	68,704	71,306	72,038	3,334
Total	718,980	150,048	155,122	157,139	7,091
Expenditures By Resource					
General Fund	718,980	150,048	155,122	157,139	7,091
Total	718,980	150,048	155,122	157,139	7,091

Note: FY 2019 actuals included 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. Starting in FY 2020 expenditures related to Strategic Initiatives & Long-Range Planning in the General Fund are budgeted in the 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 city-wide 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	910,086	1,042,970	1,051,263	1,072,773	29,803
Operating Expenses	90,454	95,550	87,043	122,850	27,300
Internal Services	-	176,493	176,493	235,506	59,013
Transfers	-	-	-	21,056	21,056
Total	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Expenditures By Resource					
General Fund	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Total	1,000,540	1,315,013	1,314,799	1,452,185	137,172

GENERAL FUND EXPENDITURES

105 - Economic Development Fund

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,092,195	1,152,349	1,002,349	811,349	(341,000)
Operating Expenses	283,507	2,991,000	2,791,000	2,850,000	1,859,000
Total Expenditures	283,507	2,991,000	2,791,000	2,850,000	1,859,000
Surplus / (Deficit)	2,808,688	(1,838,651)	(1,788,651)	(2,038,651)	(2,200,000)
Available Fund Balance	3,866,372	2,027,721	2,077,721	39,070	

Note: The Available Fund Balance amounts in the FY 2020 Estimate and FY 2021 Budget columns reflect \$2 million dollars that will be transferred back to the General Fund at the end of FY 2020. The \$2 million dollar amount is also reflected in the operating expenses line in the FY 2020 Amended Budget and FY 2020 Estimate. Without this \$2 million the FY 2020 Estimate Available Fund Balance is \$2,077,721 and the FY 2021 Budget Available Fund Balance is \$39,070.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	5,709,723	1,718,240	2,138,334	542,055	(1,176,185)
Operating Expenses	118,775	121,968	121,968	102,750	(19,218)
Capital Outlay	3,244,989	9,506,082	2,864,707	171,968	(9,334,114)
Transfers	44,790	7,359	7,359	15,088	7,729
Capital Outlay Rollover	-	-	-	6,545,200	6,545,200
Total Expenditures	3,408,554	9,635,409	2,994,034	6,835,006	(2,800,403)
Surplus / (Deficit)	2,301,169	(7,917,169)	(855,700)	(6,292,951)	1,624,218
Available Fund Balance	11,654,084	3,736,915	10,798,384	4,505,433	

108 - Small Business Econ Incentive Fund

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	100,000	100,000	100,000	100,000	-
Operating Expenses	-	250,000	122,500	225,000	(25,000)
Total Expenditures	-	250,000	122,500	225,000	(25,000)
Surplus / (Deficit)	100,000	(150,000)	(22,500)	(125,000)	25,000
Available Fund Balance	190,000	40,000	167,500	42,500	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	46,548	43,223	43,223	-	(43,223)
Compensation	2,052	(1,600)	-	-	1,600
Operating Expenses	40,400	43,822	43,822	9,120	(34,702)
Transfers	62,655	-	-	-	-
Total Expenditures	105,107	42,222	43,822	9,120	(33,102)
Surplus / (Deficit)	(58,559)	1,001	(599)	(9,120)	(10,121)
Available Fund Balance	9,719	10,720	9,120	-	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	9,725	86,465	86,465	-	(86,465)
Compensation	3,202	-	-	-	-
Operating Expenses	50,394	86,027	64,923	26,989	(59,038)
Transfers	7,738	-	-	-	-
Total Expenditures	61,334	86,027	64,923	26,989	(59,038)
Surplus / (Deficit)	(51,609)	438	21,542	(26,989)	(27,427)
Available Fund Balance	5,447	5,885	26,989	-	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	-	-	-
Compensation	61,700	82,840	31,574	51,266	(31,574)
Operating Expenses	-	57,324	-	57,324	-
Total Expenditures	61,700	140,164	31,574	108,590	(31,574)
Surplus / (Deficit)	(61,700)	(140,164)	(31,574)	(108,590)	31,574
Available Fund Balance	140,164	-	108,590	-	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	207,678	-	-	-	-
Compensation	243,804	-	-	-	-
Total Expenditures	243,804	-	-	-	-
Surplus / (Deficit)	(36,126)	-	-	-	-
Available Fund Balance	(1,473)	(1,473)	(1,473)	(1,473)	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	95,327	64,619	49,690	-	(64,619)
Operating Expenses	95,803	84,063	30,043	16,744	(67,318)
Capital Outlay	453,910	603,034	561,031	-	(603,034)
Total Expenditures	549,713	687,097	591,074	16,744	(670,352)
Surplus / (Deficit)	(454,386)	(622,478)	(541,384)	(16,744)	605,733
Available Fund Balance	558,128	(64,350)	16,744	-	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	407,236	425,489	209,600	114,001	(311,487)
Compensation	312,336	371,958	270,623	85,023	(286,935)
Operating Expenses	106,832	42,806	32,936	2,200	(40,606)
Capital Outlay	-	5,928	5,928	-	(5,928)
Total Expenditures	419,168	420,692	309,487	87,223	(333,469)
Surplus / (Deficit)	(11,932)	4,797	(99,887)	26,778	21,982
Available Fund Balance	90,749	95,546	(9,138)	17,640	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	139,797	250,998	244,221	51,790	(199,208)
Compensation	190,533	249,998	197,208	51,790	(198,208)
Operating Expenses	-	1,000	1,000	-	(1,000)
Total Expenditures	190,533	250,998	198,208	51,790	(199,208)
Surplus / (Deficit)	(50,736)	-	46,013	-	-
Available Fund Balance	(45,013)	(45,013)	1,000	1,000	

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.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	400,031	410,093	514,897	-	(410,093)
Compensation	348,703	435,136	187,000	101,347	(333,788)
Operating Expenses	36,697	274,552	198,705	75,925	(198,628)
Capital Outlay	27,585	182,254	182,254	-	(182,254)
Total Expenditures	412,985	891,942	567,959	177,272	(714,670)
Surplus / (Deficit)	(12,954)	(481,849)	(53,062)	(177,272)	304,577
Available Fund Balance	230,334	(251,515)	177,272	-	

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

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,624,139	4,566,069	3,727,129	3,771,812	(794,257)
Compensation	57,753	503,396	534,577	547,758	44,362
Operating Expenses	3,499,515	3,695,757	3,492,332	2,760,994	(934,763)
Capital Outlay	760,253	1,734,093	606,178	278,000	(1,456,093)
Transfers	261,094	419,845	419,845	508,061	88,216
Capital Outlay Rollover	-	-	-	860,434	860,434
Total Expenditures	4,578,615	6,353,091	5,052,932	4,955,247	(1,397,844)
Surplus / (Deficit)	(954,476)	(1,787,022)	(1,325,803)	(1,183,435)	603,587
Available Fund Balance	2,509,802	722,780	1,183,999	564	

Note: This fund table, compared to the version in the FY 2019-20 budget publication, aligns more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with revenue decreasing by \$838,941 in FY 20 and \$730,271 in FY 21. Due to the economic assumptions related to COVID-19 and the decrease in revenue, there has been a reduction in operations and maintenance streetlight pool painting, signal controller purchases and a reduction to traffic engineering and pavement repairs for shoulder backing. The Capital Improvement Program deferred some of the existing projects in FY 21 to align with available funding in later fiscal years as well as identified and utilized other funding sources where eligible.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,169,890	2,848,801	2,564,863	2,793,766	(55,035)
Capital Outlay	72,310	8,090,880	3,098,768	2,448,000	(5,642,880)
Transfers	-	1,174	1,174	2,454	1,280
Capital Outlay Rollover	-	-	-	3,645,790	3,645,790
Total Expenditures	72,310	8,092,054	3,099,942	6,096,244	(1,995,810)
Surplus / (Deficit)	3,097,580	(5,243,253)	(535,079)	(3,302,478)	1,940,775
Available Fund Balance	3,846,569	(1,396,684)	3,311,490	9,012	

Note: This fund table, compared to the version in the FY 2019-20 budget publication, aligns more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$283,938 in FY 20 and \$140,499 in FY 21.

228 – Senate Bill 1 (SB1) Local Partnership

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

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

SPECIAL REVENUE FUNDS

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	4,952,873	3,433,650	7,628,468	3,607,360	173,710
Compensation	63,718	129,291	120,804	121,962	(7,329)
Operating Expenses	2,051,588	3,531,115	3,251,115	10,530,000	6,998,885
Capital Outlay	-	3,500,000	3,000,000	3,000,000	(500,000)
Transfers	69,732	-	-	-	-
Total Expenditures	2,185,038	7,160,406	6,371,919	13,651,962	6,491,556
Surplus / (Deficit)	2,767,835	(3,726,756)	1,256,549	(10,044,602)	(6,317,846)
Available Fund Balance	16,840,111	13,113,355	18,096,660	8,052,058	

Note: Note: The significant increase in operations in FY 2021 in the Affordable Housing fund, is largely due to funding loans for affordable housing projects. \$3 million is budgeted to complete the funding of the Quail Run project and an additional \$7 million is budgeted for potentially two new projects.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	85,252	17,829	17,829	17,829	-
Operating Expenses	749	1,000	1,000	1,000	-
Capital Outlay	-	1,900,000	-	2,000,000	100,000
Total Expenditures	749	1,901,000	1,000	2,001,000	100,000
Surplus / (Deficit)	84,503	(1,883,171)	16,829	(1,983,171)	(100,000)
Available Fund Balance	2,043,254	160,083	2,060,083	76,912	

Note: \$1.9 million was budgeted in FY 2020 for land acquisition related to agricultural preservation. However, suitable property was not found. The \$2 million is re-budgeted in FY 2021 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,786,035	321,302	355,005	508,489	187,187
Compensation	13,063	13,073	13,455	13,519	446
Operating Expenses	79,694	51,000	51,000	51,000	-
Capital Outlay	942,783	530,000	-	-	(530,000)
Total Expenditures	1,035,540	594,073	64,455	64,519	(529,554)
Surplus / (Deficit)	750,495	(272,771)	290,550	443,970	716,741
Available Fund Balance	3,171,484	2,898,713	3,462,034	3,906,004	

Note: \$530,000 was budgeted in FY 2020 for land acquisition for Swainson's Hawk Habitat. However, suitable property was not found.

235 - Tree Mitigation

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	463,501	150,376	83,685	148,674	(1,702)
Operating Expenses	356	1,500	1,500	1,500	-
Capital Outlay	700,000	-	-	-	-
Transfers	-	760,000	760,000	-	(760,000)
Total Expenditures	700,356	761,500	761,500	1,500	(760,000)
Surplus / (Deficit)	(236,855)	(611,124)	(677,815)	147,174	758,298
Available Fund Balance	987,095	375,971	309,280	456,454	

Note: Per Council approved Resolution No. 2020-106 for District56 Nature Area project (WCE028), the City Manager is authorized to execute a construction contract with Goodland Landscape Construction, Inc.. the Tree Mitigation fund is responsible for \$760,000 of the project costs. Instead of directly funding the construction, the funds are being transferred to the debt service fund (Fund 407) to support the project.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	64,577	97,270	97,270	97,270	-
Operating Expenses	141	100,400	100,400	100,400	-
Transfers	4,401	11,467	11,467	2,331	(9,136)
Total Expenditures	4,542	111,867	111,867	102,731	(9,136)
Surplus / (Deficit)	60,035	(14,597)	(14,597)	(5,461)	9,136
Available Fund Balance	413,807	399,210	399,210	393,749	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	683,305	2,150,000	2,693,435	950,000	(1,200,000)
Compensation	126,688	70,978	73,694	74,420	3,442
Operating Expenses	149,881	816,200	909,635	516,200	(300,000)
Capital Outlay	287,451	1,421,672	865,219	665,000	(756,672)
Capital Outlay Rollover	-	-	-	556,453	556,453
Total Expenditures	564,020	2,308,850	1,848,548	1,812,073	(496,777)
Surplus / (Deficit)	119,285	(158,850)	844,887	(862,073)	(703,223)
Available Fund Balance	51,058	(107,792)	895,945	33,872	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	126,665	43,931	43,931	43,931	-
Compensation	74,702	78,574	81,179	81,875	3,301
Operating Expenses	50,454	120,000	83,000	140,000	20,000
Capital Outlay	236	2,000,000	-	3,800,000	1,800,000
Total Expenditures	125,392	2,198,574	164,179	4,021,875	1,823,301
Surplus / (Deficit)	1,273	(2,154,643)	(120,248)	(3,977,944)	(1,823,301)
Available Fund Balance	4,567,656	2,413,013	4,447,408	469,464	

Note: FY 2020 Capital Outlay expenses that were budgeted but not expended are due largely to the timing of anticipated land acquisitions for Affordable Housing and Homelessness that did not occur during the fiscal year. None of the \$2 million budgeted for land acquisition is anticipated to be spent in the current fiscal year. Land transactions and building improvements are anticipated in the near future and are reflected in the upcoming fiscal year 2021 budget in the amount of \$3.8 Million.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	908,353	899,371	899,371	916,771	17,400
Compensation	12,906	13,115	6,747	7,067	(6,048)
Operating Expenses	3,245	10,140	10,140	10,140	-
Transfers	812,523	848,287	848,287	870,539	22,252
Total Expenditures	828,674	871,542	865,174	887,746	16,204
Surplus / (Deficit)	79,679	27,829	34,197	29,025	1,196
Available Fund Balance	407,207	435,036	441,404	470,429	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	2,817,650	2,915,188	2,915,188	3,265,188	350,000
Compensation	12,906	13,115	6,747	7,067	(6,048)
Operating Expenses	7,629	12,500	12,500	12,500	-
Transfers	2,449,987	2,529,661	2,529,661	2,813,715	284,054
Total Expenditures	2,470,522	2,555,276	2,548,908	2,833,282	278,006
Surplus / (Deficit)	347,128	359,912	366,280	431,906	71,994
Available Fund Balance	1,291,901	1,651,813	1,658,181	2,090,087	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,216,856	1,305,336	1,305,336	1,355,336	50,000
Compensation	64,295	85,558	103,049	104,805	19,247
Operating Expenses	880,247	1,212,700	1,192,700	1,383,200	170,500
Transfers	67,413	124,715	124,715	121,047	(3,668)
Total Expenditures	1,011,955	1,422,973	1,420,464	1,609,052	186,079
Surplus / (Deficit)	204,901	(117,637)	(115,128)	(253,716)	(136,079)
Available Fund Balance	407,658	290,021	292,530	38,814	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,316,986	3,471,381	3,124,061	3,626,093	154,712
Compensation	197,320	451,648	396,208	502,502	50,854
Operating Expenses	1,600,978	3,179,347	2,391,052	4,056,813	877,466
Capital Outlay	16,560	23,415	23,415	20,000	(3,415)
Transfers	27,799	96,222	96,222	192,714	96,492
Total Expenditures	1,842,657	3,750,632	2,906,897	4,772,029	1,021,397
Surplus / (Deficit)	1,474,329	(279,251)	217,164	(1,145,936)	(866,685)
Available Fund Balance	10,991,928	10,712,677	11,209,092	10,063,156	

Note: The special tax levy is levied at only 70% of the maximum tax. This will gradually increase from 70% to 100% over time to align more closely with the growing expenditures in this fund.

Note: Increases in budgeted expenditures in FY 2021 are due to approx. \$330k in increased anticipated expenses at District 56 for utilities and maintenance of the The Center, Aquatics Complex, the Avenue as well as the Veterans Grove. Additionally, the operating Expenses have increased due to Memorandum of Understanding with, and landscaping strategy for, Cosumnes Community Services (CSD) to transition away from the exclusive use of contractors and employ CSD's internal maintenance crew to manage the City landscaping and CSD owned parks in Laguna Ridge.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	980,333	1,460,869	1,191,862	1,199,862	(261,007)
Compensation	-	40,118	49,054	50,563	10,445
Operating Expenses	125,201	83,500	83,500	38,750	(44,750)
Capital Outlay	247,601	727,962	332,962	370,000	(357,962)
Transfers	50,822	86,980	86,980	62,432	(24,548)
Capital Outlay Rollover	-	-	-	395,000	395,000
Total Expenditures	423,624	938,560	552,496	916,745	(21,815)
Surplus / (Deficit)	556,709	522,309	639,366	283,117	(239,192)
Available Fund Balance	1,992,485	2,514,794	2,631,851	2,914,968	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	52,326	48,951	48,951	49,201	250
Operating Expenses	24,789	33,050	33,050	40,050	7,000
Transfers	1,996	3,913	3,913	7,895	3,982
Total Expenditures	26,785	36,963	36,963	47,945	10,982
Surplus / (Deficit)	25,541	11,988	11,988	1,256	(10,732)
Available Fund Balance	106,761	118,749	118,749	120,005	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	299,626	296,675	296,718	296,718	43
Operating Expenses	142,955	94,100	94,100	52,100	(42,000)
Capital Outlay	-	200,000	-	200,000	-
Transfers	20,407	23,744	23,744	18,873	(4,871)
Capital Outlay Rollover	-	-	-	200,000	200,000
Total Expenditures	163,362	317,844	117,844	470,973	153,129
Surplus / (Deficit)	136,264	(21,169)	178,874	(174,255)	(153,086)
Available Fund Balance	173,871	152,702	352,745	178,490	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	31,180	30,211	30,211	30,811	600
Operating Expenses	23,923	15,520	15,520	20,620	5,100
Transfers	4,639	5,021	5,021	7,995	2,974
Total Expenditures	28,562	20,541	20,541	28,615	8,074
Surplus / (Deficit)	2,618	9,670	9,670	2,196	(7,474)
Available Fund Balance	31,870	41,540	41,540	43,736	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	659,519	723,305	678,470	753,470	30,165
Compensation	-	43,738	56,284	57,843	14,105
Operating Expenses	113,323	81,000	81,000	29,250	(51,750)
Capital Outlay	9,516	607,000	62,000	516,000	(91,000)
Transfers	34,033	51,579	51,579	23,818	(27,761)
Capital Outlay Rollover	-	-	-	545,000	545,000
Total Expenditures	156,872	783,317	250,863	1,171,911	388,594
Surplus / (Deficit)	502,647	(60,012)	427,607	(418,441)	(358,429)
Available Fund Balance	1,274,646	1,214,634	1,702,253	1,283,812	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	813,278	830,344	830,344	811,344	(19,000)
Compensation	-	23,767	35,106	35,496	11,729
Operating Expenses	302,673	345,100	345,100	345,100	-
Debt Service	393,973	393,973	393,973	393,973	-
Transfers	43,024	53,062	53,062	31,725	(21,337)
Total Expenditures	739,670	815,902	827,241	806,294	(9,608)
Surplus / (Deficit)	73,608	14,442	3,103	5,050	(9,392)
Available Fund Balance	85,922	100,364	89,025	94,075	

SPECIAL REVENUE FUNDS

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	276,737	270,924	270,924	275,924	5,000
Compensation	-	15,844	23,403	23,662	7,818
Operating Expenses	153,017	195,650	195,650	186,150	(9,500)
Debt Service	43,775	43,775	43,775	43,775	-
Transfers	29,426	30,713	30,713	34,018	3,305
Total Expenditures	226,218	285,982	293,541	287,605	1,623
Surplus / (Deficit)	50,519	(15,058)	(22,617)	(11,681)	3,377
Available Fund Balance	223,738	208,680	201,121	189,440	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	237,061	445,537	447,499	-	(445,537)
Operating Expenses	65,568	941,975	238,829	737,435	(204,539)
Capital Outlay	61,309	190,320	147,992	-	(190,320)
Total Expenditures	126,877	1,132,295	386,821	737,435	(394,859)
Surplus / (Deficit)	110,184	(686,758)	60,678	(737,435)	(50,678)
Available Fund Balance	686,758	-	747,436	10,001	

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.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	167,615	128,108	128,108	133,108	5,000
Operating Expenses	38,381	201,339	68,349	127,994	(73,345)
Capital Outlay	-	100,507	94,000	-	(100,507)
Transfers	2,646	4,054	4,054	6,235	2,181
Capital Outlay Rollover	-	-	-	6,507	6,507
Total Expenditures	41,027	305,900	166,403	140,736	(165,164)
Surplus / (Deficit)	126,588	(177,792)	(38,295)	(7,628)	170,164
Available Fund Balance	1,036,473	858,681	998,178	990,550	

SPECIAL REVENUE FUNDS

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	26,573	58,683	58,683	58,683	-
Operating Expenses	1,012	415,580	95,580	335,250	(80,330)
Total Expenditures	1,012	415,580	95,580	335,250	(80,330)
Surplus / (Deficit)	25,561	(356,897)	(36,897)	(276,567)	80,330
Available Fund Balance	427,473	70,576	390,576	114,009	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	4,683,852	4,399,698	3,635,105	3,271,595	(1,128,103)
Compensation	68,441	107,815	139,823	142,102	34,287
Operating Expenses	2,872,452	3,278,500	2,664,000	3,500,000	221,500
Capital Outlay	710,511	2,813,620	475,223	1,204,000	(1,609,620)
Transfers	171,529	306,818	306,818	408,218	101,400
Capital Outlay Rollover	-	-	-	2,303,545	2,303,545
Total Expenditures	3,822,933	6,506,753	3,585,864	7,557,865	1,051,112
Surplus / (Deficit)	860,919	(2,107,055)	49,241	(4,286,270)	(2,179,215)
Available Fund Balance	4,248,727	2,141,672	4,297,968	11,698	

Note: This fund table, compared to the version in the FY 2019-20 budget publication, aligns more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$764,593 in FY 2020 and \$1,257,373 in FY 2021. Due to the decrease in revenue projections, the Capital Improvement Program deferred some of the existing projects in FY 2020 and FY 2021 to align with available federal funding in later fiscal years and reduced the Annual Pavement Program by \$800,000 for FY 2021. The City has also assumed grant funding from the Sacramento Area Council of Government for the Arterials Road Rehabilitation and Bicycle Lane Project.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	8,916,495	10,184,419	8,076,851	7,503,983	(2,680,436)
Compensation	1,381,598	1,466,498	1,372,695	1,461,796	(4,702)
Operating Expenses	4,692,357	6,553,902	5,255,991	4,075,393	(2,478,509)
Internal Services	802,330	980,449	980,449	956,824	(23,625)
Transfers	1,072,628	1,123,030	1,123,030	941,350	(181,680)
Total Expenditures	7,948,913	10,123,879	8,732,165	7,435,363	(2,688,516)
Surplus / (Deficit)	967,582	60,540	(655,314)	68,620	8,080
Available Fund Balance	604,621	665,161	(50,693)	17,927	

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. The COVID-19 pandemic has impacted revenues for the Planning, Building and Development Engineering divisions in the Development Services Fund. Due to the pandemic, there is an expected slowdown in development activity that has resulted in substantially reduced spending in FY 2020 and significant budget reductions in FY 2021 for these three divisions.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	5,017,197	5,068,549	4,996,899	8,135,665	3,067,116
Compensation	1,516,151	1,738,402	1,641,849	1,638,988	(99,414)
Operating Expenses	1,734,201	2,347,585	2,335,285	2,851,886	504,301
Internal Services	1,081,586	1,075,847	1,075,847	1,163,215	87,368
Transfers	142,801	211,475	211,475	448,524	237,049
Total Expenditures	4,474,739	5,373,309	5,264,456	6,102,613	729,304
Surplus / (Deficit)	542,458	(304,760)	(267,557)	2,033,052	2,337,812
Available Fund Balance	1,359,227	1,054,467	1,091,670	3,124,722	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	2,727,705	12,897,877	6,930,910	7,835,900	(5,061,977)
Operating Expenses	-	11,010,353	-	2,811,000	(8,199,353)
Capital Outlay	3,038,476	696,216	61,106	44,000	(652,216)
Capital Outlay Rollover	-	-	-	10,506,305	10,506,305
Total Expenditures	3,038,476	11,706,569	61,106	13,361,305	1,654,736
Surplus / (Deficit)	(310,771)	1,191,308	6,869,804	(5,525,405)	(6,716,713)
Available Fund Balance	(1,315,634)	(124,326)	5,554,170	28,765	

Note: The City continues to diligently pursue Federal Grant funding, the revenue estimate in FY 2021 reflects the City's revised projection as it relates to the upcoming year. The largest projects with current funding are Alternative Transportation Modes Program, Arterial Roads Rehabilitation and Bicycle Lane Improvements, Grant Line Road Widening Phase 2 (Waterman to Bradshaw), and Kammerer Rd Two-Lane Extension I-5 to Bruceville Road.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	141,541	4,430,871	3,939,327	3,491,000	(939,871)
Operating Expenses	-	3,773,000	-	-	(3,773,000)
Capital Outlay	216,320	3,517,454	113,140	-	(3,517,454)
Capital Outlay Rollover	-	-	-	7,171,114	7,171,114
Total Expenditures	216,320	7,290,454	113,140	7,171,114	(119,340)
Surplus / (Deficit)	(74,779)	(2,859,583)	3,826,187	(3,680,114)	(820,531)
Available Fund Balance	(140,418)	(3,000,001)	3,685,769	5,655	

Note: The City continues to diligently pursue State Grant funding, the revenue estimate in FY 2021 reflects the City's revised projection as it relates to the upcoming year. The largest projects with current funding are District56 Nature Area and Kammerer Road Reconstruction Big Horn Blvd to Lotz Parkway

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	167,656	158,942	158,942	143,942	(15,000)
Capital Outlay	49,489	552,872	463,219	270,000	(282,872)
Transfers	8,145	3,502	3,502	7,933	4,431
Capital Outlay Rollover	-	-	-	89,652	89,652
Total Expenditures	57,634	556,374	466,721	367,585	(188,789)
Surplus / (Deficit)	110,022	(397,432)	(307,779)	(223,643)	173,789
Available Fund Balance	565,181	167,749	257,402	33,759	

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

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	272,793	198,378	198,378	154,746	(43,632)
Operating Expenses	467	-	-	-	-
Capital Outlay	44,122	5,879	34	-	(5,879)
Transfers	7,483	-	-	1,497	1,497
Total Expenditures	52,072	5,879	34	1,497	(4,382)
Surplus / (Deficit)	220,721	192,499	198,344	153,249	(39,250)
Available Fund Balance	1,370,345	1,562,844	1,568,689	1,721,938	

312 - CFF – Police

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,111,526	826,694	826,694	640,859	(185,835)
Operating Expenses	1,153	-	-	-	-
Capital Outlay	183,968	1,941,315	1,930,753	123,100	(1,818,215)
Transfers	-	16,687	16,687	6,079	(10,608)
Total Expenditures	185,121	1,958,002	1,947,440	129,179	(1,828,823)
Surplus / (Deficit)	926,405	(1,131,308)	(1,120,746)	511,680	1,642,988
Available Fund Balance	3,540,519	2,409,211	2,419,773	2,931,453	

313 – CFF Corp Yard

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	723,559	566,962	566,962	435,476	(131,486)
Operating Expenses	108	-	-	-	-
Capital Outlay	72,784	119,593	10,126	-	(119,593)
Transfers	136,085	252,754	252,754	581,279	328,525
Capital Outlay Rollover	-	-	-	63,836	63,836
Total Expenditures	208,977	372,347	262,880	645,115	272,768
Surplus / (Deficit)	514,582	194,615	304,082	(209,639)	(404,254)
Available Fund Balance	595,040	789,655	899,122	689,483	

CAPITAL FUNDS

315 – CFF Library

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,159,267	1,215,154	1,080,654	905,139	(310,015)
Operating Expenses	1,369	-	-	-	-
Capital Outlay	109,046	38,604	8,046	-	(38,604)
Transfers	-	4,955	4,955	3,900	(1,055)
Total Expenditures	110,415	43,559	13,001	3,900	(39,659)
Surplus / (Deficit)	1,048,852	1,171,595	1,067,653	901,239	(270,356)
Available Fund Balance	2,980,041	4,151,636	4,047,694	4,948,933	

317 – CFF Transit Facilities

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	945,152	602,719	602,719	397,415	(205,304)
Operating Expenses	1,376	-	-	-	-
Capital Outlay	1,148,918	57,953	12,962	-	(57,953)
Transfers	4,132	17,429	17,429	62,591	45,163
Total Expenditures	1,154,426	75,382	30,391	62,591	(12,790)
Surplus / (Deficit)	(209,274)	527,337	572,328	334,824	(192,514)
Available Fund Balance	3,496,384	4,023,721	4,068,712	4,403,536	

319 – CFF Admin

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	355,572	144,770	144,770	156,731	11,961
Compensation	36,051	36,854	7,515	7,782	(29,072)
Operating Expenses	226	35,000	35,000	35,000	-
Transfers	95,895	205,512	205,512	126,661	(78,851)
Total Expenditures	132,172	277,366	248,027	169,443	(107,923)
Surplus / (Deficit)	223,400	(132,596)	(103,257)	(12,712)	119,884
Available Fund Balance	535,134	402,538	431,877	419,165	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	122,407	884,981	180,176	180,176	(704,805)
Capital Outlay	385,078	1,181,175	58,216	-	(1,181,175)
Transfers	9,025	6,838	6,838	13,067	6,229
Capital Outlay Rollover	-	-	-	1,122,959	1,122,959
Total Expenditures	394,103	1,188,013	65,054	1,136,026	(51,987)
Surplus / (Deficit)	(271,696)	(303,032)	115,122	(955,850)	(652,818)
Available Fund Balance	5,395,970	5,092,938	5,511,092	4,555,242	

Note: The FY 2021 Capital Outlay Rollover amount includes funding for Drainage Shed A Channel Landscaping Enhancement.

326 - East Franklin Fee – Administration

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	180,219	41,262	41,262	41,262	-
Operating Expenses	2,658	2,000	2,000	2,000	-
Transfers	23,121	11,473	11,473	40,618	29,145
Total Expenditures	25,779	13,473	13,473	42,618	29,145
Surplus / (Deficit)	154,440	27,789	27,789	(1,356)	(29,145)
Available Fund Balance	416,449	444,238	444,238	442,882	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	14,089,890	8,455,334	8,455,334	5,870,868	(2,584,466)
Compensation	30,465	30,711	19,266	19,817	(10,894)
Operating Expenses	2,896,234	1,026,000	1,026,000	1,029,000	3,000
Capital Outlay	8,372,734	23,960,054	2,196,343	6,685,149	(17,274,905)
Debt Service	23,120	23,120	23,120	23,120	-
Transfers	1,139,135	565,406	565,406	587,438	22,032
Capital Outlay Rollover	-	-	-	22,647,118	22,647,118
Total Expenditures	12,461,688	25,605,291	3,830,135	30,991,642	5,386,351
Surplus / (Deficit)	1,628,202	(17,149,957)	4,625,199	(25,120,774)	(7,970,817)
Available Fund Balance	38,396,273	21,246,316	43,021,472	17,900,698	

Note: The FY 2021 Capital Outlay Rollover amount includes funding for large projects such as Grant Line Road Widening Phase 2 (Waterman to Bradshaw), Whitelock Pkwy/State Route 99 Interchange Project, Kammerer Road Two-Lane Extension I-5 to Bruceville Road, Kammerer Road Reconstruction Big Horn Blvd to Lotz Parkway, New Growth Area Roadway ROW Acquisition and Sheldon Road Bike Lanes and Turn Lanes Project.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	114,886	63,021	63,021	63,021	-
Compensation	7,209	7,371	33,716	34,681	27,310
Operating Expenses	134	-	-	-	-
Transfers	14,229	20,582	20,582	27,105	6,523
Total Expenditures	21,572	27,953	54,298	61,786	33,833
Surplus / (Deficit)	93,314	35,068	8,723	1,235	(33,833)
Available Fund Balance	407,852	442,920	416,575	417,810	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	-	-	-
Capital Outlay	5,321,952	-	-	-	-
Total Expenditures	5,321,952	-	-	-	-
Surplus / (Deficit)	(5,321,952)	-	-	-	-
Available Fund Balance	-	-	-	-	-

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	611,452	1,077,978	1,077,978	1,424,398	346,420
Operating Expenses	1,225,734	100,000	100,000	100,000	-
Debt Service	-	447,684	69,849	69,849	(377,835)
Total Expenditures	1,225,734	547,684	169,849	169,849	(377,835)
Surplus / (Deficit)	(614,282)	530,294	908,129	1,254,549	724,255
Available Fund Balance	215	530,509	908,344	2,162,893	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,686,261	2,147,913	2,147,913	2,085,736	(62,177)
Operating Expenses	430,524	132,097	-	132,097	-
Capital Outlay	3,662,722	9,554,277	4,979,279	1,945,000	(7,609,277)
Debt Service	-	227,885	48,937	49,021	(178,863)
Transfers	79,363	5,900	5,900	124,291	118,391
Capital Outlay Rollover	-	-	-	4,406,329	4,406,329
Total Expenditures	4,172,609	9,920,159	5,034,116	6,656,738	(3,263,420)
Surplus / (Deficit)	(2,486,348)	(7,772,246)	(2,886,203)	(4,571,002)	3,201,243
Available Fund Balance	7,911,162	138,916	5,024,959	453,957	

Note: The FY 2021 Capital Outlay Rollover amount includes funding for large projects such as Oasis Park and Singh and Kaur Park.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	343,561	127,416	127,416	148,314	20,898
Compensation	42,059	42,995	19,266	19,817	(23,178)
Operating Expenses	22,120	60,000	60,000	50,000	(10,000)
Transfers	114,291	12,796	12,796	17,159	4,363
Total Expenditures	178,470	115,791	92,062	86,976	(28,815)
Surplus / (Deficit)	165,091	11,625	35,354	61,338	49,713
Available Fund Balance	661,264	672,889	696,618	757,956	

334 – Laguna Ridge Specific Plan (LRSP) – Phase 3 – Zone 2 Drainage Fee

The LRSP - Phase 3 – Zone 2 Drainage Fee is an impact fee fund that assesses developments at issuance of building permit for the respective drainage infrastructure; and provides reimbursement if a developer constructs its own infrastructure.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	5,609,562	-	445,380	(5,164,182)
Compensation	-	-	4,816	4,954	4,954
Operating Expenses	-	1,100,000	-	-	(1,100,000)
Total Expenditures	-	1,100,000	4,816	4,954	(1,095,046)
Surplus / (Deficit)	-	4,509,562	(4,816)	440,426	(4,069,136)
Available Fund Balance	-	4,509,562	(4,816)	435,610	

Note: The anticipated revenue in the FY 2020 budget was based on anticipated development activity specifically in Zone 2 that did not occur.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	82,087	65,091	65,091	65,091	-
Operating Expenses	7,626	157,500	57,500	57,500	(100,000)
Transfers	2,843	5,953	5,953	3,857	(2,096)
Total Expenditures	10,469	163,453	63,453	61,357	(102,096)
Surplus / (Deficit)	71,618	(98,362)	1,638	3,734	102,096
Available Fund Balance	519,131	420,769	520,769	524,503	

336 - Lakeside Service Area

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,491	732	732	732	-
Operating Expenses	31	50	50	50	-
Transfers	570	916	916	1,717	801
Total Expenditures	601	966	966	1,767	801
Surplus / (Deficit)	2,890	(234)	(234)	(1,035)	(801)
Available Fund Balance	83,515	83,281	83,281	82,246	

338 - External Agencies Fund

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	12,069	2,533,955	3,124,782	-	(2,533,955)
Operating Expenses	-	2,551,000	1,000	-	(2,551,000)
Capital Outlay	3,247,052	572,782	-	-	(572,782)
Transfers	12,927	-	-	-	-
Capital Outlay Rollover	-	-	-	3,122,782	3,122,782
Total Expenditures	3,259,979	3,123,782	1,000	3,122,782	(1,000)
Surplus / (Deficit)	(3,247,910)	(589,827)	3,123,782	(3,122,782)	(2,532,955)
Available Fund Balance	616,072	26,245	3,739,854	617,072	

Note: The largest project with current funding is Grant Line Rd Widening Phase 2 (Waterman to Bradshaw).

339 – In-Lieu Roadway

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,344,592	100,000	100,000	100,000	-
Operating Expenses	-	500	500	500	-
Capital Outlay	-	1,739,634	-	-	(1,739,634)
Transfers	840	795	795	331	(464)
Capital Outlay Rollover	-	-	-	1,113,485	1,113,485
Total Expenditures	840	1,740,929	1,295	1,114,316	(626,613)
Surplus / (Deficit)	1,343,752	(1,640,929)	98,705	(1,014,316)	626,613
Available Fund Balance	2,423,885	782,956	2,522,590	1,508,274	

CAPITAL FUNDS

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	2,121,121	1,484,865	1,484,865	384,865	(1,100,000)
Compensation	19,357	19,671	20,240	21,200	1,529
Operating Expenses	16,697	28,500	28,500	28,500	-
Capital Outlay	888,046	14,586,639	765,660	25,000	(14,561,639)
Transfers	172,779	76,926	76,926	125,030	48,104
Capital Outlay Rollover	-	-	-	13,820,980	13,820,980
Total Expenditures	1,096,879	14,711,736	891,326	14,020,710	(691,026)
Surplus / (Deficit)	1,024,242	(13,226,871)	593,539	(13,635,845)	(408,974)
Available Fund Balance	20,181,060	6,954,189	20,774,599	7,138,754	

Note: The FY 2021 Budget from the corresponding East Franklin CFD Debt Service fund (fund 757) includes contributions of pay-go funding toward the Kammerer Road Two-Lane Extension I-5 to Bruceville Road, Kammerer Road Reconstruction Bruceville to Big Horn Blvd and Kammerer Road Reconstruction Big Horn Blvd to Lotz Parkway projects.

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) to pay any outstanding debt service and any remaining levy amounts are available to be transferred into this fund to pay for eligible public improvements.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	5,122,244	1,013,443	1,013,443	163,443	(850,000)
Compensation	19,357	19,671	20,240	21,200	1,529
Operating Expenses	207,874	203,600	120,042	105,808	(97,792)
Capital Outlay	2,353,419	278,893	85,386	8,000	(270,893)
Transfers	716,726	903,304	903,304	397,545	(505,759)
Capital Outlay Rollover	-	-	-	193,507	193,507
Total Expenditures	3,297,376	1,405,468	1,128,972	726,060	(679,408)
Surplus / (Deficit)	1,824,868	(392,025)	(115,529)	(562,617)	(170,592)
Available Fund Balance	750,696	358,671	635,167	72,550	

CAPITAL FUNDS

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 to first fund debt service, and when there is remaining levy revenue it is available to be transferred from the corresponding Debt Services fund (fund 756) into this fund to pay for eligible public improvements.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	18,136,101	1,294,773	5,928,147	1,135,000	(159,773)
Compensation	21,937	22,293	21,591	22,612	319
Operating Expenses	9,401,174	791,394	245,000	995,000	203,606
Capital Outlay	19,214,570	5,076,555	1,736,518	446,000	(4,630,555)
Transfers	847,651	1,291,472	1,291,472	3,021,362	1,729,890
Capital Outlay Rollover	-	-	-	3,717,432	3,717,432
Total Expenditures	29,485,332	7,181,714	3,294,581	8,202,406	1,020,692
Surplus / (Deficit)	(11,349,231)	(5,886,941)	2,633,566	(7,067,406)	(1,180,465)
Available Fund Balance	8,625,158	2,738,217	11,258,724	4,191,318	

Note: Transfer in revenues in FY 2021 from the corresponding Laguna Ridge CFD Debt Service fund (fund 756) contribute funding toward the completion of District56 and the Public Works Capital Administrative/Management Allocation costs.

Note: Per Council approved Resolution No. 2020-106 for District56 (formerly Civic Center) Nature Area project (WCE028) which authorized the City Manager to execute a construction contract with Goodland Landscape Construction, Inc., the CFD 2005-1 Laguna Ridge fund was increased by \$3,617,073 for FY 2020. This is captured in the Capital Outlay Rollover for FY 2021.

345 – District56 Nature Area and Old Town Plaza Capital Improvements

The purpose of this fund is to pay for costs associated with the District56 Nature Area and Old Town Plaza.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	-	9,732,078	9,732,078
Capital Outlay	-	9,732,078	-	-	(9,732,078)
Capital Outlay Rollover	-	-	-	9,732,078	9,732,078
Total Expenditures	-	9,732,078	-	9,732,078	-
Surplus / (Deficit)	-	(9,732,078)	-	-	9,732,078
Available Fund Balance	-	(9,732,078)	-	-	

Note: This is a new fund for FY 2021.

Note: This fund received \$7,832,787 in debt proceeds during FY 2020 for the District 56 Nature Area project and \$1,900,000 in debt proceeds for the Old Town Plaza Phase 2 and 3 project. The Capital Outlay Rollover for FY 2021 includes this increase.

CAPITAL FUNDS

346 – Animal Shelter Capital Improvement

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	7,012	226,124	226,124	1,000	(225,124)
Operating Expenses	72,217	136,433	135,835	698	(135,735)
Capital Outlay	11,779,164	2,486,824	2,466,542	-	(2,486,824)
Capital Outlay Rollover	-	-	-	20,282	20,282
Total Expenditures	11,851,381	2,623,257	2,602,377	20,980	(2,602,277)
Surplus / (Deficit)	(11,844,369)	(2,397,133)	(2,376,253)	(19,980)	2,377,153
Available Fund Balance	2,626,951	229,818	250,698	230,718	

347 – Laguna Area Community Facilities District

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	30,568	6,391	6,391	6,391	-
Surplus / (Deficit)	30,568	6,391	6,391	6,391	-
Available Fund Balance	732,620	739,011	739,011	745,402	

Note: This fund has not experienced spending activity in FY 2019 nor FY 2020. No spending activity is anticipated in 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	5,701	1,194	1,194	1,194	-
Operating Expenses	50	120	120	120	-
Total Expenditures	50	120	120	120	-
Surplus / (Deficit)	5,651	1,074	1,074	1,074	-
Available Fund Balance	136,848	137,922	137,922	138,996	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	158,517	234,000	234,000
Capital Outlay	58	157,903	-	-	(157,903)
Transfers	556	-	-	2	2
Capital Outlay Rollover	-	-	-	157,903	157,903
Total Expenditures	614	157,903	-	157,905	2
Surplus / (Deficit)	(614)	(157,903)	158,517	76,095	233,998
Available Fund Balance	(614)	(158,517)	157,903	233,998	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	1,332,932	2,749,365	2,229,330	2,200,000	(549,365)
Operating Expenses	-	-	-	1,852,160	1,852,160
Capital Outlay	948,461	151,495	31,511	-	(151,495)
Transfers	144,136	-	-	-	-
Capital Outlay Rollover	-	-	-	119,984	119,984
Total Expenditures	1,092,597	151,495	31,511	1,972,144	1,820,649
Surplus / (Deficit)	240,335	2,597,870	2,197,819	227,856	(2,370,014)
Available Fund Balance	(2,425,675)	172,195	(227,856)	-	-

Note: The City continues to diligently pursue Federal Grant funding, the revenue estimate in FY 2021 reflects the City's revised projection as it relates to the upcoming year. The largest project with current funding is Arterial Roads Rehabilitation and Bicycle Lane Improvements.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
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 2021 reflects the City's revised projection as it relates to the upcoming year. Currently one project is funded, Grantline Road Widening Phase 2.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	1,122,762	1,975,000	-	(1,122,762)
Operating Expenses	-	550,000	50,000	550,000	-
Total Expenditures	-	550,000	50,000	550,000	-
Surplus / (Deficit)	-	572,762	1,925,000	(550,000)	(1,122,762)
Available Fund Balance	-	572,762	1,925,000	1,375,000	-

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	1,013,194	1,765,000	-	(1,013,194)
Operating Expenses	-	550,000	-	550,000	-
Total Expenditures	-	550,000	-	550,000	-
Surplus / (Deficit)	-	463,194	1,765,000	(550,000)	(1,013,194)
Available Fund Balance	-	463,194	1,765,000	1,215,000	

Note: This is a new fund for FY 2020

360 - Laguna Ridge Park Fee

The Laguna Ridge Park fee program fund is responsible for the ongoing debt service for the District56 Nature Area project, and the fair share portion of the construction costs of the Bartholomew sports Park is paid to the CSD in installment payments based on the revenue activity in this fund

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	909,429	944,730	826,379	808,002	(136,728)
Compensation	2,402	2,458	9,633	9,910	7,452
Operating Expenses	124,626	169,542	169,542	158,545	(10,997)
Capital Outlay	6,012,132	3,988,364	3,987,868	-	(3,988,364)
Transfers	65,486	4,614	4,614	350,000	345,386
Capital Outlay Rollover	-	-	-	496	496
Total Expenditures	6,204,646	4,164,978	4,171,657	518,951	(3,646,027)
Surplus / (Deficit)	(5,295,217)	(3,220,248)	(3,345,278)	289,051	3,509,299
Available Fund Balance	6,045,759	2,825,511	2,700,481	2,989,532	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
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

370 – SEPA Cost Recovery

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	711,605	125,872	-	(711,605)
Operating Expenses	-	50,000	16	50,500	500
Total Expenditures	-	50,000	16	50,500	500
Surplus / (Deficit)	-	661,605	125,856	(50,500)	(712,105)
Available Fund Balance	-	661,605	125,856	75,356	

Note: This is a new fund for FY 2021, was previously Fund 353.

371 – SEPA Channel Fee

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	774,941	6,514,514	156,506	-	(6,514,514)
Operating Expenses	-	1,100,000	249	500	(1,099,500)
Total Expenditures	-	1,100,000	249	500	(1,099,500)
Surplus / (Deficit)	774,941	5,414,514	156,257	(500)	(5,415,014)
Available Fund Balance	774,941	6,189,455	931,198	930,698	

Note: This is a new fund for FY 2021, was previously Fund 354.

372 – SEPA City Infrastructure Drainage 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	208,420	651,384	44,750	-	(651,384)
Operating Expenses	-	50,000	139	50,500	500
Total Expenditures	-	50,000	139	50,500	500
Surplus / (Deficit)	208,420	601,384	44,611	(50,500)	(651,884)
Available Fund Balance	208,420	809,804	253,031	202,531	

Note: This is a new fund for FY 2021, was previously Fund 355.

CAPITAL FUNDS

373 – SEPA Zone 1 North Sub-Shed Basin Fee

Funds new developments share of the basin infrastructure that serves the North Sub-Shed which includes Sub-sheds S1A, S1B, S2 and S3.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	400,000	-	-
Operating Expenses	-	-	-	50,500	50,500
Total Expenditures	-	-	-	50,500	50,500
Surplus / (Deficit)	-	-	400,000	(50,500)	(50,500)
Available Fund Balance	-	-	400,000	349,500	

Note: This is a new fund for FY 2021.

374 – SEPA Zone 1 Basin S4

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S4.

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

Note: This is a new fund for FY 2021.

375 – SEPA Zone 1 Basin S5

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S5.

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

Note: This is a new fund for FY 2021.

376 – SEPA Zone 1 Basin S6

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S6.

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

Note: This is a new fund for FY 2021.

CAPITAL FUNDS

377 – SEPA Zone 1 Basin S7

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S7.

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

Note: This is a new fund for FY 2021.

378 – SEPA Zone 1 Basin S8

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S8.

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

Note: This is a new fund for FY 2021.

379 – SEPA Zone 1 Basin S9

Funds new developments share of the basin infrastructure that serves Sub-shed Basin S9.

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

Note: This is a new fund for FY 2021.

380 – SEPA & LRSP Phase 3 Admin Fee

The SEPA & LRSP PHASE 3 Administration fee is to cover the City's cost of administering the SEPA Zone 1 and LRSP Zone 2 Impact Fee Program

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	23,000	-	-
Operating Expenses	-	-	-	23,000	23,000
Total Expenditures	-	-	-	23,000	23,000
Surplus / (Deficit)	-	-	23,000	(23,000)	(23,000)
Available Fund Balance	-	-	23,000	-	-

Note: This is a new fund for FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	655,519	621,930	518,227	466,405	(155,525)
Operating Expenses	536	890	890	890	-
Capital Outlay	508,008	1,673,922	130,675	790,000	(883,922)
Transfers	74,255	39,613	39,613	102,605	62,992
Capital Outlay Rollover	-	-	-	1,095,202	1,095,202
Total Expenditures	582,799	1,714,425	171,178	1,988,697	274,272
Surplus / (Deficit)	72,720	(1,092,495)	347,049	(1,522,292)	(429,797)
Available Fund Balance	1,341,208	248,713	1,688,257	165,965	

Note: This fund table, compared to the version in the FY 2019-20 budget publication, aligns more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$103,703 in FY 2020 and \$177,070 in FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	621,652	439,970	368,496	331,647	(108,323)
Operating Expenses	93,803	145,577	93,827	333,200	187,623
Capital Outlay	756,351	669,390	211,226	311,150	(358,240)
Transfers	27,877	51,622	51,622	143,415	91,793
Capital Outlay Rollover	-	-	-	391,804	391,804
Total Expenditures	878,031	866,589	356,675	1,179,569	312,980
Surplus / (Deficit)	(256,379)	(426,619)	11,821	(847,922)	(421,303)
Available Fund Balance	970,951	544,332	982,772	134,850	

Note: This fund table, compared to the version in the FY 2019-20 budget publication, aligns more closely with the economic assumptions associated with COVID-19, resulting in a more conservative outlook with the revenue decreasing by \$71,473 in FY 2020 and \$121,250 in FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	613,270	603,444	603,444	588,096	(15,348)
Operating Expenses	638	4,170	4,170	4,170	-
Debt Service	582,668	586,341	586,341	584,652	(1,689)
Total Expenditures	583,306	590,511	590,511	588,822	(1,689)
Surplus / (Deficit)	29,964	12,933	12,933	(726)	(13,659)
Available Fund Balance	296,814	309,747	309,747	309,021	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	824,797	1,321,771	1,321,771	1,321,771	-
Operating Expenses	2,775	20,000	20,000	20,000	-
Debt Service	766,753	1,301,181	1,301,181	1,304,857	3,676
Transfers	-	225,000	225,000	-	(225,000)
Total Expenditures	769,528	1,546,181	1,546,181	1,324,857	(221,324)
Surplus / (Deficit)	55,269	(224,410)	(224,410)	(3,086)	221,324
Available Fund Balance	261,685	37,275	37,275	34,189	

407 Debt Service Elk Grove Finance Authority – District56 Nature Area and Old Town Plaza

The purpose of this fund is to pay for debt service on Lease Revenue Bonds that were issued to finance the construction of the District56 Nature Area and improvements to the Old Town Plaza. The fund accumulates and disburses lease revenues semi-annually to pay for debt service on the outstanding bonds.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	760,000	10,585,000	518,529	(241,471)
Debt Service	-	-	-	817,117	817,117
Transfers	-	-	-	9,732,078	9,732,078
Total Expenditures	-	-	-	10,549,195	10,549,195
Surplus / (Deficit)	-	760,000	10,585,000	(10,030,666)	(10,790,666)
Available Fund Balance	-	760,000	10,585,000	554,334	

Note: This is a new fund for FY 2021.

Note: Per Council approved Resolution No. 2020-106 for District56 Nature Area project (WCE028), the City Manager is authorized to execute a construction contract with Goodland Landscape Construction, Inc. The Tree Mitigation fund is responsible for \$760,000 of the District56 Nature Area project. In support of the project, the \$760,000 is transferred to the debt service fund that will pay for the District56 debt service.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	2,003,082	1,191,788	1,202,771	1,403,765	211,977
Compensation	278,460	390,482	514,562	622,337	231,855
Operating Expenses	61,449	235,420	155,781	502,055	266,635
Internal Services	88,932	86,215	86,215	79,285	(6,930)
Transfers	289,841	299,945	299,945	179,912	(120,033)
Total Expenditures	718,682	1,012,062	1,056,503	1,383,589	371,527
Surplus / (Deficit)	1,284,400	179,726	146,268	20,176	(159,550)
Available Fund Balance	3,425,255	3,604,981	3,571,523	3,591,699	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	672,625	586,609	599,215	574,909	(11,700)
Compensation	235,839	231,506	242,734	151,316	(80,190)
Operating Expenses	59,062	135,565	114,345	369,020	233,455
Internal Services	94,035	90,423	90,423	83,858	(6,565)
Capital Outlay	-	17,700	17,700	-	(17,700)
Transfers	95,450	97,803	97,803	102,574	4,771
Total Expenditures	484,386	572,997	563,005	706,768	133,771
Surplus / (Deficit)	188,239	13,612	36,210	(131,859)	(145,471)
Available Fund Balance	2,862,130	2,875,742	2,898,340	2,766,481	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	8,342,393	9,518,638	7,228,638	7,335,000	(2,183,638)
Compensation	246,078	692,049	630,114	748,410	56,361
Operating Expenses	4,060,985	4,922,102	4,485,266	4,776,515	(145,587)
Internal Services	97,506	78,720	78,720	45,382	(33,338)
Capital Outlay	3,444,305	14,746,012	2,721,142	1,869,700	(12,876,312)
Transfers	626,330	455,584	455,584	524,668	69,084
Capital Outlay Rollover	-	-	-	11,378,238	11,378,238
Total Expenditures	8,475,204	20,894,467	8,370,826	19,342,913	(1,551,554)
Surplus / (Deficit)	(132,811)	(11,375,829)	(1,142,188)	(12,007,913)	(632,084)
Available Fund Balance	20,676,712	9,300,883	19,534,524	7,526,611	

Note: For FY 2021 some notable projects are Laguna Creek & Whitehouse Creek Multi-Functional Corridor Project, Bond Rd Storm Drain Improvements, Arterial Roads Rehabilitation and Bicycle Lane Improvements, Pump Station Improvements, SEPA Shed C Channel ROW and Permitting, and Railroad Street Improvements.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	2,379,637	2,236,724	2,596,396	2,102,409	(134,315)
Compensation	74,836	105,456	121,614	125,040	19,584
Operating Expenses	849,787	1,046,985	842,015	948,875	(98,110)
Internal Services	94,035	90,423	90,423	83,858	(6,565)
Capital Outlay	1,088,272	61,809	25,693	-	(61,809)
Debt Service	777,459	1,019,462	1,019,461	988,741	(30,721)
Transfers	291,491	302,066	302,066	279,003	(23,063)
Capital Outlay Rollover	-	-	-	24,415	24,415
Total Expenditures	3,175,880	2,626,201	2,401,272	2,449,932	(176,269)
Surplus / (Deficit)	(796,243)	(389,477)	195,124	(347,523)	41,954
Available Fund Balance	8,860,833	8,471,356	9,055,957	8,708,434	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	12,051,925	11,158,016	12,584,775	11,849,819	691,802
Compensation	519,158	588,705	306,158	314,007	(274,698)
Operating Expenses	8,100,821	8,523,525	8,274,891	8,436,657	(86,868)
Internal Services	331,152	324,082	324,082	308,101	(15,981)
Capital Outlay	31,993	121,044	45,556	43,183	(77,861)
Transfers	376,183	1,084,510	1,084,510	347,904	(736,606)
Capital Outlay Rollover	-	-	-	53,398	53,398
Total Expenditures	9,359,307	10,641,866	10,035,198	9,503,250	(1,138,616)
Fund Balance Contribution	1,857,314	(319,154)	1,714,273	2,346,569	2,665,723
Available Fund Balance	1,804,370	1,485,216	3,518,643	5,865,212	4,379,996
General Fund Deficit Forgiveness Contribution	835,304	835,304	835,304	-	(835,304)
Deficit Balance	(4,463,538)	(3,628,234)	(3,628,234)	(3,628,234)	-

Note: Due to the revenue impacts of COVID-19 on the General Fund, the General Fund Deficit Forgiveness contribution has been suspended for FY 2021.

ENTERPRISE FUNDS

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	106,741	-	-	-	-
Operating Expenses	21	-	-	-	-
Capital Outlay	136,304	-	-	-	-
Transfers	33,808	-	-	-	-
Total Expenditures	170,133	-	-	-	-
Surplus / (Deficit)	(63,392)	-	-	-	-
Available Fund Balance	-	-	-	-	-

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	418,808	6,272,256	5,653,725	-	(6,272,256)
Capital Outlay	769,189	5,653,725	5,653,725	-	(5,653,725)
Transfers	19,135	-	-	-	-
Total Expenditures	788,324	5,653,725	5,653,725	-	(5,653,725)
Surplus / (Deficit)	(369,516)	618,531	-	-	(618,531)
Available Fund Balance	22,387	640,918	22,387	22,387	-

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	342,936	-	-	(342,936)
Surplus / (Deficit)	-	342,936	-	-	(342,936)
Available Fund Balance	-	342,936	-	-	-

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	4,023,787	5,934,442	7,855,931	4,182,132	(1,752,310)
Compensation	244,502	247,352	264,849	269,350	21,998
Operating Expenses	2,859,746	7,002,750	7,627,734	4,788,281	(2,214,469)
Internal Services	14,660	13,973	13,973	14,129	156
Transfers	196,063	201,210	201,210	229,266	28,056
Total Expenditures	3,314,971	7,465,285	8,107,766	5,301,026	(2,164,259)
Surplus / (Deficit)	708,816	(1,530,843)	(251,835)	(1,118,894)	411,949
Available Fund Balance	2,493,649	962,806	2,241,814	1,122,920	

Note: At Mid-Year of FY 2020, a \$1 million expenditure budget amendment for the Risk Management fund was approved by City Council to account for a pending settlement. This expenditure is anticipated to be reimbursed by the City's insurer in FY 2020 and is reflected in the FY 2020 Estimate revenue total.

602 – Fleet and Facilities

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	4,846,657	4,323,908	4,323,908	3,991,221	(332,687)
Compensation	535,954	596,393	622,204	619,594	23,201
Operating Expenses	1,398,832	1,572,506	1,452,875	1,780,750	208,244
Internal Services	169,149	155,642	155,642	148,468	(7,174)
Capital Outlay	809,289	2,341,202	1,845,348	1,577,358	(763,844)
Transfers	212,653	211,449	211,449	206,147	(5,302)
Capital Outlay Rollover	-	-	-	163,233	163,233
Total Expenditures	3,125,877	4,877,192	4,287,518	4,495,550	(381,642)
Surplus / (Deficit)	1,720,780	(553,284)	36,390	(504,329)	48,955
Available Fund Balance	3,640,601	3,087,317	3,676,991	3,172,662	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,245,134	3,526,261	3,410,721	3,308,971	(217,290)
Compensation	967,016	1,126,501	1,096,179	1,121,539	(4,962)
Operating Expenses	1,713,133	2,428,271	2,329,277	2,572,618	144,347
Internal Services	84,381	90,723	90,723	93,979	3,256
Capital Outlay	43,546	270,335	130,300	44,860	(225,475)
Transfers	167,781	189,298	189,298	248,349	59,051
Total Expenditures	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)
Surplus / (Deficit)	269,277	(578,867)	(425,056)	(772,374)	(193,507)
Available Fund Balance	2,122,515	1,543,648	1,697,459	925,085	

Note: The over \$225,000 increase in Capital Outlay in FY 2020 and then comparable decrease in FY 2021 is due to the timing of scheduled computer hardware replacements.

Note: The FY 2021 increase in operating expenses is due to software support and maintenance for additional ARC GIS software, OpenGov and additional Microsoft licensing.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	39,664	50,000	50,000	50,000	-
Operating Expenses	13,279	50,000	50,000	50,000	-
Total Expenditures	13,279	50,000	50,000	50,000	-
Surplus / (Deficit)	26,385	-	-	-	-
Available Fund Balance	228,178	228,178	228,178	228,178	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	-	-	-
Operating Expenses	-	14,422	-	7,211	(7,211)
Total Expenditures	-	14,422	-	7,211	(7,211)
Surplus / (Deficit)	-	(14,422)	-	(7,211)	7,211
Available Fund Balance	81,175	66,753	81,175	73,964	

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	20,398	15,295	23,295	15,295	-
Operating Expenses	12,050	35,000	20,000	30,000	(5,000)
Total Expenditures	12,050	35,000	20,000	30,000	(5,000)
Surplus / (Deficit)	8,348	(19,705)	3,295	(14,705)	5,000
Available Fund Balance	36,833	17,128	40,128	25,423	

735 – Animal Services Donations

Revenue for this fund is collected through citizen and community donations to fund designated and/or undesignated Animal Services expenditures.

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	-	-	6,147	-	-
Operating Expenses	-	-	-	16,066	16,066
Total Expenditures	-	-	-	16,066	16,066
Surplus / (Deficit)	-	-	6,147	(16,066)	(16,066)
Available Fund Balance	10,059	10,059	16,206	140	

Note: This is a new fund for FY 2021.

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

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	7,272,551	8,371,544	8,371,544	8,510,275	138,731
Operating Expenses	3,250	6,000	6,000	6,000	-
Debt Service	6,604,233	7,063,438	7,063,438	7,197,413	133,975
Transfers	17,030,000	1,200,000	5,333,573	1,100,000	(100,000)
Total Expenditures	23,637,483	8,269,438	12,403,011	8,303,413	33,975
Surplus / (Deficit)	(16,364,932)	102,106	(4,031,467)	206,862	104,756
Available Fund Balance	6,053,968	6,156,074	2,022,501	2,229,363	

AGENCY FUNDS

757 - Debt Service – CFD 2002-1 East Franklin

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

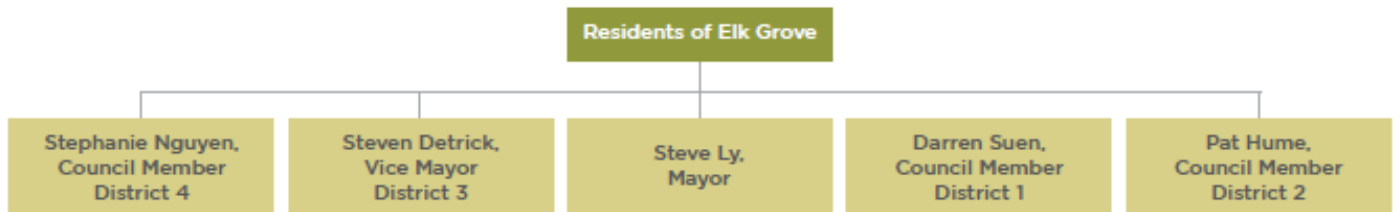
	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	4,088,420	4,305,021	4,305,021	4,302,722	(2,299)
Operating Expenses	980	6,000	6,000	6,000	-
Debt Service	3,613,000	3,598,650	3,598,650	3,595,550	(3,100)
Transfers	1,400,000	1,400,000	1,400,000	300,000	(1,100,000)
Total Expenditures	5,013,980	5,004,650	5,004,650	3,901,550	(1,103,100)
Surplus / (Deficit)	(925,560)	(699,629)	(699,629)	401,172	1,100,801
Available Fund Balance	3,860,259	3,160,630	3,160,630	3,561,802	

758 - Debt Service – CFD 2003-1 Poppy Ridge

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

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Revenue Total	3,735,621	3,952,652	3,952,652	3,952,652	-
Operating Expenses	972	5,000	5,000	5,000	-
Debt Service	3,264,100	3,258,150	3,258,150	3,253,950	(4,200)
Transfers	4,850,000	1,000,000	1,000,000	150,000	(850,000)
Total Expenditures	8,115,072	4,263,150	4,263,150	3,408,950	(854,200)
Surplus / (Deficit)	(4,379,451)	(310,498)	(310,498)	543,702	854,200
Available Fund Balance	1,579,714	1,269,216	1,269,216	1,812,918	

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 three 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	207,425	272,016	227,245	254,675	(17,341)
Operating Expenses	82,661	104,480	79,425	73,605	(30,875)
Internal Services	-	172,046	172,046	177,111	5,065
Transfers	-	-	-	18,175	18,175
Total	290,085	548,542	478,716	523,566	(24,976)
Expenditures By Resource					
General Fund	290,085	512,542	478,716	523,566	11,024
Total	290,085	512,542	478,716	523,566	11,024

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 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table below in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: By City Council resolution authority, during the fiscal year City Council members can request to transfer unspent part-time compensation budget authority to their operations budget for making donations at their discretion.

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 extend Light Rail (LRT) to the City	✓			✓
Community Development				
Complete Railroad Street revitalization project	✓			✓

CITY COUNCIL

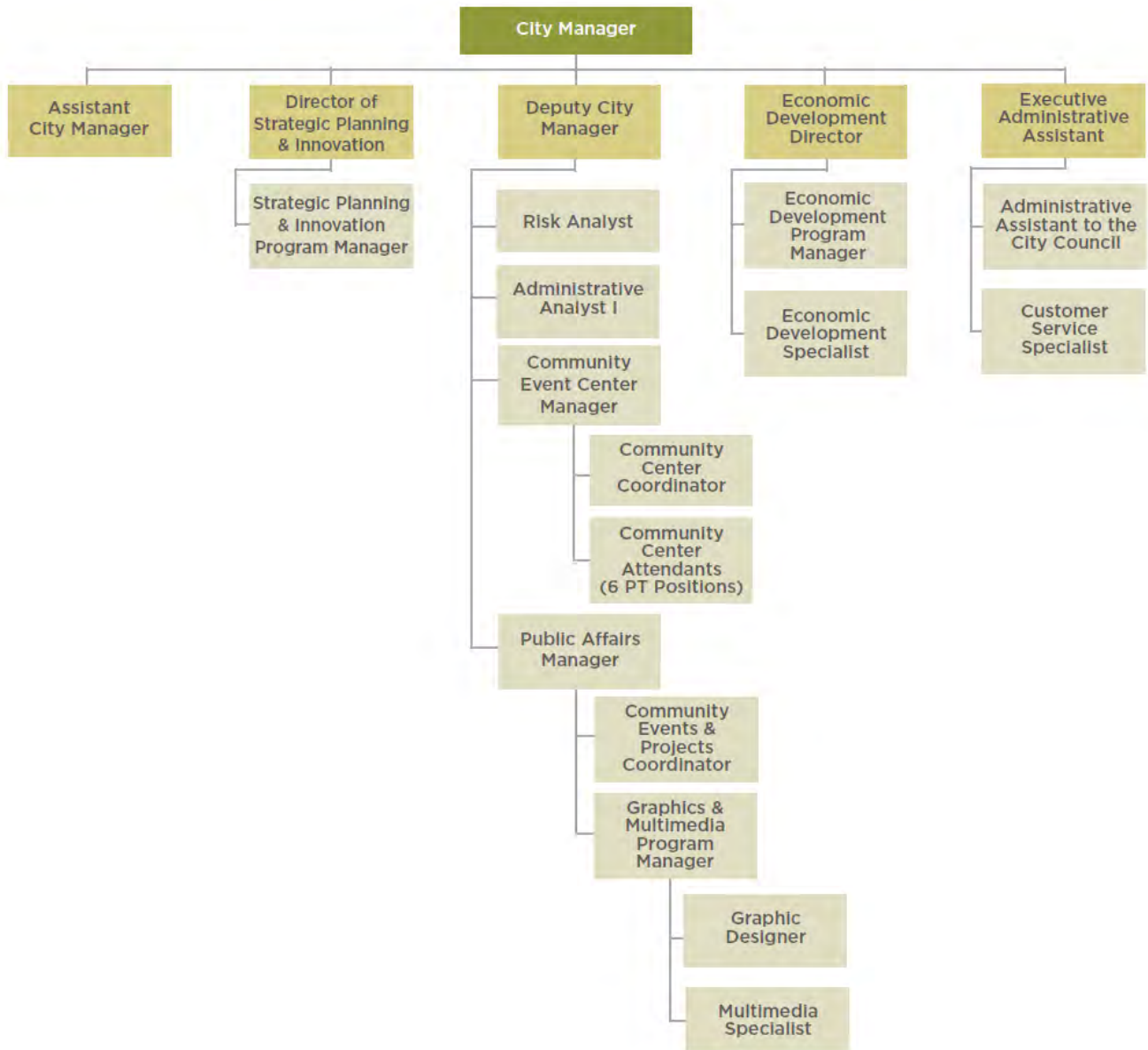
Priority Project	Goals Implemented by this Project/Action			
	Vibrant community and sustainable economy	Safe and resilient community	High performing organization	City Infrastructure
Update the Old Town Special Planning Area	✓			
Facilitate development of vacant commercial land in the western Elk Grove 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

		Authorized			
		FY 2019	FY 2020	FY 2021	Change
City Council	Position				
	Council Assistant (5 part-time positions)	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 three Council Assistant positions filled at 15 hours a week each.

CITY MANAGER



Note: The Assistant City Manager position is currently vacant and unfunded for FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	2,369,718	2,981,362	2,974,313	3,129,442	148,080
Operating Expenses	3,586,075	10,495,043	10,520,449	8,936,640	(1,558,403)
Internal Services	14,660	472,529	472,529	463,219	(9,310)
Transfers	196,063	201,210	201,210	296,157	94,947
Total	6,166,516	14,150,144	14,168,501	12,825,458	(1,324,686)
Expenditures By Division					
City Manager	1,379,542	1,983,746	1,981,484	1,591,490	(392,256)
Public Affairs	931,708	1,086,942	1,055,952	1,284,224	197,282
Economic Development	1,091,719	2,207,878	1,859,603	4,072,231	1,864,353
Strategic Planning and Innovation	198,889	1,772,764	1,751,565	990,107	(782,657)
Risk Management	1,774,542	5,496,865	6,129,349	2,955,239	(2,541,626)
District56	790,116	1,601,949	1,390,548	1,932,167	330,218
Total	6,166,516	14,150,144	14,168,501	12,825,458	(1,324,686)
Expenditures By Resource					
General Fund	3,276,263	5,713,362	5,638,136	4,788,052	(925,310)
General Fund Economic Incentives	283,507	1,241,000	913,500	3,075,000	1,834,000
General Fund Capital Reserve	42,088	96,968	96,968	75,000	(21,968)
Community Facilities District - District56	790,116	1,601,949	1,390,548	1,932,167	330,218
Risk Management	1,774,542	5,496,865	6,129,349	2,955,239	(2,541,626)
Total	6,166,516	14,150,144	14,168,501	12,825,458	(1,324,686)

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

CITY MANAGER

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table below in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: Variances between FY 2019, FY 2020 and FY 2021 for the Office of Strategic Planning and Innovation is due to funds being budgeted in FY 2020 for various one-time Special Project grants such as the Resiliency Plan, Housing Element update, Missing Middle study, Object Design Standards and High-Density residential feasibility analysis.

Note: Budget variances are explained in division narrative sections.

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's Office

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	969,135	986,416	991,679	1,003,771	17,355
Operating Expenses	410,408	538,774	531,249	399,781	(138,993)
Internal Services	-	458,556	458,556	158,093	(300,463)
Transfers	-	-	-	29,845	29,845
Total	1,379,543	1,983,746	1,981,484	1,591,490	(392,256)
Expenditures By Resource					
General Fund	1,337,454	1,886,778	1,884,516	1,516,490	(370,288)
General Capital Reserve	42,088	96,968	96,968	75,000	(21,968)
Total	1,379,542	1,983,746	1,981,484	1,591,490	(392,256)

Note: In FY 2020, all of the internal service costs for the City Manager department were allocated to the City Manager's Office division, with the exception of Risk Management and District56 divisions. Starting in FY 2021 these costs are budgeted by each individual division under each department. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems divisions. The amount of internal service costs for each division is shown in the division's budget summary table in the row labeled "Internal Services" under the "FY 2021 Budget" column. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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, Equity and Inclusion city staff team whose primary task is to prioritize and implement employee focused inclusion efforts. These efforts also include a 10-member resident Diversity and Inclusion Commission that works with the community on issues related to diversity and inclusion.
- 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 phone, e-mail and through the City's website.

Performance Measures

Ask Elk Grove

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
Average Speed in Seconds to Answer In-Coming Calls (AEG) per Week	8.53	5	8.7	5
Average Number of Dropped Calls per Week	1.7	3	2.25	3

CITY MANAGER

Public Affairs

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	606,896	629,675	667,343	684,125	54,450
Operating Expenses	324,812	457,267	388,609	434,524	(22,743)
Internal Services	-	-	-	146,009	146,009
Transfers	-	-	-	19,566	19,566
Total	931,708	1,086,942	1,055,952	1,284,224	197,282
Expenditures By Resource					
General Fund	931,708	1,086,942	1,055,952	1,284,224	197,282
Total	931,708	1,086,942	1,055,952	1,284,224	197,282

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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. Division staff facilitate media relations, advertising, marketing, graphic design, video and web design, public and community relations programs and community engagement that supports all city departments and programs. Additionally, this division organizes the City's street banner programs, event advertising signage program, special events and festivals, groundbreaking, and grand openings for city projects as well as administers the Event Sponsorship Grant Program.

CITY MANAGER

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
Number of Visits to www.elkgrovecity.org	2,225,146	1,360,000	2,469,559	1,360,000
Total Number of Event Attendees	267,501	240,000	196,193	240,000
% of non residents attending sponsored events	28	25	20	25
Number of visitors to www.elkgrovecity.org	458,290	440,000	491,015	440,000
Total number of Social Media Followers	73,219	68,000	89,298	68,000

CITY MANAGER

Economic Development

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	485,365	501,177	517,902	528,683	27,506
Operating Expenses	606,354	1,706,701	1,341,701	3,445,761	1,739,060
Internal Services	-	-	-	86,266	86,266
Transfers	-	-	-	11,521	11,521
Total	1,091,719	2,207,878	1,859,603	4,072,231	1,864,353
Expenditures By Resource					
General Fund	808,212	966,878	946,103	997,231	30,353
General Fund Economic Incentives	283,507	1,241,000	913,500	3,075,000	1,834,000
Total	1,091,719	2,207,878	1,859,603	4,072,231	1,864,353

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: The increase in the FY 2021 Budget in operating expenses is related to economic incentives geared towards attracting large businesses to the City.

CITY MANAGER

Program Description

The mission of the Office of Economic Development is to ensure a robust and diverse economy that returns value to the City and its residents and is positioned to respond to the ups and downs of the broader economy. The primary responsibilities of the Office is 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 goals of the Office are 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 Office administers the City's economic development incentive and financing programs, business retention and attraction programs, business recruitment activities, small business support programs, workforce development activities, and provides entitlement and permit expediting services for high impact projects.

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
% increase in sales tax collections	7.8	6.5	-8.1	6.5
% Commercial vacancy rate	5	5	3.4	5
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>				
% increase in hotel tax collections	1	6	-34	6

Note: The Performance Measures associated with Sales Tax and Hotel Tax collections were impacted in the latter part of the third quarter and severely in the fourth quarter by the Shelter-In-Place order related to the COVID pandemic.

Strategic Planning and Innovation

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	-	366,824	374,125	384,826	18,002
Operating Expenses	198,889	1,405,940	1,377,440	540,600	(865,340)
Internal Services	-	-	-	58,722	58,722
Transfers	-	-	-	5,959	5,959
Total	198,889	1,772,764	1,751,565	990,107	(782,657)
Expenditures By Resource					
General Fund	198,889	1,772,764	1,751,565	990,107	(782,657)
Total	198,889	1,772,764	1,751,565	990,107	(782,657)

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: Variances between FY 2019, FY 2020 and FY 2021 for the Office of Strategic Planning and Innovation is due to funds being budgeted in FY 2020 for various one-time Special Project grants such as the Resiliency Plan, Housing Element update, Missing Middle study, Object Design Standards and High-Density residential feasibility analysis.

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 the City. The Office provides 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	138,377	131,083	135,183	135,183	4,100
Operating Expenses	1,425,442	5,150,599	5,778,983	2,576,661	(2,573,938)
Internal Services	14,660	13,973	13,973	14,129	156
Transfers	196,063	201,210	201,210	229,266	28,056
Total	1,774,542	5,496,865	6,129,349	2,955,239	(2,541,626)
Expenditures By Resource					
Risk Management	1,774,542	5,496,865	6,129,349	2,955,239	(2,541,626)
Total	1,774,542	5,496,865	6,129,349	2,955,239	(2,541,626)

Note: During FY 2020, budget amendments were approved by the City Council to account for two large unanticipated one-time expenditures. These expenditures were offset by additional revenues within the Fiscal Year.

Note: In FY 2021 the General Liability premium is expected to increase by approximately 39%. 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 an increase in our program's confidence level.

CITY MANAGER

Program Description

Risk Management is committed to effectively negotiating and maintaining all City insurance coverages, handling general liability 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), administering the City's safety and health programs and negotiating and managing contracts with risk services providers.

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

- **General Liability:** Negotiating and securing general liability insurance for the city, utilizing actuarial studies to estimate liability funding, 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 and 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:** Advises 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, developing processes for ensuring the complete accessibility of City communications and working with the City's Disability Advisory Committee (DAC) to review and provide feedback on City policies and capital improvement projects in regards to accessibility.

CITY MANAGER

District56

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	169,945	366,187	288,081	392,854	26,667
Operating Expenses	620,170	1,235,762	1,102,467	1,539,313	303,551
Total	790,115	1,601,949	1,390,548	1,932,167	330,218
Expenditures By Resource					
Community Facilities District - District56	790,116	1,601,949	1,390,548	1,932,167	330,218
Total	790,116	1,601,949	1,390,548	1,932,167	330,218

Note: The FY 2021 budget is notably more than the FY 2020 budget due to “The Center” not opening until January 2020. The FY 2021 budget incorporates the first full year of operations of the facility.

Program Description

The District56 Division provides opportunities for recreational and leisure activities for the community through its facilities, programming, and partnerships at the District56 campus. District56 includes the Aquatics Center, the Avenue, Veterans Grove, The Center and the soon to be constructed Nature Area. The campus also includes public art and the division serves as the staff liaison to the Elk Grove Arts Commission. District56 staff also manages agreements with the Senior Center of Elk Grove as well as the American Legion Elk Grove Post 233, Elk Grove Veterans of Foreign Wars Post 2073, as well as the Marine Corps League Elk Grove Detachment 1238. Additional programs may be added in the future as the new facilities are opened at District56, 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) is responsible for the daily operations of the facility and the City is responsible for the youth swim teams and swim meets.

Avenue and Veterans Grove:

These areas represent passive space for people to gather with amenities such as picnic tables, benches, public art, a bocce ball court and a dancing fountain. The Avenue and Veterans Grove can be programmed for activities such as Farmers Markets, concerts and Veterans remembrances.

The Center:

The Center is a 32,178 sq. ft. facility that includes a rentable main hall with a dining capacity over 400, commercial and catering kitchens and a café. The building also includes space for the Senior Center of Elk Grove, and a Veterans Hall that hosts the American Legion Post 233, Marine Corps League and the Veterans of Foreign Wars (VFW) as non-profit partners.

Nature Area:

The Nature Area is a 26-acre site that encompasses the southern portion of District56 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, public art and a pond. The project is currently in design and construction will begin in 2020.

FY 2020-21 BUDGET INITIATIVES

Public Affairs

The FY 2020-21 budget maintains funding for existing programs and platforms for sharing information. Using its existing resources, staff seeks to improve website search optimization and increase community engagement through email, online, and other available tools.

Economic Development

The FY 2020-21 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. Each of these revenue amounts will be combined with prior fiscal year-end fund balances in each associated incentive fund to enable the Office of Economic Development to pursue and execute several high value business recruitment projects that were in progress in FY 2019-20.

Strategic Planning and Innovation

The FY 2020-21 budget includes funds for continuing the Old Town Special Planning Area Update. Funding for mandatory updates to the General Plan relative to Housing, Safety, and Circulation are also programmed. It also continues funding for the preparation of a Smart City Initiative and to continue efforts that promote a culture of innovation through the organization. Funding for the 2021 City Council Retreat is also included.

Risk Management

The FY 2020-21 budget anticipates that the General Liability premium will increase by approximately 39%. This is primarily due to liability market conditions throughout all insurance markets and an increase in public entity claims cost in California. A small percentage is due to the estimated increase in payroll and an increase in our program's confidence level. The City's claims experience has improved, however, making a minor contribution towards reducing the premium. The City has also increased its overall liability coverage from \$35 million to \$50 million at an additional estimated annual premium of \$30,000.

District56

The FY 2020-21 budget establishes some historical and baseline expenditures for the District56 facilities as they have commenced operations. Expenditures will be mitigated by revenue generation from the rental of the Aquatics Center and Community Center.

FY 2020-21 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

City Manager's Office

- Market the District56 Campus to host events and programs with regional appeal.
- 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.

Public Affairs

- Coordinate with local and regional organizations and businesses to attract and promote new sporting tournaments, conferences and special events that drive regional tourism to Elk Grove.
- Collaborate with City commissions and committees, other local agencies, and non-profit organizations 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.
- Market The Center at District56 to encourage rentals for private celebrations and events.
- Create grand opening experiences that market, promote, and celebrate the improvements at the Old Town Plaza and new park space at Oasis and Singh and Kaur Parks.

CITY MANAGER

Economic Development

- Lead the City's efforts related to economic support and recovery following the impacts of the COVID-19 pandemic.
- 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 including Southeast Policy Area; Longleaf Drive/Laguna Springs Corporate Area; Laguna West Commercial Areas; Triangle Commercial Area; and hospital and medical sites. Certain industries (such as logistics, warehouse/distribution, life sciences, on-line retail and services, and gig economy sectors) will be accelerated due to the effects of the COVID-19 pandemic; as these industries become clearly defined, staff will pursue these as part of its Business Recruitment Program.
- 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.

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.
- Further work on the comprehensive update to the Old Town Special Planning Area.
- Continue efforts on Project Elevate, with the objective of completing an RFQ/RFP process to secure a development partner.

CITY MANAGER

District56

- Recruit regional swim meets to be held at the Aquatics Center to generate revenue for the facility and attract visitors to the area.
- Implement a facility rental program for the main hall of The 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 District56.
- Continue to invest in public art through the percent for the arts program and complete the Avenue of the Arts.
- Construct the Nature Area project.

A safe and resilient community

Public Affairs

- Commemorate the 20th anniversary of the city's incorporation through the coordination of activities and events for the community and employees.
- Assist the Recycling and Waste Division to launch a public awareness and education program to increase residential organic recycling to conform with new state laws.
- Complete the Resident Guide video series (set of five) 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

- Complete the Community/Mobility Resiliency Plan, addressing three key areas of flooding, extreme heat, and fiscal impacts and beginning first-year implementation.
- Continue annual monitoring of the Climate Action Plan.

A high performing organization

City Manager's Office

- Continue to prioritize and implement elements of the Diversity Inclusion Strategy to foster a diverse, equitable and inclusive work environment.
- Roll out the employee focused Mission, Vision, and Value Statements.
- Partner with other agencies (CCSD, Sacramento County, other cities within the Sacramento region) to share constrained resources and restructure operations when opportunities arise.

Public Affairs

- Provide City produced drone imagery for city events and projects.
- Evaluate the city's communications tools and practices and adjust the communications strategy to take advantage of new technologies and techniques that improve access and increase resident participation.
- Continue to expand the City's multimedia resources to promote Elk Grove's services, programs and projects.
- 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.

CITY MANAGER

Strategic Planning and Innovation

- Further 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.
- Prepare and execute the 2021 City Council Retreat.

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 through third party subrogation.
- 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.

District56

- Implement facility reservation software to increase reservation process efficiency and tracking.

A city with infrastructure that meets its current and future needs

City Manager's Office

- Strategically align the organization to support the adopted City Council Vision, Mission, Goals and Priority Projects.
- 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).
- 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.

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.

FY 2019-20 ACCOMPLISHMENTS

City Manager's Office

- 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 as well as a comprehensive 2019 update.
- Completed the Northern California Learning Cohort of the Government Alliance on Race and Equity (GARE) Organization.
- Updated and adopted the calendar year 2019 and 2020 Legislative Principles and Procedures.
- 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.
- Developed a Memorandum of Understanding with Cosumnes Community Services District for facility use and special events.

Public Affairs

- Developed the District56 name and brand for the civic center property and launched its website and social media accounts.
- Produced grand opening celebrations for the Animal Shelter and The Center at District56.
- Coordinated the purchase and install of the holiday ribbon tree at District56.
- Introduced the IllumiNATION Holiday Festival at District56; coordinated the continuation of the Holiday Lights Parade with a new route as part of this event.
- Managed the Event Advertising Signage Program to promote community events on two signs constructed as part of a pilot project.
- Produced six (6) bimonthly newsletters reaching more than 60,000 residents and businesses within the city.
- Provided on-going support and materials for the resident Diversity and Inclusion Commission.
- Coordinated the city's 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.
- Created the Invest Elk Grove website and collateral materials for Economic Development.
- Coordinated the production of several annual events and festivals including the Salute to the Red, White and Blue; Elk Grove Multicultural Festival, and Party on the Palms Teen Festival,
- Facilitated services and support for 40 community events produced by local non-profit organizations through the City's Event Sponsorship Grant Program.
- Staff completed the necessary certifications for FAA drone piloting and began integrating aerial video footage into online project materials and social media posts.

CITY MANAGER

Economic Development

- Coordinated the City's response to business impacts related to the COVID-19 Pandemic.
- Facilitated the development of and the City's participation in the Lift Investing Emergency Investment and Relief Program to provide emergency lending to local businesses affected by the COVID-19 Pandemic.
- As of December 2019, developed a business attraction, expansion, and retention pipeline with the potential to create 9,650 jobs and 3.8 million square feet of newly built or occupied commercial space.
- Between July 2018 and December 2019, facilitated 16 new or expanded business openings creating 1,010 new jobs, 485,500 square feet of newly built or occupied commercial space, \$61.2 million of new capital investment, an estimated \$19.8 million of new taxes over ten years and an estimated \$493.6 million of new payrolls over ten years.
- In calendar year 2019, evaluated over 30 site search Requests for Proposals and Requests for Information for new business attraction projects and wrote specific proposals for 18 searches.
- Coordinated the continued planning and design for the Railroad Street Redevelopment Project.
- Coordinated the continued planning and design for Project Elevate.
- Managed the day-to-day activities of Visit Elk Grove.
- Issued the first two grants under the City's Startup Elk Grove Incentive and Assistance Program while developing a pipeline of approximately ten startup companies currently under evaluation for funding through the program.
- In calendar year 2019, facilitated four small business incentives totaling \$328,400 that created or have the potential to create 98 jobs, 51,800 square feet of newly built or occupied commercial space, and \$8.6M in new capital investment.
- In calendar year 2019, facilitated 11 allocations of sewer credit awards for new small business projects that created or have the potential to create 203 jobs, while saving small businesses \$302,000.
- Prepared and presented the annual economic development report to Council in January 2020.
- Received the "Paving the Way Award" for excellence in economic development.

Strategic Planning and Innovation

- Completed Phase 2 Zoning Updates for General Plan Consistency.
- Initiated the Community Resilience Plan for the City.
- Initiated the Old Town Special Planning Area Update.
- Began master planning for Project Elevate.
- Participated in the Sacramento Area Council of Governments Civic Lab Year 2 program.
- Participated in regional Census 2020 efforts.

CITY MANAGER

Risk Management

- Property Insurance and Subrogation
 - Recovered \$197,308 in the last year for damage to City property.
- Safety and Health
 - Provided 85 on-site flu vaccinations for City staff.
 - Reinstated vaccination program for affected positions.
 - Revised and updated CalOSHA mandated safety policies and procedures.
- ADA Coordination
 - Provided city-wide disability awareness training.
 - Completed ADA Professional Certification.
 - Held regular meetings with the Disability Advisory Committee.
 - Created a Service Animal Policy for City buildings.
- Miscellaneous Insurance
 - 132 consultations in the last year with City staff on insurance and contractual issues.
 - Created new drone liability language for appropriate contracts.
 - Created new cyber liability language for appropriate contracts.

District56

- Moved into The Center and coordinated move-in for Café Elk Grove, Senior Center of Elk Grove, and three Veterans Groups.
- Coordinated the grand opening celebration of The Center.
- Hosted successful public and private events at The Center.
- Began marketing and booking the facility for rental.
- Attended two regional wedding expos to advertise The Center as a venue.
- Continued to refine operations and maintenance at the Aquatics Center in partnership with the Cosumnes Community Services District (CCSD).
- Implemented facility reservation process and fee structure for The Center.
- Hired and trained part time Community Center Attendants to operate the facility.
- Selected artist for the music sculpture to complete the Avenue of the Arts at District56.
- Posted request for qualifications for public art at Singh & Kaur Park, Oasis Park, Old Town Plaza, and District56 Nature area and began selection process.
- Collaborated with Public Affairs and GIS to update public art website.
- Participated in the design process for the Nature Area of District56.

CITY MANAGER

City Manager	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	Administrative Analyst I	1	1	1	0
	Administrative Assistant to the City Council	1	0	0	0
	Assistant City Manager*	1	1	1	0
	City Manager	1	1	1	0
	Community Center Attendant (6 part-time positions)	0	2.4	2.4	0
	Community Center Coordinator	1	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	1	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
	Sr. Administrative Assistant	0	1	1	0
	Strategic Planning and Innovation Program Manager	1	1	1	0
City Manager Total		20	22.4	22.4	0

*Note: The Assistant City Manager position is currently vacant and unfunded for FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	1,302,751	1,254,578	1,357,956	1,333,321	78,743
Operating Expenses	95,566	138,241	138,241	176,717	38,476
Internal Services	-	140,332	140,332	148,228	7,896
Transfers	-	-	-	31,509	31,509
Total	1,398,317	1,533,151	1,636,529	1,689,775	156,624
Expenditures By Resource					
General Fund	1,398,317	1,533,151	1,636,529	1,689,775	156,624
Total	1,398,317	1,533,151	1,636,529	1,689,775	156,624

Note: Starting in FY 2020, internal service costs for the General Fund were 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 is shown in the budget summary table above in the row labeled "Internal Services". Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost is shown in the budget summary table above in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each department and division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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 2020-21 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

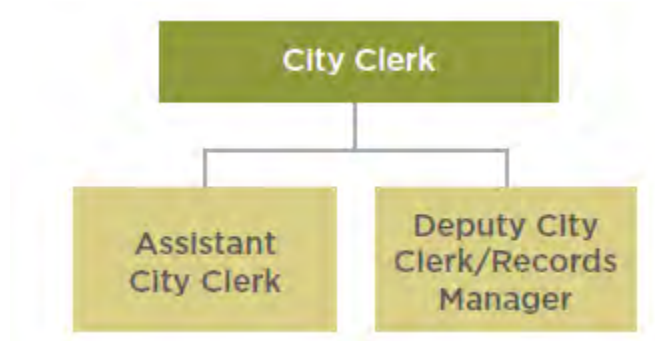
- Provide timely and accurate legal services to the City officials and personnel in an efficient and cost-effective manner.
- Identify and manage legal benefits and risks and recommend courses of action that serve the best interest of the City.

A city with infrastructure that meets its current and future needs

- Assist the City's Development Services 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	FY	FY	FY	Change
		2019	2020	2021	
	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
	Student Assistant (1 part-time position)	0	.4	.4	0
City Attorney Total		6	6.4	6.4	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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	484,716	491,308	495,856	499,440	8,132
Operating Expenses	126,254	69,250	51,250	267,000	197,750
Internal Services	-	74,809	74,809	79,090	4,281
Transfers	-	-	-	24,507	24,507
Total	610,970	635,367	621,915	870,037	234,670
Expenditures By Resource					
General Fund	610,970	635,367	621,915	870,037	234,670
Total	610,970	635,367	621,915	870,037	234,670

Note: Starting in FY 2020, internal service costs for the General Fund were 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 is shown in the budget summary table above in the row labeled “Internal Services”. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost is shown in the budget summary table above in the row labeled “Transfers” under the “FY 2021 Budget” column. These costs reflect each department and division’s allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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. The November 3, 2020 General Municipal Election for mayor and by-district elections for Districts 1 and 3 is estimated to cost \$195,000.

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 to other departments 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 for review and release, public requests for records 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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
Percentage of Staff Reports Compiled one day prior to Publish Date	90.12	92	91	92
Percentage of Notifications for FPPC 700 statutory filing compliance	91.59	90	67	90
Percentage of Records Scanned and Indexed within same month	98.12	98	97	98
Percentage of Requests for Information responded to 48 hours prior to statutory timeframes	73.77	72	75	72

Note: Annually the fourth quarter of the fiscal year is the time of the April 1 deadline for all designated staff to file the FPPC Form 700, as the measure intends to capture early compliance without reminders to staff the lower percentage is due to a volume close to 100 more than other quarters. The measure is of early compliance, staff confirms statutory compliance has been met (and, for 2020, the FPPC filing deadline was extended to June 1).

FY 2020-21 BUDGET INITIATIVES

- The November 3, 2020 General Municipal Election for mayor and by-district elections for Districts 1 and 3 is estimated to cost \$195,000. 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.
- Redistricting of City Council Member Residency Districts is scheduled to occur in FY 2020-21, subsequent to receiving the results of the decennial census. A Request for Proposals will be issued in December 2020 to seek a qualified professional services consultant, which is estimated to cost \$50,000.

FY 2020-21 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A high performing organization

Administer 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 November 3, 2020 General Election;
- Prepare for City Council consideration, appropriate resolutions and ordinances for election consolidation with the November 3, 2020 General Election;
- Issue and receive nomination papers from candidates for mayor and by-district elections for candidates residing in City Council Districts 1 and 3;
- Prepare all necessary publications and notices related to the election and Fair Political Practices Commission filing obligations;
- Prepare and present resolution for certification of the November 3, 2020 General Municipal Election results, administer oaths of office, and compile all information necessary for City Council reorganization procedures (e.g. compile information for annual review of Council service on local and regional bodies and member appointments/reappointments to City boards, commissions, and committees).

2020 Conflict of Interest Code Biennial Review

The Political Reform Act requires that each city review its Conflict of Interest (COI) Code during even-numbered years and bring forward any necessary amendments to the City Council for adoption within 90 days of its review. To this end, the City Clerk's Office will prepare required notifications to departments, compile results, and present necessary documents to the City Council in order to receive the Biennial Notice of Intention to Amend the Elk Grove COI Code and to adopt the 2020 COI Code Revision no later than December 9, 2020.

Administer Process to Reapportion Council District Boundaries

Draft and administer a Request for Proposals for professional services to reapportion district boundaries, the scope of which will include: database creation, block splitting, base map development, graphic 2020 Census Demographic Report, development of redistricting concepts, public outreach, presentations at public meetings, and final Council district boundary descriptions.

Information Accessibility through the Digital Records Initiative

- Reduce costs of producing, distributing, and reproducing hard copy materials.
- Explore opportunities to conduct outreach on information resources to staff and the community.

FY 2019-20 ACCOMPLISHMENTS

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

- Coordinated with the Sacramento County Voter Registration and Elections on changes related to new election law and procedures for conducting elections;
- Coordinated with the Sacramento County Voter Registration and Elections on use of City facilities, including the use of the District 56 facility as a regional Vote Center for the March 3, 2020 Primary Election and the November 3, 2020 General Election;
- Prepared for City Council consideration, appropriate resolutions and ordinances for election consolidation with the November 3, 2020 General Election;
- Prepared the 2020 Candidate's Instruction Manual.

Transition to by-district elections

Conducted necessary public hearings to transition City elections to by-district elections, adopting Resolution No's 2019-191, 2019-192, and Ordinance No. 25-2019.

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

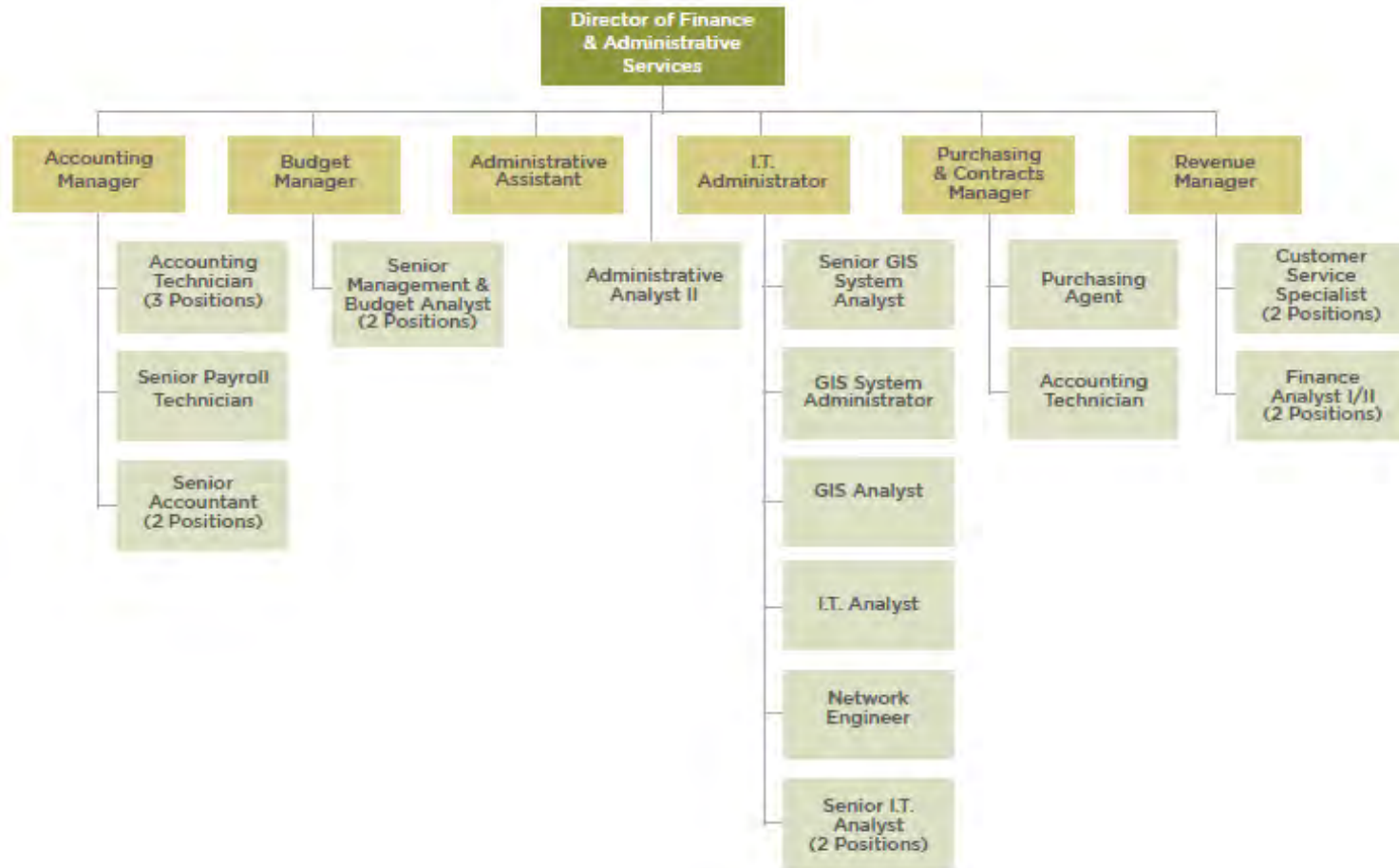
Continued annual City record retention review with retention schedules developed for the Development Services Department, and authorized destruction of over 18 linear feet of records maintained by the Office of the City Clerk during Fiscal Year 2019-20.

Information Accessibility through the Digital Records Initiative

- Continued operation of a fully updated online, mobile friendly, text searchable, and downloadable version of the Elk Grove Municipal Code to the City website;
- Added 25 City Council meeting and other video webcasts and corresponding sets of Closed Caption transcription notes to the City website;
- Posted Fair Political Practices Commission (FPPC) filings to the City website (70 Campaign Disclosure Statements and 85 Statements of Economic Interest covering 2019-20);
- Posted and maintained the FPPC Forms 802, 803, and 806 on the City website.

City Clerk	Position	Authorized			Change
		FY 2019	FY 2020	FY 2021	
	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

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	3,639,615	3,874,360	3,879,180	3,974,820	100,460
Operating Expenses	2,230,679	3,019,548	2,887,878	3,070,048	50,500
Internal Services	84,381	499,274	499,274	535,483	36,209
IT Capital Outlay	43,546	270,335	130,300	44,860	(225,475)
Transfers	167,781	189,298	189,298	305,531	116,233
Total	6,166,002	7,852,815	7,585,930	7,930,742	77,927
Expenditures By Division					
Finance Management	806,759	1,215,796	1,219,277	805,133	(410,663)
Budget	466,388	506,007	505,995	607,388	101,381
Accounting	870,809	987,334	1,007,827	1,166,095	178,761
Finance Planning	250,703	258,901	233,824	302,124	43,223
Purchasing	383,741	387,509	396,096	446,324	58,815
Cashiering	411,746	392,140	387,134	522,333	130,193
Information Technology	2,330,284	3,328,339	3,067,801	3,204,018	(124,321)
GIS	645,573	776,789	767,976	877,327	100,538
Total	6,166,003	7,852,815	7,585,930	7,930,742	77,927

FINANCE AND ADMINISTRATIVE SERVICES

Expenditures By Resource	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
General Fund	2,795,792	3,357,958	3,393,992	3,453,684	95,726
CFD 2002-1 East Franklin	19,357	19,671	20,240	21,200	1,529
CFD 2003-1 Police Service	12,906	13,115	6,747	7,067	(6,048)
CFD 2003-1 Poppy Ridge	19,357	19,671	20,240	21,200	1,529
CFD 2003-2 Police Service	12,906	13,115	6,747	7,067	(6,048)
CFD 2005-1 Laguna Ridge	21,937	22,293	21,591	22,612	319
CFD 2005-1 Maint Services	-	-	6,747	7,067	7,067
CFD 2006-1 Maint Services	23,230	23,606	6,747	7,067	(16,539)
CFF-Administration	36,051	36,854	7,515	7,782	(29,072)
Impact Fee Admin	7,209	7,371	33,716	34,681	27,310
Laguna Ridge Park Fee	2,402	2,458	9,633	9,910	7,452
LRSP P3 Zone 2 Drainage Fee	-	-	4,816	4,954	4,954
LRSP Park Admin Fee	42,059	42,995	19,266	19,817	(23,178)
Roadway Fee	30,465	30,711	19,266	19,817	(10,894)
Recycling and Waste - Residential	91,869	88,196	89,129	120,155	31,959
Drainage Fee	74,604	69,673	72,966	74,010	4,337
Special Waste Collection Center	-	-	10,795	11,307	11,307
Information Technology & GIS	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)
Total	6,166,003	7,852,815	7,585,930	7,930,742	77,927

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Finance Management and Administration

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	512,964	522,765	526,246	533,376	10,611
Operating Expenses	293,794	284,480	284,480	199,530	(84,950)
Internal Services	-	408,551	408,551	63,785	(344,766)
Transfers	-	-	-	8,442	8,442
Total	806,759	1,215,796	1,219,277	805,133	(410,663)
Expenditures By Resource					
General Fund	806,759	1,215,796	1,219,277	805,133	(410,663)
Total	806,759	1,215,796	1,219,277	805,133	(410,663)

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: The nearly \$85,000 decrease in operating expenses for FY 2021 is due to reduced professional service costs, including a reduction in internal audit review and investment reporting service.

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, cashing, 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	415,262	439,375	462,584	493,210	53,835
Operating Expenses	51,126	66,632	43,411	42,005	(24,627)
Internal Services	-	-	-	63,756	63,756
Transfers	-	-	-	8,417	8,417
Total	466,388	506,007	505,995	607,388	101,381
Expenditures By Resource					
General Fund	466,388	506,007	505,995	607,388	101,381
Total	466,388	506,007	505,995	607,388	101,381

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: \$20,000 of one-time professional service costs (as part of the total contractual costs) for the OpenGov software was budgeted in FY 2020. However, the Informational Technology division budget is able to absorb the full cost of implementing the software.

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 and future 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	744,644	818,534	845,072	859,034	40,500
Operating Expenses	126,164	168,800	162,755	157,690	(11,110)
Internal Services	-	-	-	130,004	130,004
Transfers	-	-	-	19,367	19,367
Total	870,809	987,334	1,007,827	1,166,095	178,761
Expenditures By Resource					
General Fund	870,809	987,334	1,007,827	1,166,095	178,761
Total	870,809	987,334	1,007,827	1,166,095	178,761

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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 significant increase in the FY 2020 budget over the FY 2019 actuals 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 (CAFR), Popular Annual Financial Report (PAFR -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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	247,239	251,531	226,454	235,467	(16,064)
Operating Expenses	3,464	7,370	7,370	6,820	(550)
Internal Services	-	-	-	48,912	48,912
Transfers	-	-	-	10,925	10,925
Total	250,703	258,901	233,824	302,124	43,223
Expenditures By Resource					
General Fund	22,822	27,041	39,758	100,576	73,535
CFD 2002-1 E. Franklin	19,357	19,671	20,240	21,200	1,529
CFD 2003-1 Police Service	12,906	13,115	6,747	7,067	(6,048)
CFD 2003-1 Poppy Ridge	19,357	19,671	20,240	21,200	1,529
CFD 2003-2 Police Service	12,906	13,115	6,747	7,067	(6,048)
CFD 2005-1 Laguna Ridge	21,937	22,293	21,591	22,612	319
CFD 2005-1 Maint Services	-	-	6,747	7,067	7,067
CFD 2006-1 Maint Services	23,230	23,606	6,747	7,067	(16,539)
CFF-Administration	36,051	36,854	7,515	7,782	(29,072)
Impact Fee Admin	7,209	7,371	33,716	34,681	27,310
Laguna Ridge Park Fee	2,402	2,458	9,633	9,910	7,452
LRSP P3 Zone 2 Drainage Fee	-	-	4,816	4,954	4,954
LRSP Park Admin Fee	42,059	42,995	19,266	19,817	(23,178)
Roadway Fee	30,465	30,711	19,266	19,817	(10,894)
Special Waste Collection Center	-	-	10,795	11,307	11,307
Total	250,703	258,901	233,824	302,124	43,223

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	379,809	374,194	386,191	389,906	15,712
Operating Expenses	3,932	13,315	9,905	11,705	(1,610)
Internal Services	-	-	-	40,740	40,740
Transfers	-	-	-	3,973	3,973
Total	383,741	387,509	396,096	446,324	58,815
Expenditures By Resource					
General Fund	383,741	387,509	396,096	446,324	58,815
Total	383,741	387,509	396,096	446,324	58,815

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	372,681	341,460	336,454	342,288	828
Operating Expenses	39,066	50,680	50,680	79,680	29,000
Internal Services	-	-	-	94,307	94,307
Transfers	-	-	-	6,058	6,058
Total	411,746	392,140	387,134	522,333	130,193
Expenditures By Resource					
General Fund	245,273	234,271	225,039	328,168	93,897
Recycling & Waste - Residential	91,869	88,196	89,129	120,155	31,959
Drainage Fee	74,604	69,673	72,966	74,010	4,337
Total	411,746	392,140	387,134	522,333	130,193

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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 decrease in the FY 2020 budget over the FY 2019 actuals in the compensation category.

Note: The \$29,000 increase in operating expenses for FY 2021 reflects the expected increase in Lifeline Rate Assistance costs as a response to the COVID-19 pandemic.

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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>				
Local Vendor Spend	23,315,892	22,510,087	23,860,693	22,510,087

Information Technology Services & Geographic Information Systems

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	967,016	1,126,501	1,096,179	1,121,539	(4,962)
Operating Expenses	1,713,133	2,428,271	2,329,277	2,572,618	144,347
Internal Services	84,381	90,723	90,723	93,979	3,256
Capital Outlay	43,546	270,335	130,300	44,860	(225,475)
Transfers	167,781	189,298	189,298	248,349	59,051
Total	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)
Expenditures By Division					
Information Technology	2,330,284	3,328,339	3,067,801	3,204,018	(124,321)
GIS	645,573	776,789	767,976	877,327	100,538
Total	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)
Expenditures By Resource					
Information Technology	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)
Total	2,975,857	4,105,128	3,835,777	4,081,345	(23,783)

Note: The over \$225,000 increase in Capital Outlay in FY 2020 and then comparable decrease in FY 2021 is due to the timing of scheduled computer hardware replacements.

Note: The FY 2021 increase in operating expenses is due to software support and maintenance for additional ARG GIS software, OpenGov and additional Microsoft licensing.

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 2020-21 BUDGET INITIATIVES

Finance

- Contractual Services of \$324,830 includes professional audit services, internal audits, investment software, automation software, revenue consulting and reporting services.
- Implementation of OpenGov Performance Measurement that will provide staff and public with web tools to view and examine the City's performance measures and their results.

Information Technology & Graphic Information Systems

- IT contractual services of \$184,000 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 \$162,000 provide auxiliary professional support to augment the City's internal GIS staff.

FY 2020-21 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A high performing organization

Finance

- Evaluate and analyze debt refunding opportunities.
- 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.
- Submit for award recognition from GFOA for the City's CAFR, PAFR, and Annual Budget.
- Assist with new facility and program planning by providing feasibility analysis and financing alternatives.
- Prepare the City's Annual Budget.
- Publish and present to the community the City's Annual Budget.
- Publish Budget Fact sheet.
- Continue enhancing and augmenting the City's Performance Measurement program.
- Implement OpenGov Performance, an interactive Performance Measurement application.
- Ensure compliance with fiscal policies and procedures.
- Support the Council Audit Committee.
- Provide fiscal support for various departments and prepare required reports for various outside agencies
- Audit utility user tax remittances for compliance.
- Facilitate and coordinate Internal Auditor reviews.
- Prepare the City's Comprehensive Annual Financial Report (CAFR).
- Publish the Popular Annual Financial Report (PAFR) to the Community summarizing the technical CAFR document.
- Implement new Government Account Standards Board Statements.
- Complete Single Audit (as required by Federal Grant Awards).
- Plan a Laguna Ridge CFD Bond issue.
- Manage preparation of Other Post Employment Actuarial reports.

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.
- Revamp our records retention policies for electronic retention.
- 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, such as a one stop online 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.
- Create information dashboards of data.

FY 2019-20 ACCOMPLISHMENTS

Finance

- Analyzed debt refunding & investment of funds.
- Completed Bond Financing for the District56 Nature Area and the Old Town Plaza projects.
- Garnered the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation award for the FY 2019-20 Budget publication highlighting five-year forecasts, new Council Goals, Priority Projects and Department Workplans.
- Prepared and published and updated Budget Video featuring highlights of the FY 2019-20 Budget.
- Earned recognition from the International City/County Management Association (ICMA) for the City's Performance Measurement Program.
- Prepared and published the City Annual Budget, including an expanded section on Interfund Transfers, Cost Allocations and Debt Service.
- Implemented and launched the OpenGov financial transparency application suite (Open Budget and Open Checkbook) as a replacement of the former Socrata financial transparency application suite.
- Assisted with analytics and financials for the Police Management Association negotiations and agreement.
- Received award recognition from GFOA on the City's CAFR and PAFR.
- 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, reporting for all Transit grants, providing monthly Budget Status reports to the City Manager, providing and discussing operating budget status reports for District56 and the Animal Shelter.
- Prepared and published the Comprehensive Annual Financial Report (CAFR).
- Prepared and published the Popular 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).

Information Technology & Geographic Information Systems

- Upgraded to Office365 to allow for more digital collaboration and improved remote access to electronic information. This became an essential solution to comply with governing COVID-19 orders that required teleworking.
- Continued work with the regional Sacramento County groups for GIS to share data and create a stronger working relationship across the county.
- Implemented an online permitting tool for Building permits to allow developers and residents a remote alternative to visiting City Hall.
- Collaborated on Census 2020 work to ensure the City's information was updated and provided to the Census in a timely manner.
- Created online GIS story maps for development and CIP projects to give residents a one-stop shop to learn about infrastructure project work happening in the City.
- GIS won the Center for Digital Excellence award for best department collaboration for the GIS online Homeless application that ties police officers, homeless navigators, and code enforcement officers' data together to better serve our homeless population.
- Upgraded our financial software to the latest version to give a more web based experienced and ease of access.
- Virtualized more of our internal servers to be more energy efficient and uniform.
- Moved almost 200 users to remote work by implementing virtual desktops, Microsoft TEAMS, and augmented the use of the City's intranet to support to remote work during the COVID-19 pandemic.
- Successfully made 7 public meetings virtual so that residents can still participate during COVID-19.
- Partnered on the Great Plates Delivery program to create online applications that feed into an in-house application review process, restaurant pairing and mapping for 300 residents in the City.

FINANCE AND ADMINISTRATIVE SERVICES

Finance	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	Accountant/Sr. Accountant	2	2	2	0
	Accounting Manager	1	1	1	0
	Accounting Technician	4	4	4	0
	Administrative Analyst I	1	1	0	-1
	Administrative Analyst II	0	0	1	1
	Administrative Assistant	1	1	1	0
	Budget Manager	1	1	1	0
	Customer Service Specialist	2	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	0	-1
	Network Engineer	1	1	1	0
	Payroll Technician	1	1	0	-1
	Purchasing Agent	1	1	1	0
	Purchasing and Contracts Manager	1	1	1	0
	Revenue Manager	1	1	1	0
	Sr. GIS Analyst	0	1	1	0
	Sr. IT Analyst	1	1	2	1
	Sr. Management & Budget Analyst	1	1	2	1
	Sr. Payroll Technician	0	0	1	1
	Sr. Systems Analyst	1	1	0	-1
Finance Total		28	29	29	0

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	742,229	854,553	869,247	889,728	35,175
Operating Expenses	1,709,699	2,119,235	2,092,272	2,501,720	382,485
Internal Services	-	142,198	142,198	154,457	12,259
Transfers	-	-	-	17,803	17,803
Total	2,451,928	3,115,986	3,103,717	3,563,708	447,722
Expenditures By Division					
Human Resources	911,499	1,286,241	1,263,975	1,290,421	4,180
Workers' Compensation	1,540,429	1,829,745	1,839,742	2,273,287	443,542
Total	2,451,928	3,115,986	3,103,717	3,563,708	447,722
Expenditures By Resource					
General Fund	911,499	1,286,241	1,263,975	1,290,421	4,180
Self-Insurance	1,540,429	1,829,745	1,839,742	2,273,287	443,542
Total	2,451,928	3,115,986	3,103,717	3,563,708	447,722

Note: Starting in FY 2020, internal service costs for the General Fund were 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 is shown in the budget summary table above in the row labeled "Internal Services". Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost is shown in the budget summary table above in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each department and division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: For FY 2021, workers comp costs have increased by over \$443,000, a 25% increase over FY 2020. The 25% increase incorporates higher costs due to market increases, salary increases and increases in claims estimates.

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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
% of Overall diversity ratio (other than White)	36	40	38	40
Turn Over Ratio %	3	5	3	5

FY 2020-21 BUDGET INITIATIVES

- The Human Resources division is planning to create a robust training program this next year along with increased community outreach and job fairs to build upon our diversity and inclusion strategy. These efforts support the City's commitment to developing and retaining a diverse workforce.
- The Human Resources budget continues to include funding dedicated to diversity and inclusion training.

FY 2020-21 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. Due to the Police Officer Association (POA) MOU expiring June 30, 2021, the City will be in negotiations during FY 2020-21.

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 continued to implement the recommended changes from the Diversity and Inclusion Audit to the recruiting processes and will look for continued opportunities to build upon best practices. Staff is continuing to expand outreach to women, veterans, and individuals with disabilities.

Training and Development

Staff will be looking for opportunities to build upon our training program for all City staff. Specific emphasis will be placed on leadership and management training to develop the next generation of leaders for the City which will enhance its succession planning efforts in the coming year. Staff will also encourage developing additional opportunities through the talent exchange program.

FY 2019-20 ACCOMPLISHMENTS

Internship/Student Assistant Programs

This year the Student Assistant Program, through University Enterprises Incorporated, offered eight (8) opportunities to students 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 April 8th, 2020)

Staff recruiting efforts have continually increased year over year. City recruitments have increased by 13%, reviewed 31% more applications, interviewed 90% more applicants, and filled 39% more positions than last year.

- Successfully completed 51 recruitments
- Reviewed 4,439 applications
- Interviewed 477 applicants
- Filled 57 positions
- Completed a Sergeant and Lieutenant Assessment process creating a new eligibility list

Leaves of Absence/Workers Compensation Administration

- Managed 69 ongoing worker's compensation claims
- 42 employees successfully participated in the modified duty program
- Successfully closed 53 open worker's compensation claims
- Managed 58 FMLA/CFRA/PDL and PFL requests
- Processed 5 military leaves

HUMAN RESOURCES

Personnel Planning/Position Control

- Processed 18 promotions
- Reclassified 3 positions
- Created 12 new classifications
- Accurately processed 135 open enrollment changes

Training/Staff Development

- Offered 80 Training Opportunities
- Successfully having 366 course completions in various trainings
- We increased our available training by 20 courses over last year

Development of the following policies/plans

- Administrative Policy: COVID-19 Coronavirus Guidance
- Administrative Policy: COVID-19 Health Screening, Safety and Protection
- Administrative Policy: COVID-19-Families First
- COVID-19: City Reintegration Plan

Administering the following leave programs

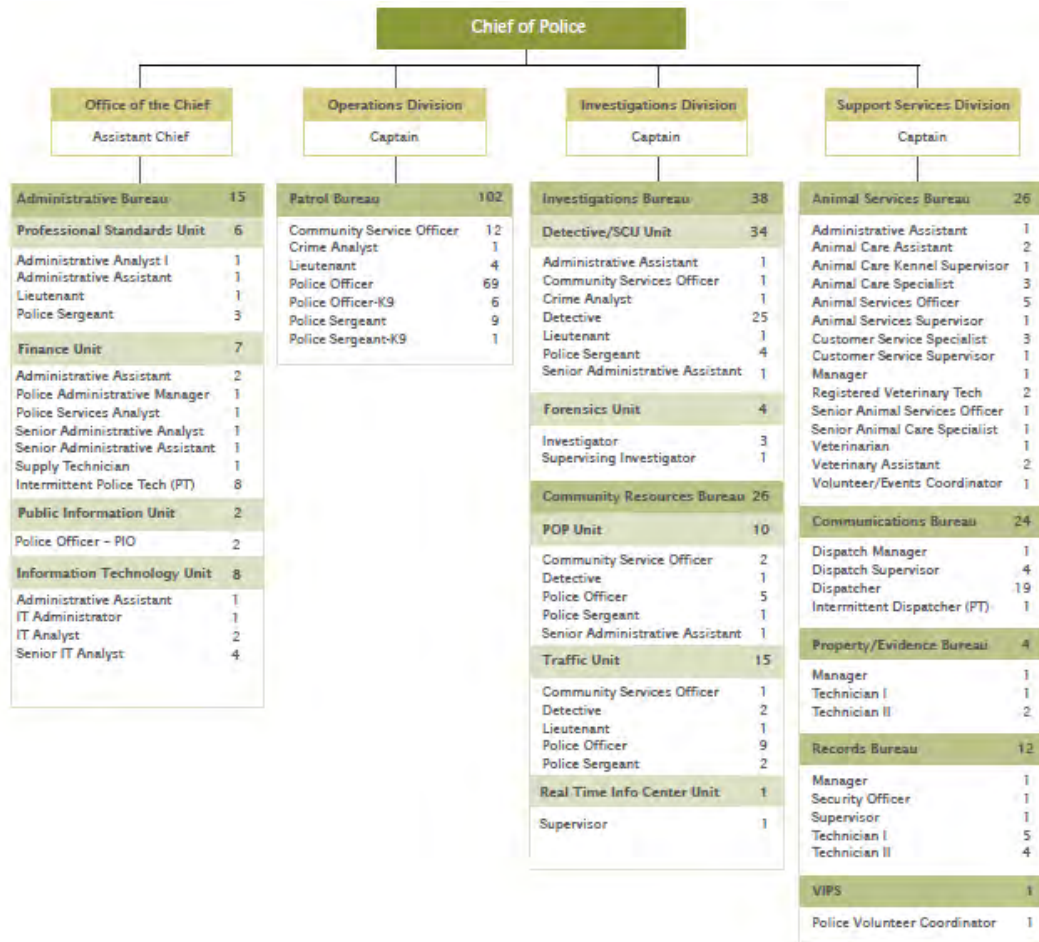
- Emergency Paid Sick Leave Act (EPSLA)
- Emergency Family Medical Leave Expansion Act (EFMLA)

Coordination of the following data gathering:

- Telework Requests
- Emergency Work Schedules
- Limited Duration Status Work Report

Human Resources	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	Human Resources Analyst	1	1	1	0
	Human Resources Manager	1	1	1	0
	Human Resources Specialist	1	2	2	0
	Sr. Administrative Assistant	1	0	0	0
	Sr. Human Resources Specialist	1	2	2	0
Human Resources Total		5	6	6	0

POLICE



Note: 5 Police Officers, 1 Animal Care Assistant, 1 Animal Services Officer, 1 Sr. Animal Services Officer and 1 Dispatcher positions are currently vacant and unfunded for FY 2021.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	34,746,998	39,821,647	38,900,531	40,562,188	740,541
Operating Expenses	4,492,253	5,780,294	4,548,298	4,939,172	(841,122)
Internal Services	-	4,983,094	4,983,094	4,445,816	(537,278)
Capital Outlay	1,094,236	2,318,382	1,695,643	901,600	(1,416,782)
Transfers	-	-	-	122,276	122,276
Total	40,333,488	52,903,418	50,127,566	50,971,052	(1,932,366)
Expenditures By Division					
Office of The Chief	7,126,713	16,816,085	14,900,927	10,970,986	(5,845,099)
Operations	15,043,019	16,525,296	16,195,653	18,169,702	1,644,406
Investigations	11,711,698	11,630,772	11,767,243	13,312,533	1,681,761
Support Services	6,452,058	7,931,265	7,263,743	8,517,831	586,566
Total	40,333,488	52,903,418	50,127,566	50,971,052	(1,932,366)
Expenditures By Resource					
General Fund	38,540,862	49,115,853	47,778,144	49,668,898	553,045
Grants	1,084,280	1,703,797	1,107,151	424,875	(1,278,922)
Community Facility Fees	31,756	264,376	264,376	123,100	(141,276)
Federal Asset Seizure	126,877	1,132,295	386,821	737,435	(394,860)
State Asset Seizure	549,713	687,097	591,074	16,744	(670,353)
Total	40,333,488	52,903,418	50,127,566	50,971,052	(1,932,366)

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

POLICE

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

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.

Note: Although \$1.7 million in multi-year grants are budget in FY 2020, only part of the budget will be spent in FY 2020 and the remaining in future fiscal years given that the grant awards allow for spending over multiple fiscal years. A significant portion of the \$1.7 million budget is for equipment and is considered as Capital Outlay.

Note: The overall budget for the Office of the Chief is showing as having some large changes from FY19 to FY20 and again to FY21. These large differences are largely attributable to the modifications in where Internal Services charges are recorded as well as the anticipated purchased of Mobile Command Center with State Asset Seizure funds in FY20 and approx. \$400k in unspent budget in Federal Asset Seizure that is budgeted in FY21.

Office of the Chief

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	3,669,754	5,326,005	5,031,002	5,789,463	463,458
Operating Expenses	2,516,853	4,280,546	3,279,324	3,833,005	(447,541)
Internal Services	-	4,983,094	4,983,094	442,555	(4,540,539)
Capital Outlay	940,106	2,226,439	1,607,507	878,100	(1,348,339)
Transfers	-	-	-	27,863	27,863
Total	7,126,713	16,816,085	14,900,927	10,970,986	(5,845,099)
Expenditures By Bureau					
Administrative	7,126,713	16,816,085	14,900,927	10,970,986	(5,845,099)
Total	7,126,713	16,816,085	14,900,927	10,970,986	(5,845,099)
Expenditures By Resource					
General Fund	5,899,372	13,028,520	12,966,156	9,668,832	(3,359,688)
Grants	518,995	1,703,797	692,500	424,875	(1,278,922)
Community Facility Fees	31,756	264,376	264,376	123,100	(141,276)
Federal Asset Seizure	126,877	1,132,295	386,821	737,435	(394,860)
State Asset Seizure	549,713	687,097	591,074	16,744	(670,353)
Total	7,126,713	16,816,085	14,900,927	10,970,986	(5,845,099)

Note: In FY 2020, internal service costs for the General Fund were allocated and budgeted by department, rather than consolidated and budgeted in the General Fund Non-Departmental section. For FY 2020 the internal service costs for the Police Department were budgeted in the Office of the Chief. Starting in FY 2021 these costs are budgeted by each individual division under each department. These costs are for services provided by the Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems divisions. The amount of internal service costs for each division is shown in the division's budget summary table in the row labeled "Internal Services" under the "FY 2021 Budget" column. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: Operating expenses in FY21 are decreased to due reductions in travel and training as well as suspending an anticipated purchase in Information Technology.

POLICE

Note: Although \$1.7 million in multi-year grants are budgeted in FY 2020, only part of the budget will be spent in FY 2020 and the remaining in future fiscal years given that the grant awards allow for spending over multiple fiscal years. Even though the entire \$1.7 million is budgeted in the Office of the Chief, spending can occur in various divisions. A significant portion of the \$1.7 million budget is for equipment and is considered as Capital Outlay.

Program Descriptions

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.

The Office of the Chief Division consists of the following bureau:

Administrative Bureau

Professional Standards

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.

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.

Finance – Budget and Procurement

The Finance staff 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.

POLICE

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.

Information Technology

The Information Technology (IT) staff 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.

Operations

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	14,812,966	16,221,096	15,903,932	16,497,358	276,262
Operating Expenses	203,323	284,150	271,800	248,500	(35,650)
Internal Services	-	-	-	1,390,899	1,390,899
Capital Outlay	26,730	20,050	19,921	20,000	(50)
Transfers	-	-	-	12,945	12,945
Total	15,043,019	16,525,296	16,195,653	18,169,702	1,644,406
Expenditures By Bureau					
Patrol	15,043,019	16,525,296	16,195,653	18,169,702	1,644,406
Total	15,043,019	16,525,296	16,195,653	18,169,702	1,644,406
Expenditures By Resource					
General Fund	14,863,369	16,525,296	16,076,601	18,169,702	1,644,406
Grants	179,650	-	119,052	-	-
Total	15,043,019	16,525,296	16,195,653	18,169,702	1,644,406

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: Although grant spending occurs in various divisions under the Police department, the budget for Police grant spending is in the Office of the Chief.

Note: There are currently several Police Officer vacancies and 5 of these vacancies are unfunded for FY 2021.

Program Descriptions

The Operations Division provides basic call response and police patrol services to the City of Elk Grove, including emergency incident response, routine call response 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.

The Operations Division consists of the following bureau:

Patrol Bureau

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

Patrol is the largest component of the Operations Division and includes three lieutenants, nine 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; emergency services; and the reporting of information to other appropriate organizational units.

School Liaison Officers

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

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.

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 bureau 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.

Investigations

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	11,345,249	11,222,420	11,372,365	11,291,613	69,193
Operating Expenses	366,449	399,652	386,362	337,452	(62,200)
Internal Services	-	-	-	1,637,408	1,637,408
Capital Outlay	-	8,700	8,516	-	(8,700)
Transfers	-	-	-	46,060	46,060
Total	11,711,698	11,630,772	11,767,243	13,312,533	1,681,761
Expenditures By Bureau					
Investigations	6,645,002	6,867,529	6,811,781	7,981,570	1,114,041
Community Resources	5,066,696	4,763,243	4,955,462	5,330,963	567,720
Total	11,711,698	11,630,772	11,767,243	13,312,533	1,681,761
Expenditures By Resource					
General Fund	11,343,002	11,630,772	11,487,226	13,312,533	1,681,761
Grants	368,696	-	280,017	-	-
Total	11,711,698	11,630,772	11,767,243	13,312,533	1,681,761

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: Although grant spending occurs in various divisions under the Police department, the budget for Police grant spending is in the Office of the Chief.

Program Descriptions

The Investigations Division is comprised of the Investigations and Community Resources Bureaus. Personnel of this division provide investigation and support to identify, apprehend, and aid in the prosecution of those responsible for criminal conduct.

The Investigations Division consists of the following bureaus:

Investigations Bureau

Person Crimes

The Person Crime Unit investigates crimes, such as: homicide, felony assault, robbery, kidnapping and sexual assault. 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 Crimes

The Family Crime Unit investigates domestic violence, elder abuse, child abuse and missing persons.

Property Crimes

The Property Crime Unit investigates burglary, theft, receiving stolen property, forgery, credit card fraud, embezzlement, identity theft and auto theft.

Family Services

The Family Services Unit is a newly created function 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

The Street Crimes Unit works proactively to identify gang members and their associates, gang activity and gang related issues. This function focuses its efforts in three major areas: prevention, intervention and suppression. The Street Crimes staff 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

The Forensic Services 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.

Community Resources Bureau

Problem Oriented Policing (POP)/Youth Services

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.

The POP Unit also 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 POP 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.

Real Time Information Center (RTIC)

Construction of the Real-Time Information Center (RTIC) was completed in August 2019. The RTIC has since been operating as a central hub of a wide range of technologies that support and improve the Department's policing strategy. The department has access to real-time crime data that assists them when called out to crimes in progress, as well as the investigation of crimes already committed. The RTIC Supervisor helps the department leverage technology in its response to, and prevention of, crime along with the apprehension of violent offenders.

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

The Traffic Unit is dedicated to improving traffic and pedestrian safety, reduction of traffic collisions, and improvement of traffic flow. The Unit 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 Unit manages the Red-Light Camera Program which currently has five camera locations throughout the City. The Unit also manages several traffic safety grants funded by the California Office of Traffic Safety (OTS).

The Traffic Unit is also involved in community outreach programs. The Traffic Unit provides educational outreach on impaired driving at local high schools' driver's education programs and assists the Union Pacific Railroad with maintaining the safety of the railroad system in Elk Grove. The Traffic Unit continues to take a lead role in the planning and participation in a variety of special events and neighborhood watch activities, such as National Night out.

Support Services

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	4,919,029	7,052,126	6,593,232	6,983,754	(68,372)
Operating Expenses	1,405,628	815,946	610,812	520,215	(295,731)
Internal Services	-	-	-	974,954	974,954
Capital Outlay	127,400	63,193	59,699	3,500	(59,693)
Transfers	-	-	-	35,408	35,408
Total	6,452,057	7,931,265	7,263,743	8,517,831	586,566
Expenditures By Bureau					
Animal Services	2,316,811	2,840,934	2,601,403	2,840,825	(109)
Dispatch	-	2,903,842	2,683,051	3,331,151	427,309
Property and Evidence	-	-	-	552,648	552,648
Records	4,135,247	2,186,489	1,979,289	1,770,007	(416,482)
Volunteers in Police Service	-	-	-	23,200	23,200
Total	6,452,058	7,931,265	7,263,743	8,517,831	586,566
Expenditures By Resource					
General Fund	6,435,119	7,931,265	7,248,161	8,517,831	586,566
Grants	16,939	-	15,582	-	-
Total	6,452,058	7,931,265	7,263,743	8,517,831	586,566

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

Note: Starting in FY 2021, debt service costs associated with the Laguna Palms Campus for the General Fund are allocated and budgeted by department and division, rather than consolidated and budgeted in the General Fund Non-Departmental section. The amount of debt service cost for each division is shown in the division's budget summary table in the row labeled "Transfers" under the "FY 2021 Budget" column. These costs reflect each division's allocated contribution toward paying the principal and interest payments budgeted in Fund 403 – Debt Service Elk Grove Finance Authority – Laguna Palms Campus. An aggregate summary of these costs for all applicable divisions in the General Fund can be found in the Interfund Transfers section of the Budget.

Note: The FY 2020 Estimate amounts reflect savings in the Animal Services division due to delays in opening the Animal Shelter. The Elk Grove Animal Shelter opened to the public in October 2019. The opening was delayed due to inclement weather during construction. FY 2021 reflects a full year of compensation for operating the shelter.

POLICE

Note: Starting in FY 2021, Records, Property & Evidence and Volunteers In Police Service are being budgeted in separate units.

Note: Although grant spending occurs in various divisions under the Police department, the budget for Police grant spending is in the Office of the Chief.

Note: 1 Animal Care Assistant, 1 Animal Services Officer, 1 Sr. Animal Services Officer and 1 Dispatcher position are currently vacant and unfunded for FY 2021.

The Support Services Division consists of the following bureaus:

Animal Services Bureau

The Elk Grove Animal Shelter opened to the public in October 2019. Since then Elk Grove residents have had access to services such as licensing, spay and neutering, pet fostering and adoption services, and microchipping. While the Elk Grove Animal Shelter has only been open to the public for a few months, shelter staff has consistently reported live release rates of over 90 percent and return to owner rates for dogs of over 50 percent.

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.

Dispatch (Communications) Bureau

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.

Property and Evidence Bureau

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 Bureau

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.

Volunteers in Police Service (VIPS) Bureau

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.

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	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	100	40
% Financial & Performance grant reporting	100	100	100	100
% of emergency 911 calls answered within 15 seconds	99	96	97	96
Number of Intelligence Led Policing meetings to address crime and quality of life issues	N/A	20	20	20
Number of Interventions by the Mobile Crisis Support Team	N/A	100	349	100
% of non-emergency calls answered within 15 seconds	91	88	90	88
Average response time to Priority 1 calls in minutes	5.2	5	4.9	5

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

FY 2020-21 BUDGET INITIATIVES

Office of the Chief

- California Senate Bill 1421 (SB-1421), which became law on January 1, 2019, amends previous Penal Code sections relating to peace officer records. SB-1421 requires certain records relating to specified incidents, complaints, and investigations involving peace officers be made available pursuant to a California Public Records Act (CPRA) request. Providing CPRA responsive documents involves redacting confidential medical, financial, witness, or other information from all parts of the investigation, (files, pictures, audio, video); the redacting process takes an enormous amount of staff time. The Elk Grove Police Department is fully committed to complying with the new law and needs of law enforcement – specific redaction software to expedite the redaction process and provide a greater level of transparency to the community.
- All employees who operate City-owned vehicles are mandated to take Emergency Vehicle Operator Course (EVOC) training. In an attempt to ensure that officers receive the most comprehensive training available, it is necessary to upgrade our current EVOC program to include vehicle pursuit intervention training, which will allow officers to engage in vehicle pursuits in a safer manner with less risk to the public or themselves.

Investigations Division

- A Selective Traffic Enforcement Program (STEP) grant application was submitted in January 2020 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 2020 and September 2021.
- Construction of the Real-Time Information Center (RTIC) was completed in August 2019. The RTIC has since been operating as a central hub of a wide range of technologies that support and improve the Department's policing strategy. The department has access to real-time crime data that assists them when called out to crimes in progress, as well as the investigation of crimes already committed.
- An appropriation from the State Supplemental Law Enforcement Services Fund (SLESF) allowed the hiring of a Real Time Information Center (RTIC) supervisor whose focus has been ensuring City resources are used effectively by planning, directing, and overseeing the activities and operations of the RTIC. The supervisor ensures the vast amount of data and intelligence is managed efficiently in order to deliver critical and timely information with a proactive emphasis on officer, citizen and community safety. Staffing of the RTIC with full time staff, beyond the supervisor, will be the next step in utilizing the RTIC on a full-time basis.
- The appropriation from the State Supplemental Law Enforcement Services Fund (SLESF) also allows the funding of a two-year agreement with Women Escaping A Violent Environment (WEAVE) for a Domestic Violence Response Team (DVRT). The DVRT includes a full-time WEAVE Advocate at the police department who partners with a detective to respond to domestic violence calls and provides support services to victims.

Support Services Division

- The Elk Grove Animal Shelter opened to the public in October 2019. Since that time, Elk Grove residents have had access to services such as licensing, spay and neutering, pet fostering and adoption services, and microchipping. While the Elk Grove Animal Shelter has only been open to the public for a few months, shelter staff has consistently reported live release rates of over 90 percent and return to owner rates for dogs of over 50 percent.

FY 2020-21 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

- FY 2020-21 will be the first fully functional fiscal year for the Animal Shelter. The shelter has demonstrably improved the quality of life to its residents and animals through increased care, high return to owner rates, and high live release rates.
- 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 \$150,000. 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.
- Further develop the deployment of the Unmanned Aircraft System (UAS) program to better support public safety through enhanced abilities to locate lost and missing persons, help locate those suspected of crimes and provide support to Cosumnes Fire. The UAS program was launched in Fall of 2019 and currently has 3 certified pilots with 4 more working towards their FAA certification.

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.
- Develop a core instructor training matrix, which will identify and categorize external training courses for new officers. This will serve as a road map to assist officers and sergeants in choosing the most appropriate training opportunities. This categorization will create a cohesive and comprehensive training program for officers.
- Ensure Department spending is within budget, and financial resources are being used appropriately while identifying potential cost savings measures.
- In early 2019, the department implemented Intelligence-Led Policing (ILP) to better leverage data-driven strategies to identify and reduce crime. Several early successes that lead to the arrests of groups of armed robbers demonstrating ILP's full potential. In FY 2019-20 ILP has continued to evolve into a process that identifies crime trends early and focuses department-wide resources on specific tasks and quality of life issues. This process is expected to continue to evolve and be refined as newer technology is implemented and accountability increases.

A city with infrastructure that meets its current and future needs

- The Department completed construction of the Real Time Information Center (RTIC), and began staffing the RTIC on a part-time basis, thereby consolidating the real-time viewing of traffic and city cameras to better deploy resources, identify crimes in progress and apprehend suspects. Additional technology will continue to be identified and deployed to better enhance our capabilities and improve community safety.
- In an effort to leverage technology in assisting with our investigations, our Capturing Crime Through Video (C.C.T.V.) camera registry program was created in the fall of 2019. CCTV is an opportunity for citizens and business owners to register the locations of their video surveillance systems so that EGPD can then enlist the assistance of these surveillance camera owners to help us collect video evidence. By knowing where resident cameras are located and having contact information, RTIC or detectives can directly contact residents and business to see if they might have surveillance video leading to the identification and arrest of criminals. This is a strictly voluntary program and the department does not have access to private party surveillance camera systems.

FY 2019-20 ACCOMPLISHMENTSDepartment Wide

Grant Funding Received:

- \$150,000 from the California Office of Traffic Safety to implement concentrated traffic enforcement strategies. The goal is to reduce the number of traffic related injuries and fatalities.
- \$263,741 from the State Supplemental Law Enforcement Services Fund (SLESF) to enhance police services. These funds were used for the hiring of a RTIC supervisor and a two-year agreement with WEAVE for a Domestic Violence Response Team.
- \$25,000 from the U.S. Department of Justice Drug Enforcement Administration Fund to implement a strategic enforcement initiative for marijuana eradication as part of the Domestic Cannabis Eradication/Suppression Program (DCESP). This grant provides funding for officers to work overtime to investigate the hundreds of tips received related to marijuana cultivation sites in the City.
- \$4,000 from the U.S. Department of Justice Drug Enforcement Administration Fund to implement a strategic enforcement initiative as part of the Organized Crime Drug Enforcement Task Force (OCDETF). These grant initiatives have resulted in the successful arrest and prosecution of major players in the drug trafficking arena, including the seizure of millions of dollars in assets.
- The Department was awarded a 2-year, \$145,692 Tobacco Law Enforcement Grant through the California Department of Justice, Division of Law Enforcement Grant and ending in June 2020. Approximately \$73,000 of this grant was spent during FY 2019-20 and was directed towards inspections, enforcement and decoy operations designed to reduce the underage use of tobacco products.
- The Department was awarded a \$205,104 Sacramento County Vehicle Theft Enforcement Program (SAVTRU) grant through the State of California to reduce and combat vehicle thefts and thefts associated to vehicles.

POLICE

Community Partnerships:

- Granted \$19,900 to various community groups: Crossover America, Red Note Youth Orchestra, Kops-N-Kids, Elk Grove Food Bank, and FC Sacramento.
- Received \$1,000 from Walmart Community Grant Fund. These funds will be used for a community outreach program.
- 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 and has become a model for agencies nationwide. Additionally, the partnership has continued to grow with the addition of another mental health professional working directly with this team to enhance follow-up services post crisis.
- The Department was successful in working with EGUSD on a cost sharing MOU to maintain the presence of its two full-time School Resource Officers assigned to the Elk Grove Unified School District. This relationship continues to prove to be conducive to developing and fostering relationships between the Department and area educators and students.
- The Department continued to provide support and education to victims of domestic violence through a city-funded partnership with WEAVE. This partnership had been maintained through a series of 3-year Federal grants. In 2019 these grants were awarded to other organizations. In order to continue WEAVE's engaging work, the City developed a new MOU providing alternative State grant funding for staff and education.
- The Department entered into a partnership with Neighbors by Ring, the home security video doorbell company to enhance community engagement and investigative efforts through its Ring Portal, thereby allowing interested community members to submit videos of suspected criminal activity directly to the police department.
- With increased staffing the department is engaging in local task forces and working groups designed to address specific crimes such as the Internet Crimes Against Children (ICAC) task force targeting child pornography and child-sex abuse, the Sacramento County Heavy Metals Task Force addressing catalytic converter and recyclable metal thefts, and the Sacramento County Auto Theft Task Force.
- The Department recently partnered with Southside Unlimited and Alta California Regional Center to employ adults with developmental disabilities as paid interns as a pathway to employment and career development.
- The Department raised over \$12,000 for local charities last year, \$5,420 for No Shave November and Cancer Research; \$6,910 for Special Olympics and \$405 through Pink Patch and cancer prevention/research.
- The Police Explorer program, a Police/Community partnership allowing youth ages 14-18 to volunteer in the police department was extremely successful this fiscal year. Explorers volunteered over 3,600 hours and assisted in operations such as the Cosumnes Fire Crab Feed, DUI Checkpoints, Polar Plunge, ABC/Tobacco Operations, Running of the Elk, 4th of July, WEAVE-Walk a mile, Multicultural Festival, and Giant Pumpkin Festival.
- Animal Services assisted Butte County staff in 2018 at the Camp Fire and received a reimbursement check for \$9,445 in November 2019.
- The Department continued to partner with special needs residents and their families. The Fly Brave Foundation partnership continued with two, 5-week sessions of Fly Fit. The Department continued to promote and distribute Developmental Disabilities and Special Needs Emergency packets and now has non-verbal communication cards and "stim" tools in each patrol supervisor vehicle. Over ten tours of the police department were held for special needs individuals and their families.

POLICE

Other Department Accomplishments:

- The Department participated in a Mutual Aid request to assist with Sonoma County's Kinkade Fire. We supplied 10 Dispatchers, 2 Dispatch Supervisors, 16 Police Officers and 2 Police Sergeants over two days helping with evacuations and providing security for vacant property. The Department anticipates receiving reimbursement from Sonoma County for the aid provided by the end of FY 2019-20.
- Officers, as part of special enforcement operations, conducted a total of 1,300 vehicle stops, 1,024 Vehicle Identification Number (VIN) checks, stopped 109 suspicious persons and 259 suspicious vehicles, issued 700 citations, recovered eight stolen vehicles, towed 61 vehicles, and conducted 75 probation searches.

Office of the Chief

- The Department collaborated with allied agencies for active shooter training.
- Each sworn officer received over thirty hours of professional training and development which included courses on Racial Profiling and Tactical Communications.
- All new personnel attended an 8 – hour procedural justice course which emphasizes respect, listening, neutrality and trust, while recognizing and addressing implicit biases that can be barriers to these approaches.
- The Department sponsored and graduated three police recruits from the Sacramento Police Department Academy.
- Utilized two current Community Service Officer (CSO) positions to be part of a new path to the police academy and sworn officer careers. These positions are for those who are interested in becoming police officers but who have not graduated from a POST academy. Keeping in line with the City of Elk Grove philosophy of growing employees, these positions will allow the department to identify, mentor, and coach those CSOs who aspire to become police officers, which will ultimately assist with filling sworn vacancies with employees who are truly committed to the City of Elk Grove.
- In 2019 Elk Grove's Crisis Intervention training program became POST Certified. In addition to the POST certification, the Department now has three internal instructors who develop curriculum to teach officers how to safely handle mental health patients in crisis.
- Attended 24 recruiting events throughout the region in 2019.
- 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.
- Staff participated in the City's Government Alliance on Race & Equity committee evaluating process that might provide challenges to equal access to governmental services and reducing hidden challenges to equitable governmental access.
- Completed department-wide Procedural Justice, Police Legitimacy and Implicit Bias training to increase awareness of personal perceptions and increase the quality of service provided to the community
- Added an additional Public Information Officer with the intent to increase social media presence as a means of community policing as well as increased the level and method of communication with the police department.

POLICE

Operations Division

- The Department continues to leverage video technology to both deter and investigate criminal activity. Additional security cameras were added throughout the City to provide higher levels of service to our community.
- The Elk Grove Emergency Operations Center conducted a joint City of Elk Grove and Cosumnes Community Service District Fire Department (CCSD-FIRE) training and evaluation exercise simulating how emergency responses will be coordinated in case of a national, state, or local emergency/disaster. Outside and neutral evaluators provided feedback and noted a very successful exercise.
- The Elk Grove Emergency Operations Center partnered with county and regional agencies to implement strategies to protect and inform citizens in response to the COVID-19 pandemic. The police department addressed health order violations with a focus on educating the community on restrictions in place for the health and safety of the community.
-

Investigations Division

- Uniformed officers effected 209 arrests for DUI.
- Officers handled 1,740 homeless related calls and made 288 referrals to services.
- The vast majority of aggravated assaults in Elk Grove are the result of Domestic Violence. In the 2019 calendar year, Elk Grove saw a reduction of aggravated assaults by 33 percent.
- The Investigations Bureau, in conjunction with the City Attorney's Office, Support Services Division and Training Unit has developed a unique procedure to process Gun Violence Restraining Orders (GVROs) to fill a gap in current laws protecting community members and victims of Domestic Violence. The department's new GVRO procedure was implemented in winter 2019 and is quickly becoming a model for other agencies.
- The Community Resources Bureau conducted 25 community Crime Prevention Through Environmental Design (CPTED) evaluations where businesses or residences are evaluated and recommendations made to increase security and safety, thereby reducing the likelihood of crime. Additionally, plans for City/Community development projects are reviewed for CPTED to thereby increase safety and security in public spaces.
- The Community Resources Bureau/Problem Oriented Policing Unit participated in 33 National Night Out parties, 193 community focused events, 197 Neighborhood Watch Groups and facilitated 25 Crime Prevention meetings.
- The Problem Oriented Policing Unit (POP) was the recipient of a large tobacco grant that will conclude in June 2021. The purpose of the grant is to focus on tobacco related crimes in the City.
- There were 57 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 79 families were served.
- The Department participated at: 33 locations during the annual National Night Out event, 193 community focused events, and 25 crime prevention meetings.
- The Department held 25 community engagement meetings to connect, educate and grow relationships between the Police and community members.
- The Department added a Real Time Information Center (RTIC) Supervisor that will help the Department leverage technology in its response to, and prevention of, crime along with the apprehension of violent offenders.
- The Traffic Bureau added a second radar trailer to educate and deter unsafe driving in the community.
- The Traffic Bureau investigated 1,260 collisions, issued 10,763 citations, and conducted 67 DUI saturation patrols, 96 special enforcement patrols, 4 motorcycle operation patrols and 59 bike/pedestrian patrols.

POLICE

Support Services Division

- Construction of the Animal Shelter was completed, and the grand opening was held in October 2019.
- The Police Volunteers (VIPS) donated almost 10,450 hours of service to the city in 2019, their 25th year anniversary. During the last 25 years, VIPS have donated 233,434 hours of service, which has saved the City \$5,417,252.

Police	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	Chief of Police	1	1	1	0
	Assistant Chief of Police	0	1	1	0
	Captain	3	3	3	0
	Lieutenant	7	7	7	0
	Sergeant	20	20	20	0
	Police Officer*	115	119	119	0
	Total Sworn	146	151	151	0

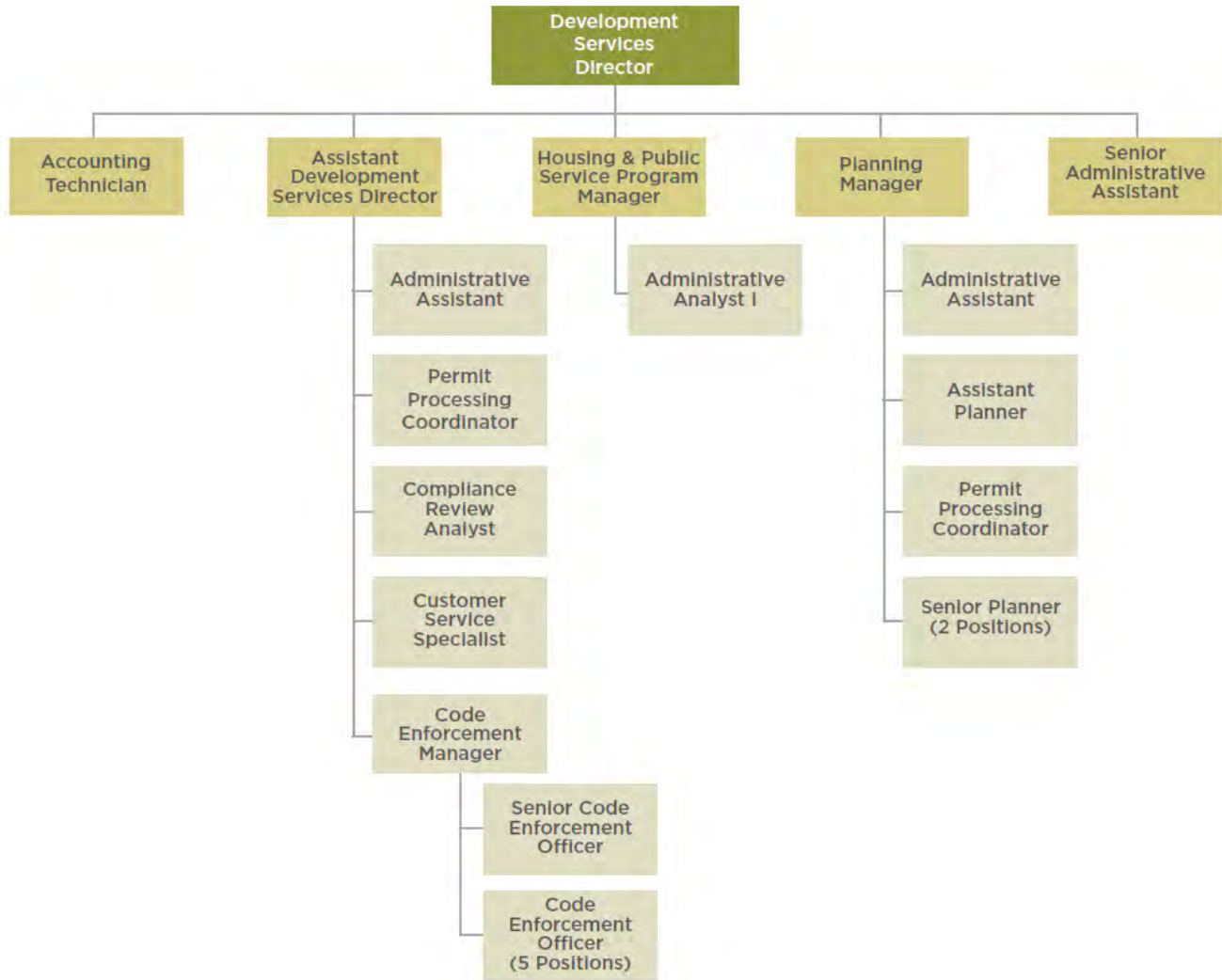
POLICE

Police	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
Police (continued)	Administrative Analyst I	0	1	1	0
	Administrative Analyst II	1	0	0	0
	Administrative Assistant	6	6	6	0
	Animal Care Assistant*	3	3	3	0
	Animal Care Specialist	3	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	1	1	1	0
	Community Services Officer	15	16	16	0
	Crime Analyst	2	2	2	0
	Customer Service Specialist	3	3	3	0
	Customer Service Supervisor/Animal Services	1	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	1	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
	Real Time Information Center Supervisor	0	1	1	0
	Registered Veterinary Technician	2	2	2	0
	Security Officer	1	1	1	0
	Sr. Administrative Analyst	0	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Animal Care Specialist	1	1	1	0
	Sr. Animal Services Officer*	1	1	1	0
	Sr. IT Analyst	4	4	4	0
	Sr. Management Analyst	1	0	0	0
	Supervising Forensic Investigator	1	1	1	0
	Veterinarian	1	1	1	0
	Veterinary Assistant	2	2	2	0
	Intermittent Dispatcher (1 part-time position)	.4	.4	.4	0
	Intermittent Police Technician (8 part-time positions)	1.6	3.2	3.2	0
	Total Non-Sworn	110	113.6	113.6	0
Police Total		256	264.6	264.6	0

POLICE

***Note:** 5 Police Officers, 1 Animal Care Assistant, 1 Animal Services Officer, 1 Sr. Animal Services Officer and 1 Dispatcher positions are currently vacant and unfunded for FY 2021. Of the vacant and unfunded positions in FY 2021 only the Police Officer vacancies are Sworn positions. In previous years, the City has averaged approximately six vacant Police Officer positions due to attrition and the amount of time it takes to recruit and fill positions.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	2,719,905	2,951,432	2,868,212	2,983,484	32,052
Operating Expenses	7,108,041	11,572,016	9,722,034	15,759,693	4,187,676
Internal Services	802,330	1,156,942	1,156,942	1,192,330	35,388
Capital Outlay	943,019	7,930,000	3,000,000	8,800,000	870,000
Transfers	1,637,628	1,123,030	1,123,030	962,406	(160,624)
Total	13,210,923	24,733,420	17,870,218	29,697,913	4,964,492
Expenditures By Division					
Planning	3,824,097	5,784,322	2,611,139	4,736,904	(1,047,418)
Housing and Public Services	2,571,036	10,720,112	7,675,983	18,661,745	7,941,633
Building	3,072,824	3,165,815	2,904,677	2,518,822	(646,994)
Engineering	2,723,178	2,959,607	2,725,069	2,228,257	(731,350)
Advanced Planning	19,247	788,552	638,552	100,000	(688,552)
Code Enforcement	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Total	13,210,923	24,733,420	17,870,218	29,697,913	4,964,492
Expenditures By Resource					
General Fund	1,719,521	1,465,061	1,469,921	1,609,324	144,263
Mitigation Funds	1,034,583	2,493,073	63,455	2,063,519	(429,554)
Program Fees	856	415,250	95,250	335,250	(80,000)
Development Services Fund	7,944,453	10,123,879	8,732,165	7,435,363	(2,688,516)
CDBG Grant	276,569	887,178	983,329	590,620	(296,558)
Development Fees	2,109,549	7,150,406	6,361,919	13,641,962	6,491,556
Homelessness Grant	125,392	2,198,574	164,179	4,021,875	1,823,301
Total	13,210,923	24,733,420	17,870,218	29,697,913	4,964,492

Note:

The COVID-19 pandemic has impacted revenues for the Planning, Building and Development Engineering divisions in the Development Services Fund. Due to the pandemic, there is an expected slowdown in development activity that has resulted in substantially reduced spending in FY 2020 and significant budget reductions in FY 2021 for these three divisions.

Note: FY 2020 Capital Outlay expenses that were budgeted but not expended are due largely to the timing of anticipated land acquisitions for Affordable Housing, Homelessness, Agricultural Preservation and Swainson's Hawk habitat that did not occur during the fiscal year. Of the nearly \$8 Million budgeted for land acquisition \$3 million is anticipated to be spent in FY 2020 which is for affordable housing. Land acquisition transactions continue to be anticipated in the near future and are reflected in the upcoming fiscal year 2021 budget, \$3 Million for affordable housing, \$2 million for agricultural preservation and \$3.8 million for homelessness.

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

DEVELOPMENT SERVICES

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 Estimate and FY 2021 Budget 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.

DEVELOPMENT SERVICES

Planning

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	869,246	950,000	876,317	960,781	10,781
Operating Expenses	420,793	1,451,500	782,000	921,000	(530,500)
Internal Services	359,220	322,648	322,648	283,132	(39,516)
Capital Outlay	942,783	2,430,000	-	2,000,000	(430,000)
Transfers	1,232,055	630,174	630,174	571,991	(58,183)
Total	3,824,097	5,784,322	2,611,139	4,736,904	(1,047,418)
Expenditures By Resource					
General Fund	657,837	81,344	83,816	85,101	3,757
Mitigation Funds	1,034,583	2,493,073	63,455	2,063,519	(429,554)
Development Services Fund	2,129,203	3,209,905	2,463,868	2,588,284	(621,621)
Development Fees	2,473	-	-	-	-
Total	3,824,097	5,784,322	2,611,139	4,736,904	(1,047,418)

Note: Revenue impacts to the Development Services Fund stemming from the COVID-19 pandemic, and therefore expected slowdown in development activity, have resulted in reduced spending in the current fiscal year and significant budget reductions in FY 2021. Reductions in Operating Expenses is primarily due to a reduction in consulting services.

Note: FY 2019 actuals included transfers-out in the amount of \$712,000 from the General fund to the Strategic Initiatives and Long-Range Planning fund. This fund is no longer utilized starting 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 three fiscal years. 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. Adequate land was not found to purchase for agricultural preservation nor Swainson's Hawk in FY 2020. Land for agricultural preservation is budgeted again in FY 2021. These costs appear under Capital Outlay.

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.

DEVELOPMENT SERVICES

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A vibrant community and sustainable economy with diverse businesses and amenities.</i>				
% of Public Inquiries Resolved within 48 hours	93	90	92	90

Housing and Public Services

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	323,778	347,547	346,983	350,295	2,748
Operating Expenses	2,247,023	4,872,565	4,329,000	11,511,450	6,638,885
Capital Outlay	236	5,500,000	3,000,000	6,800,000	1,300,000
Total	2,571,036	10,720,112	7,675,983	18,661,745	7,941,633
Expenditures By Resource					
General Fund	61,144	68,704	71,306	72,038	3,334
Program Fees	856	415,250	95,250	335,250	(80,000)
CDBG Grant	276,569	887,178	983,329	590,620	(296,558)
Development Fees	2,107,076	7,150,406	6,361,919	13,641,962	6,491,556
Homelessness Grant	125,392	2,198,574	164,179	4,021,875	1,823,301
Total	2,571,036	10,720,112	7,675,983	18,661,745	7,941,633

Note: The significant increase in operations in FY 2021, mainly in the Affordable Housing development fee fund, is largely due to funding loans for affordable housing projects. \$3 million is budgeted to complete the funding of the Quail Run project and an additional \$7 million is budgeted for potentially two new projects.

Note: FY 2020 Capital Outlay expenses that were budgeted but not expended are due largely to the timing of anticipated land acquisitions for Affordable Housing and Homelessness that did not occur during the fiscal year. Of the \$5.5 million budgeted for land acquisition \$3 million is anticipated to be spent in the current fiscal year. Additional land transactions are anticipated in the near future and are reflected in the upcoming fiscal year 2021 budget, \$3 Million for affordable housing and \$3.8 Million for homelessness.

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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
Ratio of total unexpended CDBG funds to current fiscal year grant award (percentage)	1.26	1.5	1.5	1.5

DEVELOPMENT SERVICES

Building Safety

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	420,831	421,531	408,803	412,655	(8,876)
Operating Expenses	2,012,781	1,962,750	1,714,340	1,457,043	(505,708)
Internal Services	293,687	397,006	397,006	377,839	(19,167)
Transfers	345,526	384,528	384,528	271,285	(113,243)
Total	3,072,824	3,165,815	2,904,677	2,518,822	(646,994)
Expenditures By Resource					
Development Services Fund	3,072,824	3,165,815	2,904,677	2,518,822	(646,994)
Total	3,072,824	3,165,815	2,904,677	2,518,822	(646,994)

Note: Revenue impacts to the Development Services Fund stemming from the COVID-19 pandemic, and therefore expected slowdown in development activity, have resulted in reduced spending in the current fiscal year and significant budget reductions in FY 2021.

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.

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	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	82	90	98	90
Percentage of Complete Commercial building plan reviews within 15 working days.	89	90	90	90
Percentage of Master Plan - Plan Reviews & Custom Home - Plan Reviews completed within 15 working days	100	90	90	90

DEVELOPMENT SERVICES

Development Engineering

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	195,964	189,384	184,846	186,980	(2,404)
Operating Expenses	2,317,744	2,401,100	2,171,100	1,647,350	(753,750)
Internal Services	149,423	260,795	260,795	295,853	35,058
Transfers	60,047	108,328	108,328	98,074	(10,254)
Total	2,723,178	2,959,607	2,725,069	2,228,257	(731,350)
Expenditures By Resource					
Development Services Fund	2,723,178	2,959,607	2,725,069	2,228,257	(731,350)
Total	2,723,178	2,959,607	2,725,069	2,228,257	(731,350)

Note: Revenue impacts to the Development Services Fund stemming from the COVID-19 pandemic, and therefore expected slowdown in development activity, have resulted in reduced spending in the current fiscal year and significant budget reductions in FY 2021.

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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	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	92.5	90	90	90
% of public assistance requests received at the public counter responded to within 24 hours	100	100	100	100
% of public assistance requests received via phone or email responded to within 24 hours	100	100	100	100

DEVELOPMENT SERVICES

Advanced Planning

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Expenditures By Category					
Operating Expenses	44,496	788,552	638,552	100,000	(688,552)
Transfers	205,381	-	-	-	-
Total	249,878	788,552	638,552	100,000	(688,552)
Expenditures By Resource					
General Fund	205,381	-	-	-	-
Development Services Fund	19,247	788,552	638,552	100,000	(688,552)
Drainage Fee	25,249	-	-	-	-
Total	249,878	788,552	638,552	100,000	(688,552)

Note: The FY 2020 Amended Budget includes funding for the Old Town Special Planning Area Update, Kammerer Urban Design Study and The Housing Element Update. The FY 2021 Budget includes funding for the General Plan Zoning Phase 3 and for the Safety Element Update.

Program Description

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

Code Enforcement

	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Expenditures By Category					
Compensation	910,086	1,042,970	1,051,263	1,072,773	29,803
Operating Expenses	90,454	95,550	87,043	122,850	27,300
Internal Services	-	176,493	176,493	235,506	59,013
Transfers	-	-	-	21,056	21,056
Total	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Expenditures By Resource					
General Fund	1,000,540	1,315,013	1,314,799	1,452,185	137,172
Total	1,000,540	1,315,013	1,314,799	1,452,185	137,172

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 Estimate and FY 2021 Budget columns. Internal Service costs are paid into the Internal Services Funds; Risk Management, Facilities & Fleet, and Information Technology & Graphic Information Systems.

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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A safe and resilient community.</i>				
Percentage of Housing/Zoning Cases requiring City abatement action closed within 120 days	95	90	90	90
Percentage of Nuisance cases requiring City abatement closed within 90 days	96	90	90	90
Percentage of Gang graffiti removal within 1 business day	100	100	100	100
Percentage of Illegal Dumping Responded to within 1 hour	100	95	95	95

FY 2020-21 BUDGET INITIATIVESCode Enforcement

Code Enforcement will continue maximum enforcement efforts related to illegal cannabis cultivation. This enforcement will require timely board of appeal hearings when property owners are issued a notice of violation and allowed an opportunity to be heard. Additionally, these hearings result in added costs due to the requirement of a hearing board and due to their overall complexity.

Housing and Public Services

Identify strategic land acquisition opportunities for future affordable housing.

FY 2020-21 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 2019-20 ACCOMPLISHMENTS

Planning

- The process to complete a comprehensive update to the Citywide Design Guidelines has begun with the update to be complete in FY 2020-21.
- The process to complete a Triennial Update to the Old Town Special Planning Area has begun with the update to be complete in FY 2020-21.
- Planning managed the ongoing review of projects pursuant to the California Environmental Quality Act (CEQA) requiring third party preparation of environmental documents. Some notable projects include the Sheldon Farms North subdivision, the Laguna Main Street Apartments, and the California Northstate University.

Housing and Public Services

- Led the effort to implement the Great Plates Delivered program, providing restaurant meals via delivery to qualifying seniors in response to the COVID-19 pandemic.
- Coordinated with Sacramento County to enroll 10 people experiencing homelessness in the County's Flexible Housing Program and additional people in the County's new motel shelters which opened in response to COVID-19.
- Prepared the 2020-2025 Consolidated Plan for Community Development Block Grant (CDBG) funding for non-profits.
- Worked with 20+ nonprofits to provide needed funding to the community throughout the year and augmented special funding in response to COVID-19.

Building Safety

- Building Safety launched an expanded electronic permitting option. Projects processed through electronic plan review included: Mazda remodel and expansion completion, Arby's restaurant, 9676 Railroad Ave, Seismic Retrofit, Elk Grove Powersports new showroom and Townplace Suites Hotel.

Development Engineering

- Development Engineering expanded an electronic plan review and submittal option. Most Projects were processed through an electronic plan review and approval process, eliminating the need for paper filed copies.

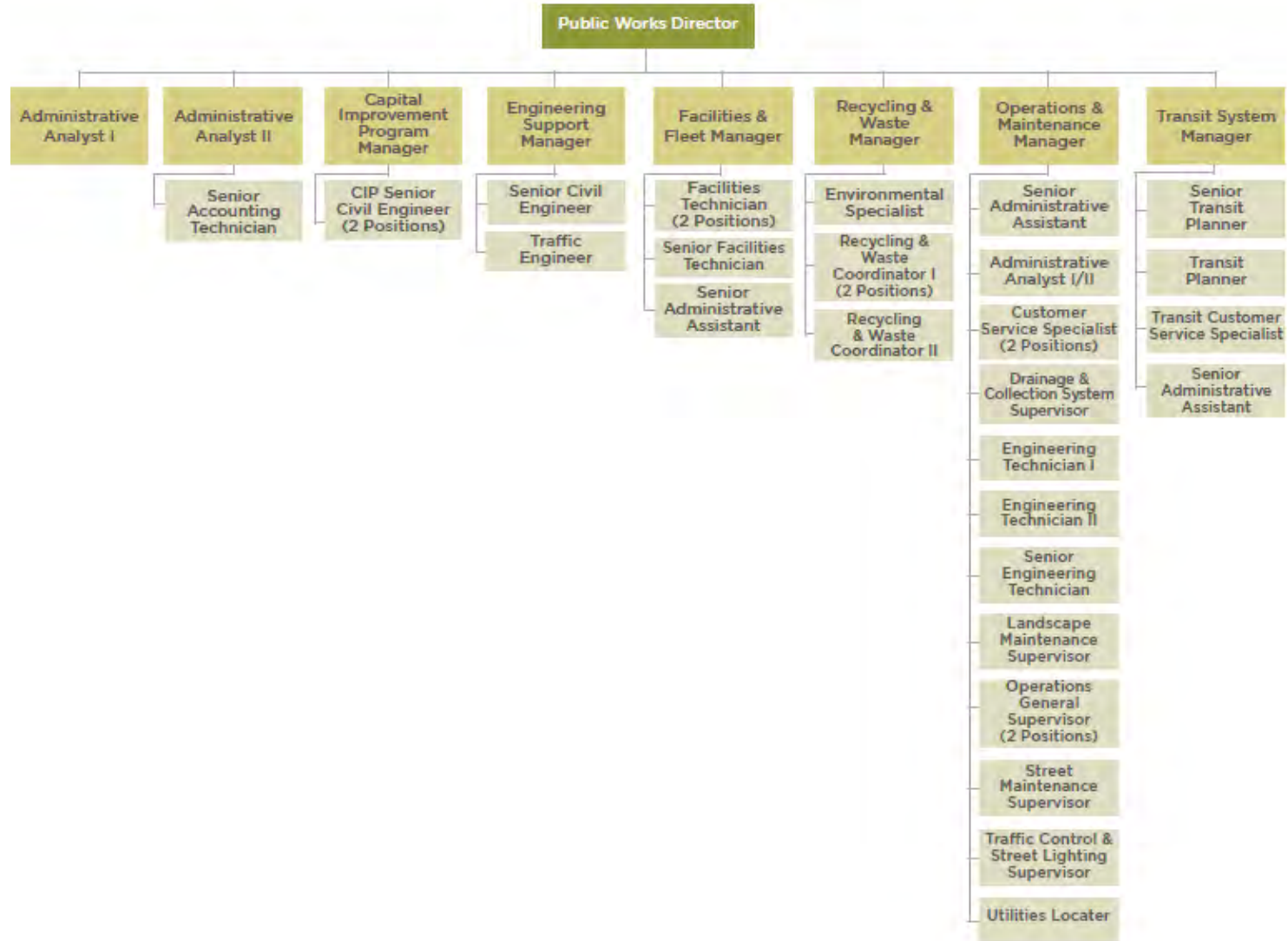
Code Enforcement

- Volunteers 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 400 hours has been contributed to the Code Enforcement Division by volunteers. The year to date value of volunteer time is over \$13,800.
- Code Enforcement continues to hold an annual landlord education meeting in the fall to educate rental housing owners about best practices and public nuisance issues.
- This year Code Enforcement continued to perform at high efficiency. 95% of cases closed with voluntary compliance, 100% of illegal dumping calls received a response within 1 hour.

DEVELOPMENT SERVICES

Development Services	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	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	1	1	1	0
	Code Enforcement Officer	4	5	5	0
	Code Enforcement Supervisor	0	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	22	22	0

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, flood control and transit infrastructure to meet current and future demands.

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	3,467,493	5,086,595	4,963,254	5,123,063	36,468
Operating Expenses	25,556,005	30,085,253	27,149,376	30,961,572	876,319
Internal Services	1,956,395	1,901,352	1,901,352	1,912,167	10,815
Capital Outlay	1,770,170	8,117,119	7,790,126	1,269,166	(6,847,953)
Transfers	1,408,419	1,524,435	1,524,435	1,569,775	45,340
Total	34,158,484	46,714,754	43,328,544	40,835,743	(5,879,011)
Expenditures By Division					
Public Works Administration	2,445,614	2,324,085	2,440,410	2,302,879	(21,206)
Public Works Capital Program Admin	1,683,998	2,507,431	2,437,567	2,679,051	171,620
Public Works Operations & Maintenance	11,737,323	14,973,026	12,891,001	15,096,111	123,085
Public Works Engineering Services	2,023,121	3,053,813	2,895,533	3,504,443	450,630
Drainage Operations	171,474	187,768	228,906	239,861	52,093
Recycling and Waste	2,625,886	3,292,405	3,107,354	3,522,200	229,796
Transit	10,224,963	15,536,264	14,982,993	9,449,852	(6,086,412)
Facilities and Fleet	3,246,104	4,839,962	4,344,780	4,041,346	(798,617)
Total	34,158,484	46,714,754	43,328,544	40,835,743	(5,879,011)

PUBLIC WORKS

Expenditures By Resource	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
General Capital Reserve	90,842	135,478	27,549	105,968	(29,510)
Public Works Administration Fund	4,474,739	5,373,309	5,264,456	6,102,613	729,304
Recycling and Waste Grants	108,893	163,349	144,389	36,109	(127,240)
Transit Capital Grants	721,463	5,653,725	5,653,725	-	(5,653,725)
Gas Tax	4,118,579	4,901,896	4,785,152	3,973,758	(928,138)
Measure A	2,644,477	3,060,037	2,301,450	3,365,252	305,215
Community Facilities Districts	1,933,073	3,294,913	2,670,182	4,088,819	793,906
Street Maintenance Districts	281,450	381,123	413,944	291,002	(90,121)
Street Lighting Maintenance Districts	401,404	492,844	500,403	491,162	(1,682)
Local Maintenance Districts	2,788	151,000	51,000	51,000	(100,000)
Special District Fees	-	14,422	-	7,211	(7,211)
Recycling & Waste - Residential	626,812	923,866	967,374	1,263,434	339,568
Recycling & Waste - Commercial	483,363	571,997	562,005	705,768	133,771
Drainage Fee	4,307,217	5,414,156	4,912,092	5,459,948	45,792
Transit Operations	9,367,197	9,882,539	9,329,268	9,449,852	(432,687)
TDA Prop 1B Funds	136,304	-	-	-	-
Facilities and Fleet	3,117,225	4,370,324	4,154,882	3,800,877	(569,447)
Development Fees	-	100,000	100,000	100,000	-
Library funding	38,037	301,846	162,349	134,501	(167,345)
Special Waste Collection Center	1,304,621	1,527,930	1,328,323	1,408,469	(119,461)
Total	34,158,484	46,714,754	43,328,544	40,835,743	(5,879,011)

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 Administration

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	1,097,348	1,184,729	1,242,154	1,026,078	(158,651)
Operating Expenses	266,680	424,385	483,285	435,650	11,265
Internal Services	1,081,586	714,971	714,971	781,436	66,465
Transfers	-	-	-	59,715	59,715
Total	2,445,614	2,324,085	2,440,410	2,302,879	(21,206)
Expenditures By Resource					
Gas Tax	57,753	54,456	78,832	20,610	(33,846)
Measure A	68,441	68,070	98,539	25,761	(42,309)
Community Facilities Districts	68,441	68,069	98,538	25,762	(42,307)
Public Works Fund	2,250,979	2,133,490	2,164,501	2,230,746	97,256
Total	2,445,614	2,324,085	2,440,410	2,302,879	(21,206)

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. The Administrative division is supported by the Capital Improvement Program Cost Allocation Plan (page 35) which is separate and distinct from the General Cost Allocation Plan. Specifically, for the Administration division, internal service costs are reimbursed and compensated for by a variety of Special Revenues and Capital funds which fund their appropriate share of the Public Works administration expenditures. 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.

Note: Starting in FY 2021, the Operations & Maintenance Manager position and one Administrative Analyst position are being added to the Operations & Maintenance division budget. These two positions were budgeted in the Administration division through FY 2020.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	613,438	744,268	675,604	685,043	(59,225)
Operating Expenses	945,985	1,212,200	1,211,000	1,249,236	37,036
Internal Services	-	360,876	360,876	381,779	20,903
Transfers	124,575	190,087	190,087	362,993	172,906
Total	1,683,998	2,507,431	2,437,567	2,679,051	171,620
Expenditures By Resource					
Public Works Fund	1,683,998	2,507,431	2,437,567	2,679,051	171,620
Total	1,683,998	2,507,431	2,437,567	2,679,051	171,620

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.

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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	-	1,126,104	1,088,262	1,427,300	301,196
Operating Expenses	11,671,658	13,584,922	11,540,739	13,668,811	83,889
Capital Outlay	65,665	262,000	262,000	-	(262,000)
Total	11,737,323	14,973,026	12,891,001	15,096,111	123,085
Expenditures By Resource					
Gas Tax	3,644,380	4,172,440	4,031,320	3,628,148	(544,292)
Measure A	2,482,591	2,778,745	2,110,284	2,941,341	162,596
Community Facilities Districts	1,864,632	3,226,844	2,571,644	4,063,057	836,213
Street Maintenance Districts	281,450	381,123	413,944	291,002	(90,121)
Street Lighting Maintenance Districts	401,404	492,844	500,403	491,162	(1,682)
Local Maintenance Districts	2,788	151,000	51,000	51,000	(100,000)
Special District Fees	-	14,422	-	7,211	(7,211)
Drainage Fee	3,060,080	3,755,608	3,212,406	3,623,190	(132,418)
Total	11,737,323	14,973,026	12,891,001	15,096,111	123,085

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

Note: The Operations & Maintenance division underwent a transition to a core staffing model in FY 2019-20 by hiring 13 new positions based on a phased recruitment timeline. These positions are fully funded in FY 2021 and hence there is an increase in compensation expenditures when compared to FY 2020. FY 2021 will be the first full year of employment for these 13 new positions.

Note: Starting in FY 2021, the Operations & Maintenance Manager position and one Administrative Analyst position are being added to the Operations & Maintenance division budget. These two positions were budgeted in the Administration division through 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.

Program Description

The Operations and Maintenance (O&M) Division operates and maintains street lighting, traffic signals, manages and maintains the City's computerized maintenance management system, updates City infrastructure inventory, provides 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 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Operating Expenses	1,907,389	2,917,175	2,795,425	3,367,095	449,920
Internal Services	97,506	78,720	78,720	45,382	(33,338)
Capital Outlay	-	36,530	-	66,150	29,620
Transfers	18,226	21,388	21,388	25,816	4,428
Total	2,023,121	3,053,813	2,895,533	3,504,443	450,630
Expenditures By Resource					
Gas Tax	416,446	675,000	675,000	325,000	(350,000)
Measure A	93,445	180,907	92,627	398,150	217,243
Drainage Fee	973,467	1,365,518	1,365,518	1,488,477	122,959
Public Works Fund	539,762	732,388	662,388	1,192,816	460,428
Development Fees	-	100,000	100,000	100,000	-
Total	2,023,121	3,053,813	2,895,533	3,504,443	450,630

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

Note: The increase to FY 21 operating expenses is due to encroachment permits for small cells and Comcast XNET project. The cost impact is neutral to the revenue generated. The increase is also due to a workload analysis showing a need for consultant staff support in traffic engineering and construction management services.

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.

Drainage Engineering

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change from FY 2020 to FY 2021 Budget
Compensation	171,473	187,768	228,906	232,710	44,942
Transfers	-	-	-	7,151	7,151
Total	171,474	187,768	228,906	239,861	52,093
Expenditures By Division					
Administration	171,474	187,768	228,906	239,861	52,093
Total	171,474	187,768	228,906	239,861	52,093
Expenditures By Resource					
Drainage Fee	171,474	187,768	228,906	239,861	52,093
Total	171,474	187,768	228,906	239,861	52,093

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, 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.

PERFORMANCE MEASURES

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>				
Dollar value of grant awards received	9,909,888	3,000,000	6,144,000	7,500,000
Number of construction contract bid openings	20	16	17	15
<i>A high performing organization.</i>				
Percentage of FEMA flood zone information requests responded to within 4 business days.	100	90	100	90
% of Annual Transportation Permits issued in 24 hours	100	100	100	100
% of Minor Encroachment Permits processed OTC or same day	100	100	100	100
% of Single transportation permits processed same day	100	100	100	100
Average number of working days to perform work for any/all reported public works maintenance problems.	0.5	1	3	1
% of Annual Encroachment Permits issued within 10 days	100	100	100	100
% of Major Encroachment Permits issued within 10 days	91.25	100	92.36	100
Average number of working days to perform work for reported pothole problems.	0.22	1	2	1
% of Street Use Permits processed within 30 days	100	100	100	100
Average number of working days to perform work for reported sidewalk problems.	0.22	1	2	1
Average number of working days to perform work for reported street light problems.	0.11	1	5	1

Recycling and Waste

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	522,186	658,628	799,966	818,331	159,703
Operating Expenses	1,149,916	1,649,201	1,322,812	1,895,379	246,178
Internal Services	277,002	267,061	267,061	247,001	(20,060)
Capital Outlay	-	17,700	17,700	-	(17,700)
Transfers	676,782	699,814	699,814	561,489	(138,325)
Total	2,625,886	3,292,405	3,107,354	3,522,200	229,796
Expenditures By Division					
Recycling & Waste Administration	1,321,265	1,764,474	1,779,030	2,049,691	285,217
Special Waste Collection Center	1,304,621	1,527,930	1,328,323	1,472,509	(55,421)
Total	2,625,886	3,292,405	3,107,354	3,522,200	229,796
Expenditures By Resource					
Recycling & Waste Grants	108,893	163,349	144,389	36,109	(127,240)
Recycling & Waste - Residential	626,812	923,866	967,374	1,263,434	339,568
Recycling & Waste - Commercial	483,363	571,997	562,005	705,768	133,771
Drainage Fee	102,196	105,262	105,262	108,420	3,158
Special Waste Collection Center	1,304,621	1,527,930	1,328,323	1,408,469	(119,461)
Total	2,625,886	3,292,405	3,107,354	3,522,200	229,796

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.

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A high performing organization.</i>				
Average speed - in seconds - of answer for Republic Services	67.66	30	56.7	30
% of residential complaints received as a % of total customers serviced	0.0765	4	0.048	4
Number of outreach interactions	N/A	110,000	28,856	110,000
Number of Businesses or Multifamily sites that received Compliance Inspections or educational site visits.	832	350	1,768	350
Number of work hours lost due to Work-Related Injuries, Illnesses	0	0	0	0
% of covered generators in compliance with State Mandatory Commercial Recycling Requirements.	N/A	100	100	100
% of covered generators in compliance with State Mandatory Organics Recycling Requirements.	N/A	100	100	100
Total average diversion rate for all commercial haulers.	N/A	35	36	35
<i>A safe and resilient community.</i>				
Number of customers using SWCC facility	20,608	17,500	24,444	17,500
Number of Elk Grove Residents using the Reuse Room	2,290	1,600	2,340	1,600
Number of Construction & Demolition site inspections conducted.	355	100	365	100
% of Household Hazardous Waste (HHW) collected that is recycled or used for fuel incineration	81	100	89	100
Number of non Elk Grove Residents that are using the Elk Grove SWCC	3,010	2,000	3,125	2,000

Note: An "n/a" in fiscal year 2019 in the table above indicates that this performance measure(s) was new in fiscal year 2020.

Transit

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	527,093	588,705	306,158	314,007	(274,698)
Operating Expenses	8,100,821	8,523,525	8,274,891	8,436,657	(86,868)
Internal Services	331,152	324,082	324,082	308,101	(15,981)
Capital Outlay	889,714	5,696,815	5,674,725	43,183	(5,653,632)
Transfers	376,183	403,137	403,137	347,904	(55,233)
Total	10,224,963	15,536,264	14,982,993	9,449,852	(6,086,412)
Expenditures By Resource					
Transit Operations	9,367,197	9,882,539	9,329,268	9,449,852	(432,687)
TDA Prop 1B Funds	136,304	-	-	-	-
Transit Capital Grants	721,463	5,653,725	5,653,725	-	(5,653,725)
Total	10,224,963	15,536,264	14,982,993	9,449,852	(6,086,412)

Note: The FY 2020 Estimate reflects cost savings from the delayed recruitment of the vacant Transit Planner and Sr. Transit Planner positions. The FY 2020 Amended Budget and Estimate reflect nearly \$5.7 million in one-time expenses on new bus purchases shown in the Capital Outlay row. Most of the \$5.7 million in bus purchases is funded via Transit Capital Grants.

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.

Note: Due to the revenue impacts of COVID-19 on the General Fund, the General Fund Deficit Forgiveness contribution has been suspended.

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.

Performance Measures

Council Goal and Measure	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>				
Avg. Number of E-Van Passengers per month	1,693	2,250	1,400	2,250
Avg. Number of Local Route Passengers per month	30,300	35,000	30,000	35,000
Avg. Number of Commuter Passengers per vehicle service hour	16.9	19	19	19
Avg. Number of E-van Passengers per vehicle service hour	1.42	2.25	2.25	2.25
Avg. Number of Local route Passengers per vehicle service hour	9.1	16	15	16
% of E-Van on time performance per month	98	97	97	97
% of fixed route on time performance per month	99	97	95	97
Avg. Number of Miles between road calls per month	9,051	15,000	12,000	15,000
Avg. number of local route trips per day connecting to a regional or multimodal transportation hub	100	100	100	100
<i>A high performing organization.</i>				
Avg. Number of Commuter Passengers per month	30,548	31,000	32,000	31,000

Facilities and Fleet

Expenditures By Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Estimate	FY 2021 Budget	Change From FY 2020 to FY 2021
Compensation	535,955	596,393	622,204	619,594	23,201
Operating Expenses	1,513,556	1,773,845	1,521,224	1,908,744	134,899
Internal Services	169,149	155,642	155,642	148,468	(7,174)
Capital Outlay	814,791	2,104,074	1,835,701	1,159,833	(944,241)
Transfers	212,653	210,009	210,009	204,707	(5,302)
Total	3,246,104	4,839,962	4,344,780	4,041,346	(798,617)
Expenditures By Division					
Facility Management	1,599,674	2,293,650	1,862,512	2,595,666	302,016
Fleet Services	1,646,430	2,546,312	2,482,268	1,445,680	(1,100,632)
Total	3,246,104	4,839,962	4,344,780	4,041,346	(798,617)
Expenditures By Resource					
General Capital Reserve	90,842	135,478	27,549	105,968	(29,510)
Measure A	-	32,315	-	-	(32,315)
Library funding	38,037	301,846	162,349	134,501	(167,345)
Facilities & Fleet	3,117,225	4,370,324	4,154,882	3,800,877	(569,447)
Total	3,246,104	4,839,962	4,344,780	4,041,346	(798,617)

Note: The FY 2021 increase in operating expenses is due to facility maintenance at the Animal shelter and the Crime Scene Investigations, Property and Evidence Building. The increase also reflects a 5-year contract with Elk Grove Ford for vehicle service and repair of City owned vehicles.

Note: The FY 2021 decrease in capital outlay is due to a one-time purchase of 28 replacement police vehicles in FY 2020, which is fewer than in the new year.

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
- Fleet Facility at 10190 Iron Rock Way, the Corporation Yard at 10250 Iron Rock Way
- Elk Grove Library at 8900 Elk Grove Boulevard
- Old Courthouse (Teen Center) at 8978 Elk Grove Boulevard
- Special Waste Collection Center (SWCC) at 9255 Disposal Lane
- Aquatics Center at 9701 Big Horn Blvd
- District56 at 8230 Civic Center Drive
- Animal Shelter 9150 Union Park Way
- Old Town Plaza
- The future Soccer Complex and the Rain Garden

PUBLIC WORKS

Facilities will assume maintenance responsibilities for the Crime Scene Investigations and Property and Evidence Building at 9362 Studio Ct. in FY 2020-21 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 department 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 2019 Actuals	FY 2020 Adopted	FY 2020 Estimate	FY 2021 Proposed
<i>A city with infrastructure that meets its current and future needs.</i>				
% of Facilities Ticket Closed within 24 hrs	58.25	60	60	60

FY 2020-21 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.). With the ongoing COVID-19 crisis resulting in reductions to Gas Tax and Measure A funding, O&M will need continue its effort to lower costs and increase efficiencies through new and innovative ways.
- In FY 2020-21 O&M will implement a new work order system, Cityworks. This computerized maintenance management system or CMMS will help O&M implement and execute a more efficient maintenance program. Over the past two years O&M has spent countless hours collecting City public works assets, categorizing them, assessing them, and creating GIS layers that will be used by Cityworks. With this data, O&M will be able to tap into the full capabilities of Cityworks to maintain existing assets. Cityworks will assist in creating and tracking preventative maintenance programs, which will lower maintenance costs and reduce maintenance shortfalls.

Engineering Services

- The FY2020-21 Budget includes funding to continue implementation of the Traffic Congestion Management Plan (Plan), which identifies specific strategies for more efficient management of the City's traffic system. This includes continuing to fund 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 2020-21 Budget also includes funding for consultant staff augmentation needed to provide engineering services in traffic engineering, drainage engineering, construction engineering and permits.

Recycling & Waste

- In FY 2019-20, Recycling & Waste added 1.0 new FTE to plan, implement, and monitor all new programs and services required by SB 1383. The Recycling Coordinator II position will focus on creating a variety of programs including organics waste recycling service, an edible food recovery program, an inspection and enforcement program, a public education and outreach program, and extensive monitoring and reporting for each new program/service.

Transit

- The proposed FY 2020-21 Transit Division budget reflects an increase in Local Transportation Funds (LTF), which will be used towards paying for Transit's FY 2020-21 operational and capital expenses.
- The Federal Transit Administration (FTA) operating funds are anticipated to increase 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.
- The City is currently conducting active discussions with Sacramento Regional Transit District (SacRT) regarding the City's annexation into SacRT's District. These discussions were stipulated with the adoption of the City's current Transit Services and Maintenance Operations Contract with SacRT, which became effective on July 1, 2019. At this time, there is no defined schedule or timeline for annexation. The City and SacRT are continuing to discuss several provisions that need to be resolved before the City can consider annexation further."

FY 2020-21 WORK PLAN SUPPORTING CITY COUNCIL GOALS

A vibrant community and sustainable economy with diverse businesses and amenities

Capital Program

- Continue construction of Old Town Plaza and Railroad Street in Old Town.
- Continue construction of the District 56 Nature Area.

Operations and Maintenance

- Continue to deliver preventative maintenance programs that keep City public works assets attractive and functioning.

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.
- Continue negotiations with Regional Transit that may result in the City annexing into the transit district.

A safe and resilient community

Operations and Maintenance

- Prepare and plan for disaster or emergency events in coordination with emergency response agencies.

Engineering Services

- Identify a 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.
- Monitor encroachments and work within City rights of way and require repairs to City infrastructure as needed.
- Implement Laguna Creek Watershed Restoration and Management Plan.

PUBLIC WORKS

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 agency partners on capital projects and funding opportunities in multiple jurisdictions.

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.
- 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.
- Evaluate initial implementation of the permitting process for Small Cell Wireless Equipment
- 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.
- Continue to collaborate with regional solid waste agencies in the implementation of AB 1826 and SB1383, which require diversion of organic waste.
- Educate local businesses, monitor their compliance, and perform enforcement as needed pursuant to all applicable solid waste regulations to achieve a one-hundred percent compliance rate.
- 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

Operations and Maintenance

- Maintain citywide landscaping and highway interchanges at a service level that promotes a vibrant and beautiful city.
- Perform 18 million square feet of crack sealing as part of the pavement management program.
- Improve efficiencies to reduce maintenance costs.

Engineering Services

- Maintain Traffic Management Center hours of operation to provide monitoring during AM and PM peak travel times.
- Continue increased data collection of vehicle movement patterns (traffic counts) used to analyze system operation and make necessary changes to signal corridor coordination and signal timing.
- Plan for future data capacity needs by providing spare conduits for fiber optic lines for use by City and or private business.
- 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.

Transit

- Continue to 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.
- Following completion of the bus rapid transit (BRT)/express bus (ExBus) early service implementation feasibility study in September 2019, continue to identify and pursue, based on available staffing resources, funding opportunities for planning efforts and capital improvements that would support existing and future transit services along the Big Horn Boulevard corridor. Full implementation of any future BRT/ExBus service would only be possible pending available Federal funding assistance. Per direction from the City Council, staff will re-evaluate the feasibility of BRT/ExBus service on this corridor in FY 2025, following more development occurring along the corridor.
- Receive and place into service 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 2019-20.
- Complete the Public Transportation Agency Safety Plan in July 2020, which is federally required for the City to continue receiving Federal financial assistance.

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.
- 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 2019-20 ACCOMPLISHMENTS

Capital Program

- On schedule to deliver 24 capital projects.
- Secured \$6 million in grants which exceeded the goal of \$3 million.
- Secured \$3 million in SACOG funding for the Elk Grove Florin Road Complete Streets Project.
- Secured \$3 Million from the Land and Water Conservation Fund for the District56 Nature Area.

Operations and Maintenance

- In the summer of 2019, the City began the undertaking of converting and creating 13 new City positions to reduce the funding gap for pavement maintenance and other developing programmed maintenance plans. The division is experiencing the substantial benefit of institutional knowledge, innovation, experimentation, and a stabilized workgroup that embodies the organizational culture. O&M has been fortunate to attract and better retain a wide range of career talent which is enhancing our Divisions performance and productivity. The savings and knowledge of staff hired 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.
- Converted multiple consultant contracts to City contracts.
- In the fall of 2019, the City completed the most recent pavement condition index (PCI) rating and the City's new PCI is 76. This up from the 2018 survey of 73. The improvement in the PCI is due to four major reasons;
 - In 2019 the City performed over 3.2 million SF (square feet) of surface treatments.
 - The continued progress the City has made in the crack sealing program, with over 14 million square feet of streets being crack sealed.
 - Better continuity in the City's pavement condition inspection and rating system.
 - Newly constructed streets being added to the City's inventory.
- Made large pavement failure repairs on Grant Line Road, Waterman Road, and Kammerer Road to improve road rideability and safety.
- Replaced 170 overhead signs mostly on Laguna Blvd and Elk Grove Blvd.
- Storm Drainpipe cleaning (zones 16 and 6)
 - West Lakes, 62,413 LF (linear feet) cleaned and approximately 30 tons of debris were removed.
 - Big Horn Project, 59,622 LF cleaned and approximately 120 tons of debris were removed.
- Dredging
 - Shed C Downstream WDR037 project. 2700 LF and 1800 CY (cubic yards) of debris removed.
 - Grant Line Channel, Elk Grove Creek (partial). 10,458 feet dredged and approximately 100 loads of debris hauled off.
- Cleaned 732 outfalls of weeds, debris, and trash.
- Inspected 2,685 drain inlets for damage and debris, made repairs as necessary.
- Launched the Goat/Sheep tracker page on the City website, who grazed 358 acres reducing fire risk around the City.
- Regraded 17,230 linear feet of roadside ditches, improving water flow in rural areas.
- Upgraded and replaced 22 existing controllers on Elk Grove Blvd corridor and Laguna Blvd Corridor with the latest software. The newest controller upgrade optimizes traffic flow for the Green Wave Project.
- Removed and replaced Battery Backup Systems at various locations so we can communicate to the devices and wire up alarms for reactionary maintenance.
- Replaced 20 failed MMUs which employ smart monitors that allows user/technicians to navigate through the device's setting and make it easier to diagnose intersection complications.
- Attached alpha guards at select locations to extend battery life and reduces battery loss preventative maintenance.
- Coordinated with the Police Department to upgrade or install multiple cameras and license plate readers throughout the City.

PUBLIC WORKS

Engineering Services

- Developed an Autonomous and Connected Vehicle Readiness Plan
- Implemented permissive left turns (flashing yellow arrow) at four intersections to study effectiveness for improving traffic operations.
- 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 Center at District 56.
- Completed and opened the Elk Grove Animal Shelter.
- Completed geotechnical analysis of Laguna West Levee System to evaluate structural integrity and refine cost estimates for levee improvements.
- Completed the Laguna Creek Restoration and Management Plan.

Recycling & Waste

- Completed two formal and four informal commercial hauler audits to ensure the accuracy of their reported revenues and tonnage.
- Collaborated with the Regional Recycling Group on two campaigns this year: the annual Holiday Recycling campaign and the Used Oil Recycling campaign.
- Implemented the next phase of Mandatory Organics Recycling (AB 1826), which resulted in approximately 295 local businesses achieving compliance through new services or, where applicable, exemptions.
- Implemented 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.
- Began the process of amending the residential franchise agreement to address new programs and services required by SB 1383.

Transit

- Implemented a new transit services and maintenance contract with Sacramento Regional Transit District (SacRT) in July 2019.
- Completed and received City Council's direction for a BRT/ExBus early service implementation study to examine higher frequency transit service along the Big Horn Boulevard corridor.
- Continued to analyze available service 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 in order to achieve better system-wide performance.
- Purchased and placed into service, 2 new CNG cutaway buses that replaced existing cutaways in the City's paratransit fleet that had reached their federal useful life.
- Began purchase of 8 CNG buses (40-ft.), which will replace 2000 and 2008 Orion buses that have met their federal useful life in FY 2019-20.
- Awarded a contract to Stantec for implementing a planning study necessary for converting the City's transit fleet and supporting infrastructure to zero-emission technology pursuant to CARB's ICT measure.
- Continued to work with SACOG, Paratransit, Inc. and other regional partners to find cost savings for the City's Transit System.
- Supported the transition of Transit Operations from MV to SacRT.

Facilities & Fleet Services

- Conducted re-organization and consolidation space planning for Public Works and the Police Department.
- Awarded contract amendment for Vehicle Graphics for City owned Vehicles.
- Awarded contract and completed installation of replacement carpet for 911 Dispatch Center, 8400 Laguna Palms and Corporation Yard Buildings.
- Awarded Library Floor structural repair and reflooring of 2nd floor at the Elk Grove Library.
- Awarded maintenance contracts for District56 electric vehicle charging stations and fountain maintenance.
- Awarded new repair and service contract for City owned vehicles.
- Awarded new vending machine contract for City owned Facilities.
- Purchased the following: 2 replacement paratransit buses, 22 replacement vehicles for the Police Department, 6 additional vehicles for the Police Department and 6 additional vehicles for the Public Works Department.
- Purchased a new Mobile Command Center for the Police Department.
- Provided chairs, tables, tents and muscle for on and offsite City events.
- Facilities Staff has taken on the role of decontaminating (fogging) the police patrol vehicle's twice a week and decontaminating the fleet facility once a week with choline dioxide as a result of COVID-19.
- Facilities Staff have been working each business day maintaining City facilities and ensuring safely compliance as a result of COVID-19 as well as participated in the reintegration of City facilities to ensure all City staff are safe and protected as the buildings begin to open.

PUBLIC WORKS

Public Works	Authorized Position	Authorized			Change
		FY 2019	FY 2020	FY 2021	
	Accounting Technician	1	1	0	-1
	Administrative Analyst I	1	2	2	0
	Administrative Analyst II	1	1	1	0
	Customer Service Specialist	1	3	3	0
	Drainage & Collection System Supervisor	0	1	1	0
	Engineering Technician I/II/Senior	0	3	3	0
	Environmental Specialist	1	1	1	0
	Facilities and Fleet Manager	1	1	1	0
	Facilities Technician	2	2	2	0
	Landscape Maintenance Supervisor	0	1	1	0
	Recycling & Waste Coordinator I/II	2	3	3	0
	Recycling and Waste Manager	1	1	1	0
	Operations General Supervisor	0	2	2	0
	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. Accounting Technician	0	0	1	1
	Sr. Administrative Assistant	3	3	3	0
	Sr. Civil Engineer	3	3	3	0
	Sr. Facilities Technician	1	1	1	0
	Sr. Transit Planner	1	1	1	0
	Street Maintenance Supervisor	0	1	1	0
	Traffic Control & Street Lighting Supervisor	0	1	1	0
	Traffic Engineer	1	1	1	0
	Transit Planner	1	1	1	0
	Transit System Manager	1	1	1	0
	Utilities Locator	0	1	1	0
Public Works Total		26	40	40	0

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CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

The 2020-2025 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 2020-21 through Fiscal Year 2024-25.

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 projects in the CIP on April 22, 2020 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 2020-21), 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 (December 2019 - April 2020). 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.

CAPITAL IMPROVEMENT PROGRAM

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.

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, adds new projects, and future projects. These revisions are based on the following factors.

- Implementation of the City's General Plan;
- Implementation of other 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, High Priority Projects, 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.

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 on these types of improvements 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 District56 projects. Examples of facilities included in this program include the following:

- City Hall
- Corporation Yard
- Animal Shelter
- District56, formerly 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.

Prior Year Active Projects

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 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 review of each program is provided later in the introduction.

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 19/20 Activities and Accomplishments:

- 20 Projects planned for completion by June 30, 2020 for a total value of \$54,704,054
- 27 Projects planned for award by June 30, 2020 for a total value of \$42,522,908
 - ✓ Exceeds the annual goal of 24.
- 4 grants were awarded totaling just over \$6.809M, this is more than our goal of \$3M.
 - ✓ \$3,000,000 in SACOG funding for the Elk Grove Florin Road Complete Street & Resurfacing Project (WTR078)
 - ✓ \$3,000,000 in Land and Water Conservation Funds for the District56 Nature Area (WCE028)
 - ✓ \$665,000 in Community Development Block Grant funds for Citywide Curb Ramps 2021 (WAC033).
 - ✓ \$144,000 in CalRecycle Rubberized Pavement Grant Program for the 2021 Pavement Slurry Seal and Resurfacing (WPR021)
- The following grant applications are pending and may be awarded by the end of the fiscal year:
 - ✓ US DOT Infrastructure for Rebuilding America (INFRA) discretionary grant program for the Grant Line Road Widening, Phase 2 Project (WTR002) at \$5,000,000
 - ✓ Sustainable Communities Planning Grant (SB1) funding for the Laguna Creek Trail Master Plan (WAM011) at \$200,000.

Fiscal Year 20/21 Goals:

- Award a minimum of 24 projects
- Secure at least \$7.5 million in grant funds in the 2020 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 19/20 Activities and Accomplishments

- 5 projects with construction complete for a total value of \$5,012,888:
 - ✓ 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)
 - ✓ Laguna Creek Open Space Preserve Trail (WTL022)
 - ✓ Sacramento County Water Agency Frontage Sidewalk Infill (WFL003)
- 4 Projects awarded with a total value of \$977,259:
 - ✓ 2016 Bus Stop Accessibility Improvements (WAC027)
 - ✓ Bicycle Pedestrian and Trails Mater Plan (WAM006)
 - ✓ Franklin Boulevard Cycle Track Phase 1 (WAM001)
 - ✓ Whitelock Parkway Pedestrian Signal (WAM014)
- 2 Projects with final design complete:
 - ✓ Citywide Curb Ramps 2019/2020 – Phase 2 (WAC014)
 - ✓ Drainage Shed A Channel Landscaping Enhancement (WFL007)
- \$665,000 in grant funds awarded
 - ✓ \$665,000 in Community Development Block Grant funds for Citywide Curb Ramps 2021 (WAC033).

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 20/21 Goals:

- Complete construction on the following:
 - ✓ 2016 Bus Stop Accessibility Improvements (WAC027)
 - ✓ Franklin Boulevard Cycle Track Phase 1 (WAM001)
 - ✓ Whitelock Parkway Pedestrian Signal (WAM014)
- Award the following projects:
 - ✓ Annual Trail Pavement Rehabilitation (WTL034)
 - ✓ Citywide Curb Ramps 2019/2020 – Phase 2 (WAC014)
 - ✓ Citywide Curb Ramps (WAC033)
 - ✓ Drainage Shed A Channel Landscaping Enhancement (WFL007)
- Complete Final Design on the following:
 - ✓ Elk Grove-Florin Rd. and Elk Grove Park Sidewalk Infill (WAC026)
- Complete environmental clearance on the following:
 - ✓ Laguna Creek Trail and Bruceville Road Sidewalk Improvements (WTL019)
 - ✓ Laguna Creek Trail - Camden Lake to East Stockton Blvd/State Route 99 (WTL018)
 - ✓ Whitehouse Creek Trail Connection (WTL038)
- Complete the 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, disadvantaged communities, 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 a future 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 Trail and Bruceville Road Sidewalk Improvements (WTL019) will complete a gap, west of State Route 99. WTL019 is nearing the end of environmental clearance and construction is anticipated in 2022. 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 as soon as 2022. The Laguna Creek Trail Crossing at State Route 99 (WTL016) have been included in the CIP to provide the needed bridge across State Route 99. The City will be pursuing State and Federal grants to fund this project with construction contingent upon grant funding.

Staff is also pursuing a sustainable communities 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.

Bicycle, Pedestrian, and Trails Master Plan Update

The City prepared the most recent Bicycle, Pedestrian, and Trails Master Plan in 2014 and the plan is in need of an update. This update includes additional community outreach, an update to new standards, and a review of proposed trails, bikeways, and equestrian support. This study is anticipated to be completed in FY 20/21.

CAPITAL IMPROVEMENT PROGRAM

Extend Light Rail

The Sacramento Regional Transit District (SACRT) completed the Blue Line Extension to Consumes River College in 2015. This extension ended about a mile north of Elk Grove and the City has been looking at options to extend light rail or the benefits of light rail to the City including Bus Rapid Transit (BRT), Express Bus (ExBus) service, and more traditional route enhancements along Etran's commute route 110. The City completed a BRT Early Implementation Study and presented options to the City Council on September 11, 2019. The study identified that additional development needed to occur along the corridor before BRT/ ExBus service could be economically feasible and that it should be reevaluated in 2025. The study also identified more traditional route enhancements along Etran's commute route 110 that could further implemented in the meantime with the award of a grant. The CIP includes the Transit Route 110 Enhancements Project (WAM015) in order to pursue grant funds for construction of these improvements and ultimately to increase transit ridership use of light rail.

COMMUNITY ENHANCEMENTS (WCE) OVERVIEW

The intent of this program is to construct community enhancements such as Landscaping, Plazas, Parks & Street Lighting.

Fiscal Year 19/20 Activities and Accomplishments:

- 2 Projects with construction complete with a total value of \$11,697,717
 - ✓ Event Advertising Sign Pilot Project (WCE025)
 - ✓ Oasis Park (WCE008)
- 3 Projects awarded with a total value of \$22,254,417
 - ✓ District56 Nature Area (WCE028)
 - ✓ Old Town Plaza Phase 2 & 3 (WCE022)
 - ✓ Singh and Kaur Park (WCE010)
- \$3,000,000 in grant funds awarded
 - ✓ \$3,000,0000 in Land and Water Conservation Funds for the District Nature Area (WCE028)

Fiscal Year 20/201Goals:

- Complete construction on the following project:
 - ✓ District56 Nature Area (WCE028)
 - ✓ Old Town Plaza Phase 2 & 3(WCE022)
 - ✓ Singh and Kaur Park (WCE010)

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) is a large 20 acre park and will complete construction this summer. Singh and Kaur Park (WCE010) is a 5 acre park is planned to complete construction by end of the 2020 calendar year. The CSD plans to construct the Oasis Park, Community Building (WCE009) as their next park facility. CSD and City staff are looking at options for funding this remaining improvement within Oasis park. Continued completion of these parks is a long-term goal of this program.

CAPITAL IMPROVEMENT PROGRAM

District56 Nature Area

The City in coordination with Cosumnes Community Services District (CSD) has been developing a 56-acre site formerly called the Civic Center in Laguna Ridge for a variety of years. This 56-acre site includes the Aquatics Center and Civic Center Commons (WCC002), Civic Center - Community & Senior Center (WCC010), Civic Center - Veteran's Hall and Veteran's Grove, dancing fountain, public art, and future home of the District56 Library and Cultural Arts Center (WFC034).

The remaining 30 acres on the south side of the property has been designated for the Nature Area a passive recreational site with expansion of the west and east parking lots. The Nature Area will include a beautiful pond which will serve as a focal point of the space. Boardwalks and meandering walkways which will entice visitors to explore the space and lead to a new fitness court, group picnic area, and children's play area. The project will enhance the great lawn just south of the aquatics center and add a kinetic sculpture to the public art sprinkled throughout District56. This Project will start construction in summer 2020 and be complete by summer 2021 with an additional 12 months of plant establishment.

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 completed the design of the Old Town Plaza Phase 2 and 3 Project (WCE022). These two phases are the final phases of the Old Town Plaza and create a gathering space that celebrates Old Town's rich heritage and railroad history. These plaza improvements will include a entrance plaza, walkways, bike parking, seat wall, lawn/landscaping areas, and a pavilion structure. 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 is expected to start in the summer of 2020 with completion anticipated in Spring 2021.

DRAINAGE (WDR) OVERVIEW

The intent of this program is to construct, improve and restore drainage, stormwater quality, and flood control facilities.

Fiscal Year 19/20 Activities and Accomplishments:

- 3 Projects with construction complete with a total value of \$3,325,274
 - ✓ Blakemore Court and Hartwell Court Drainage Improvements (WDR038)
 - ✓ North Camden Drive Storm Drain Improvements (WDR023)
 - ✓ Pump Station Improvements – Facilities (WDR029)
- 2 Projects awarded with a total value of \$725,000
 - ✓ Laguna West Flood Protection Improvements Study (WDR046)
 - ✓ Laguna West Gate Valve Replacement (WDR049)

Fiscal Year 20/21 Goals and Major Activities:

- Complete construction on the Laguna West Gate Valve Replacement (WDR049)
- Award the following projects:
 - ✓ Shed A Ehrhardt Channel Slope Stabilization (WDR048)
 - ✓ Elk Grove Creek Watershed Study (WDRA03)
- Complete right-of-way acquisition for Shed C Channel (WDR037)
- Complete the environmental document for the Laguna Creek & Whitehouse Creek Multi-Functional Corridor Project (WDR018)

CAPITAL IMPROVEMENT PROGRAM

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 has 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 need to be acquired to allow for construction to continue. The City has made offers on the additional land rights needed between Bruceville Rd. and Big Horn Blvd. The City anticipates having these additional rights before the end of the 2020 calendar year, if feasible.

FACILITIES (WFC) OVERVIEW

The intent of this program is to construct or improve City facilities.

Fiscal Year 19/20 Activities and Accomplishments:

- 6 Projects with construction complete with a total value of \$26,598,169
 - ✓ 8401 Laguna Palms Remodel (WFC032)
 - ✓ City Hall Reception Desk and Clerks Office Remodel (WFC017)
 - ✓ Civic Center - Community & Senior Center (WCC010)
 - ✓ Civic Center - Veteran's Hall (WCC011)
 - ✓ Corporation Yard K-9 Training Area Resurfacing (FM1901)
 - ✓ Real Time Information Center Project (FM1705)
- 10 Projects awarded with a total value of \$1,898,802:
 - ✓ 10250 Iron Rock Way - Recarpet 1st and 2nd Floor (FM1905)
 - ✓ 8400 Laguna Palms - Recarpet Dispatch Area (FM1904)
 - ✓ City Facilities Door Security Replacement (WFC018)
 - ✓ City Hall Building Water Infiltration (FM1803)
 - ✓ Commons Electrical Project (WCC010)
 - ✓ Elk Grove Library 2nd Floor Structural Repair (FM1806)
 - ✓ Elk Grove Zero- Emission Bus Fleet Transition Plan (WFC033)
 - ✓ Landscaping Repair at District56 (WCC002)
 - ✓ String Lights at Commons Project (WCC010)
 - ✓ SWCC Gate Operator System Replacement (FM1805)
- Completed the planning on the following:
 - ✓ City Facilities Assessment & Master Plan (WFC031)
 - ✓ Library and Cultural Arts Center Study (WCCA02)

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 20/21 Goals and Major Activities:

- Complete construction of the following:
 - ✓ 10250 Iron Rock Way - Recarpet 1st and 2nd Floor (FM1905)
 - ✓ 8400 Laguna Palms - Recarpet Dispatch Area (FM1904)
 - ✓ City Facilities Door Security Replacement (WFC018)
 - ✓ City Hall Building Water Infiltration (FM1803)
 - ✓ Elk Grove Library 2nd Floor Structural Repair (FM1806)
- Award the following projects:
 - ✓ 8401 Laguna Palms Way Wellness Room (FM2006)
 - ✓ 9362 Studio Court Acquisition and Remodel (WFC037)
 - ✓ Building 8380 Laguna Palms – Recarpet Suite 200 and Portions of Suite 100 (WFC023)
 - ✓ Building 8401 Laguna Palms - Recarpet Remainder of Building (WFC021)
 - ✓ District56 Community Center Fencing (FM2105)
 - ✓ District56 Signage (FM2106)
 - ✓ Exterior Paint of the EG Library-Dry Rot Repairs (FM2004)
 - ✓ Police Department Gate Operator System Replacements (FM2104)
 - ✓ Teen Center Parking Lot Improvements (FM1903)
- Complete planning for the Elk Grove Zero- Emission Bus Fleet Transition Plan (WFC033)

District56 Facilities

Development of the District56 site continues to be a priority. The City has completed the Aquatics Center and Civic Center Commons Site (WCC002), Civic Center - Community & Senior Center (WCC010) and Civic Center - Veteran's Hall (WCC011). The District Nature Area (WCE028) will start construction in summer 2020 and be complete by fall 2021. This will leave the District56 Library and Cultural Arts Center (WFC034) as well as the Discovery Children's Museum and Nature Center. 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 19/20 Activities and Accomplishments:

- 4 Projects with construction complete for a total value of \$8,070,007:
 - ✓ Sheldon/Waterman Rd Intersection Improvement (PT0138)
 - ✓ 2019 Pavement Slurry Seal and Resurfacing (WPR019)
 - ✓ Bruceville Road & Poppy Ridge Road/Quail Run Lane Intersection Signalization (WTR011)
 - ✓ Grant Line Rd Overcrossing Landscaping (WTR030)
- 8 Projects awarded with a total value of \$16,667,430:
 - ✓ 2020 Pavement Prep (WPR020)
 - ✓ 2020 Pavement Slurry Seal and Resurfacing (WPR020)
 - ✓ 2020 Speed Control (WTR055)
 - ✓ Bond Road Median Improvements and Resurfacing (WTC015)
 - ✓ Bond Road Median Improvements and Resurfacing (WTC015) base repair
 - ✓ Flashing Yellow Arrow Demonstration Project (WTR060)
 - ✓ Railroad Street Improvements (WTR049)
 - ✓ Sheldon Road Bike Lanes and Turn Lanes Project (WTR054)
- Completed final design and right of way acquisition for the following:
 - ✓ Grant Line Rd Widening Phase II (WTR002)

CAPITAL IMPROVEMENT PROGRAM

- Completed the following studies:
 - ✓ Green Wave Coordination Improvements (WTR050)
- \$3.144M in grant funds awarded
 - ✓ \$3,000,000 in SACOG funding for the Elk Grove Florin Road Complete Street & Resurfacing Project (WTR078)
 - ✓ \$144,000 in CalRecycle Rubberized Pavement Grant Program for the 2021 Pavement Slurry Seal and Resurfacing (WPR021)

Fiscal Year 20/21 Goals and Major Activities:

- Complete construction of the following:
 - ✓ 2020 Pavement Slurry Seal and Resurfacing (WPR020)
 - ✓ Bond Road Median Improvements and Resurfacing (WTC015)
 - ✓ Railroad Street Improvements (WTR049)
 - ✓ Sheldon Road Bike Lanes and Turn Lanes Project (WTR054)
- Award the following projects:
 - ✓ 2021 Pavement Prep (WPR021)
 - ✓ 2021 Pavement Slurry Seal and Resurfacing (WPR021)
 - ✓ Arterial Roads Rehabilitation and Bicycle Lane Improvements (WPR014)
 - ✓ Grant Line Road Widening Phase 2 (WTR002)
 - ✓ Kammerer Rd Reconstruction Big Horn Blvd to Lotz Parkway (WTR017)
 - ✓ Kammerer Rd Reconstruction Bruceville to Big Horn Blvd (WTR018)
 - ✓ Whitelock Pkwy/State Route 99 Interchange Project (WTR009), PA&ED Services
- Complete right of way acquisitions for Old Town Area Streetscape Phase 2 (WTR012)
- Begin environmental for the following projects:
 - ✓ Guardrail Replacement at 4 locations (WTR059)
 - ✓ Intelligent Transportation System (ITS) Phase 5A (WTR057)
- Complete the Grant Line Rd - Sheldon Area Precise Roadway Plan (WTR028)
- Secure a minimum of \$7.5 M 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 76 which is higher than most, if not all, of the surrounding agencies. The PCI has been increasing since 2016 due to improved field inspection, increased funding due to SB1 and cost savings gained through efficiencies, which has led to increased maintenance efforts. However, 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, 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 year 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 \$8.5 million. This increase does not reflect potential grants the City may receive, that have averaged \$1 million annually. The projected \$8.5 million will result in a 1 to 2 PCI point drop over the next five years, resulting in a PCI score of 75 to 74.

CAPITAL IMPROVEMENT PROGRAM

The Transportation Program section of the CIP provides Exhibit C: City of Elk Grove Street Locations for 2021-2025 Pavement Projects (By Calendar 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 still in progress.

There is enough funding for a divided two-lane road from Lent Ranch Road to Bruceville road. Construction for this segment is anticipated to begin in the spring 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, \$7.2 million in local funds, and in search of \$34.8 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) will be advertised for construction in Fall of 2020.

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 2021 and 2022 In addition, the City added the Railroad Street Improvement Project (WTR049) to the CIP in FY 2018-19 which includes 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 will begin in summer 2020 and be complete by Spring 2021.

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. This project was completed in the Spring of 2020 and staff will monitor its effectiveness with the goal of expanding the use of Flashing Yellow Arrows where appropriate.

CAPITAL IMPROVEMENT PROGRAM

In addition to the capacity increasing projects identified in the CIP, several other congestion management projects are included. The City 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) was rolled out in the spring of 2020 as the Green Wave. Phase 2 of the Green Wave is a future project. The Flashing Yellow Arrow Demonstration Project (WTR060) will allow for permissive left turns at 3 intersections in the City. This project has been designed and is anticipated to be constructed in the summer of 2020.

CAPITAL EXPENDITURES OVERVIEW

Planned Expenditure Summary

The CIP funds \$162 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 2020-25 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 3 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 - 2020-2025 CAPITAL IMPROVEMENT PROGRAM EXPENDITURES BY FUNDING SOURCES

Funding Source(s)	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
106 GF Capital Reserve Fund	\$40,000	\$38,500	\$886,000	\$0	\$0	\$964,500
221 Gas Tax	\$258,000	\$290,000	\$0	\$0	\$0	\$548,000
227 SB1 Streets and Roads	\$2,448,000	\$3,095,000	\$3,440,782	\$3,056,000	\$3,500,000	\$15,539,782
228 SB1 Local Partnership	\$0	\$790,000	\$0	\$0	\$0	\$790,000
241 CDBG	\$665,000	\$683,110	\$350,000	\$705,000	\$350,000	\$2,753,110
261 Street Maint District #1 Zone 1	\$370,000	\$400,000	\$200,000	\$400,000	\$600,000	\$1,970,000
263 Street Maint District #1 Zone 3	\$200,000	\$225,000	\$225,000	\$250,000	\$225,000	\$1,125,000
265 Street Maint District #1 Zone 5	\$516,000	\$300,000	\$300,000	\$400,000	\$800,000	\$2,316,000
294 Measure A Maintenance	\$1,070,000	\$800,000	\$890,000	\$800,000	\$800,000	\$4,360,000
301 Federal Capital Grants 1	\$2,855,000	\$3,036,900	\$4,177,412	\$0	\$0	\$10,069,312
305 L TF - Bikes & Pedestrian	\$270,000	\$110,000	\$115,000	\$125,000	\$125,000	\$745,000
317 CFF - Bus Facilities	\$0	\$0	\$134,800	\$499,600	\$0	\$634,400
324 E Franklin Landscape Fee	\$0	\$0	\$2,429,100	\$1,189,000	\$0	\$3,618,100
328 Elk Grove Roadway Fee	\$6,585,149	\$8,571,700	\$5,519,000	\$378,000	\$7,330,800	\$28,384,649
332 LRSP Supl. Park Facilities Fee	\$1,920,000	\$231,000	\$2,687,500	\$923,500	\$1,440,000	\$7,202,000
341 CFD 2002-1 East Franklin	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
344 CFD 2005-1 Laguna Ridge	\$750,000	\$0	\$0	\$0	\$0	\$750,000
349 Lakeside CFD	\$0	\$234,000	\$0	\$0	\$0	\$234,000
351 Federal Capital Grants 2	\$1,852,160	\$4,390,200	\$0	\$0	\$0	\$6,242,360
393 Meas A Safety/StScape/Bike/Ped	\$770,000	\$260,000	\$443,900	\$780,000	\$0	\$2,253,900
394 Meas A Traffic Control & Safety	\$245,000	\$163,920	\$375,980	\$75,000	\$75,000	\$934,900
503 Drainage Fee	\$1,499,700	\$8,163,200	\$1,200,000	\$1,200,000	\$1,320,000	\$13,382,900
515 LCTOP Transit	\$0	\$0	\$815,000	\$0	\$0	\$815,000
602 Facilities and Fleet	\$230,000	\$461,000	\$1,071,000	\$55,000	\$0	\$1,817,000
998 Potential Grant	\$9,078,000	\$1,004,500	\$5,689,200	\$1,998,400	\$34,780,000	\$52,550,100
Total Programmed Funds	\$31,622,009	\$33,248,030	\$30,949,674	\$12,834,500	\$53,345,800	\$162,000,013

TABLE 2 - MINOR PUBLIC WORKS PROJECTS AND STUDIES EXPENDITURES BY FUNDING SOURCES

Funding Source(s)	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
106 GF Capital Reserve Fund	\$26,000	\$153,000	\$0	\$0	\$0	\$179,000
221 Gas Tax	\$20,000	\$0	\$0	\$0	\$0	\$20,000
294 Measure A Maintenance	\$134,000	\$0	\$0	\$35,000	\$0	\$169,000
301 Federal Capital Grants 1	\$0	\$0	\$0	\$120,000	\$0	\$120,000
328 Elk Grove Roadway Fee	\$100,000	\$0	\$0	\$150,000	\$0	\$250,000
332 LRSP Supl. Park Facilities Fee	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
341 CFD 2002-1 East Franklin	\$25,000	\$0	\$0	\$0	\$0	\$25,000
343 CFD 2003-1 Poppy Ridge	\$8,000	\$0	\$0	\$0	\$0	\$8,000
344 CFD 2005-1 Laguna Ridge	\$446,000	\$0	\$0	\$0	\$0	\$446,000
393 Meas A Safety/StScape/Bike/Ped	\$20,000	\$213,000	\$68,510	\$0	\$0	\$301,510
394 Meas A Traffic Control & Safety	\$0	\$0	\$0	\$0	\$305,000	\$305,000
503 Drainage Fee	\$370,000	\$350,000	\$142,000	\$118,000	\$0	\$980,000
602 Facilities and Fleet	\$300,000	\$124,500	\$630,000	\$0	\$0	\$1,054,500
998 Potential Grant	\$104,000	\$0	\$0	\$0	\$0	\$104,000
Total Programmed Funds	\$1,578,000	\$865,500	\$865,510	\$448,000	\$330,000	\$4,087,010

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 - 2020-2025 CAPITAL IMPROVEMENT PROGRAM PROPOSED PROJECT EXPENDITURES FOR FUNDS 998 AND 999

Project #	Project Name	Unsecured Total	Project Total	Unsecured % of Total
WAM015	Transit Route 110 Enhancements	\$2,357,600	\$2,992,000	79%
WTL016	Laguna Creek Trail - Crossing at State Route 99	\$6,334,500	\$7,770,000	82%
WPR014	Arterial Roads Rehabilitation and Bicycle Lane Improvements	\$828,000	\$8,348,993	10%
WTR014	Kammerer Rd Two-Lane Extension I-5 to Bruceville Road	\$34,780,000	\$62,273,000	56%
WTR018	Kammerer Rd Reconstruction Bruceville to Big Horn Blvd	\$8,250,000	\$12,710,000	65%

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, transit and bicycle/pedestrian projects.

The Transit Route 110 Enhancements Project (WAM015) is a good future grant candidate and a grant application will be submitted in 2022 or 2024 to SACOG. The Laguna Creek Trail - Crossing at State Route 99 Project (WTL006) is also a good future grant candidate and a grant application will be submitted in 2020 or 2022 to SACOG.

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 2022 or 2024 funding rounds. The Kammerer Rd Reconstruction Bruceville to Big Horn Blvd Project (WTR018) eligible for state grant funds and the City plans on pursuing these SB1 funds in 2020.

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. No current project has these funds listed over the coming 5 fiscal years.

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, SB1, 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 a total of 86% over the last 5 years using the Caltrans Cost Index. This increase exceeds typical escalation of 3% to 5% per year. It is unclear if this trend will continue into 2020/2021.

Reduced Revenue

There have been several factors leading to reduced revenue projections over the next 5 fiscal years. The two primary factors are the existing and projected economic downturn due to COVID-19. The second factor is the reduction in oil prices and associated gasoline prices which provide funding for alternative transportation and transportation program projects.

Exhibit A 2020-2025 Capital Improvement Program Appropriations by Funding Source

Total CIP Appropriations = \$162 Million

This chart represents all projects. 67.56% (\$109.45 Million) of all projects in the CIP are funded, while 32.44% (\$52.55 Million) of all projects are unfunded.

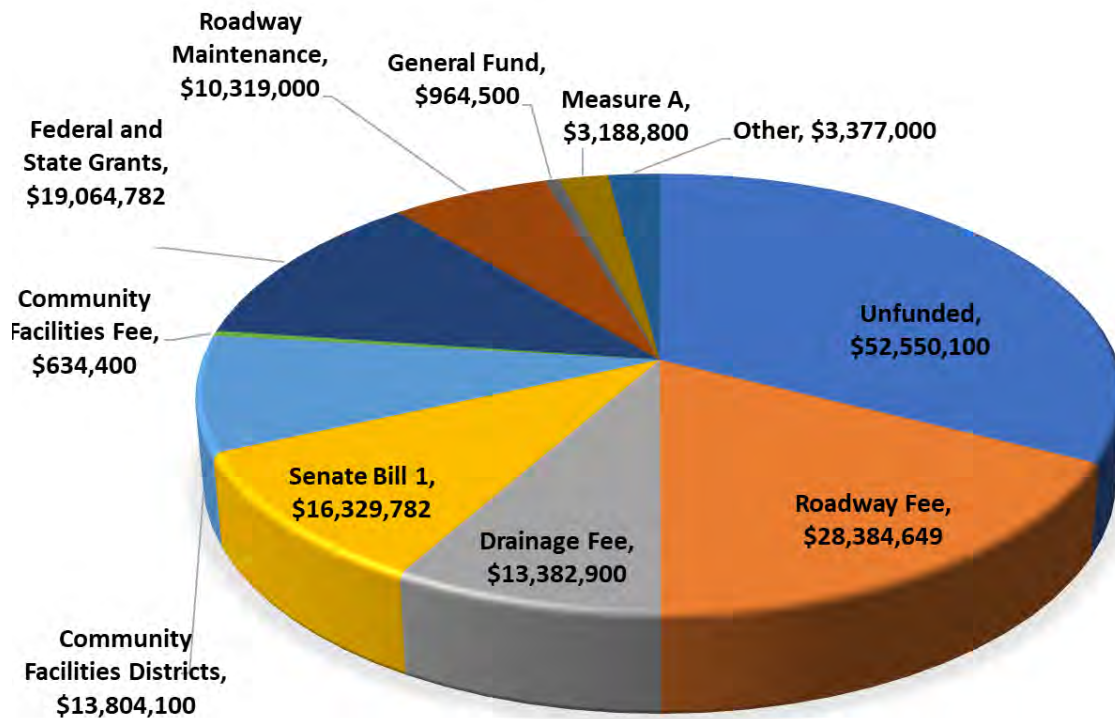
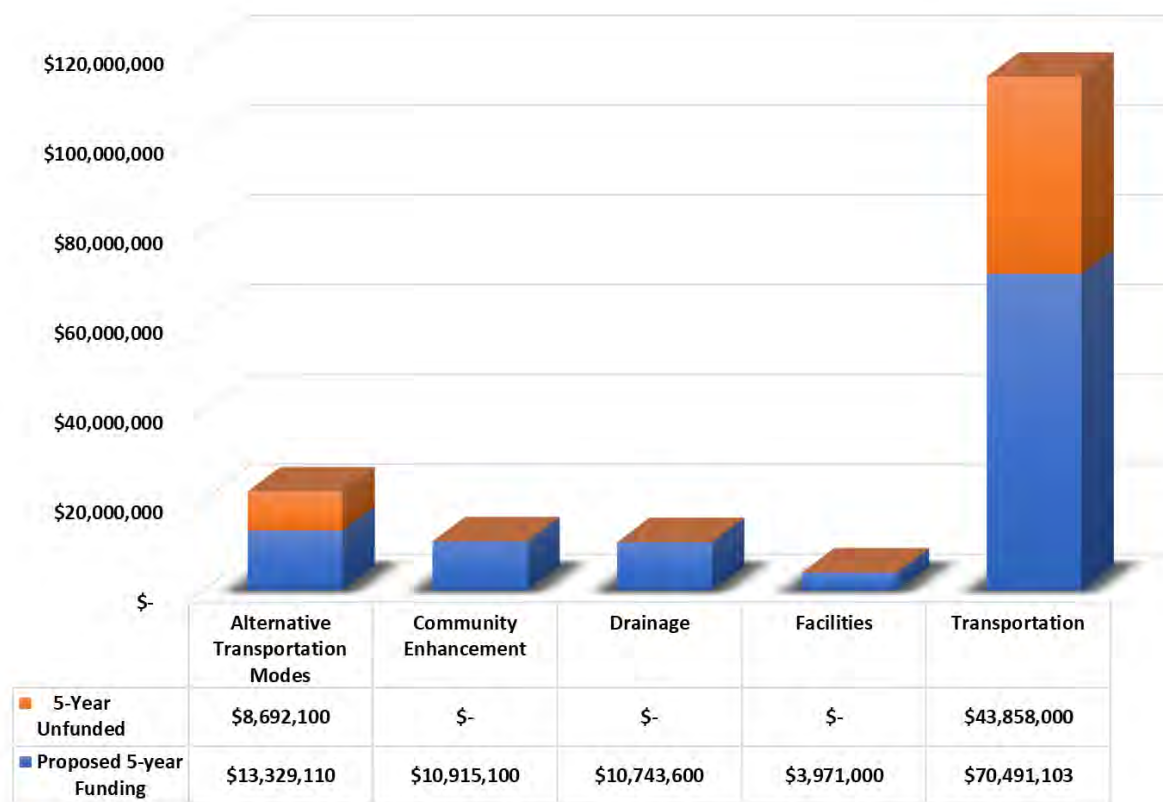


Exhibit B 2020-2025 Capital Improvement Program Expenditures by Program Category



This graph represents all of the Capital Improvement Programs. These programs encompass all of the Capital Projects. The graph above is the proposed FY 2020-21 thru FY 2024-25 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 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
Construction Contract	-	1,050,520	1,530,700	2,995,300	7,652,000	2,925,000	-	-	\$16,153,520
Construction Engineering	1,240	82,235	295,000	460,330	140,680	338,000	-	-	\$1,317,485
Environmental	73,228	208,000	58,000	220,000	146,000	-	-	-	\$705,228
Land/ROW Acquisition	18,117	547,250	25,000	45,000	300,000	-	-	-	\$935,367
Other Capital Improvement	861	98,625	783,000	950,800	514,400	475,000	475,000	-	\$3,297,686
Pre Construction Prepwork	110,800	-	-	-	-	-	-	-	\$110,800
Preliminary Engineering	259,984	1,359,699	345,000	875,000	457,000	15,000	-	-	\$3,311,684
									\$-
Total Capital Costs	\$464,231	\$3,346,329	\$3,036,700	\$5,546,430	\$9,210,080	\$3,753,000	\$475,000	\$-	\$25,831,770

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
106 GF Capital Reserve Fund	-	-	-	38,500	886,000	-	-	-	\$924,500
221 Gas Tax	155,152	176,087	33,000	-	-	-	-	-	\$364,240
241 CDBG	-	-	665,000	683,110	350,000	350,000	350,000	-	\$2,398,110
301 Federal Capital Grants 1	148,789	475,211	117,000	2,119,900	966,000	-	-	-	\$3,826,900
302 State Capital Grants 1	41,000	773,000	-	-	-	-	-	-	\$814,000
305 L TF - Bikes & Pedestrian	37,036	252,464	270,000	110,000	115,000	125,000	125,000	-	\$1,034,500
317 CFF - Bus Facilities	-	-	-	-	134,800	499,600	-	-	\$634,400
328 Elk Grove Roadway Fee	7,007	147,993	69,000	371,700	484,000	-	-	-	\$1,079,700
351 Federal Capital Grants 2	-	-	733,000	390,200	-	-	-	-	\$1,123,200
393 Meas A Safety/StScape/Bike/Ped	21,696	762,904	770,000	260,000	443,900	780,000	-	-	\$3,038,500
394 Meas A Traffic Control & Safety	-	81,900	-	88,920	141,180	-	-	-	\$312,000
503 Drainage Fee	53,550	676,770	379,700	479,600	-	-	-	-	\$1,589,620
998 Potential Grant	-	-	-	1,004,500	5,689,200	1,998,400	-	-	\$8,692,100
									\$-
Total Program Financing	\$464,231	\$3,346,329	\$3,036,700	\$5,546,430	\$9,210,080	\$3,753,000	\$475,000	\$-	\$25,831,770

CAPITAL IMPROVEMENT PROGRAM

Program: WAM Program - Alternative Transportation Modes Program

Fiscal Year: FY 19/20

Project #	Project Name	Budget	Actual Prior Years	Current FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed FY 24/25	Proposed Future Years	Total
WAC015	Annual Citywide Curb Ramps Years 2 - 5		-	-	-	460,000	465,000	475,000	475,000	-	1,875,000
WAC026	Elk Grove-Florin Rd. and Elk Grove Park Sidewalk Infill		77,593	1,591,407	1,237,700	-	-	-	-	-	2,906,700
WAC033	Citywide Curb Ramps 2021		-	-	665,000	-	-	-	-	-	665,000
WAM009	Laguna Creek Trail and West Stockton Blvd. Multi Modal Improvements		-	118,000	-	1,407,110	-	-	-	-	1,525,110
WAM010	Pedestrian Crossing Upgrades at 4 Locations		-	105,000	-	338,920	206,080	-	-	-	650,000
WAM015	Transit Route 110 Enhancements		-	-	-	-	494,000	2,498,000	-	-	2,992,000
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 Rd. Sidewalk Improvements		268,078	1,243,922	733,000	2,115,400	-	-	-	-	4,360,400
WTL033	Citywide Bike Lane Improvements for East-West Arterial Roads		-	-	-	-	154,000	630,000	-	-	784,000
WTL034	Annual Trail Pavement Rehabilitation		118,560	135,000	135,000	-	-	150,000	-	-	538,560
WTL039	Laguna Creek Trail Railroad Crossing Reconstruction		-	-	35,000	-	-	-	-	-	35,000
Total Expense			\$464,231	\$3,346,329	\$3,036,700	\$5,546,430	\$9,210,080	\$3,753,000	\$475,000	\$	\$25,831,770

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 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
Construction Contract	-	-	-	-	4,154,300	1,497,700	-	-	\$5,652,000
Construction Engineering	-	-	-	-	460,400	188,300	-	-	\$648,700
Environmental	-	10,000	-	500	7,300	-	-	-	\$17,800
Land/ROW Acquisition	209,662	35,913	-	-	-	-	-	-	\$245,575
Other Capital Improvement	-	7,000	1,920,000	140,500	133,600	413,800	1,440,000	-	\$4,054,900
Preliminary Engineering	181,381	265,000	-	90,000	291,600	-	120,000	-	\$947,981
Public Art	-	-	-	-	44,400	12,700	-	-	\$57,100
									\$-
Total Capital Costs	\$391,043	\$317,913	\$1,920,000	\$231,000	\$5,091,600	\$2,112,500	\$1,560,000	\$-	\$11,624,055

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
324 E Franklin Landscape Fee	266,043	137,913	-	-	2,429,100	1,189,000	-	-	\$4,022,055
325 E Franklin Supl Drainage	117,263	-	-	-	-	-	-	-	\$117,263
332 LRSP Supl. Park Facilities Fee	-	180,000	1,920,000	231,000	2,662,500	923,500	1,440,000	-	\$7,357,000
341 CFD 2002-1 East Franklin	7,737	-	-	-	-	-	-	-	\$7,737
503 Drainage Fee	-	-	-	-	-	-	120,000	-	\$120,000
									\$-
Total Program Financing	\$391,043	\$317,913	\$1,920,000	\$231,000	\$5,091,600	\$2,112,500	\$1,560,000	\$-	\$11,624,055

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WCE Program - Community Enhancement Program

Fiscal Year: FY 19/20

Project #	Project Name	Budget	Actual	Current	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
			Prior Years	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	
WCE009	Oasis Park, Community Building		-	180,000	1,920,000	-	-	-	-	-	2,100,000
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
WCE031	Old Fish Hatchery Site Restoration		-	-	-	-	-	-	120,000	-	120,000
WFL001	Whitelock Pkwy - Shed B Channel Tree Planting		391,043	137,913	-	-	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			\$391,043	\$317,913	\$1,920,000	\$231,000	\$5,091,600	\$2,112,500	\$1,560,000	\$	\$11,624,055

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,

Estimated Program Costs

Type of Expenditure	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
Construction Contract	-	-	-	5,864,000	-	-	-	-	\$5,864,000
Construction Engineering	-	-	-	879,600	-	-	-	-	\$879,600
Environmental	53,871	346,429	-	-	-	-	-	-	\$400,300
Land/ROW Acquisition	-	1,199,000	-	-	-	-	-	-	\$1,199,000
Other Capital Improvement	2,050	786,950	-	400,000	1,200,000	1,200,000	1,200,000	-	\$4,789,000
Preliminary Engineering	321,063	875,937	-	-	-	-	-	-	\$1,197,000
									\$-
Total Capital Costs	\$376,984	\$3,208,316	\$-	\$7,143,600	\$1,200,000	\$1,200,000	\$1,200,000	\$-	\$14,328,900

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
503 Drainage Fee	376,984	3,208,316	-	7,143,600	1,200,000	1,200,000	1,200,000	-	\$14,328,900
									\$-
Total Program Financing	\$376,984	\$3,208,316	\$-	\$7,143,600	\$1,200,000	\$1,200,000	\$1,200,000	\$-	\$14,328,900

CAPITAL IMPROVEMENT PROGRAM

Proposed Budget Report

WDR Program - Drainage Program
FY 19/20

Project Name	Actual Prior Years	Current FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed FY 24/25	Proposed Future Years	Total
Laguna Creek & Whitehouse Creek Multi-Functional Corridor Project	193,245	2,123,055	-	3,638,600	-	-	-	-	5,954,900
Bond Rd Storm Drain Improvements	183,739	1,085,261	-	3,105,000	-	-	-	-	4,374,000
Annual Storm Drain System Repair and Upgrade Years 2-5	-	-	-	400,000	1,200,000	1,200,000	1,200,000	-	4,000,000
Total Expense	\$ 376,984	\$ 3,208,316	\$ -	\$ 7,143,600	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -	\$ 14,328,900

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 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
CIP Fixtures Furnishings and Equipment	282,347	47,861	-	-	-	-	-	6,000,000	\$6,330,208
Construction Contract	33,027,394	558,119	-	210,000	1,697,000	300,000	-	71,129,000	\$106,921,513
Construction Engineering	3,671,867	34,486	-	235,000	164,000	55,000	-	11,510,000	\$15,670,353
Environmental	228,307	24,669	-	1,000	15,000	-	-	-	\$268,976
Land/ROW Acquisition	708	2,069,292	-	-	-	-	-	-	\$2,070,000
Other Capital Improvement	870,967	785,724	980,000	190,000	10,000	-	-	3,500,000	\$6,336,691
Preliminary Engineering	3,331,765	112,714	-	59,000	-	55,000	-	7,600,000	\$11,158,479
									\$-
Total Capital Costs	\$41,413,356	\$3,632,864	\$980,000	\$695,000	\$1,886,000	\$410,000	\$-	\$99,739,000	\$148,756,220

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
106 GF Capital Reserve Fund	92,139	788,934	-	-	-	-	-	-	\$881,074
235 Tree Mitigation	700,000	-	-	-	-	-	-	-	\$700,000
241 CDBG	-	-	-	-	-	355,000	-	-	\$355,000
312 CFF- Police	-	1,572,926	-	-	-	-	-	-	\$1,572,926
315 CFF - Library	-	-	-	-	-	-	-	13,400,000	\$13,400,000
317 CFF - Bus Facilities	1,000,000	-	-	-	-	-	-	-	\$1,000,000
343 CFD 2003-1 Poppy Ridge	13,967,633	20,827	-	-	-	-	-	-	\$13,988,460
344 CFD 2005-1 Laguna Ridge	22,666,403	1,014,320	750,000	-	-	-	-	-	\$24,430,723
349 Lakeside CFD	8,097	157,903	-	234,000	-	-	-	-	\$400,000
360 Laguna Ridge Park Fee	2,979,037	-	-	-	-	-	-	-	\$2,979,037
511 Transit Services	46	77,954	-	-	-	-	-	-	\$78,000
515 LCTOP Transit	-	-	-	-	815,000	-	-	-	\$815,000
602 Facilities and Fleet	-	-	230,000	461,000	1,071,000	55,000	-	-	\$1,817,000
999 Unidentified	-	-	-	-	-	-	-	86,339,000	\$86,339,000
									\$-
Total Program Financing	\$41,413,356	\$3,632,864	\$980,000	\$695,000	\$1,886,000	\$410,000	\$-	\$99,739,000	\$148,756,220

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WFC Program - Facilities Program

Fiscal Year: FY 19/20

Project #	Project Name	Budget	Actual	Current	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
			Prior Years	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	
WCC002	Aquatics Center and Civic Center Commons Site		41,405,212	1,442,008	750,000	-	-	-	-	-	43,597,220
WFC016	I-5/Elk Grove Blvd Park and Ride Lot		8,097	157,903	-	234,000	-	-	-	1,239,000	1,639,000
WFC021	Building 8401 Laguna Palms - Recarpet Remainder of Building		-	-	230,000	170,000	-	-	-	-	400,000
WFC024	8400 Laguna Palms Way HVAC Replacement		-	-	-	211,000	824,000	-	-	-	1,035,000
WFC028	8380 Laguna Palms, Suite 200, Replace HVAC Units		-	-	-	80,000	247,000	-	-	-	327,000
WFC033	Transit Fleet Facility Electric Infrastructure		46	77,954	-	-	815,000	-	-	-	893,000
WFC034	Distirct56 Library & Cultural Arts Center		-	-	-	-	-	-	-	98,500,000	98,500,000
WFC036	ADA Upgrades at City Facilities		-	-	-	-	-	410,000	-	-	410,000
WFC037	9362 Studio Court Acquisition and Remodel		-	1,955,000	-	-	-	-	-	-	1,955,000
Total Expense			\$41,413,356	\$ 3,632,864	\$ 980,000	\$695,000	\$1,886,000	\$ 410,000	\$ -	\$99,739,000	\$ 148,756,220

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 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
Construction Contract	-	22,147,467	20,793,049	10,539,100	7,925,958	4,981,000	45,471,800	82,000,000	\$193,858,374
Construction Engineering	-	1,000,000	2,668,100	602,900	455,624	-	3,114,000	8,200,000	\$16,040,624
Environmental	1,614,631	1,880,697	440,000	2,400,000	-	-	-	-	\$6,335,328
Land/ROW Acquisition	100,039	7,387,077	400,000	5,500,000	2,800,000	50,000	-	-	\$16,237,116
Other Capital Improvement	-	889,000	1,119,160	-	200,000	155,000	1,525,000	1,600,000	\$5,488,160
Preliminary Engineering	4,887,534	10,782,711	165,000	590,000	2,180,412	173,000	-	-	\$18,778,657
Project Study	427,083	444,504	100,000	-	-	-	-	-	\$971,586
									\$-
Total Capital Costs	\$7,029,286	\$44,531,455	\$25,685,309	\$19,632,000	\$13,561,994	\$5,359,000	\$50,110,800	\$91,800,000	\$257,709,845

Method(s) of Financing

Funding Source(s)	Expenses Prior to FY 19/20	Revised Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future \$	Total
106 GF Capital Reserve Fund	-	160,000	40,000	-	-	-	-	-	\$200,000
221 Gas Tax	83,072	432,252	225,000	290,000	-	-	-	-	\$1,030,325
227 SB1 Streets and Roads	-	-	2,448,000	3,095,000	3,440,782	3,056,000	3,500,000	-	\$15,539,782
228 SB1 Local Partnership	-	-	-	790,000	-	-	-	-	\$790,000
261 Street Maint District #1 Zone 1	-	-	370,000	400,000	200,000	400,000	600,000	-	\$1,970,000
263 Street Maint District #1 Zone 3	-	-	200,000	225,000	225,000	250,000	225,000	-	\$1,125,000
265 Street Maint District #1 Zone 5	-	-	516,000	300,000	300,000	400,000	800,000	-	\$2,316,000
294 Measure A Maintenance	543,446	988,387	1,070,000	800,000	890,000	800,000	800,000	-	\$5,891,833
301 Federal Capital Grants 1	1,455,095	9,883,200	2,738,000	917,000	3,211,412	-	-	-	\$18,204,707
302 State Capital Grants 1	-	23,000	-	-	-	-	-	-	\$23,000
328 Elk Grove Roadway Fee	1,792,753	14,212,625	6,516,149	8,200,000	5,035,000	378,000	7,330,800	91,800,000	\$135,265,326
332 LRSP Supl. Park Facilities Fee	-	-	-	-	25,000	-	-	-	\$25,000
338 External Agencies Fund	677,218	3,122,782	-	-	-	-	-	-	\$3,800,000
339 In-Lieu Roadway Fees	-	1,113,485	-	-	-	-	-	-	\$1,113,485
341 CFD 2002-1 East Franklin	1,881,444	6,937,148	-	-	-	-	2,000,000	-	\$10,818,592
343 CFD 2003-1 Poppy Ridge	287,835	-	-	-	-	-	-	-	\$287,835
351 Federal Capital Grants 2	298,505	151,495	1,119,160	4,000,000	-	-	-	-	\$5,569,160
352 State Capital Grants 2	-	7,000,000	-	-	-	-	-	-	\$7,000,000
393 Meas A Safety/StScape/Bike/Ped	1,167	98,833	-	-	-	-	-	-	\$100,000
394 Meas A Traffic Control & Safety	4,376	337,624	245,000	75,000	234,800	75,000	75,000	-	\$1,046,800
503 Drainage Fee	4,376	70,624	1,120,000	540,000	-	-	-	-	\$1,735,000
998 Potential Grant	-	-	9,078,000	-	-	-	34,780,000	-	\$43,858,000
									\$-
Total Program Financing	\$7,029,286	\$44,531,455	\$25,685,309	\$19,632,000	\$13,561,994	\$5,359,000	\$50,110,800	\$91,800,000	\$257,709,845

CAPITAL IMPROVEMENT PROGRAM

Program Proposed Budget Report

Program: WTR Program - Transportation Program

Fiscal Year: FY 19/20

Project #	Project Name	Actual Prior Years	Current FY 19/20	Proposed FY 20/21	Proposed FY 21/22	Proposed FY 22/23	Proposed FY 23/24	Proposed FY 24/25	Proposed Future Years	Total
WBR002	Bond Road Bridge Maintenance	-	-	-	-	345,412	-	-	-	345,412
WPR011	Annual Pavement Slurry Seal and Resurfacing years 2-5	-	-	-	5,320,000	4,557,000	4,906,000	5,925,000	-	20,708,000
WPR014	Arterial Roads Rehabilitation and Bicycle Lane Improvements	543,446	958,387	6,847,160	-	-	-	-	-	8,348,993
WPR021	2021 Pavement Slurry Seal and Resurfacing	-	-	2,623,000	-	-	-	-	-	2,623,000
WTR002	Grant Line Rd Widening Phase 2 (Waterman to Bradshaw)	1,001,163	19,575,322	5,766,149	-	-	-	-	-	26,342,634
WTR009	Whitelock Pkwy/State Route 99 Interchange Project	757,968	5,264,479	-	-	4,700,000	-	-	91,800,000	102,522,447
WTR012	Old Town Area Streetscape Phase 2	791,494	1,346,329	895,000	5,184,800	-	-	-	-	8,217,623
WTR014	Kammerer Rd Two-Lane Extension I-5 to Bruceville Road	696,789	11,621,411	-	7,900,000	-	-	42,054,800	-	62,273,000
WTR015	Kammerer Rd Extension and Widening (Environmental Only)	2,811,344	173,937	100,000	-	-	-	-	-	3,085,281
WTR018	Kammerer Rd Reconstruction Bruceville to Big Horn Blvd	-	4,460,000	8,250,000	-	-	-	-	-	12,710,000
WTR028	Grant Line Rd - Sheldon Area Precise Roadway Plan	427,083	457,091	100,000	-	-	-	-	-	984,173
WTR055	Annual Speed Control	-	140,000	245,000	75,000	75,000	75,000	75,000	-	685,000
WTR057	Intelligent Transportation System (ITS) Phase 5A	-	157,500	694,000	290,000	-	-	-	-	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	-	272,200	159,800	-	-	-	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
WTR078	Elk Grove Florin Road Complete Street & Resurfacing Project	-	-	165,000	290,000	3,364,782	-	-	-	3,819,782
Total Expense		\$7,029,286	\$44,531,455	\$25,685,309	\$19,632,000	\$13,561,994	\$5,359,000	\$ 50,110,800	\$91,800,000	\$257,709,845

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 20/21	N/A
WAM006	<p>Bicycle Pedestrian and Trails Master Plan Update</p> <p>This project will update to the 2014 Bicycle Pedestrian and Trails Master Plan Update and may be combined with an Active Transportation Plan Location: City-wide project.</p>	\$ 250,000	FY 18/19	N/A
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>	\$ 73,000	FY 17/18	FY 21/22

CAPITAL IMPROVEMENT PROGRAM

WAM Program - Alternative Transportation Modes Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
	Location: East of State Route 99 and south of Elk Grove Boulevard			
WTL018	Laguna Creek Trail - Camden Lake to East Stockton Blvd/State Route 99 The project will consist of transitioning a paved maintenance access road to a Class 1 Bikeway (multi-use trail) with appropriate trail amenities. Location: Laguna Creek between Camden Lake and East Stockton Boulevard/State Route 99.	\$ 148,000	FY 18/19	FY 21/22
WTL038	Whitehouse Creek Trail Connection The project will consist of transitioning a paved maintenance access road to a Class 1 Bikeway (multi-use trail) with appropriate trail amenities. Location: Whitehouse Creek from the confluence of Laguna Creek to East Stockton Boulevard	\$ 169,000	FY 18/19	FY 20/21
WTLA02	Trail Planning and Preliminary Engineering 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 Location: Various locations Citywide.	\$ 70,000	FY 15/16	N/A

Total Program Cost Estimate: \$ 900,000

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 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. 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>	\$ 77,000	FY 17/18	N/A
WCEA03	<p>Laguna Ridge Parks Engineering The project includes engineering and project delivery support by City staff in support of the delivery of Laguna Ridge Parks by the CCSD. Location: Laguna Ridge Parks</p>	\$ 150,000	FY 18/19	N/A
Total Program Cost Estimate:		\$ 227,000		

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 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. Location: Citywide</p>	\$ 250,000	FY 20/21	N/A
WDR039	<p>200-Year Floodplain Master Drainage Mapping Drainage analysis and mapping for 200-year floodplain. Location: Citywide</p>	\$ 113,785	FY 14/15	N/A
WDR046	<p>Laguna West Flood Protection Improvements Study 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. Location: Laguna West</p>	\$ 520,000	FY 17/18	N/A
WDR050	<p>Laguna Creek at State Route 99 Drainage Enhancements 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. 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 22/23	FY 23/24
WDRA03	<p>Elk Grove Creek Watershed Study The project will study alternative locations, basin designs, and other enhancements for additional detention in the Elk Grove Creek Watershed as identified in the Storm Drainage Master Plan. High level project estimates will be created for the identified projects. Location: Elk Grove Creek Watershed.</p>	\$ 120,000	FY 20/21	N/A

CAPITAL IMPROVEMENT PROGRAM

WDR Program - Drainage Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WDRA04	<p>East Area Storm Drainage Master Plan Update The project will update the East Area Storm Drainage Master Plan to address changes in the existing and planned land uses. The update will identify projects needed to correct existing drainage deficiencies and projects to address future development. High level project estimates will be created for both types of projects. A minor update to the Storm Drainage Master Plan, may be required. Location: East Area Watershed.</p>	\$ 350,000	FY 21/22	N/A
WDRA05	<p>Grant Line Channel Improvements Study The project will study upgrades needed for the existing pump station, enlarging the storm drain system, and increasing storage capacity in existing detention basin adjacent to Emerald Lakes Golf Course. High level project estimates will be created for identified projects. This project is identified in the Storm Drainage Master Plan. Location: Grant Line Channel Watershed.</p>	\$ 120,000	FY 22/23	N/A
Total Program Cost Estimate:		\$ 1,613,785		

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
FM1806	Elk Grove Library 2nd Floor Structural Repair The project will complete structural repairs to second floor and second story flooring repair. Location: Elk Grove Library at 8900 Elk Grove Boulevard.	\$ 25,654	FY 18/19	FY 19/20
FM1902	Old Town Public Parking Fencing The project will install wrought iron fence around both parking lots. Location: Two existing public parking lots in old town.	\$ 50,000	FY 18/19	FY 19/20
FM1903	Teen Center Parking Lot Improvements The project will install improvements to add additional public parking spaces. Location: Teen Center Parking Lot.	\$ 25,000	FY 18/19	FY 19/20
FM1904	8400 Laguna Palms - Recarpet Dispatch Area This project will replace carpet tiles in Dispatch Area. Location: 8400 Laguna Palms Way	\$ 64,000	FY 18/19	FY 19/20
FM1905	10250 Iron Rock Way - Recarpet 1st Floor The project will replace carpeting on the first floor of building. Location: 10250 Iron Rock Way.	\$ 129,000	FY 18/19	FY 19/20
FM2002	10250 Iron Rock Way, Replace HVAC Units The project will remove and replace the HVAC units at the Corporation Yard. Location: 10250 Iron Rock Way	\$ 173,000	FY 22/23	FY 22/23
FM2003	EV Charging Stations Upgrades at City Facilities The project will construct two additional EV charging stations at 8400 and 8401 Laguna Palms Way and two at 10250 Iron Rock Road. Location: 8400 and 8401 Laguna Palms Way and 10250 Iron Rock Road	\$ 130,000	FY 20/21	FY 20/21
FM2004	Exterior Paint of the EG Library Dry Rot Repairs The project will paint the exterior of Library and repair any dry rot found. Location: Elk Grove Library at 8900 Elk Grove Boulevard.	\$ 84,994	FY 19/20	FY 19/20
FM2005	10250 Iron Rock Way - Office Front Parking Lot Repair The project will repair failed sections of front parking lot and update ADA parking and signage. Location: 10250 Iron Rock Way - Corp Yard.	\$ 31,600	FY 19/20	FY 19/20
FM2006	8401 Laguna Palms Way Wellness Room The project will construct a Wellness Room within the City Hall located at 8401 Laguna Palms Way. Location: City Hall located at 8401 Laguna Palms Way.	\$ 80,000	FY 19/20	FY 20/21

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
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: 8380 Laguna Palms Way, Suites 100 and 200	\$ 188,000	FY 22/23	FY 22/23
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: 8400 Laguna Palms Way	\$ 188,000	FY 22/23	FY 22/23
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: 10250 Iron Rock Way - Corp Yard	\$ 100,500	FY 21/22	FY 22/23
FM2104	Police Department Gate Operator System Replacements This project will remove and replace the automated gate operator systems at the police department facilities. Location: 10190 Iron Rock Way and 8380 Laguna Palms Way.	\$ 200,000	FY 20/21	FY 20/21
FM2105	District56 Community Center Fencing The project will add fencing and gates at key locations to limit access during events at the community center. Location: South of Civic Center Drive and east of Big Horn Blvd adjacent to the community center within District56.	\$ 230,000	FY 20/21	FY 20/21
FM2106	District56 Signage The project will add District56 signage at select locations within District56. Location: South of Civic Center Drive and east of Big Horn Blvd within District56.	\$ 196,000	FY 20/21	FY 20/21
WFC023	Building 8380 Laguna Palms - Recarpet Suite 200 and Portions of Suite 100 The project will replace carpeting in building; replace carpeting in Transcription area with vinyl tiles. Location: 8380 Laguna Palms Way Suites 100 and 200	\$ 205,000	FY 19/20	FY 19/20
WFC025	8400 Laguna Palms - Recarpet Building This project will replace carpeting in building except Dispatch Area and Council Chambers. Location: 8400 Laguna Palms Way.	\$ 162,205	FY 19/20	FY 19/20

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WFC035	10250 Iron Rock Way Remodel 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	\$ 184,000	FY 19/20	FY 20/21
WFC038	8380 Laguna Palms Way Tenant Improvements The Project will result in tenant improvements that will re-purpose the vacated Forensic areas and improve existing spaces to improve operations and maximize the spaces for current and future operations. Location: 8380 Laguna Palms Way, Elk Grove, 95758	\$ 81,000	FY 19/20	N/A
WFC039	8400 Laguna Palms Way Tenant Improvements The Project will result in tenant improvements that will re-purpose the vacated Property and Evidence areas and improve existing spaces to improve operations and maximize the spaces for current and future operations. Location: 8400 Laguna Palms Way, Elk Grove 95758	\$ 108,000	FY 19/20	N/A
WFC040	8401 Laguna Palms Way Tenant Improvements The Project will result in tenant improvements that will improve existing spaces to improve operations and maximize the spaces for current and future operations. Location: 8401 Laguna Palms Way, Elk Grove 95758	\$ 36,000	FY 19/20	N/A
WFC041	PD Campus Improvements The Project will result in site improvements at 9362 Studio Court, 8400 Laguna Palms Way, and 8380 Laguna Palms Way, in order to improve security and safety for both staff and the public, integrate the newly acquired facility, located at 9362 Studio Court, into the Police Department campus, and to incorporate any changes resulting from the tenant improvements for the 8400 Laguna Palms Way, and 8380 Laguna Palms Way facilities. Location: 9362 Studio Court, 8400 Laguna Palms Way, and 8380 Laguna Palms Way.	\$ 33,000	FY 19/20	N/A
WMI009	SR 99 Pedestrian Bridge Trespassing Restrictions The 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	\$ 153,000	FY 21/22	FY 21/22

CAPITAL IMPROVEMENT PROGRAM

WFC Program - Facilities Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
Total Program Cost Estimate:		\$ 2,857,953		

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>The project will produce a Bridge Preventive 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
WTR000	<p>Transportation Program Minor Improvements</p> <p>The 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>	\$ 100,000	FY 19/20	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
WTR060	<p>Flashing Yellow Arrow Demonstration Project</p> <p>The project will 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

CAPITAL IMPROVEMENT PROGRAM

WTR Program - Transportation Program				
Project Number	Project Description	Estimated Total Project Costs	Planned Engineering Start Year	Planned Construction Start Year
WTR070	<p>Citywide Railroad Grade Separation Feasibility Study</p> <p>The project will prepare a feasibility study to assess construction of railroad grade separation citywide.</p> <p>Location: Citywide</p>	\$ 305,000	FY 24/25	N/A
WTRA04	<p>Interchange ROW Transfer</p> <p>The project will 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
WTRA07	<p>Roadway Fee Study 2020</p> <p>The study will complete a Roadway Fee Study Update with revised cost estimates.</p> <p>Location: Citywide</p>	\$ 574,933	FY 19/20	N/A
WTRA08	<p>Big Horn Blvd Extension Study - Bilby Rd to Kammerer Rd</p> <p>The project will advance Big Horn Blvd. to a 35% level of design. The 35% design will look at the interim and ultimate project, further refinement of the Shed C crossing, interim and ultimate right of way and utilities and cost estimates for the interim project.</p> <p>Location: Big Horn Blvd. from Bilby Rd. to Kammerer Rd.</p>	\$ 150,000	FY 23/24	N/A
Total Program Cost Estimate:		\$ 1,734,233		

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.

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.

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.

FISCAL POLICIES

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.

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.

Restricted vs General Funds

Unlike a household budget, the City relies on two distinctly different types of income or revenue referred to as General and Restricted funds. The City Council determines how to spend General Fund money and the General Fund budget must be balanced each year. Public Safety, Code Enforcement, Economic Development, Special Projects and Events and most of the City's staff are funded through the General Fund. Revenues deposited into the General Fund primarily come from Sales Tax, Property and Utility User's Taxes, Transient Occupancy Taxes, and property taxes distributed by the County in lieu of vehicle license fees.

Other City revenues come from user fees collected for city services such as Garbage and Recycling, Transit and Drainage. Money collected for these services may only be used to provide the service for which they are collected. These are called "restricted funds". There are several sources for Restricted Funds that dictate how and where City money can be spent. Restricted funds are primarily collected through taxes and fees. These funds are earmarked for a specific purpose or project. For instance, money generated through the Gas Tax and Measure A can only be used on roadway related infrastructure and maintenance. Other "special taxes", such as Mello-Roos or special assessment taxes may appear on your property tax bill. These taxes were voter approved for a specific area within the City and can only be spent on maintenance, operations or capital in that area. Developer Impact Fees paid by new private infrastructure development can only be spent on capital projects such as civic buildings, transportation improvements, and parks.

As a general practice for budgeting and use of reserves, restricted funding sources are evaluated and utilized, if eligible, for expenditures to the extent possible before relying on use of the General Fund. The General Fund is only spent on goods and services when no restricted funding source is available or eligible.

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.

FISCAL POLICIES

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.

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.

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.

Balanced Budget

The Budget is balanced when the total sum of budgeted revenues and budgeted one-time appropriations from reserves equals or exceeds the total amount of the expenditures budgeted. If the total sum of budgeted revenues and budgeted one-time appropriations from reserves *exceeds* the total amount of expenditures budgeted, then a net contribution to reserves is being budgeted for. If the total sum of budgeted revenues and budgeted one-time appropriations from reserves is *less than* the total amount of expenditures budgeted, this results in a budget deficit.

FISCAL POLICIES

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

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.

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 – protection of principle
- Liquidity
- A reasonable rate of return

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 diversified 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.

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.

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.

DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

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, 2019

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Assessed value ⁽¹⁾	\$ 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	\$ 20,637,300,411
Less: Exemptions ⁽¹⁾	(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)	(451,113,557)
	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	20,186,186,854
Legal debt margin										
Debt Limit (15% of Assessed Value)	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	3,027,928,028
Debt applicable to limit:										
Total Bonded Debt (including Special Assessment Bonds)	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	31,650,000
Less:										
Special Assessment Bonds	-	-	-	-	-	-	-	-	-	-
Tax Allocation Bonds	-	-	-	-	-	-	-	-	-	-
Total Amount of Debt Applicable to Debt Limit	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	31,650,000
Legal Debt Margin	\$ 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	\$ 2,996,278,028
Total debt applicable to limit as a percentage of debt limit	5.50%	5.86%	5.96%	6.37%	5.68%	4.94%	5.07%	0.55%	1.15%	1.06%

Source: ⁽¹⁾ HdL from the Sacramento County Assessor 2009/10-2018/19 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, Animal Shelter and Old Town Plaza. 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 2020-21 payments on the Finance Authority's debt:

Issue Name	Purpose	Principal Outstanding on 6/30/2020	Debt Service Payment FY 2020-21	Final Debt Service Payment	Fund
EGFA 2010 Lease Revenue Bonds	Special Waste Collection Center	\$ 8,655,000	\$ 1,010,744	FY2039-40	506
CFD 2002-1 East Franklin	EGFA Special Tax Revenue Bonds Series 2015 (East Franklin CFD 2002-1)	\$ 43,820,000	\$ 3,595,550	FY2038-39	757
CFD 2003-1 Poppy Ridge	EGFA Special Tax Revenue Bonds Series 2015 (Poppy Ridge CFD 2003-1)	\$ 38,890,000	\$ 3,253,950	FY2038-39	758
CFD 2005-1 Laguna Ridge (Series 2016)	EGFA Special Tax Revenue Bonds Series 2016 (Laguna Ridge CFD 2005-1)	\$ 110,870,000	\$ 6,193,538	FY2046-47	756
EGFA 2017 Lease Revenue Debt	Laguna Palms Campus (City Hall Complex)	\$ 3,720,000	\$ 584,652	FY2026-27	403
EGFA 2018 Lease Revenue Bonds	Animal Shelter	\$ 17,935,000	\$ 1,304,856	FY2038-39	406
CFD 2005-1 Laguna Ridge (Series 2018)	EGFA Special Tax Revenue Bonds Series 2018 (Laguna Ridge CFD 2005-1)	\$ 19,110,000	\$ 1,003,875	FY2048-49	756
EGFA 2020 Lease Revenue Debt	District 56 Nature Area, Old Town Plaza	\$ 10,000,000	\$ 817,117	FY2034-35	407

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 debt was used 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).

The EGFA 2020 Lease Revenue debt was used to fund the design and construction of the City's District56 Nature Area and improvements to Old Town Plaza. The Old Town Plaza debt is funded by the General Fund and the District56 Nature Area debt is funded by Laguna Ridge Parks with, if needed, ancillary support from CFD 2003-1 (Poppy Ridge) and CFD 2005-1 (Laguna Ridge).

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 (LAIF), or the LAIF rate.

The following is a summary of all outstanding Inter-fund loans. This information can also be found in the Debt Policy section of the Budget.

<u>Interfund Loan</u>	<u>Lending Fund(s)</u>	<u>Receiving Fund(s)</u>	<u>Annual Payment</u>	<u>Outstanding Balance</u>	<u>Final Payment Due</u>
Street Light LED Conversion	106	267	393,973	1,765,674	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	174,078	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	23,120	2,312,000	FY 2020-21
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The City advanced funds from the Drainage Fund to the Federal Capital Grants Fund for the Intelligent Transportation System Phase IV Project (WTC001). The annual payment shown above is interest only. The principal amount shown above will be paid in full when the grant awarded for this project is received by the City.

Reimbursement Agreement - Advanced Payment	261,265, 315,324	330	604,937	5,321,952	FY 2028-29
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DEBT POLICY, LIMIT AND OUTSTANDING DEBT OBLIGATIONS

The City advanced funds from Street Maintenance District 1 Zones 1 and 5, the Capital Facilities Fee (Library) and the East Franklin Landscape Corridor Fee to Laguna Ridge Supplemental Parks Quimby In-Lieu Land Fee, to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

Reimbursement Agreement - Advanced Payment	324	331	69,849	188,373	FY 2028-29
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The City advanced funds from the East Franklin Landscape Corridor Fee to the Laguna Ridge Supplemental Parks Public Land Acquisition Fee to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

Reimbursement Agreement - Advanced Payment	324	332	48,937	212,972	FY 2028-29
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The City advanced funds from the East Franklin Landscape Corridor Fee to the Laguna Ridge Supplemental Parks Facilities Fee to provide advance payment of pre-existing reimbursement agreements that were paid in full in June of 2019.

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COMMUNITY PROFILE



City of Elk Grove

Population – 174,775
Median Income - \$90,770
Square Miles - 42.1



COMMUNITY PROFILE

Elk Grove Today

Today, Elk Grove is a high-quality suburban community of approximately 175,000 people, located 15 miles south of the California State Capitol in the State's affordable Central Valley. Elk Grove is a young, ethnically diverse, modern city that was incorporated in 2000. Elk Grove is a family- and business-friendly community, with low crime, excellent schools, over 100 community parks, excellent dining and shopping options, numerous annual events and festivals, and over 270 sunny days per year. Median Household Income is \$90,770, the median home value is \$415,000, and 62% of adults over 25 are college educated. While we are rooted in agriculture and California's gold rush, today, there are substantial and thriving high technology, medical and life sciences, advanced manufacturing, government, and hospitality and retail sectors. Major corporations like Apple, AllData, the State of California, Cardinal Health, Costco, Kaiser, Sutter, Dignity, and UC Davis call Elk Grove home. Commercial rents and land costs are affordable, and the City has virtually no seismic risk. Elk Grove is governed by a five-member City Council consisting of the Mayor and four Council members. Elk Grove operates its own Development Services, Public Works, Finance, and Police Departments, and is served by the Elk Grove Unified School District, and the Cosumnes Community Services District (fire and emergency medical services and parks and recreation).

Top 25 Key Businesses

(The determination for what qualifies as a Key Business is a hybrid of assumed employment, tax revenue, and facility size.)

Apple, Inc./Pegatron	Hampton Inn & Suites
AutoZone, Inc. (ALLDATA)	Hilton Garden Inn
California Northstate University (CNU)	Holiday Inn Express (Hwy 99 & I-5)
Cardinal Health	Home Depot
City of Elk Grove	International Paper
Costco	Kaiser Permanente
Cosumnes Community Services District	Lasher Auto Group
Dignity Health	Maita Chevrolet
Elk Grove Ford	Mi Rancho
Elk Grove Honda	Raley's
Elk Grove Toyota	Slakey Brothers
Elk Grove Unified School District	
Extended Stay America	
The ForAnyAuto Group	

COMMUNITY PROFILE

Top 25 Sales Tax Producers

Apple
Bel Air Market
Best Buy
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
Enterprise Rent A Car
Grantline Arco
Home Depot
Infiniti of Elk Grove
Kohls
Laguna 76
Lakeside AM PM
Maita Chevrolet
Niello BMW
Nissan/Mazda of Elk Grove
Target
TJ Maxx
Walmart

RESOLUTION

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ELK GROVE
ADOPTING THE FISCAL YEAR 2020-21 BUDGET, THE FISCAL YEAR 2020-21 THROUGH
FISCAL YEAR 2024-25 CAPITAL IMPROVEMENT PROGRAM, THE ANNUAL
APPROPRIATIONS LIMIT, AND THE FISCAL YEAR 2020-21 INVESTMENT POLICY**

WHEREAS, the City Manager has submitted the Fiscal Year 2020-21 Budget to the City Council for consideration and comment; and

WHEREAS, the Fiscal Year 2020-21 Budget was prepared in accordance with the City Council's goals, Departmental Work Plans, budget assumptions and policies; and

WHEREAS, the Fiscal Year 2020-21 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 16, 2020, the Planning Commission adopted a resolution finding the Fiscal Year 2020-21 through 2024-25 Capital Improvement Program to be consistent with the General Plan; and

WHEREAS, a duly noticed public hearing was held on June 10, 2020 to consider information presented by staff and to receive public comment regarding adoption of the proposed Fiscal Year 2020-21 through 2024-25 Capital Improvement Program.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Elk Grove hereby:

- A. Adopts the FY 2020-21 Budget and the FY 2020-21 through FY 2024-25 Capital Improvement Program as defined in Section 2.1, and the Appropriations Limit as described in Section 6.1 and presented on June 10, 2020; 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.
- C. Adopts the FY 2020-21 City-Wide Performance Measures and Targets as described in Section 8.3 and authorizes execution of modifications to City-Wide Performance Measures and Targets also described in Section 8.3 and attached hereto as Exhibit A.
- D. Adopts the FY 2020-21 Investment Policy attached hereto as Exhibit B.

RESOLUTION

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.

SECTION 2. DEFINITIONS

- 2.1 "Approved Budget" includes the following documents:
The FY 2020-21 Proposed Budget and FY 2020-21 through FY 2024-25 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 or Program and are defined specifically below.
- a. Like funds within the General Fund are 101, 105, 106, 107, and 108.
 - b. Like funds within the Recycling and Waste Department are 501, 502 and 506.
 - 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.

RESOLUTION

- 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.
- 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 expenditures and transfer-in 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 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.

RESOLUTION

- 3.14 Per section 2.0.5 of the amended Fund Balance Reserve Policy adopted on April 24, 2019, 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 of reserves over the 30% to two purposes: one half to Capital Reserves (Fund 106) and one half to Economic Development Programs (Fund 105). 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. Upon the close out of the Fiscal Year, if the amount beyond 25% for the Reserve for Economic Uncertainty and beyond 5% for the Opportunity Reserve are not necessary to maintain target level funding for the projected fund balance amounts in the next Fiscal Year, then the City Manager is authorized to amend that fiscal year's General Fund transfer-out expenditures budget by up to this amount and the transfer-in revenue budgets in the Capital Reserve Fund (Fund 106) and Economic Development Fund (Fund 105) up to half of this amount each. Reallocation transfers of reserves to the Capital Reserve Fund (Fund 106) and to the Economic Development Fund (Fund 105) are suspended for FY 2020-21 to to maintain target level funding for the projected fund balance amounts in the subsequent Fiscal Year.
- 3.15 The City Manager is authorized to amend the budget in the Animal Services Donations Fund (Fund 735) during the fiscal year to gratify specific spending expectations associated with designated donations deposited into the Fund.

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 2019-20 Budget which remain unencumbered or unexpended on June 30, 2020, 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, 2020, and associated appropriations are hereby continued for FY 2019-20 expenditures.

RESOLUTION

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 in FY 2019-20 are eligible to be re-authorized in FY 2020-21 by project by fund in addition to the Adopted Capital Outlay appropriations in the FY 2020-21 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 2020-21 by project by fund.
- c) Unencumbered or unexpended appropriations in the City's Asset Seizure funds are eligible to be re-appropriated in FY 2020-21.
- d) Any FY 2020-21 encumbered purchase orders included in the calculation of FY 2020-21 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 2020-21.
- 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 2020-21.
- 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 are eligible to be re-appropriated in FY 2020-21.
- 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 2020-21.
- j) On January 22, 2020 the City Council authorized the acceptance of a cash donation in the amount of \$98,600 from Apple, Inc. on behalf of the Elk Grove Police Department (EGPD) to be used for dispatch equipment and training. Spending of the donations from Apple, Inc. are associated with, and tracked, using the project code APPLE20101. The City Manager is authorized to re-appropriate any unencumbered or unexpended donations associated with the APPLE20101 project in future fiscal years.

RESOLUTION

- k) To comply with Ordinances issued and executed by the County of Sacramento as a response to the COVID-19 pandemic, several City lead or sponsored Community Events that were included in the FY 2019-20 Budget have been cancelled or postponed to the following fiscal year. The City Manager is authorized to re-appropriate in FY 2020-21 any unencumbered or unspent appropriations within the Community Events (Events Sponsorship) Division in the General Fund contingent upon the re-appropriated amounts being spend on postponed or rescheduled events.
- l) Unencumbered or unexpended appropriations within the Strategic Planning & Innovation Division in the General Fund and in the Development Services Fund that are associated with the following list of Special Projects are eligible to be re-appropriated in FY 2020-21.

Project Number	Project Title	Fund Lines
SPG002	Economic Analysis Housing Market (Missing Middle)	1011241-5202101
SP0002	Climate Action Plan (CAP) Implementation	1011240-5202101
SPG003	Resiliency Plan	1011240-5202101, 1011241-5202101
SP0003	Old Town SPA Update	2953150-5202101
SP0004	Civic Center North Master Plan (Elevate)	1011240-5202101, 1011220-5202101
SP0005	Kammerer Urban Design Study	1011240-5202101, 2953150-5202101
SPG004	Housing Element Update	1011241-5202101, 2953150-5202101
SPG005	Objective Design Standards for larger RHNA Sites	1011241-5202101
SPG006	High-density residential feasibility analysis	1011241-5202101
SP0006	Rural Area Market Analysis	2953150-5202101
SP0007	Smart City	1011240-5152006, 1011240-5202101
WFC004	Sports Complex Annexation	1064120-5152006, 1064120-5456605, 1064120-5456606, 1064120-5456613

SECTION 6. APPROPRIATION LIMITS

- 6.1 The appropriation limitation established for FY 2020-21 shall be \$115,082,527 and the adopted FY 2020-21 Budget has not exceeded the appropriation limit.

RESOLUTION

- 6.2 Elect the growth in per capita income calculation method to determine the cost of living factor for the 2020-21 fiscal year. Per the California Department of Finance, the growth in Per Capita Personal Income for FY 2020-21 is 3.73%; hence the cost of living factor is 1.0373. The Annual Percent Change in Population for Elk Grove per the California Department of Finance is 1.22% (greater than for the County of Sacramento which is .58%); hence the population factor is 1.0122. Thus, the combined adjustment factor for the appropriation limit is calculated by multiplying the cost of living factor (1.0373) by the population factor (1.0122), equaling 1.05.
- 6.3 The actual appropriation for FY 2020-21 has not exceeded the appropriation limitation that was adopted for FY 2020-21.

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 during the current fiscal 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 and Targets within each department and division of the FY 2020-21 Budget 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 modifications 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.
- 8.6 The City Manager is authorized to amend the transfer-out expenditure budget in the Animal Shelter Capital Improvement Fund (Fund 346) by an increase equal to the amount of the available fund balance in the fund, and to jointly amend the transfer-in revenue budget in the Debt Service Elk Grove Finance Authority – Animal Shelter and Parkland Fund (Fund 406) by an increase in the same amount. Granting the authorization for the above budget amendment is contingent upon Council approval of the Notice of Completion of, and upon the completion and recording of all activity associated with, the Elk Grove Animal Shelter capital improvement project (WFC012).

SECTION 9. REQUESTED CHANGES TO FY 2019-20 BUDGET AUTHORITY

- 9.1 Amends the FY 2019-20 expenditure budget in the Risk Management fund by an increase of \$1 million to account for any unanticipated expenditures. Staff has received reimbursement of these expenditures from outside sources within the fiscal year, and appropriate budget adjustments shall be made to align with these reimbursements.
- 9.2 Amends the FY 2019-20 revenue and expenditure budgets for account associations (line items) containing “contra” object codes by decreasing the budgeted amounts to zero. Contra account associations are used as an internal accounting tool to balance loan principle payment payables and receivables in journal vouchers that process interfund loan payments and re-payments. The activity in these account associations do not reflect any actual revenues being received by the City nor do they reflect any actual good or services being provided to residents.
- 9.3 To help mitigate the impacts of the revenue shortfall experienced in the General Fund during FY 2019-20, as a result of the COVID-19 pandemic, the City Manager is authorized to amend the FY 2019-20 transfer-out expenditure budget in the Economic Development Fund (Fund 105) by an increase in an amount equaling at least \$1,600,000, but no greater than \$2,000,000, and to jointly amend the transfer-in revenue budget in the General Fund by an increase in the same amount.

This resolution will take effect immediately.

RESOLUTION

PASSED AND ADOPTED by the City Council of the City of Elk Grove this 10th day of June 2020

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			
		FY 2019	FY 2020	FY 2021	Change
City Council	Position				
	Council Assistant (5 part-time positions)	2	2	2	0
City Council Total		2	2	2	0

		Authorized			
		FY 2019	FY 2020	FY 2021	Change
City Manager	Position				
	Administrative Analyst I	1	1	1	0
	Administrative Assistant to the City Council	1	0	0	0
	Assistant City Manager	1	1	1	0
	City Manager	1	1	1	0
	Community Center Attendant (6 part-time positions)	0	2.4	2.4	0
	Community Center Coordinator	1	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	1	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
	Sr. Administrative Assistant	0	1	1	0
	Strategic Planning and Innovation Program Manager	1	1	1	0
City Manager Total		20	22.4	22.4	0

		Authorized			
		FY 2019	FY 2020	FY 2021	Change
City Attorney	Position				
	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
	Legal Assistant (1 part-time position)	0	0.4	0.4	0
City Attorney Total		6	6.4	6.4	0

		Authorized			
		FY 2019	FY 2020	FY 2021	Change
City Clerk	Position				
	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
		2019	2020	2021	
	Accountant/Sr. Accountant	2	2	2	0
	Accounting Manager	1	1	1	0
	Accounting Technician	4	4	4	0
	Administrative Analyst I	1	1	0	-1
	Administrative Analyst II	0	0	1	1
	Administrative Assistant	1	1	1	0
	Budget Manager	1	1	1	0
	Customer Service Specialist	2	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	0	-1
	Network Engineer	1	1	1	0
	Payroll Technician	1	1	0	-1
	Purchasing Agent	1	1	1	0
	Purchasing and Contracts Manager	1	1	1	0
	Revenue Manager	1	1	1	0
	Sr. GIS Analyst	0	1	1	0
	Sr. IT Analyst	1	1	2	1
	Sr. Management & Budget Analyst	1	1	2	1
	Sr. Payroll Technician	0	0	1	1
	Sr. Systems Analyst	1	1	0	-1
Finance Total		28	29	29	0

		Authorized			
Human Resources	Position	FY	FY	FY	Change
		2019	2020	2021	
	Human Resources Analyst	1	1	1	0
	Human Resources Manager	1	1	1	0
	Human Resources Specialist	1	2	2	0
	Sr. Administrative Assistant	1	0	0	0
	Sr. Human Resources Specialist	1	2	2	0
Human Resources Total		5	6	6	0

		Authorized			
Police	Position	FY	FY	FY	Change
		2019	2020	2021	
	Chief of Police	1	1	1	0
	Assistant Chief of Police	0	1	1	0
	Captain	3	3	3	0
	Lieutenant	7	7	7	0
	Sergeant	20	20	20	0
	Police Officer	115	119	119	0
	Total Sworn	146	151	151	0

POSITION LISTING

Police	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
Police (continued)	Administrative Analyst I	0	1	1	0
	Administrative Analyst II	1	0	0	0
	Administrative Assistant	6	6	6	0
	Animal Care Assistant	3	3	3	0
	Animal Care Specialist	3	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	1	1	1	0
	Community Services Officer	15	16	16	0
	Crime Analyst	2	2	2	0
	Customer Service Specialist	3	3	3	0
	Customer Service Supervisor/Animal Services	1	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	1	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
	Real Time Information Center Supervisor	0	1	1	0
	Registered Veterinary Technician	2	2	2	0
	Security Officer	1	1	1	0
	Sr. Administrative Analyst	0	1	1	0
	Sr. Administrative Assistant	3	3	3	0
	Sr. Animal Care Specialist	1	1	1	0
	Sr. Animal Services Officer	1	1	1	0
	Sr. IT Analyst	4	4	4	0
	Sr. Management Analyst	1	0	0	0
	Supervising Forensic Investigator	1	1	1	0
	Veterinarian	1	1	1	0
	Veterinary Assistant	2	2	2	0
	Intermittent Dispatcher (1 part-time position)	0.4	0.4	0.4	0
	Intermittent Police Technician (8 part-time positions)	1.6	3.2	3.2	0
	Total Non-Sworn	110	113.6	113.6	0
Police Total		256	264.6	264.6	0

POSITION LISTING

Development Services	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	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	1	1	1	0
	Code Enforcement Officer	4	5	5	0
	Code Enforcement Supervisor	0	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	22	22	0

Public Works	Authorized Position	FY	FY	FY	Change
		2019	2020	2021	
	Accounting Technician	1	1	0	-1
	Administrative Analyst I	1	2	2	0
	Administrative Analyst II	1	1	1	0
	Customer Service Specialist	1	3	3	0
	Drainage & Collection System Supervisor	0	1	1	0
	Engineering Technician I/II/Senior	0	3	3	0
	Environmental Specialist	1	1	1	0
	Facilities and Fleet Manager	1	1	1	0
	Facilities Technician	2	2	2	0
	Landscape Maintenance Supervisor	0	1	1	0
	Recycling & Waste Coordinator I/II	2	3	3	0
	Recycling and Waste Manager	1	1	1	0
	Operations General Supervisor	0	2	2	0
	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. Accounting Technician	0	0	1	1
	Sr. Administrative Assistant	3	3	3	0
	Sr. Civil Engineer	3	3	3	0
	Sr. Facilities Technician	1	1	1	0
	Sr. Transit Planner	1	1	1	0
	Street Maintenance Supervisor	0	1	1	0
	Traffic Control & Street Lighting Supervisor	0	1	1	0
	Traffic Engineer	1	1	1	0
	Transit Planner	1	1	1	0
	Transit System Manager	1	1	1	0
	Utilities Locator	0	1	1	0
Public Works Total		26	40	40	0

Total City Employees		367	395	395	0
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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 or exceed 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.