



City of Sacramento

Approved Budget

FISCAL YEAR 2016/17

APPROVED

CITY OF SACRAMENTO

FISCAL YEAR 2016/17 BUDGET

KEVIN JOHNSON
Mayor

ANGELIQUE ASHBY
Councilmember, District 1

ALLEN WARREN
Councilmember, District 2

JEFF HARRIS
Councilmember, District 3

STEVE HANSEN
Councilmember, District 4



JAY SCHENIRER
Councilmember, District 5

ERIC GUERRA
Councilmember, District 6

RICK JENNINGS, II
Vice Mayor, District 7

LARRY CARR
Mayor Pro Tem, District 8

JOHN F. SHIREY
City Manager

Prepared by
DEPARTMENT OF FINANCE
BUDGET, POLICY and STRATEGIC PLANNING DIVISION

Leyne Milstein Dawn Holm
Jason Bader Marian Fahy Angie Galieote Kim Swaback

In conjunction with Department Staff

CITY HALL
915 I STREET, 5TH FLOOR
SACRAMENTO, CA 95814

City of Sacramento - Organization Chart
(updated 02.19.16)

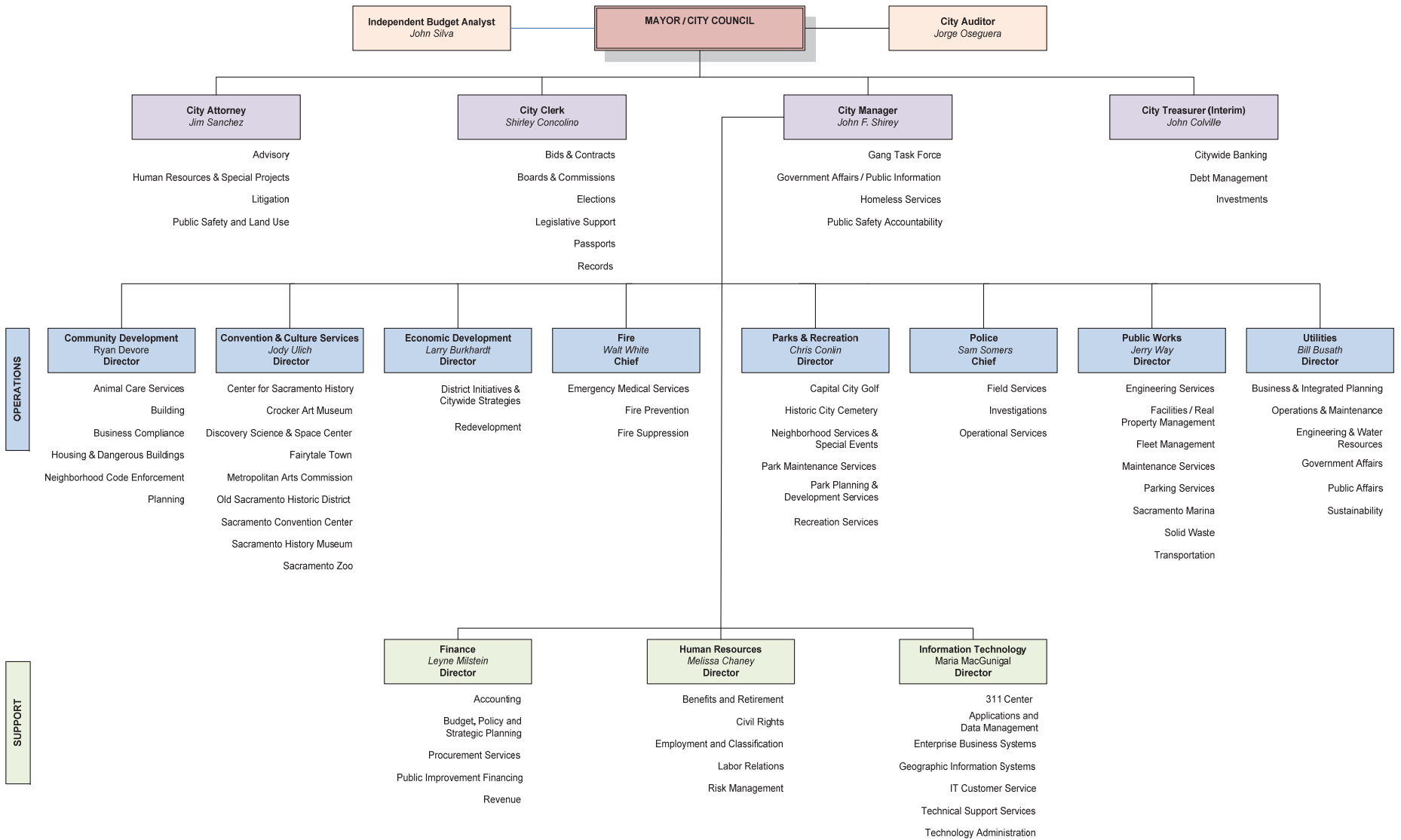


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SECTION – 1
Budget Message

John F. Shirey
City Manager

City Hall
915 I Street, Fifth Floor
Sacramento, CA 95814-2604
916-808-5704

July 1, 2016

Honorable Mayor and City Council
Sacramento, California

Dear Mayor and Members of City Council:

I respectfully submit to you the Fiscal Year (FY) 2016/17 Approved Budget for the City of Sacramento. The total budget is \$978.4 million, including \$426.7 million for General Fund operations, \$480.3 million for enterprise and other fund operations, and \$71.4 million for the Capital Improvement Program. This budget will serve as the City's financial plan for the coming fiscal year and was developed in the context of City Council's adopted policies and priorities.

The budget includes the allocation of resources to address Council's priority initiatives and investment in key areas that will provide or enhance services and programs for the residents of Sacramento, including the expansion of programs and services to address critical needs in several operating departments and strategic one-time investments. The most notable achievement in this budget is funding that will bring the City's Economic Uncertainty Reserve (EUR) to 10% of annual General Fund Revenues, a goal of the City Council.

Funding is included for the following key initiatives:

- \$1.5 million to continue the City's efforts for critical local homeless programs including the Common Cents and rapid re-housing and employment programs, keep the Volunteers of America - A Street Shelter and Salvation Army Shelters open 24/7, and to fund 20 year-round women's beds at the Salvation Army Shelter.
- Funding to support the addition of 15 police officers added with the FY2015 U.S. Department of Justice, Office of Community Oriented Policing Services Hiring Program grant. Additionally, eight officers assigned to forensics will be transferred to patrol by restoring lower cost civilian forensic positions.
- Funding for the expansion of the ShotSpotter gunfire detection system and grant match funding for the implementation of the body-worn camera pilot program for police officers.
- Staffing for park safety will be increased to a total of 13 park rangers to address public safety issues in the City's parks compared to 9.5 rangers last year.

-
- \$1.2 million to continue the work of the Mayor's Gang Prevention and Intervention Task Force, funding programs that provide youth and gang violence prevention and intervention services.
 - Staffing to support drinking water quality assurance testing and the implementation of safety and security measures in continued compliance with the Federal Clean Water Act and the State Water Code.
 - Implementation of a proactive approach to code enforcement that will increase compliance and reduce community blight by increasing code enforcement staffing, educating the community, and the Code Liaison program providing residents with quality customer service, information and assistance, and streamline the process of voluntary compliance by partnering with the public.
 - 311 Call Center improvements that will increase efficiency and cross-departmental team work, ultimately resulting in better service for Sacramento citizens and businesses.
 - Staffing dedicated to the redevelopment of key economic development opportunities in the Downtown Railyards and along the Sacramento riverfront to focus on expediting and removing barriers to development.
 - Funding to establish a Boys and Girls Club adjacent to the Valley Hi Library.
 - Funding for capital investments in Council District 2 (\$120,000), Council District 4 (\$60,000), and Council District 8 (\$60,000).
 - An additional position in the City Auditor's Office to enhance the City's internal audit process and increase response efforts on the City's whistleblower hotline tips.

This budget includes the allocation of \$23.6 million to address Council's priority initiatives and investment in key areas that will provide or enhance services and programs for residents. The ability to fund many of these initiatives is made possible with Measure U funds, for which we continue to be thankful to the citizens of Sacramento for their support.

I am pleased to report that the city continues to benefit from a strong economic recovery with revenues growing at a substantial rate, improving the fiscal outlook beyond what was thought possible at this same time last year. This provides much needed breathing room to focus on the restoration of core services while targeting investments reflecting Council's adopted priorities. However, over the long-term budget sustainability requires that revenues exceed expenditures on an annual basis, and we aren't quite there yet. As we move forward it is important to remember that the City faces several significant issues that will put pressure on available resources:

- Infrastructure needs for our facilities, roadways and utility systems continue to take a back seat to increased funding needs for delivering programs and services.

-
- Labor negotiations for all but two of our employee groups will begin in early 2017 with those remaining beginning in 2018.
 - Retirement costs continue to grow, the result of changes the California Public Employees' Retirement System as implemented to ensure that the retirement benefits are funded at an appropriate level and the reality that the system has not met investment earnings requirements (which increases employer costs).
 - OPEB (other post-employment benefits) health benefits have an accrued liability of \$364.7 million, while there is only \$15.1 million (as of June 30, 2016) in the City's OPEB Trust to fund these benefits.

While the strategic use of fund balance provides a tool to bridge the gap, the use of one-time funding for ongoing expenses over the long-term is inconsistent with adopted budget policies and guidelines. As such, we will need to focus efforts on achieving a sustainable budget, by developing strategies to either reduce costs or increase revenues.

The budget process is never easy and I would like to thank Council for your leadership and commitment to budget sustainability and to all of those involved in developing this budget.

Respectfully submitted,



JOHN F. SHIREY
City Manager

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SECTION – 2 **Budget Overview**

Approved Budget Overview

The FY2016/17 Operating and Capital Improvement Program (CIP) Budgets were approved by the City Council on June 14, 2016. The Approved Budget totals \$978.4 million from all funding sources and supports 4,457.73 authorized full-time equivalent (FTE) positions. The General Fund totals \$438.8 million and 3,259.99 authorized FTE, and the Enterprise and other Funds total \$539.6 million and 1,197.74 FTE.

The City Council held four meetings during May and June to review and discuss the Proposed Budget. Following those discussions, the changes as summarized in the following charts were approved by the City Council.

Operating Budget Adjustments

Department	Fund Name (Number)	Revenue Adjustment	Expenditure Adjustment	Description
Convention and Cultural Services	Felt Fund (5015)	-	100,000	Increase the expenditure budget for a professional services agreement with the Historic Old Sacramento Foundation (HOSF).
Office of the City Auditor / Parks and Recreation	General Fund (1001) / START (2501)	-	-	Transfer \$101,151 in General Fund savings from the START Program grant match to offset the cost of 1.0 FTE and associated services and supplies in the Office of the City Auditor.
Utilities	Water (6005)	9,118,892	1,238,936	Increase revenues and expenditures based on the March 2016 approved rate increases.
Utilities	Wastewater (6006)	2,739,597	425,937	Increase revenues and expenditures based on the March 2016 approved rate increases.
Net Department Changes:		\$11,858,489	\$ 1,764,873	

Multi-year Project Appropriations

Project Name (Number)	Fund Name (Number)	Revenue Adjustment	Expenditure Adjustment	Description
Boys and Girls Club Facility (B15000100)	General (1001)	-	500,000	Establish a project to add a facility for a Boys and Girls Club adjacent to the Valley Hi Library property.
Community Neighborhood Improvements (D01000000)	General (1001)		240,000	Direct the value of one-third of FY2016/17 electronic billboard revenues for capital investments in District 2 (\$120k), District 4 (\$60k), and District 8 (\$60k), offset by a reduction in FY16 committed fund balance.
Digital Strategy (A07000700)	General (1001)	-	651,000	Increase budget to \$1.7 million for the Automated Bids, Contracts, and Digital Signatures (ABCDs) based on bids that came in higher than initially projected.
ERP Systems Replacement Program (A07000600)	General (1001)	-	(151,147)	Transfer resources to the Digital Strategy Program (A07000700).
Homeless Housing Initiative (I02000200)	General (1001)	-	458,000	Increase budget to \$1.458 million to keep the VOA - A Street Shelter open 24/7, fund 20 women's beds at the Salvation Army year-round, keep the Salvation Army Shelter open 24/7, and explore pay for success financing models.
Utility Rate Assistance (I14130100)	General (1001)	1,304,434	1,304,434	Increase budget to \$2.4 million to provide rate assistance to low-income customers to offset the FY2016/17 approved Water and Wastewater rate increases. The revenue for this project is budgeted in Citywide and Community Support operations.
Subtotal General Fund:		\$ 1,304,434	\$ 3,002,287	

FY2016/17 Approved Budget

Multi-year Project Appropriations (continued)

Project Name (Number)	Fund Name (Number)	Revenue Adjustment	Expenditure Adjustment	Description
Digital Strategy (A07000700)	Various (Community Center-\$44k, Parking-\$34k, Solid Waste-\$107k, Storm Drainage-\$66k, Wastewater-\$52k, and Water-\$157k)	-	460,358	Increase budget to \$1.7 million for the Automated Bids, Contracts, and Digital Signatures (ABCDs) based on bids that came in higher than initially projected.
14th Avenue Extension (T15098600)	2006 Army Depot Taxable (3802) and 2007 Army Depot Tax-exempt (3803) Bonds	-	407,288	Extend 14th Avenue from Power Inn Road to Florin-Perkins Road.
City Hall Hearing Rooms Technology Program (A07001000)	Capital Reimbursement (3702)	-	125,000	Establish a project for improvements to the Council Chambers and Historic Hearing room.
North 12th Complete Street (T15165000)	2003 Alkali Flat Tax-exempt (3801) and 2006 River District Taxable (3818) Bonds	-	986,255	Convert the western-most travel lane on North 12th Street from Richards Boulevard to H Street into a two-way cycle track.
Ramona Avenue Extension (T15018400)	2006 65th Street Taxable (3804)	-	1,103,452	Extend Ramona Avenue north to intersect with Folsom Boulevard.
Residential Water Meter Program (Z14010000)	Water (6005)	-	5,000,000	Increase budget to \$8 million for the installation of residential water meters.
Wastewater Combined Sewer System Capital Program (X14010000)	Wastewater (6006)	-	5,211,063	Increase budget to \$9.2 million for improvements to the Combined Sewer System.
Water Planning and Management (I14400000)	Water (6005)	-	342,500	Increase budget to \$3.1 million for water conservation activities including various rebate programs.
Subtotal Other Funds:		\$ -	\$ 13,635,916	
Total Multi-year Project Changes:		\$ 1,304,434	\$ 16,638,203	

Schedule 8 - Reclassification Requests

(all requests are subject to Human Resources approval)

Department	Budgeted Classification	Union (Rep. Unit #)	FTE
Parks and Recreation			
	Park Maintenance Worker I	Stationary Engineers, Local 39 (03)	1.00

FY2016/17 Fee and Charge Report Amendments

Fee #	Department	Fund	Fee Name	Action	FY2015/16 Fee	5/10 Change	Recommended Fee	Justification	Proposition 26
298	Finance	General	New Pedicab Driver Permit Fee	Fee Change	\$284.00	\$115.00	\$193.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
299	Finance	General	Renewal Pedicab Driver Permit Fee	Fee Change	\$269.00	\$115.00	\$193.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.

FY2016/17 Approved Budget

FY2016/17 Fee and Charge Report Amendments (continued)

Fee #	Department	Fund	Fee Name	Action	FY2015/16 Fee	5/10 Change	Recommended Fee	Justification	Proposition 26
302	Finance	General	New Pedicab Bike Permit Fee	Fee Change	\$72.00	\$202.00	\$230.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
303	Finance	General	Renewal Pedicab Bike Permit Fee	Fee Change	\$56.00	\$202.00	\$230.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
304	Finance	General	Additional Bikes at Initial Inspection	New Fee	\$0.00	\$93.00	\$121.00	The new fee for additional bike inspections is reduced because no travel time for the Code Enforcement Officer to get to the inspection site is included for additional bikes.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.

Position Changes

Department / Fund Name	Job Classification	Union (Rep. Unit #)	FTE Change	Description
MAYOR AND CITY COUNCIL				
General Fund	Senior Auditor	Unrepresented	1.00	Additional position for the Office of the City Auditor
COMMUNITY DEVELOPMENT				
General Fund	Department Systems Spclst II	Local 39 (16)	(1.00)	IT Reorganization
General Fund	GIS Specialist I/II/III	Local 39 (17)	(3.00)	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
General Fund	IT Support Specialist I	Local 39 (16)	(2.00)	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	(1.00)	IT Reorganization
General Fund	Senior Department Sys Spclst	Local 39 (16)	(1.00)	IT Reorganization
General Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
CONVENTION AND CULTURAL SERVICES				
Community Center Fund	IT Manager	SCXEA (01)	(1.00)	IT Reorganization
Community Center Fund	Systems Engineer	SCXEA (10)	(2.00)	IT Reorganization
FINANCE				
General Fund	GIS Specialist II	Local 39 (17)	(1.00)	IT Reorganization

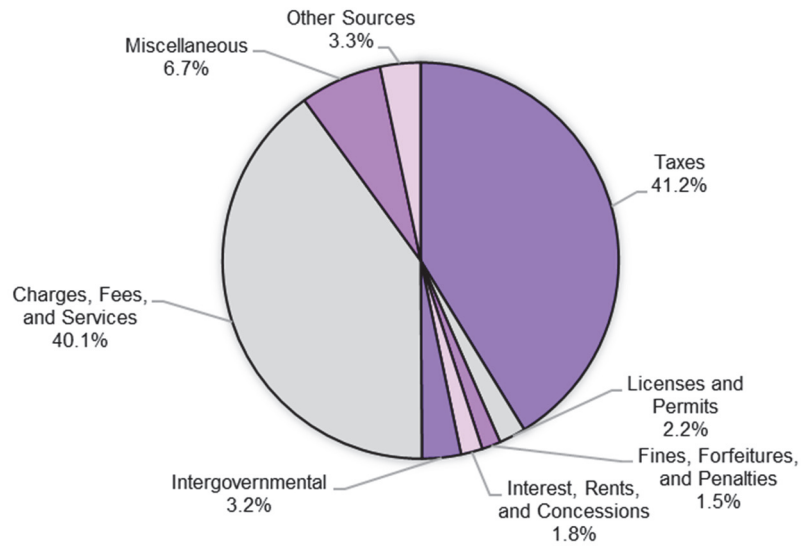
Position Changes (continued)

Department / Fund Name	Job Classification	Union (Rep. Unit #)	FTE Change	Description
INFORMATION TECHNOLOGY				
General Fund	Applications Developer	SCXEA (10)	1.00	IT Reorganization
General Fund	Data Entry Technician	Local 39 (16)	1.00	IT Reorganization
General Fund	Department Systems Spclst VII	Local 39 (16)	4.00	IT Reorganization
General Fund	GIS Specialist I/II/III	Local 39 (17)	12.40	IT Reorganization
General Fund	IT Manager	SCXEA (01)	1.00	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	5.00	IT Reorganization
General Fund	IT Support Specialist VII	Local 39 (16)	9.00	IT Reorganization
General Fund	IT Trainee	Local 39 (16)	1.00	IT Reorganization
General Fund	Program Specialist	SCXEA (01)	2.00	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	1.00	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	1.00	Support new customer information and billing system, offset by the Wastewater Fund
General Fund	Senior Department Sys Spclst	Local 39 (16)	4.00	IT Reorganization
General Fund	Senior Engineering Technician	Local 39 (16)	1.00	IT Reorganization
General Fund	Senior IT Support Spclst	Local 39 (16)	1.00	IT Reorganization
General Fund	Senior Systems Engineer	SCXEA (10)	1.00	IT Reorganization
General Fund	Systems Engineer	SCXEA (10)	5.00	IT Reorganization
PARKS AND RECREATION				
General Fund	GIS Specialist III	Local 39 (17)	(0.40)	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
General Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
START Fund	Senior Accountant Auditor	SCXEA (01)	(1.00)	Program Reduction
PUBLIC WORKS				
General Fund	Applications Developer	SCXEA (10)	(1.00)	IT Reorganization
General Fund	GIS Specialist I/II	Local 39 (17)	(3.00)	IT Reorganization
General Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
General Fund	Senior Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
Fleet Fund	IT Trainee	Local 39 (16)	(1.00)	IT Reorganization
Parking Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
Solid Waste Fund	GIS Specialist III	Local 39 (17)	(1.00)	IT Reorganization
Solid Waste Fund	IT Support Specialist I	Local 39 (16)	(1.00)	IT Reorganization
UTILITIES				
Water Fund	Customer Service Specialist	Local 39 (16)	1.00	Support the accelerated meter program
Water Fund	Customer Service Representative	Local 39 (16)	(0.50)	Part time FTE not needed
Water Fund	Customer Service Representative	Local 39 (16)	0.50	Need full time FTE for workload
Water Fund	Department Systems Spclst VII	Local 39 (16)	(3.00)	IT Reorganization
Water Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
Water Fund	Senior Department Sys Spclst	Local 39 (16)	(2.00)	IT Reorganization
Wastewater Fund	Data Entry Technician	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	GIS Specialist I/II/III	Local 39 (17)	(4.00)	IT Reorganization
Wastewater Fund	IT Supervisor	SCXEA (01)	(2.00)	IT Reorganization
Wastewater Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
Wastewater Fund	Program Specialist	SCXEA (01)	(2.00)	IT Reorganization
Wastewater Fund	Senior Department Sys Spclst	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Senior Engineering Technician	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Senior IT Support Spclst	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
			Total Change	2.00

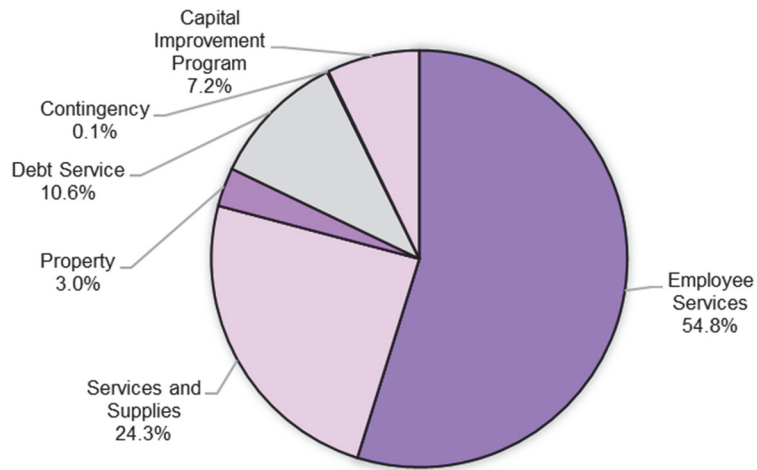
Union	Rep. Unit #	Represented Unit Name
SCXEA	01	Sacramento City Exempt Employees Association Exempt Management
SCXEA	10	Sacramento City Exempt Employees Association Confidential/Administrative
Local 39	16	Stationary Engineers, Local 39 Office & Technical
Local 39	17	Stationary Engineers, Local 39 Professional - Miscellaneous

Total Approved City Budget: \$978.4 Million

Revenue

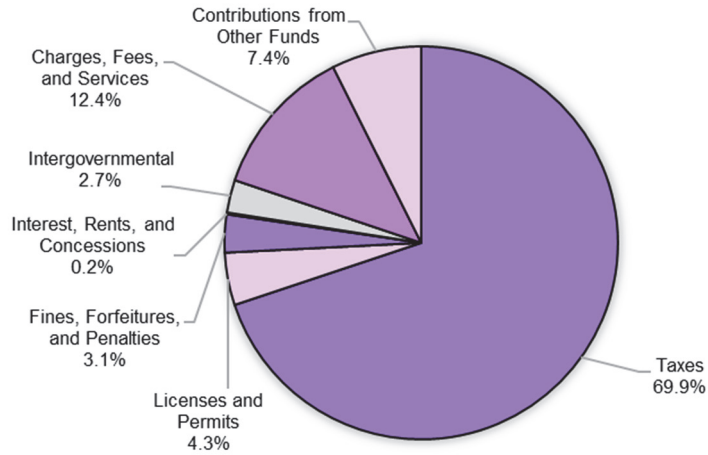


Expenditures

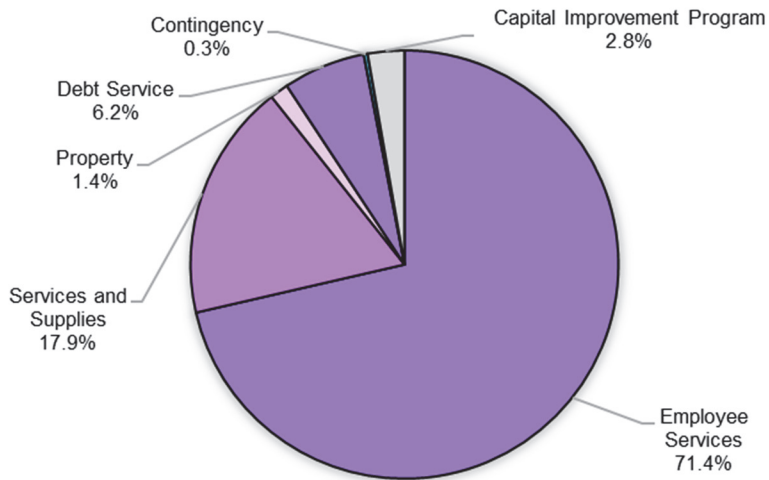


Total Approved General Fund Budget: \$438.8 Million

Revenue



Expenditures



Proposed Budget Overview

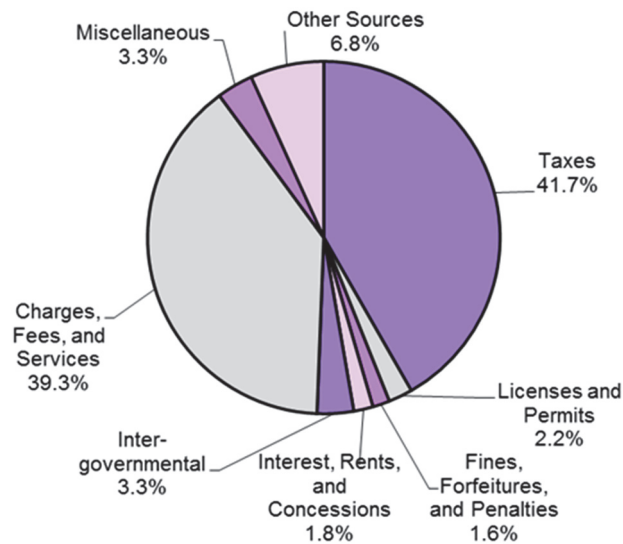
(As written on April 25, 2016, with technical adjustments as necessary to reflect Council intent.)

INTRODUCTION

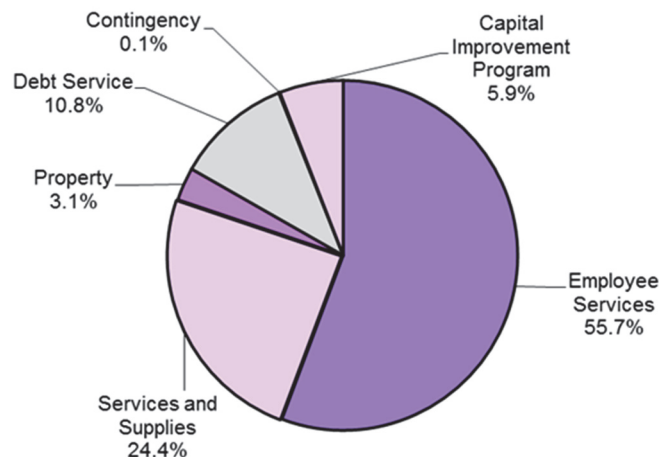
The FY2016/17 Proposed Budget (Budget) is balanced and reflects adopted Council priorities, City policies, goals and planning/programming guides. The Budget outlines resource allocation recommendations, including those involving staffing, technology, equipment, and program priorities.

The total Budget is \$961.1 million from all funding sources and supports 4,484.27 FTE positions. This includes \$435.8 million for General Fund operations and capital projects, and \$525.3 million for operations and capital projects for the City's Enterprise Funds and other fund activities. The following charts provide a summary of the Budget:

Revenues



Expenditures



Note: The above charts do not include other sources and uses as represented in Schedules 2A and 2B.

The Budget Process

The Mayor and Council continued efforts to engage and educate the community in the budget process and the City’s financial challenges over the long-term holding several community meetings, completing a community budget survey, and holding discussions at the Budget and Audit Committee (Committee) meetings in January and February. In March the City Council approved priorities for the budget and refined their Core Budget Policies and Budget Guidelines based on the information obtained through these forums.

Core Budget Policies
City Council must adopt a balanced budget
The Economic Uncertainty Reserve is to be increased gradually to Council’s goal of 10% of the General Fund revenue
Unbudgeted one-time revenues from an unexpected source must go to the reserve
Unbudgeted one-time revenues from an expected source (surpluses) will be allocated at the discretion of the Mayor and City Council and may be dedicated to the reserve
Council can allocate other sources of revenue to the reserve at any time
Measure U
Restorations, not new programs
Resources will not be used to balance the General Fund Budget
Resources will not be used to increase employee compensation
Resources will be set aside for contingency funding, one-time expenses, and transition with expiration in March 2019
Innovation and Growth Fund
Directed new property taxes resulting from the dissolution of redevelopment to the fund
Directed proceeds from the sale of surplus General Fund properties to the fund
Fund is used to invest in projects and programs that will grow revenue
Budget Guidelines
Maintain a fiscally sustainable, balanced budget.
The Mayor and Council’s priorities, based on community input, should drive the budget creation.
Continue a community-based budget process where city residents are engaged and educated on budget processes and provide feedback on budget priorities.
Look for ways to grow the reserve beyond its current goal.
All budget actions must be considered in a 5-year context, with new revenues not counted or spent until realized. One-time resources should be used for one-time needs, not ongoing expenses.
Do not make spending decisions in isolation. Avoid spending money on one-off projects or without looking at the big picture. Understand long-term consequences and opportunity costs.
Keep Council informed on the fiscal condition of the city and conduct continuous evaluations for efficiencies and effectiveness.
The City must consistently look for opportunities to proactively grow our revenues instead of simply being reactive.
Make every effort to identify private financing or federal and state grant opportunities before using City resources. Pursue new and enhance existing revenue sources.
Before new expenditures are made, identify return on investments and impacts; fiscal and social benefits.
Address unfunded long-term liabilities.
Remain a full-service city.

In FY2015/16 the Committee asked staff to work on establishing financial policies to guide decision-making related to the Budget in order to ensure the fiscal sustainability of

the City. Over the past year the Committee and City Council have approved the following policies:

- Interfund Loans
- Measure U Financial Management
- Other Post-Employment Benefits (OPEB) Funding
- Pension Funding
- Risk Management Funding and Reserve Policy

Staff have also prepared a General Fund Economic Uncertainty Reserve Policy and Budget Control Policy. These policies were presented to the Committee in April and will be brought forward to Council for adoption. In an ongoing effort to be the best managed city, these financial policies as well as previously adopted financial policies have been included in the Budget document for easy reference.

Mayor and Council Priorities

With input from residents and using the guidance of the principles outlined below the Mayor and City Council identified Budget priorities for FY2016/17 that reflect strategic investments in the city and continue the transition to “Sacramento 3.0.”

- **Fiscal Responsibility** – As our city continues with the economic recovery, it’s crucial to adopt financially sound policies and procedures that are prudent and take into account long-term impacts.
- **Growing the Economy & Jobs** – We must continue the shift to “Sacramento 3.0” and take the necessary steps to diversify the economy, our revenues and the job base. We must be the best city in the state to do business. We must create an environment that is friendly to entrepreneurship and business. The results of this shift will be a larger tax base and more jobs.
- **Priority Neighborhoods** – In order to ensure that our city is serving all citizens well, we must have services and programs available in every neighborhood. Let’s identify communities throughout the city that need special attention and resources so that access is equal for all residents.

Ultimately, the Mayor and Council adopted a comprehensive list of budget priorities, embodying the principles outlined above, reflecting five strategic focus areas: 1) Public Safety, 2) Economic Development, 3) Youth and Education, 4) Good Governance, and 5) Quality of Life. The FY2016/17 Budget has been developed with these priorities in mind, balancing the framework provided through Council and community input with available resources.

Mayor and Council Priority Budget Initiatives

On March 1, 2016, the Mayor presented recommendations for priority budget initiatives to the City Council which were subsequently adopted. Consistent with this direction, the

Budget reflects strategic investments focused primarily on one-time expenditures in order to address current critical needs and invest in projects with long-term benefits. The following chart summarizes recommendations for funding priority budget initiatives included in the Budget.

Priority Budget Initiatives	FTE	Ongoing Expenditures (\$ in millions)	One-time Expenditures (\$ in millions)	Proposed Budget (\$ in millions)
Public Safety	1.00	2.78	4.85	7.63
Economic Development	1.00	0.24	0.15	0.39
Youth and Education	0.00	-	3.46	3.46
Good Governance	0.00	1.50	4.44	5.94
Quality of Life	1.00	1.08	5.13	6.21
Total	3.00	5.60	18.03	23.63

Through the leadership and discipline of the Mayor and City Council, one-time funding sources in the General Fund, Measure U, and redevelopment bond funds are available to address the majority of the identified budget priorities. In some cases, additional staff work is required before funding recommendations can be made and as such funds are not included in the Budget for those items at this time. Completion of the necessary staff work will ensure the success of our investments. Detailed information on each of the priorities as well as further explanation of current City efforts, next steps, funding, and staffing recommendations are provided below.

PUBLIC SAFETY

Community Policing

Increasing police staffing levels by 15 officers per year for 20 years to increase community safety and officer engagement will require substantial new ongoing resources. With Measure U resources and federal grant funding, the City has been able to retain/restore 184 sworn FTE since FY2012/13. In addition, in FY2015/16 the department added 15 additional police officers with the FY2015 U.S. Department of Justice, Office of Community Oriented Policing Services Hiring Program grant. Money to continue funding for these officers as federal funds diminish has been included in the Budget. Additionally, the FY2016/17 Budget transfers eight officers assigned to forensics to patrol by restoring lower cost civilian forensic positions. Staff will continue efforts to identify ongoing resources that could be directed to further this initiative in the future as well as additional hiring grant opportunities.

Recruiting a Diverse Police Force

In FY2015/16 the Police Department created a “Hiring Pipeline” as a conduit for a diverse group of young adults who wished to join law enforcement, but lacked the age or experience needed to become full-time officers. The department hired the first 45 of these individuals from a variety of groups including the Department’s Criminal Justice Magnet Schools, Cadet Programs, local universities, and community colleges. The group is already showing benefits of improving the department’s overall diversity. Over 68 percent of the hires are from minority groups, with two of the pipeline hires already slated to attend the Department’s academy later this year.

The Department continues to face challenges in both recruiting new officers and retention of existing, experienced officers. Like most agencies in the region, the Department is dedicated to improving its overall diversity. However, initial salary comparisons show that Sacramento is behind other local agencies for compensation, making it a challenge in both recruiting and retention.

Fire Station 10

The replacement of Fire Stations 14 and 15 continues to be the Fire Department's top priority projects. While the City Council approved \$10 million for those stations in FY2015/16, based on current construction estimates and related infrastructure costs, these projects will require an additional \$4.5 million to be completed by fall of 2017. The additional funding to complete Stations 14 and 15 is included in the 2016-2021 CIP. Apparatus exhaust ventilation improvements and replacement of the kitchen range at Station 10 have been addressed in the current year.

The Fire Department assessment of fire stations has identified Station 4 as the next priority station replacement. Sufficient funding for the replacement of an additional fire station in FY2016/17 is not available.

Park Safety Rangers

City Council approved 3.0 FTE Park Safety Ranger positions with the FY2015/16 Midyear Budget. The FY2016/17 Budget includes the addition of 1.0 FTE Park Safety Ranger position, offset by the elimination of a vacant 0.50 FTE Park Safety Ranger. If approved, the Park Safety Division will have a total of 13.0 FTE (10.0 Park Safety Rangers, 1.0 Park Safety Supervisor, and 2.0 Park Ranger Assistants) to address public safety issues in the city's parks compared to 9.5 FTE as recently as January of this year.

ECONOMIC DEVELOPMENT

Improving our Business Climate

In order to attract new businesses and encourage the expansion of existing businesses, we must address critical needs relative to our business climate. Staff continues to explore and implement policies and processes that streamline approvals and remove economic and regulatory barriers in order to make Sacramento a first choice for business. For example, in January 2016 the Community Development Department launched a program that allows businesses to obtain a permit for tenant improvements in commercial buildings in one day. Also in January, the Economic Development Department initiated an aggressive business retention program that targets primary employers. The Economic Development and Community Development Departments are collaborating to identify "business friendly" initiatives and incentives such as a Fee Deferral Program and a Fast Track Permit Program for projects that meet City objectives, address needs within priority neighborhoods, and result in a significant number of jobs and capital investment. One-time funding of \$150,000 for staff and consultants to complete any requisite analysis, technical elements, and/or marketing and outreach associated with implementing new programs is included in the Budget.

The City is a major partner in the Greater Sacramento Area Economic Council (GSAEC) and depends on its work to execute regional marketing, branding and industry attraction strategies. As GSAC matures as an organization, the City expects that it will provide leadership in regionalizing our Chongqing, China trade office and in securing third-party public relations services. These services would include securing necessary financial support from other municipal partners for these activities. These efforts will strengthen the Sacramento region as a premier business location.

Over the last several years, the City has contracted for small business outreach services with the Asian, Black, Hispanic, and Slavic Chambers of Commerce on an annual basis in the amount of \$10,000 each plus other contributions. Given there are multiple local business assistance service providers, staff recommends developing an ongoing program available through a competitive process. Under new funding parameters, staff will develop a fee for service program that outlines specific criteria, eligibility, and business resource programs and support services, deliverables, and measurements to bring about local economic growth. The current \$40,000 budget has been increased to \$100,000 to support this new effort.

Railyards as an Innovation District

Downtown Railyards Ventures (DRV) is currently seeking revisions to the entitlements at the 240-acre Downtown Railyards site. Proposed new uses for the site include a Kaiser Hospital and a major league soccer stadium. These uses will complement the significant housing, cultural, office, and retail uses. A vibrant mixed-use urban district, the Railyards is positioned to serve as a regional catalytic project. As a highly complex urban infill project, it is essential to have a qualified project manager dedicated to ensuring that the long-term interests of the City are met. A position was added for this purpose in the FY2015/16 Midyear Budget and the City has hired a full-time project manager who is focused on expediting and simplifying entitlements, and fulfilling the goals and ambitions for an Innovation District. Funding for that position is included in the Budget.

Sacramento Center for Innovation

Adjacent to California State University, Sacramento (CSUS), the Sacramento Center for Innovation (SCI) is envisioned to be a prime destination for clean energy, green technology, and other innovative companies. The SCI area is approximately 240 acres, of which CSUS owns 25 open acres. The CSUS site presents a tremendous opportunity to create a research park that can retain and grow the level of talent needed in Sacramento to attract investment and business.

The City has already made significant investments to facilitate and guide land use, economic development, circulation, and the infrastructure improvements necessary to support future development of the area. Collectively, the City has contributed and secured over \$5.1 million to develop the Specific Plan and fund construction of the upcoming Ramona Avenue Extension Project. Construction of the Ramona Avenue Extension, which will serve as a catalyst for the SCI and increase accessibility to CSUS's campus, will start in 2017.

Over the next year CSUS will take the first steps to making this vision a reality by conducting a feasibility study. Staff will work with CSUS to identify and secure federal Economic Development Administration (EDA) grant funding to produce a plan that will guide the development of the university's 25 acres. Initial SCI efforts can be accomplished with existing resources in FY2016/17.

MedZone

Over the last year, the City has worked closely with MedZone to assess potential business models and funding strategies for the creation of medical industry collaborative space in proximity to the UC Davis Medical Center. In addition to pharmaceutical, bio engineering, health IT and telehealth-related companies, it is anticipated that MedZone will maintain a presence in this space. A building has been identified that requires significant tenant improvements and a funding strategy that includes the use of \$5.1 million in existing Oak Park redevelopment bond proceeds, plus \$10 million still to be raised from the private sector. Staff has initiated due diligence on the project and will present a recommendation to the Council for consideration.

Streetcar

The streetcar project finance plan includes \$7 million of City funding that was approved for FY2015/16. The total project cost is \$150 million and half of the estimated amount, \$75 million, has been included in the President's budget for the upcoming fiscal year. The remainder of the funding is expected to come from a variety of sources including State Cap and Trade funds, the County of Sacramento, the City of West Sacramento, State Proposition 1A funds, and a finance district that includes financial participation from the local business and property owners. Continued efforts on the streetcar project can be accomplished with existing resources in FY2016/17.

Community Center Theater

In spring 2014 City Council was presented three options for partial renovation of the theater. Staff was directed to refine the cost estimates for the Americans with Disabilities Act improvements along with additional restrooms and a small lobby addition. The Mayor's Task Force explored the potential for a new performing arts theater including various locations, number and size of stages, and funding ideas. In November 2015, the Mayor asked the City Manager to evaluate resources available for renovation of the theater and provide a delivery plan and schedule. The City Manager was also asked to expand the project scope to include an expansion of the Convention Center. A report is scheduled to be presented to Council in spring 2016. A ticket facility fee provides a dedicated funding source for the project, and there is currently funding available for the costs to develop a funding plan and plans for an integrated Convention Center and theater complex.

Sacramento Employment and Economic Development (SEED) Corporation

SEED is a 501(c)(3) community development corporation formed by the City in 2007, which received tax exempt status as a charitable organization from the Internal Revenue Service and Franchise Tax Board in 2008. Under the articles of incorporation, SEED's purpose is to direct resources that promote economic vitality throughout the city including: a) fostering private investment, b) assisting with business attraction and retention activities, and c) creating additional employment opportunities for citizens of

Sacramento. Given recession-related factors at the time, the corporation was never activated.

Under the bylaws, SEED is to have a five-member board of directors appointed by the Mayor and confirmed by the City Council. Two City Councilmembers may serve as non-voting ex-officio members in addition to the five voting members. SEED currently has an interim two-member board that will be replaced by a regular board if the organization is activated.

SEED currently has no sources of private or public funding to capitalize the corporation to make activation worthwhile. The first step, therefore, is to identify funding. Further, ongoing administration and operation would then require additional funding. Funding of \$150,000 has been included in the Budget for expenses related to reactivation of the SEED Corporation.

The \$1.2 million in Del Paso Heights Redevelopment Area bond proceeds may not be used to capitalize the corporation. However, the funds may be used to address critical infrastructure needs that could further leverage development in Council District 2. That can be done by the City without SEED.

Investing in our Riverfront

The Sacramento riverfront from Discovery Park to Miller Park offers great opportunities but remains challenged with significant and complex barriers to development including the need to relocate large gasoline storage tank farms. Further, as the I Street Bridge replacement project advances along with planning and design of the Broadway bridge, it is critical for the City to be engaged in urban planning and land use for these new gateways into Sacramento.

To focus City efforts on developing the riverfront the FY2016/17 Budget includes the addition of 1.0 FTE Project Manager in the Economic Development Department to manage what will be a multi-year effort to plan for development, remove obstacles, coordinate with regulatory agencies, engage stakeholders, and resolve transportation and other infrastructure essentials. Staff will develop a comprehensive transition strategy and set priorities for the redevelopment of the riverfront. This strategy will build on past riverfront planning efforts with a focus on developing a roadmap for implementation. Assessments will include infrastructure analysis, property ownership conflicts, obsolete and conflicting uses, environmental assessment, regulatory barriers, and economics.

Innovation and Growth Fund

Creating, fostering, and promoting a climate that supports entrepreneurial start-ups will advance Sacramento's position as a hub of innovation, entrepreneurship, and technology. Staff has been working to refine the existing fund policy and will be bringing revised criteria to the City Council. Eligibility and funding criteria are focused on strategic investments in programs and actions that stimulate innovation, economic growth, and job creation in Sacramento.

Natomas Sleep Train Arena Site Reuse

With the opening of the Golden 1 Center this fall, the 84-acre Sleep Train Arena site will cease to be used as a venue for NBA basketball. Also at that time, the City will transfer the adjacent 100 acres of land to the Sacramento Kings. Under the City's agreements with the Kings the team has responsibility to develop the site. As presented to the City Council in December 2015, the Kings have engaged consultants and initiated master planning that includes transit, environmental and land economics studies. The stated project goals include public amenities and high quality mixed-uses with a priority on job creation. The Kings are slated to provide the City Council with a progress report this spring. City staff is prepared to support the Kings in all aspects of the planning, environmental review, and community engagement. The Community Development Department has the necessary staff and resources to ensure the Natomas Reuse plan is expedited. The Kings will pay all standard planning and development fees that will cover the cost of this effort.

YOUTH AND EDUCATION

Summer Night Lights

The Summer Night Lights (SNL) program provides positive summer programming for youth and families, strengthens relationships between Police and the community, hires and trains young adults from the neighborhood who are at-risk for gang involvement and/or gang violence, and focuses on inter-generational activities that foster a safer community. The City Council approved \$200,000 for programs in North and South Sacramento for summer 2016. The Budget includes \$300,000 in funding for summer 2017.

Mayor's Gang Prevention Task Force

In June 2015 City Council allocated \$1 million to re-establish the Mayor's Gang Prevention and Intervention Task Force. On December 11, 2015, the City released a Request for Proposals to fund programs that provide youth and gang violence prevention and intervention services. The City received proposals from 33 organizations totaling almost \$2.5 million in funding requests. On March 1, 2016, 18 programs and \$680,000 in funding were approved by the City Council for community-based nonprofits. Additionally, funding provided to the Sacramento County District Attorney through a recent settlement with Motel 6 will provide resources to fund additional grants. The Budget has been increased to \$1.2 million for FY2016/17. Future funding for this program may be available if the Sacramento Children's Fund and Marijuana Business Operations Tax (Measure Y) is approved by the voters in June 2016.

Meadowview Community Development

Funding of \$500,000 is included in the Budget for the installation of modular facilities to house a Boys and Girls Club in South Sacramento adjacent to the Valley Hi Library. Boys and Girls Club programs and services "promote and enhance the development of boys and girls by instilling a sense of competence, usefulness, belonging and influence." The Sacramento Housing and Redevelopment Agency (SHRA) has committed to provide approximately \$110,000 annually from multi-family supplemental assessment fees from local affordable housing projects for the ongoing operations/maintenance of this facility.

This request also included funding for nonprofit organizations to provide programs/services in the area. Several of these organizations were recently selected as funding recipients as part of the 2016 Gang Prevention and Intervention Task Force Grant Program to provide services in the area to address these community challenges including: Boys and Girls Club (\$40K for Triple Play Sports League), Always Knocking (\$30K for street outreach/crisis response), and the Focus on Family (\$30K for Mack Road Multi-Disciplinary Team). An important component of the grant program is an evaluation of the outcome/effectiveness of the program funding. Given that these grants were just recently awarded, it is premature to provide additional funding at this time. However, if proven effective, these programs would also be eligible for the Measure Y funding if approved by the voters in June 2016.

City/County African American Child Death Program

On October 20, 2015, the County Steering Committee on the Reduction of African American Child Deaths (RAACD) presented supporting evidence about the seriousness and complexity of problems surrounding child deaths in Sacramento and identified key strategies for making a long-term reduction. The County has secured \$20 million in funding for this program from First Five. On February 16, 2016, the City Council allocated \$750,000 to support this initiative. No additional City funding is recommended in this Budget since the County has ample funding.

Youth and Education Department

Should the voters approve Measure Y in June 2016, the effective date of the Measure is January 1, 2017. Given the timing of actual revenue collection and remittance, revenues would not be realized until March 2017. In consideration of the timing and the need to better estimate revenues from the Measure, this item is better suited for consideration as part of the FY2016/17 midyear budget update.

4th R and START

The Department of Parks and Recreation is looking at alternative revenue sources to reduce or eliminate dependency on the General Fund and to collaborate with stakeholders to ensure continued success and funding of the programs. The Department is seeking assistance to help with the growing expenses of operating these programs having received no additional funding from the sponsoring school districts or the State for several years. After rightsizing these programs to account for the accurate number of FTE and payment of benefits to City employees based on hours worked, the 4th R Fund has a projected shortfall of approximately \$710,000 and the START Fund has a projected shortfall of approximately \$410,000 in FY2016/17. One-time General Fund subsidies have been provided in the Budget, but are not been included in the five-year forecast. This is in addition to the base General Fund subsidy of \$552,702 to the START program and \$340,000 in Measure U funds to the 4th R Program. The total City subsidy for these programs is \$2,012,702.

Future funding for this program may be available if the Sacramento Children's Fund and Marijuana Business Operations Tax (Measure Y) is approved by the voters in June 2016. The Department will be making a presentation to the City Council on these programs during the May budget hearings.

GOOD GOVERNANCE

Midyear Budget Policy

Making significant mid-cycle changes outside of the budget process can lead to poor decision-making due to incomplete information and inefficient and ineffective operations or service delivery. Staff has proposed a Budget Control Policy for Council consideration to minimize off-cycle changes and to ensure informed fiscal decisions that take into account the full costs, in terms of dollars and service impacts, of implementing spending increases during the fiscal year. Further, the policy specifies that in order to maintain a structurally balanced budget, any spending increases must be accompanied by compensatory revenue increases or spending decreases that clearly identify the associated opportunity costs. The policy has been approved by the Budget and Audit Committee and will be considered by the Council this spring.

Economic Uncertainty Reserve Policy

Establishing the targeted level of General Fund operating reserves is a basic component of a well-managed city. Adequate reserves help sustain City operations when adverse or unexpected circumstances affect the City, providing resources to minimize service disruption in the event of temporary revenue shortfalls or unpredicted one-time expenditures.

Staff has proposed an EUR Policy for Council consideration that would establish 10 percent of annual General Fund budgeted revenues as the minimum level of funding in the City's General Fund EUR and establishes two months of operating revenues (17%) as a target reserve level. The policy also outlines the methods the City will utilize to achieve the target reserve level and defines the conditions under which these funds may be used. The policy has been approved by the Budget and Audit Committee and will be considered by the Council this spring.

As of July 1, 2016, the EUR will be approximately 9.7 percent of the approved General Fund revenue budget for FY2015/16, a remarkable improvement since FY2008/09 when the EUR dropped to 2.7 percent. As revenues continue to grow additional contributions to the EUR will be necessary. Based on current revenue estimates for FY2016/17 an additional \$4.2 million is needed to achieve the Council's goal.

The existing Council goal and proposed policy recommend that positive year-end results or other one-time resources should be added to the EUR through budget development, midyear review, and year-end processes. With the end of the "triple flip" imposed on the cities by the State (Proposition 57), the City is due to receive funds that were originally due in 2004, but withheld by the State due to cash flow issues. The triple flip temporarily redirected City sales tax revenues to the State in 2004 to be used as security for the State's "Economic Recovery Bonds." In return, the City received a dollar-for-dollar allocation of local property taxes to replace the sales tax; however, the City received less revenue in 2004 than it would have absent this change. The final true-up payment from the State is estimated to be \$4.2 million. Consistent with Council policy the budget resolution includes authority to transfer these resources to the EUR by allocating this one-time payment expected in August 2016, which will achieve the Council's goal of a 10 percent EUR!

Other Post-Employment Benefits (OPEB) Policy

On February 16, 2016, the City Council passed a motion adopting an OPEB Funding Policy (Motion Order No. 2016-0039) that sets direction for future negotiations with employee groups. This policy establishes the method that will be used to determine the City's actuarially determined contribution (ADC) to fund the long-term cost of health benefits to City employees and retirees.

The policy requires that the ADC be funded as follows:

- Continue the current pay-go cost of OPEB for current retirees
- Continue paying \$1 million annually to the OPEB Trust
- Transfer annual pension savings to the OPEB Trust at the end of each fiscal year
- Full funding of the ADC be achieved within 10 years, or by FY2025/26, by reducing the gap between current OPEB funding and the ADC with a combination of City contributions, employee contributions, and OPEB plan changes
- Fully fund the City's OPEB obligation within 30 years, or by FY2045/46

The City Council's Adopted OPEB Policy is available at:

<http://www.cityofsacramento.org/City-Hall/Policies-and-Procedures>

The Budget includes a \$1 million contribution to the OPEB Trust.

FTE for City Auditor's Office

The City Council added a position in the City Auditor's Office in October 2015 to address increased audit work being performed in the Department of Utilities. This position is being fully offset by utility funds. Continued funding for this position is included in the Budget. However, as there are many competing priority requirements for increased staffing in nearly all departments and in light of future budget challenges indicated by the forecast, additional staff beyond the one position has not been included in the Budget.

311 Call Center Modernization

The City implemented 311 services in FY2007/08 during the fiscal downturn and equipped the 311 Call Center with surplus equipment and office space. The current work space is severely limited, and equipment and desk size differences compound this problem, with some desks too small for dual-monitor setups. The Budget includes \$315,000 to renovate the current workspace at the South Area Corporation Yard to improve the overall call center layout with appropriately-sized desks for call-taking and dispatch, dual monitors at each desk, ergonomic desks, and updated dashboard displays. The improved working conditions will hopefully improve morale, reduce employee attrition and on-boarding costs, increase efficiency, and cross-departmental team work, ultimately resulting in better service for Sacramento citizens and businesses.

QUALITY OF LIFE

Homelessness Task Force

Homelessness is one of the most pressing challenges cities face. The City is committed to investing in a collaborative, systemic approach to addressing homelessness, as evidenced by our ongoing support of Sacramento Steps Forward (SSF).

The City currently has invested \$1 million this year to help in the creation and launch of a coordinated system that provides integrated outreach, a common assessment based on vulnerability, “housing first” rapid rehousing rental assistance, and employment services. Common Cents, SSF’s coordinated entry system, has assessed over 2,000 vulnerable people in just over a year and is working collaboratively with homeless nonprofit providers to quickly move them into housing. On the back end, the City-funded rapid re-housing program, administered by Volunteers of America, provides short-term rental assistance to those identified through the Common Cents approach and allows for a level of funding flexibility that many traditional, federally-funded programs do not have. While SSF and other local partners have worked diligently to quickly build and launch these initiatives, getting the program to scale will require an ongoing local commitment from Sacramento County, the City, non-profit organizations, and private funders.

To this end, the FY2016/17 Budget and the General Fund five-year forecast include a commitment of \$1 million annually to provide ongoing funding for these critical local programs. These funds will continue to be channeled through SSF in collaboration with Sacramento County and other local funders. Five hundred thousand dollars will provide continued support of the Common Cents coordinated entry program and \$500,000 will provide continued support of the local rapid re-housing and employment program.

Parks Improvements and Maintenance

In FY2015/16 the City Council approved \$4.25 million in Measure U funding for a Park Maintenance Improvement CIP (L19706000), including park and pool assessment studies, to address the needs of existing parks for renovations and future investments and pool renovations. By the end of June, 2016 approximately \$1.85 million of this funding will have been spent on the park maintenance and pool assessments, repairs to Clunie Pool, sidewalk repairs at Fremont Park and Belle Coolidge Community Center, and furnishings purchased for installation at parks throughout the city. The focus of the Park Facilities Assessment Study is on park amenities and restrooms, not community centers and other buildings. The results of the Park Facilities Assessment Study will be presented to City Council in May 2016.

The FY2016/17 CIP Budget includes an additional allocation of \$4.2 million in Measure U funds to fund a portion of a citywide facility assessment study (\$152,521), and funding to address critical improvements at community centers, park facility roofs, and to address water supply issues at two park facilities. The results of this assessment will assist in the prioritization of needed repairs, improvements, and replacements.

Bike Trail Funding: Two Rivers and Sacramento River Parkway Bike Trail

Along the southern bank of the American River between 16th Street and H Street, the Two Rivers Trail has a substantial gap. Addressing this issue has been delayed by two crossing locations at the Union Pacific Railroad right-of-way. The City is working with the Sacramento Area Flood Control Agency and the American River Flood Control District to establish a trail alignment that minimizes effects on levee maintenance, natural resources, and the adjacent community.

Strategies are being explored to fund and implement a trail along the Sacramento River from the American River confluence to the southern city limits. A half-mile levee-top trail from Garcia Bend Park to the Pocket Canal Sump Station is currently in development in the environmental phase. Funding of \$200,000 was included in the FY2015/16 Midyear Budget to develop a next project phase for an additional 1.3 miles of trail from the Pocket Canal Sump to Arabella Way. Staff is seeking grant funding and other opportunities which will provide proceeds for trail implementation. There are substantial right-of-way challenges in the Pocket and Little Pocket neighborhoods for which significant funding still needs to be identified.

The Public Works Department has added a new Citywide Bicycle & Pedestrian Coordinator who will be responsible for planning & implementation of bicycle facilities, pursuit of grant funding, education, and promotion of active modes of transportation in the city.

Infrastructure Improvements

The Departments of Parks and Recreation, Public Works, and Utilities have programing guides and master plans that include methodologies and processes to prioritize capital improvement projects and the allocation of available resources. In addition, a citywide assessment of the City's essential facilities (approximately 100 facilities) is being recommended in the Budget. The results of this study will be used to determine the City's current facility maintenance backlog and the identification of priority projects.

With the systems currently in place and limited funding, the City's current deferred infrastructure backlog is growing. The current deferred backlog for roads and bridges is approximately \$150 million and generally has to be addressed with gas tax, Measure A, and other state and federal funding opportunities, however, these funds are diminishing. The infrastructure backlog in water and wastewater is being addressed through rate increases approved by Council in March.

Cities and counties desperately need the Federal and State governments to change the basis for funding for streets, roads, and bridges from gas taxes based on gallons of gasoline consumed to vehicle miles traveled.

The 2016-2021 CIP includes \$9.5 million to address critical facility repairs and replacements (\$4.2 million for park facilities, \$4.5 million for Fire Stations 14 and 15, and \$1.3 million for capital reinvestment and a facility assessment), \$300,000 for pool repairs, \$3.1 million for street maintenance, \$3.4 million for bridge repairs, \$8.8 million for major street repairs, and \$4 million for the wastewater combined sewer system. The need for funding is many times greater.

Code Enforcement

For the past several years the Code Enforcement Division has operated as a complaint-driven organization. In response to recent requests from neighborhood associations and members of Council the Division has initiated a more pro-active approach. The first goal of moving into a proactive mode is to first educate the community. The Division has already begun this process by enhancement of the website, conducting neighborhood cleanups, providing presentations at neighborhood association meetings and conducting “Code 101” training opportunities for residents. Code Enforcement has provided at least 15 trainings this year. Additionally, the new Code Liaison program provides residents with quality customer service, information and assistance and streamlines the process of voluntary compliance by partnering with the public to resolve code complaints without having to visit the site. The next phase will involve additional forms of outreach, including Saturdays when staff will “knock and talk” to residents regarding good property maintenance practices. To assist with these efforts 1.0 FTE Customer Service Representative was added with the FY2015/16 Midyear Budget, allowing a Code Enforcement Officer to return to the field. Funding for an additional 1.0 FTE Code Enforcement Officer is included in the Budget, partially offset by revenues.

Digital Billboard Revenues

In FY2009/10 the City Council authorized the installation of digital billboards and directed all lease revenues to the General Fund (Resolution 2010-246). In FY2010/11 the City Council redirected these revenues with two-thirds going to the General Fund and one-third going to the Council District where the billboard was located (Resolution 2010-662). The City received \$450,000 in FY2010/11, and this was the only year that funding was provided to the districts that had billboards (\$37,500 per district). As a result of the recession, the City Council redirected all these revenues to the General Fund (Resolution 2012-020).

These revenues continue to support General Fund operations and capital improvements within all areas of the city. Redirection of these revenues (\$360,000 to District 2, \$180,000 to District 4, and \$180,000 to District 8) effectively reduces General Fund revenues by \$720,000. The City Council has adopted Core Budget Policies and Budget Guidelines that require the Council to adopt a balanced budget and maintain a fiscally sustainable, balanced budget. Council should act to ensure that the City's financial position is sustainable over the long-term to regain structural stability in the General Fund and begin to address known liabilities as outlined in the Mayor's Budget Priorities memo:

- Rising Pension and Labor Costs
- Retirement and Healthcare Costs
- OPEB
- Aging Infrastructure and Capital Needs/Debt
- Expiration of Measure U Funds

Consistent with the City Council's sustainable budget policy and financial best practices this budget does not include the redirection of the billboard revenues.

FY2016/17 Program and Service Improvements

In addition to the funding recommendations addressing Council priorities, the Budget includes funding to expand programs and services to address critical needs in several operating departments, invest in the City's infrastructure, and continued investment in the City's technology infrastructure to further efforts to implement streamlined workflow and efficiencies. A summary of the significant program and service improvements included in the Budget is provided below and additional information is provided in department sections.

FY2016/17 General Fund and Measure U Program and Service Improvements

Department	Description	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Community Development	Increase staffing to support Animal Care and address increased building activity.	1,030,600	1,043,928	6.00
Convention and Cultural Services	Increase program funding for the Sacramento Metropolitan Arts Commission contingent on the County of Sacramento matching the City's \$100,000 increase, to be offset by an increase in transient occupancy tax (TOT) revenues.	100,000	100,000	-
Finance	Increase staffing to address the workload associated with regulation of the marijuana industry.	-	132,229	1.00
Fire	Increase staffing in Fire Prevention, Logistics and Resource Management to support the various Fire programs, add funding to expedite background investigations for new hires, and increase funding for the purchase of personal protective equipment. All costs will be fully offset by increased revenues.	684,572	684,572	4.00
Human Resources	Add part-time Investigator positions to assist in the Labor Relations process, fully offset through charges to the respective departments who utilize the investigative services.	84,077	84,077	0.92
Information Technology	Increase staffing in the City's 311 call center to increase efficiency and cross-departmental team work, ultimately resulting in better service for citizens and businesses, fully offset by on-street parking revenues and provide one-time funding for a student internship program.	449,549	449,549	5.00
Parks and Recreation	Increase staffing to provide administrative support and transfer a 0.50 FTE from the General Fund to the Measure U Fund.	59,950	88,388	1.22
Police	Increase staffing and programs to enhance safety and provide for critical IT infrastructure needs.	-	2,030,000	2.66
Public Works	Right-sizing staffing for Facilities and Engineering services to streamline operations and ensure compliance with all state and local codes.	55,243	206,976	1.00
Subtotal General Fund		\$2,463,991	\$4,819,719	21.80

FY2016/17 General Fund and Measure U Program and Service Improvements (continued)

Department	Description	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Parks and Recreation	Provide one-time funding for children's summer camp programs for the summer of 2016 and minor staffing adjustments in the recreation programs as part of the right-sizing effort started in FY2015/16.	-	424,446	4.28
Police	Funding to establish the body worn camera pilot program, support ShotSpotter expansion in the south area, and establish the required grant match for the FY15 CHP Grant that provided funding for 15.0 new police officers.	516,104	1,261,208	-
Subtotal Measure U Fund		\$516,104	\$1,685,654	4.28
Total General and Measure U Funds		\$2,980,095	\$6,505,373	26.08

As reflected above, additional expenses have been offset by increased revenues or cost recovery whenever possible to minimize the growth of the General Fund.

FY2016/17 Program and Service Improvements in Other Funds

Department	Description	Fund	Revenue/ Offset Change	Expenditure Change	FTE Change
Parks and Recreation	Implement minor staffing adjustments in the 4th R Program as part of the right-sizing effort started in FY2015/16.	4th R	-	(28,980)	(0.47)
Public Works	Add staff to support the expansion of parking operations including the oversight of managed lots.	Parking	-	239,838	3.00
Public Works	Add ten 0.33 FTE Sanitation Worker II positions for leaf season work.	Solid Waste	-	216,113	3.30
Utilities	Add staffing to support long range IT master plan changes. Costs will be offset by reductions to service and supplies.	Wastewater	100,986	100,986	1.00
Utilities	Staffing to support drinking water quality assurance testing and the implementation of safety and security measures in continued compliance with the Federal Clean Water Act and the State Water Code.	Water	349,179	1,007,860	10.00
Total Change			\$450,165	\$ 1,535,817	16.83

On the Horizon – Future Fiscal Challenges

Although there is good news relative to revenue growth, it is imperative that residents, Council, and staff keep in mind the challenges ahead. By now, these are familiar topics as increasing labor costs and liabilities continue to compete with Council and community needs and priorities. The following summarizes a few of the challenges ahead, which are not only General Fund issues as costs in the Enterprise Funds continue to grow as well. These issues and recommendations for a multi-year plan for General Fund sustainability are addressed in the Forecast section of this document.

Rising Labor Costs

In the next year the City will begin negotiations with the majority of its employee groups as contracts will be expiring in June of 2017 (Sacramento Area Firefighters Local 522 and the Sacramento City Exempt Employees Association (SCXEA) expire in June 2018). While the FY2016/17 Budget is balanced, expenditures are expected to outpace revenue growth in FY2017/18 and over the remainder of the General Fund forecast. Salary increases previously approved by Council are included in the General Fund five-year forecast; however, assumptions for future labor cost increases have not been included.

Pension Costs – California Public Employees’ Retirement System (CalPERS)

One of CalPERS’ strategic goals is to improve the long-term sustainability of the system through an integrated view of pension assets and liabilities. The CalPERS Board of Administration (Board) has engaged in discussions on the funding risks facing the system and possible risk mitigation strategies to better protect its members. While there is no doubt that risk mitigation is necessary, it is important to note that nearly all actions to further reduce risk will result in increased costs to member agencies. Recent Board actions on a new asset allocation, new actuarial assumptions, and new smoothing and amortization policies have already lowered risk but increased costs. However, future contribution rate volatility is expected as CalPERS pension plans continue to mature.

Two approaches under consideration are a “flexible glide path” methodology, which would lower the discount rate (interest earnings assumption) and expected investment volatility following a large investment return; or a “blended glide path” methodology, which is similar to the flexible glide path but with check points over time that would trigger additional asset allocation changes and lowering of the discount rate if investment returns do not result in a sufficient reduction in volatility. There will be continued in-depth discussion on both options as they involve tradeoffs between short- and long-term system effects and potential future increases in required contributions. As stated above, with either option the outcome will likely be increased costs for member agencies, including the City of Sacramento.

OPEB

In FY2015/16 the City, for the first time, began contributing \$1 million to the City’s OPEB Trust (Trust). Continuation of this funding is included in the Budget and assumed in the General Fund five-year forecast. In an effort to address this liability, the City Council also authorized the transfer of any available resources in the CalPERS budget accounts at the end of each fiscal year to the Trust. This resulted in an additional \$7.5 million (\$6.7 million in General Funds) contribution to the Trust. The current estimated OPEB liability is \$363 million and there is currently \$14.1 million in the Trust to fund this liability. In February 2016 the Council adopted the OPEB Funding Policy directing staff to continue efforts to reduce and eventually eliminate this liability.

Golf Special Revenue Fund

Beginning in FY2000/01 the revenues in the Golf Fund were insufficient to support operational and capital expenditures. Over the course of five years, five loans totaling \$6.2 million were made from the City Risk Fund to cover capital improvements and bridge the gap between revenues and expenditures. Efforts to right-size the fund

included changing from an enterprise fund to a special revenue fund in FY2005/06 to reduce administrative costs associated with operating an enterprise fund (\$800,000 annual savings). Subsequently in October 2011, the City entered into a public/private partnership with Morton Golf, LLC to maintain the City's golf courses as Morton was able to demonstrate that it could deliver these services, absent the existing operating debt, within program revenues.

Currently, there are two existing loans from the Risk Fund, one for capital and one for operations. With interest these loans now total \$8.4 million. The capital loan has a current balance of \$3.7 million and is being paid from revenues received from Morton Golf. The operating loan has a current balance of \$4.7 million including interest through June of 2011 when Council took action to stop accruing interest to the Golf Fund for this loan. To date there have not been adequate resources available in the Golf Fund to make payments on the operating loan.

Based on a review of the existing debt and lease agreement it does not appear that there will be adequate resources in the golf fund to repay this loan in the foreseeable future. As the loan is from the Risk Fund, which receives revenue from all city operating funds, a plan to repay this loan needs to be developed. Additionally, when interest stopped accruing in 2011 to the Golf Fund, the General Fund should have picked up the interest portion of the payment. The estimated interest since 2011 is approximately \$367,000. Staff is reviewing all options for repayment and will present recommendations for repayment of this loan.

Performance Measurement

In 2014 the City re-launched its performance management program and in FY2015/16 key performance measures were added to the department sections of the Budget. Going forward, performance measures will continue to be refined to reflect those that provide the best measures of outcomes and are most relevant to the public.

A performance management program is an important aspect of being a best managed city. It is a method of measuring the success of programs and activities in achieving outcomes that reflect public priorities. The establishment and evaluation of performance metrics and business improvement activities will serve to inform operational and strategic decision-making throughout the organization. As a management tool, it will aid in evaluating how well programs are providing quality services.

3

SECTION – 3 The Forecast

Revised General Fund Forecast

General Fund: The changes to the FY2016/17 Proposed Budget as summarized in the Budget Overview resulted in changes to General Fund revenues and expenditures. The General Fund forecast as shown below has been updated to reflect the budget as approved.

General Fund (\$ in 000s)	FY17	FY17	FY18	FY19	FY20	FY21
	Proposed	Approved	Projection	Projection	Projection	Projection
Total Revenues	436,863	438,908	440,906	449,056	457,847	466,908
Operations	412,873	412,873	432,493	442,977	452,157	456,869
Capital/Multi-year Projects	14,442	17,444	10,808	10,808	10,808	11,058
Priority Budget Initiatives (1x costs)	8,517	8,517	0	0	0	0
Total Expenditures	435,832	438,834	443,301	453,785	462,965	467,927
Surplus/(Deficit)	1,031	74	(2,395)	(4,729)	(5,118)	(1,019)
Beginning Fund Balance ^{1, 2}	7,782	7,042	7,116	4,721	(8)	(5,126)
Ending Fund Balance	8,813	7,116	4,721	(8)	(5,126)	(6,145)

¹ Beginning fund balance has been adjusted in FY17 Proposed to audited FY2014/15 fund balance.

² Beginning fund balance has been adjusted in FY17 Approved to reflect authorized use of fund balance during FY2015/16.

Measure U: In an effort to maintain sustainability in the Measure U Fund, no changes were made between the Proposed Budget to the Approved Budget for programs and projects supported by Measure U.

Enterprise Funds: The FY2016/17 Proposed Budget as presented in the Proposed Budget was developed in advance of Council's approval of four-year rate increases in the Wastewater and Water Funds. The revised forecasts shown below include the changes as summarized in the Budget Overview for these funds.

Wastewater Fund (\$ in 000s)	FY17	FY17	FY18	FY19	FY20	FY21
	Proposed	Approved	Projection	Projection	Projection	Projection
Total Revenues	31,895	34,635	38,597	41,911	45,521	45,709
Operations	26,913	27,338	28,359	29,559	30,876	31,757
Capital/Multi-year Projects	5,926	11,138	3,214	6,118	11,611	13,782
Total Expenditures	32,839	38,476	31,573	35,677	42,487	45,539
BEGINNING FUND BALANCE	7,957	7,957	4,116	11,141	17,374	20,408
ENDING FUND BALANCE¹	\$ 7,013	\$ 4,116	\$ 11,140	\$ 17,375	\$ 20,408	\$ 20,578

¹ This forecast does not include future debt service needed for investment in capital replacement.

Water Fund (\$ in 000s)	FY17	FY17	FY18	FY19	FY20	FY21
	Proposed	Approved	Projection	Projection	Projection	Projection
Total Revenues	96,924	106,043	109,989	119,409	130,099	130,556
Operations	88,406	89,646	92,981	96,524	100,293	102,919
Capital/Multi-year Projects	5,783	11,125	9,917	15,126	11,220	20,369
Total Expenditures	94,189	100,771	102,898	111,650	111,513	123,288
BEGINNING FUND BALANCE	33,737	33,737	39,009	46,100	53,860	72,445
ENDING FUND BALANCE¹	\$ 36,472	\$ 39,009	\$ 46,100	\$ 53,860	\$ 72,445	\$ 79,713

¹ This forecast does not include future debt service needed for investment in capital replacement.

Proposed Financial Forecast

(As written on April 25, 2016)

Financial Forecast

The purpose of financial forecasting is to evaluate current and future fiscal trends and conditions to help guide policy and programmatic decisions. The financial forecast is a fiscal management tool that presents estimated information based on past, current, and projected financial conditions. This tool helps identify future revenue and expenditure trends that may have an immediate or long-term influence on government policies, strategic goals, or community services.

This section includes five-year forecasts for the General, Measure U, and Enterprise Funds. The information in these forecasts provides a current picture of the fiscal condition of the fund, establishing an important context to the decision-making necessary to maintain essential community services.

General Fund

The General Fund budget is balanced. It includes limited additional funding for new initiatives the majority of which are offset by additional revenue growth. In addition the Budget includes approximately \$8.5 million in one-time funding to address program shortfalls in the 4th R and START programs, Summer Night Lights funding for summer of 2017, FY2016/17 funding for the gang prevention program, and critical facility improvements as well as \$4.5 million to complete the replacement of Fire Stations 14 and 15.

As detailed below, General Fund expenditures are expected to be below projected revenues in the budget year. This positive balance is the result of significant growth in major tax revenues that are described in the General Fund Revenue section. In June 2017, the majority of the City's labor contracts will expire, except the Sacramento Firefighters Local 522 and SCXEA contracts that expire in June 2018. Existing labor contracts and additional costs for pension benefits will add approximately \$5.1 million in additional General Fund expenditures in FY2017/18. These increases outpace anticipated revenue growth and the General Fund is forecast once again to be out of balance. It is important to note that increases for future labor contracts have not been included in the five-year forecast. As such, any additional labor costs will increase the gap between revenues and expenses in future years.

The Five-Year General Fund Forecast

Given the Council's sustainable budget policy, proposed fiscal actions are evaluated in a longer-term rather than a short-term context. The five-year forecast is an essential tool in the City's long-range financial planning process. Changes in economic conditions and anticipated future costs are components of the long-range forecasting process. The General Fund forecast provides a multi-year view of revenues and expenditures, allowing an assessment of the fiscal consequences of both prior and current funding decisions in the context of forecasted revenues and expenditures.

The five-year forecast is developed during the annual budget process and updated at midyear based on known changes. It is essential to evaluate and understand issues that

can affect assumptions included in the forecast. The model used to develop the forecast relies on detailed assumptions related to both revenues and expenditures, distinguishing between ongoing and one-time costs to further refine the estimates. The following chart reflects the variance between ongoing revenues and ongoing expenditures over the term of the forecast.

\$ in 000s	FY16	FY17 ¹	FY18	FY19	FY20	FY21
	Approved	Proposed	Projection	Projection	Projection	Projection
Beginning Fund Balance	11,234	7,782				
Total Revenues	400,451	436,863	439,588	447,725	456,502	465,549
Total Expenditures	396,112	427,815	441,562	452,069	461,272	466,257
Priority Budget Initiatives (one-time costs)	8,038	8,517				
Surplus/(Deficit)	7,535	8,313	(1,974)	(4,344)	(4,770)	(708)

¹ FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

The FY2015/16 General Fund forecast anticipated a \$1.8 million shortfall in FY2016/17. However, there has been positive revenue growth, 7.6 percent above FY2015/16, which is the result of a recovering housing market, increased personal spending for goods and vehicles, and continued reductions in unemployment. While General Fund labor costs increased by \$26 million, revenues increased by \$33 million, helping to cover the projected shortfall, increased labor costs, and recommended budget adjustments to address Council initiatives and critical department needs.

It is important to note that a portion of the revenue growth is related to a financial reporting change affecting the revenue change year-over-year. As outlined in the FY2015/16 Midyear report, the Council authorized a change in accounting for the City's recreation fees for service in the General Fund instead of the Parks Special Recreation Revenue Fund (\$3 million). Additionally, on-street parking revenue has increased by \$4.8 million as a result of changes to parking operations.

Finally, consistent with the Council adopted Measure U Policy, the City Manager was directed to prepare a transition plan to address the expiration of the Measure U tax. Unfortunately, given the significant growth in General Fund expenditures, adequate resources have not been available to transition Measure U programs to the General Fund with the exception of minor adjustments needed to maintain fiscal balance in Measure U. The following table depicts the current five-year forecast, including the expiration of Measure U in March 2019.

\$ in 000s	FY16	FY17 ¹	FY18	FY19	FY20	FY21
	Approved	Proposed	Projection	Projection	Projection	Projection
Beginning Fund Balance	11,234	7,782	8,313	6,339	1,995	
Total Revenues	400,451	436,863	439,588	447,725	456,502	465,549
Total Expenditures	396,112	427,815	441,562	452,069	461,272	466,257
Current Surplus/(Deficit)	15,573	16,830	6,339	1,995	(2,775)	(708)
Priority Budget Initiatives (one-time costs)	8,038	8,517	0	0	0	0
Ending Fund Balance	7,535	8,313	6,339	1,995	(2,775)	(708)
Loss of Measure U / Measure U Reserve	0	0	0	0	(33,472)	(50,811)
Ending Fund Balance w/Loss of Measure U	7,535	8,313	6,339	1,995	(36,247)	(51,519)

¹ FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

The City continues to benefit from the economic recovery with revenues growing at a substantial rate. However, the level of revenue growth we are forecasting for FY2016/17 is unsustainable and expenditures are forecast to outpace revenues in FY2017/18. Escalating employee salary and benefit costs, new program initiatives, and the increasing costs of operations and maintenance of aging infrastructure continue to be a challenge.

While the strategic use of fund balance provides a tool to bridge the gap, the use of one-time funding for ongoing expenses over the long-term is inconsistent with adopted budget policies and guidelines. Further, this will require extraordinary discipline to ensure those resources remain available for future year budget balancing. Budget sustainability requires that annual operating cost increases be held to a level at or below annual revenue growth and/or cutting or eliminating specific expenditures.

General Fund Expenditures

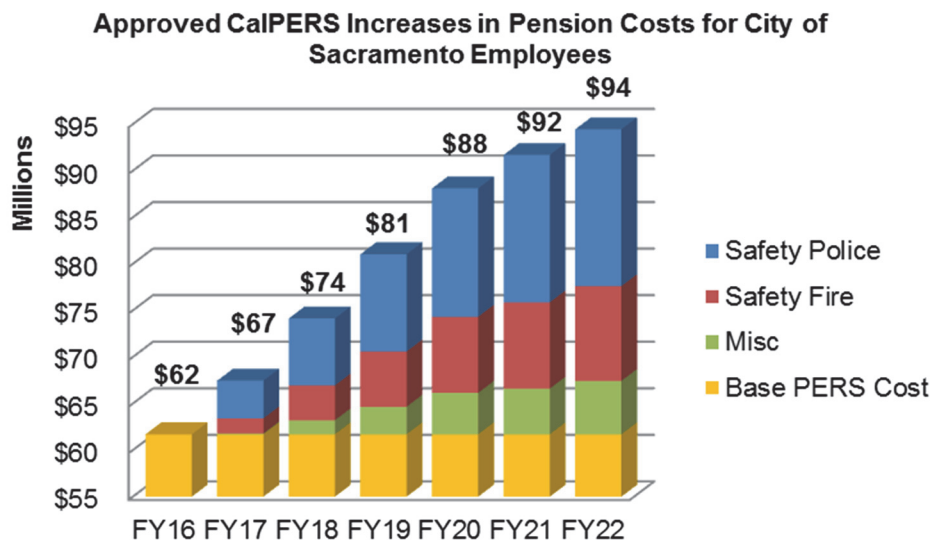
The single largest expenditure in the General Fund is the cost of employees who support department operations through the delivery of programs and services to the community. The Budget and forecast include scheduled salary increases based on existing labor agreements. As mentioned above, the forecast does not include future labor cost growth to address upcoming contract negotiations. In FY2016/17 labor costs increased by approximately 7 percent as a result of approved salary and CalPERS increases associated with pension benefits.

One of the biggest challenges for the City continues to be the increase in CalPERS rates for the foreseeable future. In 2014 CalPERS completed a 2-year asset liability management study incorporating actuarial assumptions and strategic asset allocations. As a result the CalPERS Board of Administration (Board) has approved significant changes, resulting in increased employer rates:

- Modest changes to the current asset allocation to reduce the expected volatility of returns – Goal is to have a long-term blended return that continues to support a discount rate assumption of 7.5 percent.
- Demographic assumption changes that more closely align with actual experience – Mortality improvement is the most significant change and was necessary to acknowledge greater life expectancy (paying for the benefit longer).

The new actuarial assumptions were used to set the FY2016/17 contribution rates for public agency employers. The increase in liability resulting from the actuarial assumptions is amortized over a 20-year period with a 5-year ramp-up/ramp-down in accordance with Board policy. Also, in 2015 the City, CalPERS, and the Sacramento Police Officer's Association reached agreement on a 2007 dispute over the inclusion of holiday pay in final pension calculations. The agreement determined that payment for holidays in lieu of employees having holidays off should be included in final pension calculations. CalPERS is estimating that this agreement will increase rates over the next five years by approximately 3.6 percent total for this unit (\$5 million) and add \$38 million to the unfunded liability over the next 30 years.

Based on the phase-in of the CalPERS Board actions and the increases associated with the holiday pay liability, the increase in the City’s CalPERS employer contributions will cost the City an additional \$25 million in FY2020/21 as illustrated in the chart below:



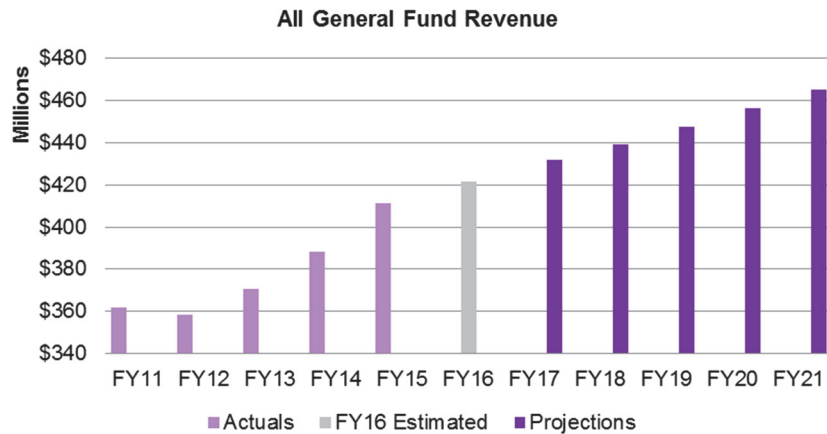
General Fund Revenues

A major highlight in the Budget is that the City’s General Fund revenue stream continues to grow across most revenue sources. The two major drivers of the City’s improved economic condition continue to be exceptional property and sales tax growth. These two taxes comprise 49 percent of all General Fund revenue (32% property taxes, 17% from sales taxes) and are anticipated to grow 5.1 percent and 5.5 percent, respectively, in the budget year. Rounding out the top three revenue sources is utility user taxes (UUT), at 14 percent, with estimated growth of just 1.4 percent. Overall General Fund revenues are projected to grow in FY2016/17.

The following charts provide a summary of the City’s major revenue sources. A detailed explanation, including the current indicators guiding the development of the forecast for that specific revenue type, is included below.

Revenue Source	FY2016/17 Proposed	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected
Property Tax ¹	139,512	143,423	147,658	152,019	156,512
Sales Tax	74,500	76,735	79,421	82,200	85,077
Utility User Tax	60,406	61,010	61,620	62,236	62,859
Other Revenue	157,700	158,315	158,921	159,942	160,996
Total General Fund Revenue	432,118	439,483	447,620	456,397	465,444

¹Property tax is defined as current secured, current unsecured, prior secured, prior unsecured, property taxes in-lieu of vehicle license fees, supplemental property taxes and redevelopment pass-through property taxes.



Property Tax

Property taxes account for 32 percent of all General Fund revenues. Revenues related to property taxes are affected by fluctuations in the real estate market, levels of new construction activity, and the corresponding changes to the assessed value of those properties on the tax roll.

Construction and investment in the downtown urban core is expected to remain strong in 2016 with new retailers entering the region. The opening of the Golden 1 Center in the fall of 2016 will certainly be one of the most significant events in recent Sacramento history. This is not only due to the arena itself, but also because of the related mixed-use project known as Downtown Commons, which will include approximately 630,000 square feet of retail space, 50 luxury residential units, a 250-room hotel, and 250,000 square feet of office space within the Central Business District. Consistent with current Council budget guidelines, property tax growth in the former Downtown Redevelopment Area will accrue to the Innovation and Growth Fund, with the exception of the possessory interest tax paid on the Golden 1 Center which will be budgeted to pay a portion of the associated debt service.

Additionally, the Sacramento County Assessor’s (Assessor) 2015 Annual Report and monthly reports highlighted several positive barometers for the city as follows:

- Total gross assessed value of secured/unsecured properties in the city grew 4 percent from FY2014/15 to FY2015/16.
- Number of city parcels increased from 152,866 in FY2014/15 to 152,896 in FY2015/16.
- City properties with Proposition 8 assessments (temporary reduction in property taxes due) decreased from 23,346 in February 2015 to 20,330 in March 2015, a 12.9 percent decrease.

The long-term forecast for the city’s secured property taxes continues to be positive with the addition of the Golden 1 Center, the lifting of the North Natomas building moratorium, and numerous other development projects underway or in the planning stages throughout the City. However, this optimism must be tempered by the reality of the “project to property tax timeline” as the city will not see a permanent change in

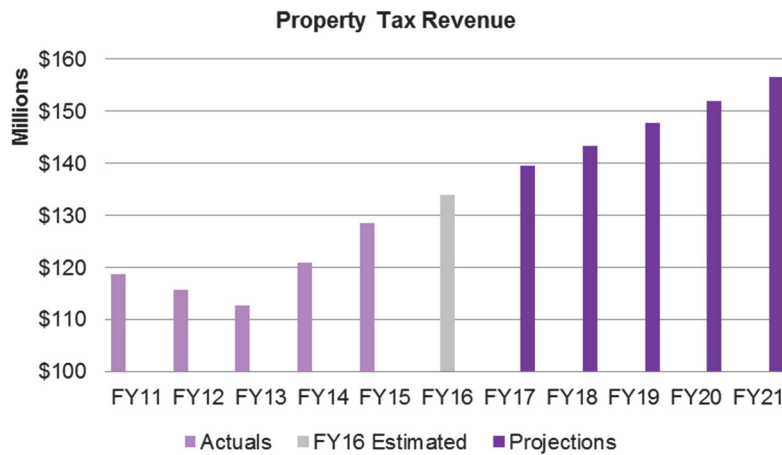
property tax revenues until these projects are completed and the new assessed value included on the Assessor’s tax roll. At the time a project is completed and the property is sold or reassessed the City will receive one-time property transfer tax and one-time supplemental tax, but the full value of the property may not be included in the secured property tax roll for as long as two years after the completion of the project depending on the completion date.

Early indications from the Assessor are positive and there is potential that when the 2016 property tax valuations are finalized in early July the City will continue to see Proposition 8 values increase. Because the Assessor does not complete the work on the tax roll until after the Budget is adopted, the forecast for property tax revenues is based on the Assessor’s “work in progress” and will be re-evaluated when final information is received in July. Any significant variance will be reported as part of the FY2016/17 Midyear Review.

Based on the most recent data from the Assessor and the improving economy in the region, the property tax forecast for FY2016/17 is 5.1 percent higher than the FY2015/16 Budget, and estimates for FY2016/17-FY2020/21 include annual growth of 3 percent assuming the application of the full 2 percent Proposition 13 growth factor and that Proposition 8 properties will continue to be restored to their Proposition 13 values on the tax roll over time. The graph below illustrates the assessed roll value that remains to be restored as a result of the housing crash during the recession. Restoration of Proposition 13 values happen annually, while reductions as the result of a Proposition 8 appeal can be applied to the tax roll at any time during the year. Therefore, the reduction in pending appeals limits the City’s exposure to a reduction in roll value.

Summary of Proposition 8 Assessments by Land Use

Property Type	Prop 8	Prop 13	% of Full Value
Single-Family Residence	4,764,549,478	6,262,827,349	76%
Commercial	2,798,479,529	4,269,133,752	66%
Multi-Family Residence	1,539,117,570	1,849,058,209	83%
Industrial	459,425,686	645,838,692	71%
Others	204,608,664	435,988,509	47%
City Total	9,766,180,927	13,462,846,511	73%

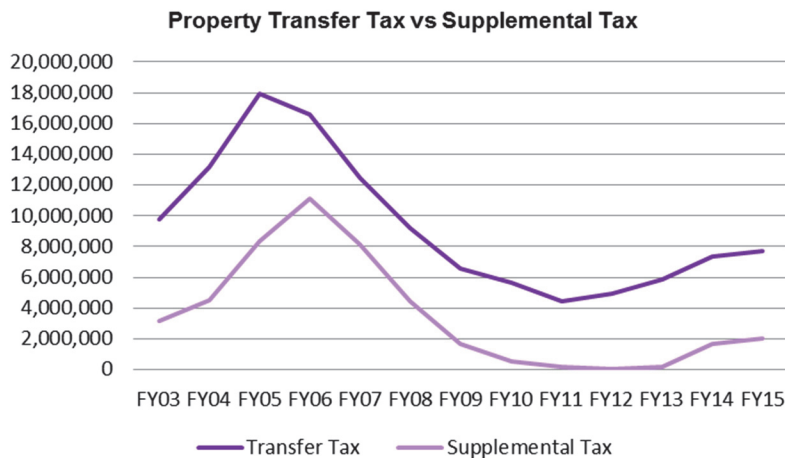


What are Property Transfer Tax and Supplemental Property Tax?

Real Property Transfer Tax - A charge imposed by the City upon the passing of title from one owner to another. The City charges \$2.75 for every \$1,000 of the property’s sale price (.00275%). This revenue stream has fluctuated significantly ranging as high as \$18 million in FY2004/05 to a low of \$4.4 million in FY2010/11.

Supplemental Property Tax - A supplemental tax bill is generated when a property is reassessed due to a change in ownership (a sale, transfer, or transfer of fractional interest) or the result of new construction. The supplemental tax bill reflects any increase or decrease in property tax generated by the supplemental event.

These two sources of revenue fluctuate heavily with the housing market, reaching a high of \$27.7 million in FY2005/06 and a low of \$4.6 million in FY2010/11. While we remain confident that Property Transfer Tax and Supplemental Property Tax will continue to rebound from their 2010/11 low points, the volatility of these revenues make them very challenging to forecast. The graph below reflects the significant effect the recession had on these revenue sources and the gradual rebound over the past three years.



Given the volatility of these revenues it is especially important to be aware of market trends and make adjustments early should overall sales volume and price decrease dramatically.

Sales and Use Tax (Sales Tax)

Sales tax is imposed on all retailers for the privilege of selling tangible personal property in the state, whereas use tax is imposed on the purchase for storage, use, or other consumption of tangible personal property purchased from any retailer within the city. Sales tax accounts for 17 percent of all General Fund revenue. The General Fund receives only 1 cent of every 8.5 cents paid per dollar sale in Sacramento.

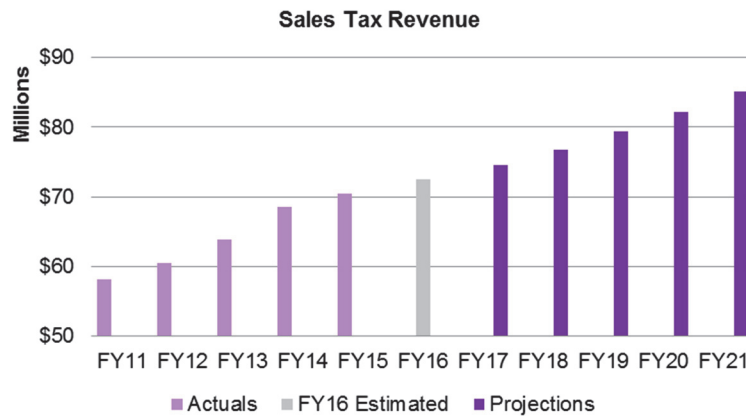
Over the last four quarters, the City’s sales tax has increased 5.0 percent compared to the prior four quarters. Retail sales grew by 7.9 percent during the holiday season year-over-year, excluding autos and gas. Statewide sales tax increased by 2.4 percent during the same period. This quarter the City has seen its highest level of sales tax receipts compared to the previous eight quarters across several economic segments including restaurants, food markets, new auto sales, drug stores, used auto sales and miscellaneous retail.

Sales Tax Breakdown by Economic Segment	
General Retail	27.5%
Food Products	22.5%
Transportation	19.3%
Business to Business	15.8%
Construction	12.6%
Miscellaneous	2.3%
Total	100.0%

The annual inflation rate (CPI-U Western Region) in November edged down to 1.5 percent from 1.7percent in November 2014, due in part to lower gasoline prices. The overall inflation rate of 1.5 percent includes two segments that are increasingly using up more of California’s disposable income and generally don’t generate sales tax revenue: housing 3.4 percent and medical care 3.4 percent. The annual inflation rate for segments that typically generate sales tax based on data from the Bureau of Labor Statistics are the following:

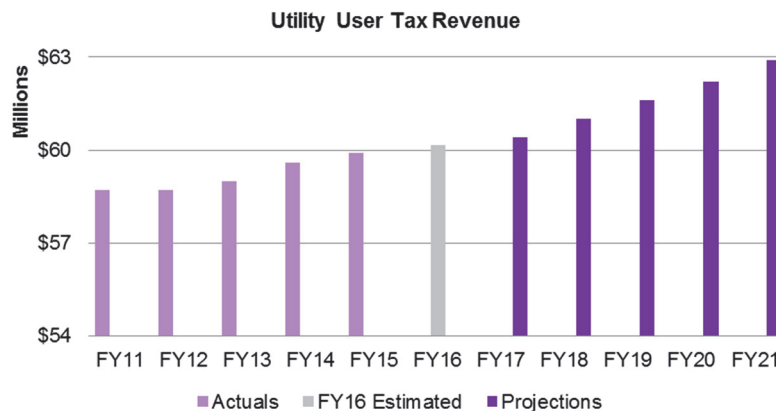
- Commodities less food - 2.4%
- Nondurables - 2.0%
- Motor fuel -18.7%
- Food and beverages - 1.6%

Based on the most recent information from MuniServices, the City’s sales tax consultant, growth projections are estimated at 5.5 percent in FY2016/17 and 3.0-3.5 percent annually from FY2017/18-FY2020/21.



Utility User Tax

UUT is a usage tax on communication, electric and gas charges billed to a billing or service address in the City as authorized by City Code (Section 3.40). Measure O was approved by the voters in November 2008, reducing the 7.5 percent tax rate to 7.0 percent on telecommunication services, but was expanded to include Voice over Internet Protocol (VoIP), text messaging and many other previously excluded technologies. The 7.5 percent tax rate continues to be in effect for gas, electric, and cable services. UUT is the City’s third largest revenue source, accounting for 14 percent of all General Fund revenue. UUT has been the most consistent revenue stream over the past five years.



Following are details on the five components that comprise the UUT.

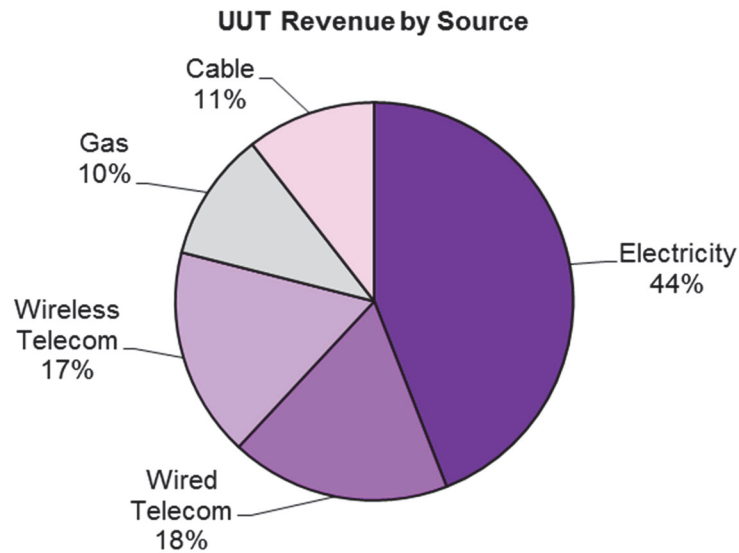
Cable Subscriptions – This has been the most reliable component of the UUT revenue stream over the past 13 years however, a recent survey of pay-tv subscribers suggests significant reductions in cable subscriptions in 2016 and beyond. One in five cable subscribers could “cut the cord” in 2016 based on a report by PricewaterhouseCoopers. Streaming services such as Netflix and Hulu continue to gain subscribers and millennials are reluctant to subscribe to cable. In response, the cable industry has offered video-on-demand that allows programming to be viewed on multiple devices and “bundle slimming” where packages of 10-17 channels are offered at a lower rate. The City’s cable revenue has increased by 3.6 percent, or \$128,000, during the first seven months of FY2015/16 versus the same period in FY2014/15.

Electricity – The U.S. Energy Information Administration (EIA) projects the retail price of electricity in the residential sector to be 12.7 cents per kilowatt hour in 2016, a 0.7 percent increase from 2015. In July 2015, the California Public Utilities Commission approved a plan that will change existing residential rates for customers of investor-owned utilities in California, Pacific Gas and Electric Company and Southern California Edison. Most residential customers in California will see their electricity bills increase under the new rate structure. High-usage households have unfairly subsidized low-usage households for years and the low-usage households will see a slight increase in their respective power bills. The new rate structure will affect 75 percent of California's residential customers, or approximately 10 million electricity accounts. These changes will appear for the first time on 2016 utility bills and will be phased in over several years. During the first seven months of FY2015/16, the City's electricity UUT revenue increased by 6.4 percent compared to the same period in FY2014/15. Electricity is the largest component of UUT revenue, accounting for approximately 48 percent of the revenue stream.

Natural Gas – Natural gas prices have steadily dropped due to an increase in supply. Strong inventory and production growth have contributed to low natural gas prices. The EIA expects total natural gas consumption to be flat as continued industrial sector growth and higher electric power sector consumption offset lower residential and commercial consumption. The City's UUT revenue associated with natural gas represents 10 percent of the total and has remained relatively flat over the past seven years.

Wired Telecommunications – UUT from wired telecommunication services will continue to decline for the foreseeable future as subscription rates and accounts continue to decline. The loss of subscribers appears to be comprised of residential low income households and millennials. Wired UUT revenue accounts for approximately 18 percent of the total UUT base; however, the revenue stream has decreased by 41 percent since FY1999/00. Wired revenue decreased by 1.3 percent during the first seven months of FY2015/16 when compared to FY2014/15.

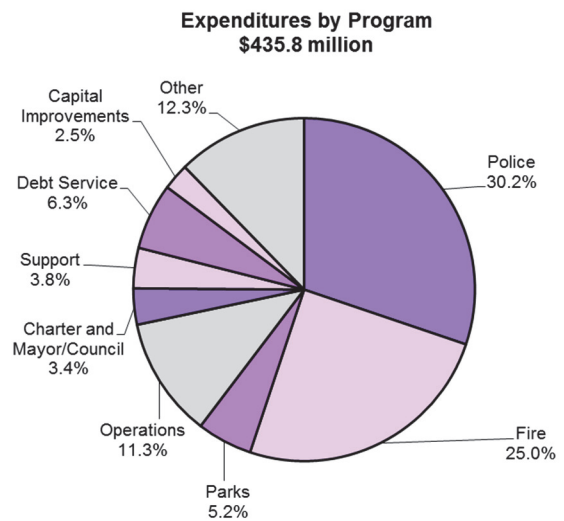
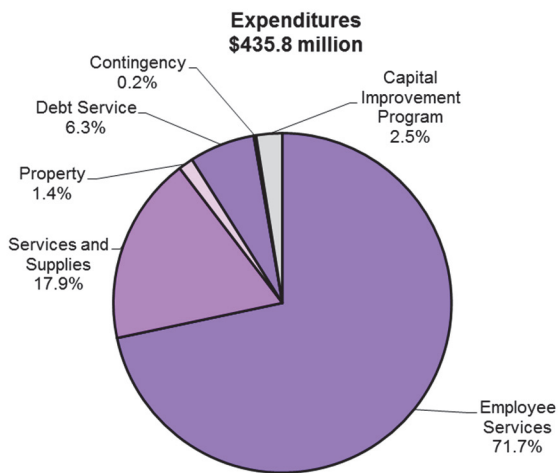
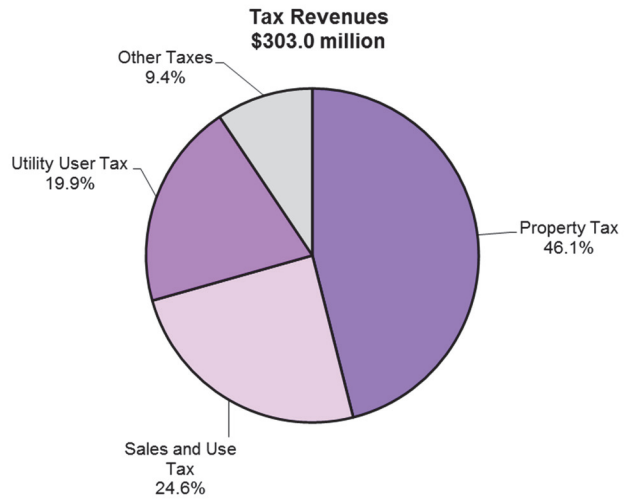
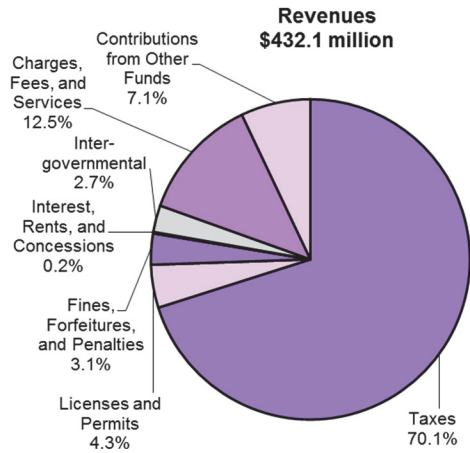
Wireless Telecommunications – Wireless UUT continues to be under downward pressure but that could change as AB 1717 went into effect in January, 2016. AB 1717 protects existing and future state and local revenues by providing a collection mechanism for prepaid (non-contract) wireless services. Once the state program is fully functional there will be an increase in the wireless portion of the UUT revenues. Since wireless revenue peaked in FY2009/10 at \$14.2 million, it has declined by \$4 million, or 28 percent, in FY2014/15. During the first seven months of FY2015/16, wireless UUT revenues have declined by 12.2 percent or \$756,000 versus the same period in FY2014/15. While revenues resulting from AB 1717 have not yet been realized, the hope is that this will stem the continued decline of this source of UUT revenue.



The five components of UUT revenue have seen minimal growth cumulatively over the past few years as industry trends and regulations have changed. Based on actual revenues collected over the past five years, UUT is projected to grow by 1.4 percent in FY2016/17 with annual growth projected from FY2017/18-FY20/21 forecast at 1 percent annually. However, these projections could change after AB 1717 has been in place for an entire fiscal year and the wireless revenue stream can be analyzed.

The following charts provide a summary of the FY2016/17 Proposed General Fund revenue and expenditure budgets:

**Total Proposed General Fund Budget
\$435.8 million**



Measure U Fund

Voter approval of the City of Sacramento Essential Services Protection Measure (Measure U) in November 2012 authorized the implementation of a six-year one-half cent transaction and use tax effective April 1, 2013, which expires on March 31, 2019. A reserve has been established to provide contingency funding to address unanticipated revenue changes and financing for a transition period when Measure U resources are no longer available, providing funding for programs through the end of FY2019/20. Due to growth in ongoing labor and service and supplies in excess of revenue growth, available fund balance will only provide resources for approximately half of the anticipated expenditures in FY2020/21 as shown in the chart below.

Until such time as General Fund revenues grow to a level sufficient to back-fill the loss of Measure U revenues, or the additional tax is extended beyond its current expiration date, ongoing reliance on these temporary resources will create an enormous burden on the General Fund when the tax expires in 2019.

The Measure U forecast has been updated to reflect the following:

- FY16 – Budget as approved by Council to date
- FY17 – Budget including:
 - addition of 7.28 FTE in Police and Parks and Recreation
 - transfer of 8.0 FTE support staff from Fire and Parks and Recreation to the General Fund, to keep ongoing expenditures below revenues in FY2016/17
- FY17-20 – forecast assumes:
 - 4% annual revenue growth
 - 3% average projected labor cost growth

Measure U Revenues and Expenditures (in 000s)	FY16 Amended	FY17 ¹	FY18	FY19	FY20
BEGINNING FUND BALANCE	41,972	35,927	30,605	29,490	17,339
REVENUES	42,046	43,732	45,614	36,800	-
EXPENDITURES					
Fire Department	11,993	13,137	13,447	13,766	14,095
Police Department	16,091	20,209	22,547	24,478	25,703
Parks and Recreation Department	8,109	9,200	9,734	10,026	10,327
Miscellaneous	1,682	671	676	681	686
Total Measure U Expenditures	37,875	43,217	46,404	48,951	50,811
One-time Uses (including CIPs)					
Capital Projects	9,039	4,452			
One-time Service and Supplies (vehicles, radios, computers, etc.)	2,862	1,385	325		
Total Measure U One-time Funding	11,901	5,837	325	-	-
ENDING FUND BALANCE	\$ 34,242	\$ 30,605	\$ 29,490	\$ 17,339	\$ (33,472)

¹FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Revenues: Substantial economic growth coupled with the introduction of an internet sales tax and a capture rate that far outpaces that of the majority of other city transaction and use taxes has resulted in higher revenues than were initially estimated for Measure U. Based on the most recent four quarters of receipts, annual revenues of \$43.7 million for FY2016/17 are estimated, with FY2018/19 reflecting a prorated revenue amount as the tax is set to expire in March 2019.

Programs and Services: The Budget includes continued funding of the restoration of ongoing programs and services in the Fire, Police, Parks and Recreation, and Community Development Departments as well as to the Sacramento Public Library Authority. An additional \$5.8 million in one-time funding has been allocated to Police and Parks and Recreation Departments as described below.

- **Fire – \$13.1 million** provides the department resources to staff all companies and retain positions associated with the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The funding also provides the restoration of resources for the coordination of fire prevention services as well as two additional medic units. Support staff (7.0 FTE) in Technology, Fiscal and Human Resources that were restored with Measure U in prior years has been transferred to the General Fund.
- **Police – \$21 million** includes the match/retention and vehicle costs associated with grant-funded police officer positions approved by the City Council (including 15.0 FTE approved in October 2015, Resolution 2015-0332), funding to expand deployment of the ShotSpotter audio gunfire detection system, and match requirements for the Body Worn Camera Pilot Implementation Program (BWC PIP) grant that was approved in October 2015 (Resolution 2015-0333).
- **Parks and Recreation – \$10.1 million** provides the department resources to continue the restoration of park maintenance operations and park security including the addition of a 1.0 Park Safety Ranger (13.0 FTE total Park Safety staff). The funding also provides for the operation of 12 City swimming pools and five stand-alone wading pools, children’s summer programs, and year-round sports camps, extension of hours, and programs at the City’s community centers for youth and older adults, ongoing financial support for before and after-school programs, and grant management and coordination of services related to youth gang prevention. A position in Recreation Administration restored with Measure U in prior years has been transferred to the General Fund.

\$4.2 million is included in the CIP to fund critical capital replacements needed for the following Park and Recreation facilities: Coloma Community Center, Shepard Garden & Arts Center, Clunie Pool House, the Softball Complex and the Sam and Bonnie Pannell Community Center. Additionally, \$0.3 million is included to address pool repair needs identified in the citywide pool assessment study funding in FY2015/16.

- **Community Development – \$165,000** provides the department resources to address critical animal control challenges including animal bites, animal cruelty, and rabies control.
- **Sacramento Public Library Authority (SPLA) Maintenance of Effort (MOE) – \$506,000** to the SPLA for continued funding for library services consistent with the MOE (additional information on the MOE is provided in the Citywide and Community Support section of the Budget).
- A summary and chart of Measure U programs and services is provided on the next page with additional detail available in the department sections of the Budget and in the 2016-2021 CIP. Given Council adoption of the Mayor and Council Budget Priorities for FY2016/17 relative to the renewal of Measure U and the need to address critical infrastructure deficiencies staff will return to Budget and Audit Committee to discuss modification of the Measure U Policy.

Proposed FY2016/17 Measure U Restoration Plan

Measure U Revenues and Expenditures (in 000s)	FY17		FY17 Proposed FTE	FY16	FY17 ¹	FY18	FY19	FY20
	FY16 Amended FTE	Proposed FTE Changes						
BEGINNING FUND BALANCE				41,972	35,927	30,605	29,490	17,339
REVENUES				42,046	43,732	45,614	36,800	-
EXPENDITURES								
Fire Department								
SAFER Grant Retention	27.00	-	27.00	2,803	2,803	2,803	2,803	2,803
Fire Company Restorations	48.00	-	48.00	6,384	7,141	7,355	7,576	7,803
Fire Station 43	15.00	-	15.00	1,414	2,276	2,344	2,415	2,487
Two Medic Units - January 2014 <i>(partially offset by \$1.2 million in new revenues)</i>	12.00	-	12.00	692	764	787	811	835
Fire Support <i>(Technology, Fiscal, and Human Resources)</i>	7.00	(7.00)	-	744	-	-	-	-
Fire Prevention	1.00	-	1.00	147	153	158	162	167
Recruit Academy	-	-	-	-	-	-	-	-
Capital Investment	-	-	-	4,048	-	-	-	-
Fire Subtotal	110.00	(7.00)	103.00	16,232	13,137	13,447	13,766	14,095
Police Department								
COPS Hiring Program Match and Retention <i>(CHP and CHRP)</i>	60.00	-	60.00	5,483	5,483	5,483	5,483	5,483
COPS Hiring Program (CHP) Match and Retention FY13 - New in FY15	10.00	-	10.00	653	775	960	1,409	1,451
COPS Hiring Program (CHP) Match and Retention FY14 and 15 vehicles in FY16	15.00	-	15.00	920	1,004	1,361	2,072	2,134
COPS Hiring Program (CHP) Match and Retention FY15 and 15 vehicles in FY17	15.00	-	15.00	-	1,066	1,094	1,361	2,072
Police Officers	15.00	-	15.00	300	860	1,665	1,800	1,872
BWC Pilot Program	-	2.00	2.00	-	535	325	-	-
ShotSpotter	-	-	-	-	210	210	210	210
Public Safety Counter <i>(Kinney Station)</i>	3.00	-	3.00	228	228	247	256	267
Field & Operations <i>(12.0 new FTE in FY15)</i>	61.00	-	61.00	6,316	7,590	8,087	8,404	8,656
Overtime	-	-	-	511	-	-	-	-
Investigations <i>(2.0 new FTE in FY15)</i>	8.00	-	8.00	1,201	1,145	1,283	1,292	1,331
Forensics	6.00	-	6.00	567	606	636	646	665
Communications	4.00	-	4.00	311	343	408	429	442
Crime Analysis	1.00	-	1.00	92	109	113	116	120
Hiring Pipeline	22.50	-	22.50	1,000	1,000	1,000	1,000	1,000
Summer Night Lights	-	-	-	200	-	-	-	-
Fair & Impartial Policing Training	-	-	-	10	-	-	-	-
Police Subtotal	220.50	2.00	222.50	17,792	20,954	22,872	24,478	25,703
Public Safety Total	330.50	(5.00)	325.50	34,024	34,091	36,319	38,244	39,798
Parks and Recreation Department								
Aquatics	36.85	-	36.85	1,764	2,054	2,116	2,179	2,244
Community Centers	22.80	-	22.80	1,104	1,484	1,529	1,574	1,622
Park Maintenance <i>(includes Park Rangers)</i>	52.00	1.00	53.00	4,000	4,035	4,106	4,229	4,356
Senior Programs	2.60	1.88	4.48	172	342	352	363	374
Teen Services	7.65	2.40	10.05	390	696	717	738	761
Neighborhood Services <i>(includes Gang prevention, Hotspots and Summer at City Hall)</i>	2.65	-	2.65	100	334	344	354	365
Other Recreation Programs	6.25	(1.00)	5.25	1,209	554	571	588	605
4th R	-	-	-	340	340	-	-	-
Capital Investment	-	-	-	4,450	4,453	-	-	-
Parks and Recreation Subtotal	130.80	4.28	135.08	13,529	14,292	9,734	10,026	10,327
MISCELLANEOUS RESTORATIONS								
Animal Control Officer	2.00	-	2.00	176	165	170	175	180
Gang Prevention Task Force	-	-	-	1,000	-	-	-	-
Capital Investment - Garcia Bend Bike Trail Study	-	-	-	541	-	-	-	-
Library Restoration	-	-	-	506	506	506	506	506
Miscellaneous Subtotal	2.00	-	2.00	2,223	671	676	681	686
Total Measure U Restorations	463.30	(0.72)	462.58	49,776	49,054	46,728	48,951	50,811
ENDING FUND BALANCE				\$ 34,242	\$ 30,605	\$ 29,490	\$ 17,339	\$ (33,472)

¹FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Enterprise Funds

The Utilities Enterprise Funds reflect the anticipated revenues and expenditures necessary to sustain operational needs, replace aging infrastructure, comply with regulatory mandates, and maintain the financial stability of the funds. The Water Fund and the Wastewater Fund forecasts do not include the rate increases approved by Council in late March. The Department of Utilities will present a separate report to Council during the budget hearings in May that will include a revised operational and CIP Budget based on the recently approved rate structure (10% rate increase per year for Water and 9% rate increase per year for Wastewater for four years).

Water Fund revenue for FY2016/17 is expected to remain relatively unchanged compared to FY2015/16 levels due to the mandatory water conservation measures implemented in response to the drought. With revenues expected to remain flat, the increase in expenditures related to the enactment of drought measures has been offset by a realignment of resources and the implementation of operational efficiencies.

Increased expenditures in the Community Center Fund are supported by an increase in revenues as a result of growth in the Transient Occupancy Tax (TOT), the primary source of revenues for this fund.

The following chart provides an overview of the proposed changes included in the Budget for the Enterprise Funds. Additional information is provided in department sections.

Department	Description	Fund	Revenue/ Offset Change	Expenditure Change	FTE Change
Convention and Cultural Services	Add 1.0 Administrative Technician and a 1.0 Facilities and Real Property Superintendent by eliminating 3.0 FTE vacancies.	Community Center	-	(15,961)	(1.00)
Public Works	Add 1.0 Accountant Auditor and a 1.0 Customer Service Specialist to support the expanding customer service, reporting and auditing needs for oversight of managed locations and add 1.0 Administrative Technician to provide administrative support to the division.	Parking	-	239,838	3.00
Public Works	Add ten 0.33 FTE Sanitation Worker II positions for leaf season work. The Recycling and Solid Waste Division used non-budgeted positions for this work in prior years.	Solid Waste	-	216,113	3.30
Utilities	Add staffing to support long range IT master plan changes. Costs will be offset by reductions to service and supplies to minimize impact to the fund.	Wastewater	100,986	100,986	1.00
Utilities	Add staffing to support water assurance reporting and testing and support regulatory and safety compliance measures. Increase service and supplies for a water treatment plant filter monitoring and testing program to meet industry standards.	Water	349,179	1,007,860	10.00
Total Change			\$ 450,165	\$ 1,548,836	16.30

Additional information on each of these initiatives can be found in the related department sections.

Operational descriptions and updates of each of the City’s Enterprise Funds are shown on the following pages, including a five-year forecast for each fund. The chart below summarizes the status of the Enterprise Funds.

Fund	Status
Community Center	Revenues are projected to grow by 3%, primarily due to TOT growth. Expenditures are continually monitored to ensure prudent use of resources and a healthy fund balance.
Parking	The fund is balanced over the five-year period based on a significant increase in revenue due to anticipated efficiency improvements gained from the new Parking Access and Revenue Control System and event revenues from the Golden 1 Center which is scheduled to open in October 2016. Revenues are projected to grow by 20% in FY2016/17, then 2% annually, and expenditures are projected to grow by approximately 2% annually.
Solid Waste	Anticipated revenues will fund current residential service programs and meet regulatory requirements. While organizational and operational efficiencies will generate savings, the forecast includes modest rate adjustments already approved by the City Council beginning in FY2015/16 to meet significant operating cost increases.
Storm Drainage	No rate increase is included in the five-year forecast. As such, the budget continues to rely on the use of reserves to balance. Pursuant to Proposition 218, a voter-approved ballot measure is required to increase rates, which will be necessary in the near future to sustain operational, capital, and regulatory requirements as fund reserves will be depleted.
Wastewater, Water	Rate increases are not included in the five-year forecast. Council approved four- year rate increases in late March (10% per year for Water and 9% per year for Wastewater) to provide sufficient resources to continue critical infrastructure repair and rehabilitation, as well as to ensure compliance with state and federal regulations. No funding for CIPs is included beyond FY2016/17. The department will be providing updated operating and capital funding recommendations based on approved rate increases in May when the department budget is presented.

The following charts provide a snapshot of the five-year forecast for each of the Enterprise Funds. Additional information for each of the forecasts can be found in the following pages.

Community Center Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	4,180	7,431	8,558	11,775	15,444	20,334
Revenue	27,775	30,137	31,003	31,896	32,816	33,764
Expenditures	25,373	26,760	27,536	27,977	27,676	28,172
Other Source/(Use)	(2,250)	(2,250)	(250)	(250)	(250)	(250)
Ending Fund Balance	\$ 4,332	\$ 8,558	\$ 11,775	\$ 15,444	\$ 20,334	\$ 25,676

Parking Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	8,303	3,621	3,908	4,092	5,128	7,005
Revenue	16,981	20,176	20,810	21,265	21,723	22,176
Expenditures	19,618	19,889	20,626	20,228	19,846	19,687
Ending Fund Balance	\$ 5,666	\$ 3,908	\$ 4,092	\$ 5,128	\$ 7,005	\$ 9,494

Solid Waste Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	19,901	20,374	16,682	17,133	17,552	17,405
Revenue	59,777	62,047	64,552	65,197	65,862	66,609
Expenditures	63,956	65,739	64,101	64,778	66,009	67,333
Ending Fund Balance	\$ 15,722	\$ 16,682	\$ 17,133	\$ 17,552	\$ 17,405	\$ 16,681

Storm Drainage Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	17,906	18,350	17,891	16,189	13,765	9,581
Revenue	36,080	36,152	36,277	36,402	36,528	36,654
Expenditures	37,598	36,611	37,979	38,826	40,712	38,317
Ending Fund Balance	\$ 16,388	\$ 17,891	\$ 16,189	\$ 13,765	\$ 9,581	\$ 7,918

Wastewater Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	16,486	7,957	7,013	9,239	10,819	9,592
Revenue	31,595	31,895	32,032	32,170	32,309	32,450
Expenditures	41,122	32,839	29,806	30,590	33,536	33,915
Ending Fund Balance	\$ 6,959	\$ 7,013	\$ 9,239	\$ 10,819	\$ 9,592	\$ 8,127

Water Fund

	FY16	FY17	FY18	FY19	FY20	FY21
Dollars in Thousands	Approved	Proposed*	Projection	Projection	Projection	Projection
Beginning Fund Balance	43,548	33,737	36,472	39,963	41,503	40,901
Revenue	96,591	96,924	97,261	97,599	97,939	98,280
Expenditures	113,193	94,189	93,770	96,059	98,541	101,519
Ending Fund Balance	\$ 26,946	\$ 36,472	\$ 39,963	\$ 41,503	\$ 40,901	\$ 37,662

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Community Center Fund (6010)

The Community Center Fund supports the operation, debt service, and CIP for the Sacramento Convention Center Complex, which includes the Convention Center, Memorial Auditorium, and Community Center Theater. The fund also provides support to cultural partners and the General Fund. The operational/financial goals for the Community Center Fund include maintaining successful financial performance as an enterprise fund, optimizing facility utilization through aggressive marketing, exceeding industry standards for customer service and facility maintenance, stimulating hotel market demand to generate TOT revenues, and offering a premier venue to contribute to the economic vitality of the downtown and Sacramento region.

Over two-thirds of fund revenues are provided by TOT. In FY2014/15 these revenues grew by 12 percent. The current fiscal year growth rate was budgeted at 5 percent. Actual growth through December 2015 was 11.8 percent. While TOT has experienced exceptional performance the last two fiscal years, projected revenue growth has been conservatively estimated at 3.25 percent for FY2016/17 and beyond, a rate that more closely aligns with historical data.

In 1997, to maintain the financial integrity of the Community Center Fund, the City Council approved a loan of up to \$12 million from the Risk Fund, if needed, to offset any year-end deficit. Total borrowing was \$10.4 million, including interest. Repayment of the interfund loan began in FY2005/06 and has continued each year. An annual payment of \$250,000 is budgeted in FY2016/17 with payments continuing in future years. Through FY2015/16, \$4.4 million in payments will have been made; leaving a remaining balance of \$6.0 million. The Budget also includes the third and final \$2 million transfer to the Golden 1 Center (G1C) liquidity reserve.

The City remains committed to providing an accessible theater for the community. Funds for the renovation to the Community Center Theater are included in the 2016 - 2021 CIP Budget. The Theater was built in 1974 and has not had a major renovation since its opening. In 2007, Council approved the pursuit of a project to address Americans with Disabilities Act accessibility, critical needs of the building's mechanical and electrical systems, plus patron- and client-driven improvements. In 2008, the City Council approved a Theater Facility Fee of \$3.00 per ticket to help fund a renovation project. It is projected that by the end of FY2015/16, this fee will have generated over \$5.1 million since its inception.

**Community Center Fund (Fund 6010)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands**

	FY16 Approved	FY17 Proposed*	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
BEGINNING FUND BALANCE	4,180	7,431	8,558	11,775	15,444	20,334
Revenues						
TOT	19,490	21,821	22,530	23,262	24,018	24,799
User Fees	7,135	7,495	7,645	7,798	7,954	8,113
Interest	400	200	201	203	205	206
Other (Facility Fee)	750	621	627	633	639	646
Total Revenues	27,775	30,137	31,003	31,896	32,816	33,764
Expenditures						
Operating - Employee Services	6,736	7,348	7,715	8,101	8,506	8,931
Operating - Other	8,324	8,277	8,526	8,781	9,045	9,316
Debt Service	8,194	8,191	8,200	8,200	8,200	8,200
Capital Improvements	2,119	2,944	3,095	2,895	1,925	1,725
Total Expenditures	25,373	26,760	27,536	27,977	27,676	28,172
SURPLUS/(DEFICIT)	2,402	3,377	3,467	3,919	5,140	5,592
Other Source/(Use)	(250)	(250)	(250)	(250)	(250)	(250)
G1C Liquidity Reserve	(2,000)	(2,000)	-	-	-	-
ENDING FUND BALANCE	\$ 4,332	\$ 8,558	\$ 11,775	\$ 15,444	\$ 20,334	\$ 25,676

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Parking Fund (Fund 6004)

The City operates nine parking garages and twenty-six surface parking lots for a total of over 12,000 parking spaces in the downtown core. These include surface parking lots that are managed for the County of Sacramento and several private owners. The Parking Services Division also manages over 65,000 square feet of retail space within the various City parking structures.

Parking fee revenues are projected to increase 20 percent for FY2016/17 compared to the FY2015/16 Budget, three percent in FY2017/18, and then two percent annually thereafter. The large increase for FY2016/17 is due to expected efficiency improvements from the replacement of the Parking Access and Revenue Control System at all City-owned garages and anticipated event revenues from G1C events. Rental income is based on current and anticipated leases with an 11 percent increase in FY2016/17 due to new leases and Consumer Price Index increases to current rents, then two percent annually thereafter. Expenses are projected to grow at just under two percent in FY2016/17, increasing approximately two percent annually due to escalating labor costs. Debt service costs will decrease 30 percent in FY2016/17 due to no longer providing support to the G1C.

There are several active projects to modernize the parking facilities including the replacement of the 14-year-old Parking Access and Revenue Control System. The new system will have current technology including license plate recognition, new enhanced card reading devices at all garage entrances and exits, faster access in and out of garages, and improved customer service including self-service features to allow customers to manage their accounts online. Additionally, an elevator modernization project is underway at three garages, as well as Americans with Disabilities Act (ADA) barrier removal and structural upgrades at all City-owned garages. These projects are scheduled to be completed by October 2016 and are funded by capital lease equipment financing agreements.

**Parking Fund (Fund 6004)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands**

	FY16 Approved	FY17 Proposed*	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
BEGINNING FUND BALANCE	8,303	3,621	3,908	4,092	5,128	7,005
Revenues						
Parking Fees	15,316	18,377	18,975	19,384	19,794	20,205
Administrative Fees	475	525	559	593	628	662
Interest (Operating Funds)	600	600	600	600	600	600
Real Property Rental	590	674	676	688	701	709
Total Revenues	16,981	20,176	20,810	21,265	21,723	22,176
Expenditures						
Employee Services	4,843	4,849	4,970	5,095	5,222	5,352
Other Services & Supplies	4,150	5,454	5,494	5,584	5,660	5,745
Operating Transfer Out/In	3,096	2,081	2,141	2,181	2,223	2,263
Debt Service	7,201	7,077	7,073	6,445	5,823	5,409
Other Uses/CIP	328	428	948	923	918	918
Total Expenditures	19,618	19,889	20,626	20,228	19,846	19,687
SURPLUS/(DEFICIT)	(2,637)	287	184	1,037	1,877	2,489
ENDING FUND BALANCE	\$ 5,666	\$ 3,908	\$ 4,092	\$ 5,128	\$ 7,005	\$ 9,494

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Solid Waste Fund (6007)

The Solid Waste Fund is financially responsible for the activities of collecting garbage, recyclables and yard waste, sweeping streets, removing illegal dumping, post-closure monitoring of landfills, and waste reduction education. Issues facing the Solid Waste Fund include:

- Optimizing collection routes to increase operational efficiency, plan for customer growth, and improve customer service levels.
- Implementing recommendations to meet increased air quality, groundwater, and landfill gas regulatory compliance standards at the City's three closed landfills.
- Reducing the contamination rate of recyclables by targeting outreach efforts to specific neighborhoods and enhancing educational resources.
- Improving response to illegal dumping issues by implementing new collection strategies and alternative waste reduction programs.

Costs for items vital to providing solid waste services and compliance with regulatory mandates continue to rise. The most significant cost increases are in-region disposal fees, vehicle operations and maintenance, labor contracts, and post-closure activities of City-owned landfills. While costs in many areas are rising, the Recycling and Solid Waste Division will continue to evaluate opportunities to increase efficiencies and reduce costs, including modifications to daily collection routes and the procurement of compressed natural gas vehicles in accordance with the division's seven-year replacement cycle.

The following chart provides a five-year budget forecast for the Solid Waste Fund that reflects anticipated cost increases, organizational and operational changes, and compliance with regulatory requirements, and includes the following assumptions:

- Implement the second year of the City Council approved three-year utility rate adjustment for recycling and solid waste services.
- Provide additional staffing to increase efficiency of yard waste collection during "leaf-season" (November through January).
- Provide resources for the replacement of aging refuse trucks and refuse containers through budgeted replacement dollars.
- Fund necessary upgrades, and new and ongoing post-closure costs at City-owned landfills with multi-year resources.

Solid Waste Fund (Fund 6007)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands

	FY16	FY17	FY18	FY19	FY20	FY21
	Approved	Proposed*	Projection	Projection	Projection	Projection
BEGINNING FUND BALANCE	19,901	20,374	16,682	17,133	17,551	17,404
Revenues						
Charges, Fees, and/or Services	59,738	62,008	64,513	65,158	65,823	66,494
Other	39	39	39	39	39	115
Total Revenues	59,777	62,047	64,552	65,197	65,862	66,609
Expenditures						
Operating - Employee Services	16,159	16,914	17,337	17,770	18,215	18,670
Operating - Other	38,914	41,732	40,425	41,233	42,058	42,899
Debt Service	3,794	3,395	2,694	2,129	2,091	2,118
Multi-Year Operating Projects	2,081	2,131	2,131	2,131	2,131	2,131
Capital Improvements	3,008	1,567	1,515	1,515	1,515	1,515
Total Expenditures	63,956	65,739	64,101	64,778	66,009	67,333
SURPLUS/(DEFICIT)	(4,179)	(3,692)	451	419	(147)	(724)
ENDING FUND BALANCE	\$ 15,722	\$ 16,682	\$ 17,133	\$ 17,551	\$ 17,404	\$ 16,681

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Storm Drainage Fund (Fund 6011)

Revenue generated for the purpose of providing storm drainage services is deposited in the Storm Drainage Fund. Revenues are derived primarily from customer service fees and interest earnings. Storm Drainage Fund revenues cover the cost of storm drainage operations for pumping stations, wet weather treatment and storage, collection system maintenance, related engineering services, flood plain management, customer service and billing, education programs, water quality monitoring, innovative “green” infrastructure programs, regulatory compliance, and a capital improvement program. Fund expenditures are divided among operating costs, debt service, and capital improvement and multi-year operating projects. Challenges facing the Storm Drainage Fund include the following:

- Declining reserves, as current revenue is not sufficient to cover current operating and capital expenses.
- Upgrading drainage service to areas outside of the City’s Combined Sewer System (CSS) to meet citywide standards.
- Improving drainage system reliability and contributing to the combined wastewater system repair, rehabilitation, and improvements.
- Maintaining state and federal regulatory compliance, e.g., National Pollution Discharge Elimination System (NPDES), and supporting regional flood control efforts.
- Implementing low impact development standards, green infrastructure to further minimize urban runoff, conserve water, and preserve resources.

Unlike the water and wastewater utilities, any rate adjustment for the Storm Drainage Fund is subject to voter approval. Storm drainage user charges have not been increased since 1997, prior to the implementation of Proposition 218. For this reason, revenue collection has not kept pace with storm drainage system costs, and the utility has been historically underfunded. The City has delayed repair and replacement of critical infrastructure in order to bridge these funding shortfalls. To begin the process of addressing the backlog, the City is working closely with the community and the Utilities Rate Advisory Commission since early 2014 to develop a Storm Drainage Infrastructure Program and Financing Plan.

The following chart provides a five-year forecast, which assumes no rate adjustments and continued use of fund reserves. However, as stated above, expenditures continue to exceed revenues and the fund is projected to be in a deficit position in the near-term.

**Storm Drainage Fund (Fund 6011)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands**

	FY16 Approved	FY17 Proposed*	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
BEGINNING FUND BALANCE	17,906	18,350	17,891	16,189	13,765	9,581
Revenues						
Charges, Fees, and/or Services ¹	35,633	35,705	35,830	35,955	36,081	36,207
Interest	422	422	422	422	422	422
Other (Intergovernmental)	25	25	25	25	25	25
Total Revenues	36,080	36,152	36,277	36,402	36,528	36,654
Expenditures						
Operating - Employee Services	25,220	14,963	15,562	16,184	16,831	17,504
Operating - Other	6,487	15,934	16,412	16,904	17,411	17,933
Debt Service	3,662	3,658	3,662	3,537	3,536	271
Multi-Year Operating Projects	1,344	1,597	1,893	1,951	2,684	2,359
Capital Improvements	885	459	450	250	250	250
Total Expenditures	37,598	36,611	37,979	38,826	40,712	38,317
SURPLUS/(DEFICIT)	(1,518)	(459)	(1,702)	(2,424)	(4,184)	(1,663)
ENDING FUND BALANCE	\$ 16,388	\$ 17,891	\$ 16,189	\$ 13,765	\$ 9,581	\$ 7,918

¹Growth based on 2016 Metropolitan Transportation Plan/Sustainable Communities Strategy Update: Preferred Scenario for the SACOG Board of Directors meeting on 4/9/2015

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Wastewater Fund (Fund 6006)

Revenue generated for the purpose of providing wastewater collection service is deposited in the Wastewater Fund. Revenues are derived from customer service fees, recovery of Sacramento Regional County Sanitation District (SRCSD)-related operation and maintenance costs paid for by the fund, interest earnings, and connection charges. Wastewater Fund revenues cover the cost of wastewater collection and maintenance, storage and treatment of wet weather combined sewage, installation of new services, operation of sanitary pumping stations, related engineering services, customer service and billing, and the monitoring of discharge into the wastewater collection system. Fund expenditures are generally divided among operating costs, debt service, capital improvement, and multi-year operating projects.

As the City continues its innovative water quality programs under the Municipal Stormwater NPDES permit, “green infrastructure” will continue to become more prominent. Green infrastructure prevents and reduces storm water pollution, flooding, and water use through water management practices that more closely mimic the natural water cycle than typical “grey” infrastructure (pipes, pumps, etc.). Green infrastructure, when used in conjunction with grey infrastructure can be both cost effective and more community friendly. Examples of green infrastructure to be implemented include conjunctive use storage projects, turf replacement programs, rain barrels, and enhanced water conservation measures.

The City-operated wastewater collection system consists of a combined wastewater system and a separated wastewater system that, together, serve approximately 60 percent of the city, primarily the northeastern, central, and southern sections of the city. The SRCSD is the wastewater collection system provider for the other areas of the city. While the City is responsible for limited treatment of its combined wastewater, it partners with SRCSD to treat the majority of the City’s wastewater. The City provides SRCSD with billing and collection services for properties within the service area in which wastewater collection is provided by the City.

The Wastewater Fund presents unique challenges due to the system’s growth potential and the age and nature of the system’s infrastructure. Issues facing the Wastewater Fund include:

- Compliance with state and federal regulations, including state-mandated rehabilitation of the central city CSS. The CSS collects wastewater from homes and businesses, as well as storm water and urban runoff.
- Continued rehabilitation of the City’s separated wastewater service area. A separated wastewater system collects wastewater from homes and businesses and does not collect storm water.
- Incorporating growth of new wastewater services and the increasing costs for repair and reconstruction of the aging system.
- Maintaining the financial strength of the fund for the purpose of raising sufficient capital to finance rehabilitation of the CSS.

In the past, combined system projects were partially funded by the Storm Drainage Fund. However, as the Storm Drainage Fund has become increasingly underfunded the Wastewater Fund has borne more of these costs, increasing pressure on the Wastewater Fund.

To meet the Charter requirements for the delivery of the budget, this Budget was developed assuming no rate increases and as such only a one-year CIP Budget was proposed. In late March Council approved a nine percent rate increase in each of the years from FY2016/17 through FY2019/20. The operating budget, five-year CIP, and five-year forecast for this fund will be amended in May based on Council action.

The following chart provides a five-year forecast for the Wastewater Fund to address anticipated cost increases and meet regulatory requirements. The forecast without a rate adjustment does not adequately address funding needs for critical wastewater infrastructure.

**Wastewater Fund (Fund 6006)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands**

	FY16 Approved	FY17 Proposed*	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
BEGINNING FUND BALANCE	16,486	7,957	7,013	9,239	10,819	9,592
Revenues						
Charges, Fees, and/or Services ¹	30,488	30,490	30,597	30,704	30,811	30,919
Interest	392	392	392	392	392	392
Other (Intergovernmental)	715	1,013	1,043	1,074	1,106	1,139
Total Revenues	31,595	31,895	32,032	32,170	32,309	32,450
Expenditures						
Operating - Employee Services	8,417	11,322	11,775	12,246	12,736	13,245
Operating - Other	15,941	12,558	12,935	13,323	13,723	14,135
Debt Service	3,035	3,033	2,882	2,841	2,842	2,753
Multi-Year Operating Projects	2,229	1,919	2,214	2,180	4,235	3,782
Capital Improvements	11,500	4,007	-	-	-	-
Total Expenditures	41,122	32,839	29,806	30,590	33,536	33,915
SURPLUS/(DEFICIT)	(9,527)	(944)	2,226	1,580	(1,227)	(1,465)
ENDING FUND BALANCE	\$ 6,959	\$ 7,013	\$ 9,239	\$ 10,819	\$ 9,592	\$ 8,127

¹Growth based on 2016 Metropolitan Transportation Plan/Sustainable Communities Strategy Update: Preferred Scenario for the SACOG Board of Directors meeting on 4/9/2015

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

Water Fund (Fund 6005)

Revenue generated for the purpose of providing water service is deposited in the Water Fund. Revenues are derived from customer fees, interest earnings, development fees, tap sales, and reimbursements from other entities for services provided. Water Fund revenues are structured to cover the costs of providing water service to customers. Services include water treatment, plant maintenance, water distribution system repair and maintenance, water conservation and education programs, water quality monitoring, related engineering services, customer service and billing, the City-County Office of Metropolitan Water Planning (Water Forum), and capital improvements. Fund expenditures are summarized and reflected as operating costs, debt service, capital improvement costs, and multi-year operating projects.

The Water Fund faces significant challenges over the next five years. Key issues for the Water Fund include the following:

- Accelerating implementation of the Residential Water Meter Installation Program in support of full meter installation by December 2020, ahead of the state-mandated date of 2025.
- Addressing effects of the ongoing drought, including complying with the requirements of the Governor’s Executive Order, which include, but are not limited to, increasing water conservation efforts and consideration of implementation of drought surcharges, tiered water rates and other pricing mechanisms to encourage water conservation.
- Ongoing replacement and maintenance of aging infrastructure to provide safe and reliable drinking water to the community and meet state and federal standards.
- Maintaining state and federal regulatory compliance.
- Continued implementation of an aggressive water conservation program consistent with the Water Forum Agreement, integrating actions necessary for providing a regional solution to water shortages, environmental damage, and groundwater contamination.
- Support of regional, long-term water supply planning.
- Development of wholesale and wheeling agreements in support of effective regional water management.
- Meeting future debt service requirements related to the rehabilitation and improvement of intake structures and treatment plants.

To meet the Charter requirements for the delivery of the budget, this Budget was developed assuming no rate increases and as such only a one-year CIP Budget was proposed. In late March Council approved a 10 percent rate increase in each of the years from FY2016/17 through FY2019/20. The operating budget, five-year CIP, and five-year forecast for this fund will be amended in May based on Council action.

The chart below provides a five-year forecast for the Water Fund to address anticipated cost increases and meet regulatory requirements, and includes the following assumptions:

- No rate adjustments with continued use of fund reserves.
- Revenue projections for FY2016/17 remain very close to the prior year to reflect the effect of water conservation measures as a result of the ongoing drought.
- Due to funding limitations the proposed five-year program for water includes only those projects required by health, safety, legislative or regulatory requirements.

**Water Fund (Fund 6005)
Revenue and Expenditure Five-year Forecast
Dollars in Thousands**

	FY16 Approved	FY17 Proposed*	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
BEGINNING FUND BALANCE	43,548	33,737	36,472	39,963	41,503	40,901
Revenues						
Charges, Fees, and/or Services ¹	96,041	96,339	96,676	97,014	97,354	97,695
Interest	400	400	400	400	400	400
Other (Intergovernmental)	150	185	185	185	185	185
Total Revenues	96,591	96,924	97,261	97,599	97,939	98,280
Expenditures						
Operating - Employee Services	26,264	36,389	37,845	39,359	40,933	42,570
Operating - Other	34,272	25,567	26,334	27,124	27,938	28,776
Debt Service	27,135	26,450	26,450	26,450	26,450	26,450
Multi-Year Operating Projects	2,361	2,736	3,141	3,126	3,220	3,723
Capital Improvements	23,161	3,047	-	-	-	-
Total Expenditures	113,193	94,189	93,770	96,059	98,541	101,519
SURPLUS/(DEFICIT)	(16,602)	2,735	3,491	1,540	(602)	(3,239)
ENDING FUND BALANCE	\$ 26,946	\$ 36,472	\$ 39,963	\$ 41,503	\$ 40,901	\$ 37,662

¹Growth based on 2016 Metropolitan Transportation Plan/Sustainable Communities Strategy Update: Preferred Scenario for the SACOG Board of Directors meeting on 4/9/2015

*FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

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SECTION – 4 **How to Read This Document**

HOW TO READ THIS DOCUMENT

The Approved Budget for each department is presented in a format that includes the following:

- Department mission statement (if available)
- Approved budget/staffing changes
- A department level budget summary table showing budget for:
 - FY2013/14 Actuals
 - FY2014/15 Actuals
 - FY2015/16 Approved Budget
 - FY2015/16 Amended Budget (as of February 2016)
 - FY2016/17 Approved Budget
 - Variance

The summary table shows for each year:

- Budgeted expenditures by category
- Funding sources and amounts
- A division level summary budget table:
 - FY2013/14 Actuals
 - FY2014/15 Actuals
 - FY2015/16 Approved Budget
 - FY2015/16 Amended Budget (as of February 2016)
 - FY2016/17 Approved Budget
 - Variance
- A division level summary staffing table:
 - FY2013/14 Actuals
 - FY2014/15 Actuals
 - FY2015/16 Approved Budget
 - FY2015/16 Amended Budget (as of February 2016)
 - FY2016/17 Approved Budget
 - Variance

DEPARTMENT BUDGET SUMMARY TABLE

The Approved Budget for each department is compared with the prior year amended. A sample is as follows:

Economic Development Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	1,288,799	1,341,189	1,516,690	1,576,989	1,842,628	265,639
Other Services and Supplies	1,357,211	1,153,442	515,701	515,701	702,894	187,193
City Property	21,885	3,529	2,000	2,000	2,000	-
Transfers	5,494	21,770	-	-	-	-
Labor and Supply Offset	(10,375)	(6,796)	2,856	2,856	2,856	-
Operating Transfers	(118,883)	(159,480)	-	-	-	-
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	2,605,513	2,513,133	2,037,247	2,097,546	2,550,378	452,832
Innovation and Growth	(111,383)	(159,480)	-	-	-	-
Parking	50,000	-	-	-	-	-
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

- Column 1 - FY2013/14 actual expenditures by category and funding amounts by source.
- Column 2 - FY2014/15 actual expenditures by category and funding amounts by source.
- Column 3 - FY2015/16 approved budget by category and funding amounts by source.
- Column 4 - FY2015/16 amended budget by category and funding amounts by source.
- Column 5 - FY2016/17 approved budget by category and funding amounts by source.
- Column 6 - The budget change between the FY2016/17 approved and the FY2015/16 amended budget.

DIVISION BUDGET SUMMARY TABLE

The Division Budget Summary table shows approved expenditures for each division in the department. The tables look like the one below:

Economic Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Citywide Development Division	1,661,691	1,342,606	926,270	956,566	2,550,378	1,593,812
Downtown Development Division	529,956	662,198	776,540	802,202	-	(802,202)
Economic Development Admin Division	352,483	348,849	334,437	338,778	-	(338,778)
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

Column 1 - FY2013/14 actual expenditures by division.

Column 2 - FY2014/15 actual expenditures by division.

Column 3 - FY2015/16 approved budget by division.

Column 4 - FY2015/16 amended budget by division.

Column 5 - FY2016/17 approved budget by division.

Column 6 - The budget change between the FY2016/17 approved and the FY2015/16 amended budget.

STAFFING LEVELS SUMMARY TABLE

The Staffing Levels Summary table shows approved Full-Time Equivalent (FTE) positions for each division in the department. The tables look like the one below:

Economic Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Citywide Development Division	5.00	5.00	5.00	5.00	12.00	7.00
Downtown Development Division	4.00	4.00	4.00	4.00	-	(4.00)
Economic Development Admin Division	2.00	2.00	2.00	2.00	-	(2.00)
Total	11.00	11.00	11.00	11.00	12.00	1.00

- Column 1 – FTEs by division in FY2013/14.
- Column 2 – FTEs by division in FY2014/15.
- Column 3 – FTEs by division in the FY2015/16 approved budget.
- Column 4 – FTEs by division for the FY2015/16 amended budget.
- Column 5 – FTEs by division as approved for FY2016/17.
- Column 6 – The budget change in FTEs by division between the FY2016/17 approved and the FY2015/16 amended budget.

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SECTION – 5 Budget Schedules

Schedule 1A
Current Operations – Appropriations by Fund (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change Amended/Approved
General Funds						
General Fund	359,415	371,785	394,146	393,997	426,706	32,709
Subtotal General Funds	359,415	371,785	394,146	393,997	426,706	32,709
Enterprise Funds						
Community Center	21,734	24,572	25,255	25,281	25,816	535
Parking	16,670	19,907	19,390	22,045	19,461	(2,584)
Solid Waste	47,953	48,121	61,200	53,361	64,172	10,811
Storm Drainage	29,121	32,631	37,825	34,638	36,172	1,533
Wastewater	22,331	22,093	29,623	26,162	29,256	3,094
Water	73,189	79,421	90,169	87,011	92,714	5,703
Subtotal Enterprise Funds	210,998	226,744	263,460	248,499	267,590	19,091
Internal Service Funds						
Fleet Management	34,950	34,747	38,420	38,420	39,019	599
Risk Management	28,918	35,976	31,468	31,499	32,069	570
Subtotal Internal Service Funds	63,868	70,724	69,888	69,919	71,087	1,168
Other Governmental Funds						
4th R Program	6,214	5,926	5,919	5,919	5,834	(85)
Art In Public Places Projects	-	-	-	-	271	271
Assessment Reg and SDRIS	691	63	148	148	148	-
Cal EPA	11	8	-	-	-	-
CIP Reimbursable	11	15	-	-	-	-
Capital Improv. Revenue Bonds	-	5	-	-	-	-
Citation I-5 Maintenance	30	31	25	25	25	-
Citywide Low Income Housing	-	-	300	300	300	-
Cultural Services - Other	40	46	309	99	322	223
Debt Service	13,895	11,644	10,219	263,363	16,856	(246,507)
Development Services	(480)	(1,475)	(490)	(490)	310	800
Downtown Impact Fee	-	-	-	-	50	50
Downtown Management District	2,711	2,609	2,609	2,717	2,717	-
Ethel Macleod Hart Trust	-	-	-	-	825	825
Fairytale Town	65	65	50	50	50	-
Gas Tax	10,177	7,777	9,266	9,107	9,747	640
Golden 1 Center	-	-	-	(223,130)	-	223,130
Golf Fund	1,345	1,409	1,430	1,430	1,385	(45)
Innovation and Growth	(111)	(159)	-	-	200	200
Jacinto Creek	-	45	-	-	15	15
Land Park	103	117	159	159	159	-
Library Services Parcel Tax	4,846	6,860	7,224	7,224	7,410	186
Landscaping and Lighting	14,111	14,845	15,711	15,711	14,992	(718)
Marina	1,335	1,365	2,048	2,088	2,085	(3)
Measure A Maintenance	6,092	7,834	8,648	8,648	8,442	(206)
Measure U	506	506	40,294	506	44,601	44,095
Museum of History, Science, & Tech	-	25	-	-	-	-
North Natomas Financing Plan	-	6,196	2,310	3,049	3,302	252
Other	389	732	-	-	100	100
Park Development	465	645	193	193	193	-
Private Development	(53)	254	-	-	-	-
Quimby Act	4	-	10	10	10	-
River District Impact Fee	-	-	-	-	50	50
Sheraton MOPA Project	119	159	-	-	-	-
Special Districts	13,902	14,613	15,063	15,539	15,553	14
Special Districts - Capital	22	15	12	12	12	-
Special Program Donations	-	-	-	-	200	200
Special Recreation	2,530	2,657	2,385	2,385	-	(2,385)
START	5,104	5,652	4,241	4,241	3,067	(1,173)
State Route 160	5	2	-	2	-	(2)
State Route 275	153	125	162	179	-	(179)
Traffic Safety	460	654	670	670	765	94
Water Planning	1,428	1,391	2,259	2,259	1,551	(709)
Zoo	64	63	50	50	50	-
Subtotal Other Governmental Funds	89,800	92,720	131,225	122,464	141,596	19,132
Total	724,081	761,973	858,719	834,879	906,980	72,101

Note: The significant budget change between FY2015/16 and FY2016/17 is the result of fleet and multi-year operating project (MYOP) funding that is moved from the operating budgets to the MYOPs after budget adoption.

**Schedule 1B
Current Operations – Appropriations by Department (in 000s)**

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change Amended/Approved
Mayor Offices						
Mayor/Council	4,625	4,983	5,626	6,085	5,912	(174)
Subtotal Mayor Offices	4,625	4,983	5,626	6,085	5,912	(174)
Charter Offices						
City Attorney	6,420	6,756	7,183	7,544	7,923	379,132
City Clerk	1,678	1,756	1,825	1,882	1,986	104,211
City Manager	2,640	2,516	3,366	3,428	3,585	156,700
City Treasurer	1,909	2,059	2,279	2,360	2,298	(61,329)
Subtotal Charter Offices	12,647	13,087	14,653	15,214	15,792	579
Operating Offices						
Community Development	20,945	24,278	26,439	27,196	29,946	2,750
Convention and Cultural Services	18,181	18,086	18,408	18,548	18,789	241
Economic Development	2,544	2,354	2,037	2,098	2,550	453
Finance	8,500	8,612	9,201	10,242	11,001	759
Fire	95,823	98,847	103,694	103,672	109,343	5,671
Human Resources	31,279	35,673	34,284	34,408	35,594	1,186
Information Technology	8,905	9,088	10,624	10,910	17,274	6,365
Parks and Recreation	34,500	37,858	35,670	35,717	38,445	2,727
Police	120,879	124,408	125,279	123,496	132,239	8,743
Public Works	123,437	127,670	148,642	139,777	150,993	11,217
Utilities	95,983	99,532	122,955	112,717	121,339	8,622
Subtotal Operating Offices	560,977	586,405	637,233	618,780	667,515	48,734
Other Offices						
Citywide and Community Support	68,281	71,092	122,152	83,178	129,969	46,791
Debt Service	93,084	100,173	94,716	127,284	103,405	(23,879)
Non-Appropriated	(15,533)	(13,766)	(15,661)	(15,661)	(15,613)	48
Subtotal Other Offices	145,832	157,499	201,206	194,800	217,761	22,961
Total	724,081	761,973	858,719	834,879	906,980	72,101

Note: The significant budget change between FY2015/16 and FY2016/17 is the result of fleet and multi-year operating project (MYOP) funding that is moved from the operating budgets to the MYOPs after budget adoption.

**Schedule 1C
Staffing by Department (in Full-time Equivalents)**

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17* Approved	Change Approved/Amended
Mayor/Council						
Mayor/Council	31.00	34.00	36.00	37.00	38.00	1.00
Subtotal Mayor Offices	31.00	34.00	36.00	37.00	38.00	1.00
Charter Offices						
City Attorney	46.00	46.00	47.00	47.00	47.00	-
City Clerk	15.00	15.00	15.00	15.00	15.00	-
City Manager	13.00	13.00	16.00	17.00	17.00	-
City Treasurer	12.00	13.00	13.00	13.00	13.00	-
Subtotal Charter Offices	86.00	87.00	91.00	92.00	92.00	-
Operating Departments						
Community Development	197.50	208.00	219.00	219.00	227.00	8.00
Convention and Cultural Services	137.35	119.35	119.69	119.69	115.69	(4.00)
Economic Development	11.00	11.00	11.00	11.00	12.00	1.00
Finance	83.00	84.00	86.00	86.00	87.00	1.00
Fire	653.50	657.00	674.00	674.00	678.00	4.00
Human Resources	70.00	71.00	72.00	72.00	72.92	0.92
Information Technology	73.00	80.00	85.00	85.00	141.40	56.40
Parks and Recreation	561.16	570.56	598.50	707.92	683.01	(24.91)
Police	959.96	989.96	1,032.80	1,049.80	1,052.46	2.66
Public Works	720.50	728.30	732.05	732.05	725.35	(6.70)
Utilities	516.50	524.40	537.90	537.90	527.90	(10.00)
Subtotal Operating Offices	3,983.47	4,043.57	4,167.94	4,294.36	4,322.73	28.37
Other						
Citywide and Community Support	23.00	21.00	5.00	5.00	5.00	-
Subtotal Other Offices	23.00	21.00	5.00	5.00	5.00	-
Total	4,123.47	4,185.57	4,299.94	4,428.36	4,457.73	29.37

*Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

**Schedule 1D
Staffing by Fund (in Full-Time Equivalents)**

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17* Approved	Change Approved/Amended
General Fund						
General Fund						
Mayor/Council	31.00	34.00	36.00	37.00	38.00	1.00
City Attorney	46.00	46.00	47.00	47.00	47.00	-
City Clerk	15.00	15.00	15.00	15.00	15.00	-
City Manager	13.00	13.00	16.00	17.00	17.00	-
City Treasurer	12.00	13.00	13.00	13.00	13.00	-
Citywide and Community Support	19.00	17.00	1.00	1.00	1.00	-
Community Development	197.50	208.00	219.00	219.00	227.00	8.00
Convention and Cultural Services	35.40	26.20	25.20	25.20	25.20	-
Economic Development	11.00	11.00	11.00	11.00	12.00	1.00
Finance	83.00	84.00	86.00	86.00	87.00	1.00
Fire	653.50	657.00	674.00	674.00	678.00	4.00
Human Resources	30.00	31.00	32.00	32.00	37.92	5.92
Information Technology	73.00	80.00	85.00	85.00	141.40	56.40
Parks and Recreation	314.96	323.36	367.17	447.91	456.01	8.10
Police	959.96	989.96	1,032.80	1,049.80	1,052.46	2.66
Public Works	420.25	420.25	420.00	420.00	412.00	(8.00)
Subtotal General Funds	2,914.57	2,968.77	3,080.17	3,179.91	3,259.99	80.08
Enterprise Funds						
Community Center						
Convention and Cultural Services	93.15	93.15	94.49	94.49	90.49	(4.00)
Parking						
Public Works	60.25	60.25	60.25	60.25	61.25	1.00
Solid Waste						
Public Works	153.00	153.00	158.00	158.00	159.30	1.30
Storm Drainage						
Utilities	204.50	205.72	213.72	213.72	127.00	(86.72)
Wastewater						
Utilities	76.00	72.00	72.00	72.00	80.18	8.18
Water						
Utilities	236.00	246.68	252.18	252.18	320.72	68.54
Subtotal Enterprise Funds	822.90	830.80	850.64	850.64	838.94	(11.70)
Internal Service Funds						
Fleet Management						
Public Works	87.00	87.00	87.00	87.00	86.00	(1.00)
Risk Management						
Human Resources	20.00	20.00	20.00	20.00	15.00	(5.00)
Workers' Compensation						
Human Resources	20.00	20.00	20.00	20.00	20.00	-
Subtotal Internal Service Funds	127.00	127.00	127.00	127.00	121.00	(6.00)
Other Government Funds						
4th R Program						
Parks and Recreation	103.90	103.90	107.18	119.02	117.55	(1.47)
Golf						
Convention and Cultural Services	1.00	-	-	-	-	-
Parks and Recreation	-	1.00	1.00	1.00	1.00	-
Marina						
Convention and Cultural Services	7.80	-	-	-	-	-
Public Works	-	7.80	6.80	6.80	6.80	-
START						
Parks and Recreation	142.30	142.30	123.15	139.99	108.45	(31.54)
Cty/Cnty Office-Water Planning						
Citywide and Community Support	4.00	4.00	4.00	4.00	4.00	-
Subtotal Other Governmental Funds	259.00	259.00	242.13	270.81	237.80	(33.01)
Total	4,123.47	4,185.57	4,299.94	4,428.36	4,457.73	29.37

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

Schedule 2A

Summary of FY2016/17 Revenues, Appropriations, and Changes in Fund Balance (in 000s)

	General Fund	Enterprise Fund	Internal Service	Other Gov't Funds	Gross Total	Net Total
Current Resources						
Revenues						
Taxes	302,953	21,818	-	58,267	383,038	324,771
Licenses and Permits	18,725	96	-	1,470	20,291	18,821
Fines, Forfeitures, and Penalties	13,554	3	-	700	14,257	13,557
Interest, Rents, and Concessions	654	3,605	1,108	10,923	16,290	5,367
Intergovernmental	11,674	1,235	-	16,576	29,486	12,909
Charges, Fees, and Services	53,889	262,431	7,257	48,937	372,515	323,577
Contributions from Other Funds	31,849	-	-	-	31,849	31,849
Miscellaneous Revenue	124	-	61,586	333	62,043	61,710
Total Current Resources	433,423	289,188	69,952	137,207	929,770	792,562
Current Requirements						
Current Operations						
Employee Services	418,841	88,580	11,991	51,233	570,644	519,411
Other Services and Supplies	105,166	75,825	39,405	32,379	252,774	220,396
City Property	6,176	9,865	12,938	439	29,419	28,979
City Debt Service	27,267	53,804	95	22,239	103,405	81,166
Transfers	(3,325)	3,325	-	-	-	-
Labor and Supply Offset	(130,328)	6,213	6,658	37,696	(79,761)	(117,457)
Contingency	1,000	-	-	-	1,000	1,000
Operating Transfers	1,909	29,979	-	(2,390)	29,498	31,888
Subtotal Current Operations	426,706	267,590	71,087	141,596	906,980	765,383
Capital Improvements	12,128	23,124	313	35,830	71,395	35,565
Total Current Requirements	438,834	290,714	71,400	177,426	978,374	800,948
Other Fund Sources (Uses)	5,485	(250)	2,047	2,256	9,537	7,282
Total Surplus (Deficit)	74	(1,776)	598	(37,963)	(39,067)	(1,104)
Beginning Fund Balance	7,042	95,429	2	184,438	286,911	102,473
Ending Fund Balance	7,116	93,653	600	146,474	247,844	101,370

Schedule 2B
Detail of FY2016/17 Revenues, Appropriations, and Changes in Fund Balance (in 000s)

	Resources		Requirements			Other Sources/ (Uses)	Surplus/ (Deficit)	Fund Balance	
	Total Revenues	Current Operations	CIP	Total	Beginning			Ending	
General Fund									
General Fund	433,423	426,706	12,128	438,834	5,485	74	7,042	7,116	
Subtotal General Funds	433,423	426,706	12,128	438,834	5,485	74	7,042	7,116	
Enterprise Funds									
Community Center	30,137	25,816	2,988	28,805	(250)	1,082	7,431	8,513	
Parking	20,176	19,461	462	19,923	-	253	3,621	3,874	
Solid Waste	62,047	64,172	1,674	65,845	-	(3,799)	20,374	16,575	
Storm Drainage	36,152	36,172	525	36,697	-	(545)	18,350	17,805	
Wastewater	34,634	29,256	9,270	38,526	-	(3,892)	8,264	4,372	
Water	106,043	92,714	8,205	100,919	-	5,124	37,389	42,513	
Subtotal Enterprise Funds	289,188	267,590	23,124	290,714	(250)	(1,776)	95,429	93,653	
Internal Service Funds									
Fleet Management	39,928	39,019	311	39,329	-	599	2	601	
Risk Management	30,023	32,069	2	32,071	2,047	-	-	-	
Subtotal Internal Service Funds	69,952	71,087	313	71,400	2,047	598	2	600	
Other Governmental Funds									
4th R Program	5,834	5,834	-	5,834	-	-	-	-	
Art In Public Places Projects	-	271	-	271	-	(271)	271	-	
Assessment Reg and SDRIS	-	148	-	148	-	(148)	270	122	
Cal EPA Fund	172	-	-	-	-	172	1,325	1,497	
CIP Reimbursable	-	-	125	125	125	-	-	-	
Capital Improv. Revenue Bonds	-	-	(182)	(182)	-	182	(182)	-	
Citation I-5 Maintenance	-	25	-	25	-	(25)	862	837	
Citation I-5 Improvements	-	-	-	-	-	-	382	382	
Citywide Low Income Housing	300	300	-	300	-	-	-	-	
Cultural Services - Other	328	322	-	322	-	6	941	947	
Debt Service	11,872	16,856	-	16,856	(10,200)	(15,184)	25,211	10,027	
Development Services	920	310	610	920	-	-	-	-	
Downtown Impact Fee	-	50	-	50	-	(50)	2,043	1,993	
Downtown Management District	2,717	2,717	-	2,717	-	-	49	49	
Ethel Macleod Hart Trust	-	825	-	825	-	(825)	1,303	478	
Fair Share Contributions	-	-	-	-	-	-	4,565	4,565	
Fairytale Town	50	50	-	50	-	-	3	3	
Federal Capital Grant	-	-	12,132	12,132	12,132	-	-	-	
Florin Road Storm and San	-	-	-	-	-	-	3	3	
Gas Tax	10,150	9,747	2,547	12,294	-	(2,144)	7,370	5,226	
Golf	1,480	1,385	15	1,400	-	80	(6,570)	(6,491)	
Innovation and Growth	-	200	-	200	-	(200)	10,427	10,227	
Jacinto Creek	-	15	-	15	-	(15)	957	942	
Land Park	91	159	-	159	-	(68)	620	552	
Library Services Parcel Tax	7,410	7,410	-	7,410	-	-	-	-	
Landscaping and Lighting	15,109	14,992	740	15,732	-	(624)	3,181	2,557	
Major Street Construction	1,637	-	3,480	3,480	-	(1,843)	2,656	813	
Marina	1,377	2,085	60	2,145	-	(768)	(1,042)	(1,810)	
Measure A Construction	2,516	-	3,146	3,146	60	(570)	570	-	
Measure A Maintenance	10,579	8,442	2,065	10,507	-	72	163	235	
Measure U	43,732	44,601	4,453	49,054	-	(5,322)	35,927	30,605	
Museum of History, Science, & Tech	-	-	-	-	-	-	14	14	
North Natomas Financing Plan	-	3,302	12	3,313	-	(3,313)	24,405	21,092	
Other	-	100	-	100	-	(100)	4,448	4,348	
Park Development	-	193	3,427	3,620	-	(3,620)	4,868	1,248	
Quimby Act Fund	100	10	194	204	-	(104)	3,594	3,490	
Redevelopment Bond	-	-	2,497	2,497	-	(2,497)	11,666	9,169	
River District Impact Fee	-	50	-	50	-	(50)	106	56	
Sheraton MOPA Project	-	-	-	-	-	-	14,509	14,509	
So Natomas Facility Benefit	-	-	-	-	-	-	1,167	1,167	
So Natomas I-5 Developer Impr	-	-	-	-	-	-	565	565	

Schedule 2B (continued)
Detail of FY2016/17 Revenues, Appropriations, and Changes in Fund Balance (in 000s)

	Resources		Requirements			Other Sources (Uses)	Surplus/ (Deficit)	Fund Balance	
	Total Revenues	Current Operations	CIP	Total	Beginning			Ending	
Other Governmental Funds (continued)									
Special Districts	15,279	15,553	-	15,553	-	(274)	5,466	5,192	
Special Districts - Capital	-	12	-	12	-	(12)	2,691	2,679	
Special Program Donations	200	200	-	200	-	-	-	-	
START	3,067	3,067	-	3,067	139	139	(139)	-	
Street Cut	100	-	143	143	-	(43)	212	169	
Street Tree Fee	-	-	-	-	-	-	213	213	
Transportation Development	325	-	347	347	-	(22)	171	149	
Traffic Safety	700	765	-	765	-	(65)	325	260	
Transportation System Management	-	-	20	20	-	(20)	148	128	
Wastewater Development Fees	-	-	-	-	-	-	2,246	2,246	
Water Development Fees	-	-	-	-	-	-	14,688	14,688	
Water Planning	1,112	1,551	-	1,551	-	(439)	1,578	1,139	
Willowcreek Fee District	-	-	-	-	-	-	194	194	
Zoo	50	50	-	50	-	-	-	-	
Subtotal Other Governmental Funds	137,207	141,596	35,830	177,426	2,256	(37,963)	184,438	146,474	
Total	929,770	906,980	71,395	978,374	9,537	(39,067)	286,911	247,844	

**Schedule 3
Contributions to General Fund Support (in 000s)**

Fund	Cost Allocation Plan		In-Lieu Property Tax		In-Lieu Franchise Tax		Voter Approved General Tax	
	FY2015/16	FY2016/17	FY2015/16	FY2016/17	FY2015/16	FY2016/17	FY2015/16	FY2016/17
Enterprise Funds								
Community Center	1,265	1,224	455	457	1,110	1,248	-	-
Parking	1,009	903	243	243	1,532	1,838	-	-
Solid Waste	2,489	2,487	-	-	-	-	6,415	6,720
Storm Drainage	1,811	1,990	-	-	-	-	3,896	3,910
Wastewater	1,106	858	-	-	-	-	3,311	3,629
Water	3,019	3,190	-	-	-	-	10,430	11,454
Total Enterprise Funds	10,699	10,652	698	700	2,642	3,086	24,052	25,713
Internal Service Funds								
Fleet Management	1,702	1,655	-	-	-	-	-	-
Risk Management	3,260	3,307	-	-	-	-	-	-
Total Internal Service Funds	4,962	4,962	-	-	-	-	-	-
GRAND TOTAL	15,661	15,614	698	700	2,642	3,086	24,052	25,713

Schedule 4
Summary of Capital Funding by Funding Source (in 000s)

	Budget through 02/2016	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	Total Five-year Funding
1001 General Fund	110,562	12,128	5,491	5,491	5,491	5,741	34,340
2001 Sacto Transp.Sales Tax-Cip.	21,543	160	-	-	-	-	160
2002 Gas Tax 2106	15,357	2,547	2,547	1,597	1,597	1,594	9,883
2005 Sacto Transp.Sales Tax-Maint.	380	-	-	-	-	-	-
2007 Major Street Construction	25,472	3,480	1,664	1,664	1,664	1,664	10,137
2008 Street Cut	259	143	143	143	143	143	713
2010 State Route 160	277	-	-	-	-	-	-
2011 State Route 275	616	-	-	-	-	-	-
2012 Transportation System Management	529	20	-	20	20	20	100
2013 Transportation Development	1,502	347	347	347	347	347	1,736
2016 Development Services	7,409	610	610	610	610	610	3,050
2020 So Natomas Comm Improv	2,781	-	-	-	-	-	-
2021 So Natomas Facility Benefit	1,452	-	-	-	-	-	-
2023 New Measure A Specific Project	41,497	-	-	-	-	-	-
2024 Historic Places	50	-	-	-	-	-	-
2025 New Measure A Construction	10,116	2,987	2,987	2,707	2,707	2,707	14,093
2026 New Measure A Maintenance	5,352	2,065	2,197	2,197	2,197	2,197	10,851
2028 Prop 1B - Local Street & Road	2,994	-	-	-	-	-	-
2030 Sheraton MOPA Project	1,500	-	-	-	-	-	-
2031 Innovation and Growth	4,394	-	-	-	-	-	-
2032 Fair Share Contributions	517	-	-	-	-	-	-
2220 Sunset, Meadows A/D Maint	1,600	-	-	-	-	-	-
2230 N Natomas Lands CFD 3	754	-	-	-	-	-	-
2232 Landscaping and Lighting	7,209	740	740	740	740	740	3,700
2401 Measure U	10,204	4,453	-	-	-	-	4,453
2504 Special Recreation	618	-	-	-	-	-	-
2506 Sutter Park Sites	3	-	-	-	-	-	-
2507 Land Park	18	-	-	-	-	-	-
2508 Quimby Act	8,289	194	-	-	-	-	194
2601 Old Sac Market	30	-	-	-	-	-	-
2603 Golf	878	15	15	15	15	15	75
2605 Zoo	1	-	-	-	-	-	-
2607 Art In Public Places Projects	26	-	-	-	-	-	-
2608 Marina	501	60	60	60	60	60	300
2609 Marcy Friedman ESC APP	1,000	-	-	-	-	-	-
2700 Block Grant/Housing & Redev	590	-	-	-	-	-	-
2701 Disaster Relief Act	3	-	-	-	-	-	-
2801 Cal EPA	2,722	-	-	-	-	-	-
3001 1993 Series B Cop	696	-	-	-	-	-	-
3002 2002 Capital Improv. Revenue Bonds	606	-	-	-	-	-	-
3003 2003 Capital Improv. Revenue Bonds	27,717	16	-	-	-	-	16
3004 2006 CIRB - Tax Exempt	11,246	(623)	-	-	-	-	(623)
3005 2006 CIRB - Taxable	2,348	331	-	-	-	-	331
3006 2006 CIRBs Ser C Cap Projs	727	94	-	-	-	-	94
3008 Willowcreek Fee District	788	-	-	-	-	-	-
3020 Golden 1 Center	223,130	-	-	-	-	-	-
3201 N. Natomas Financial Plan	8,512	-	-	-	-	-	-
3202 Railyards/Richards/Downtown	359	-	-	-	-	-	-
3204 Park Development	11,477	3,427	-	-	-	-	3,427
3206 NNFP Public Facilities Fee	436	12	12	12	12	12	58
3314 N Natomas Drng CFD 97-01	418	-	-	-	-	-	-
3318 N Natomas CFD #4 Const	164	-	-	-	-	-	-
3323 CFD 97-01 Series C	68	-	-	-	-	-	-
3328 N Natomas Drng 2005 CFD 97-01	551	-	-	-	-	-	-
3333 CFD 97-01 Construction	28	-	-	-	-	-	-
3701 Sacto Housing & Redev Agency	9,135	-	-	-	-	-	-
3702 CIP Reimbursable	28,689	125	-	-	-	-	125
3703 Federal Capital Grant	55,221	12,132	10,468	7,757	-	-	30,356
3704 Other Capital Grants	53,574	-	-	-	-	-	-
3801 2003 Alkali Flat TE	-	386	-	-	-	-	386
3802 2006 Army Depot TA	-	97	-	-	-	-	97
3803 2006 Army Depot TE	-	310	-	-	-	-	310
3804 2006 65th St TA	-	1,103	-	-	-	-	1,103
3818 2006 River Dist TA	-	600	-	-	-	-	600

Schedule 4 (continued)
Summary of Capital Funding by Funding Source (in 000s)

	Budget through 02/2016	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	Total Five-year Funding
6001 Water Development Fees	7,490	-	-	-	-	-	-
6002 Wastewater Development Fees	264	-	-	-	-	-	-
6004 Parking	67,157	462	948	923	918	918	4,169
6005 Water	49,913	8,205	6,776	12,000	8,000	16,647	51,627
6006 Wastewater	18,005	9,270	1,000	3,938	7,376	10,000	31,584
6007 Solid Waste	16,884	1,674	1,515	1,515	1,515	1,515	7,734
6008 Landfill Closure	5,195	-	-	-	-	-	-
6009 Sacramento Marina	874	-	-	-	-	-	-
6010 Community Center	14,051	2,988	3,095	2,895	1,925	1,725	12,628
6011 Storm Drainage	9,878	525	450	250	250	250	1,725
6205 Water Grant Reimbursement	1,542	-	-	-	-	-	-
6206 Wastewater Grant Reimbursement	2,415	-	-	-	-	-	-
6207 Solid Waste Grant Reimbursement	721	-	-	-	-	-	-
6211 Storm Drainage Grant Reimbursement	100	-	-	-	-	-	-
6310 Water Revenue Bonds	227,683	-	-	-	-	-	-
6320 Wastewater Revenue Bonds	11,060	-	-	-	-	-	-
6501 Fleet Management	7,840	311	200	200	200	200	1,111
6502 Risk Mgmt	-	2	-	-	-	-	2
Total	1,165,968	71,395	41,283	45,079	35,785	47,103	240,644

Schedule 5
Article XIIIB Appropriation Limit Calculation (in 000s)

APPROPRIATION LIMIT (Section 1)	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17
Prior year limit	593,376	617,717	653,565	655,648	686,752
Multiply by:					
Change in CPI or Per Capita Personal Income	1.0377	1.0512	0.9977	1.0382	1.0537
Change in Population	1.0032	1.0065	1.0055	1.0089	1.0068
Total Appropriation Limit	617,717	653,565	655,648	686,752	728,551
 PROCEEDS OF TAXES (Section 2)					
Total governmental revenue	464,305	508,856	517,361	538,601	570,630
Add taxes in enterprise funds:					
Transient Occupancy Tax	16,024	16,110	17,565	19,407	21,738
Add user fees in excess of cost:	-	-	-	-	-
Deduct:					
Non-proceeds of tax revenue	(192,760)	(233,192)	(197,149)	(196,873)	(207,715)
General obligation debt svcs	-	-	-	-	-
Qualified capital outlay	(9,148)	(3,433)	(17,671)	(27,266)	(31,653)
Total Proceeds of Taxes	278,421	288,341	320,106	333,869	353,000
 APPROPRIATIONS SUBJECT TO LIMIT (Section 3)					
Total Governmental Funds:					
Operating appropriations	455,618	485,843	506,546	525,371	568,302
CIP appropriations	112,358	30,198	30,061	51,331	47,958
Add:					
Enterprise fund tax approp.	16,024	16,110	17,565	19,407	21,738
User fees in excess of cost					
Current proceeds of taxes appropriated to reserves	9,232	3,434	18,942	32,656	36,647
Deduct:					
Non-proceeds of tax revenue	(192,760)	(233,192)	(197,149)	(196,873)	(207,715)
General obligation debt svcs	-	-	-	-	-
Qualified capital outlay	(9,148)	(3,433)	(17,671)	(27,266)	(31,653)
Total Appropriations Subject to Limit	391,324	298,959	358,294	404,626	435,277

Schedule 6
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
General Fund					
Taxes					
Property Taxes - Current Secured	81,057	86,063	89,303	89,303	93,857
Property Taxes - Current Unsecured	3,501	3,626	3,967	3,967	4,169
Property Taxes - In Lieu VLF	32,941	34,821	36,317	36,317	38,169
Property Taxes - Prior Secured	953	965	774	774	814
Property Taxes - Prior Unsecured	88	76	31	31	32
Property Taxes - Redevelopment Passthrough	567	773	470	470	470
Property Taxes - Supplemental	1,671	2,035	750	750	2,000
Subtotal Property Taxes	120,777	128,358	131,612	131,612	139,512
Business Operations Taxes	9,277	9,991	8,952	8,952	8,145
General Sales and Use Taxes	51,778	53,837	52,973	52,973	74,500
Medical Marijuana BOT	-	-	-	-	2,900
Property Taxes - In Lieu Sales Tax	16,823	16,632	17,662	17,662	-
Property Taxes - Resident Development	127	291	100	100	125
Public Safety Sales Tax	4,797	5,039	4,723	4,723	4,865
Real Property Transfer Taxes	7,452	8,672	5,038	5,038	8,100
Transient Occupancy Tax	3,575	3,966	3,725	3,775	4,400
Transient Occupancy Tax - Prior	15	52	-	-	-
Utility Users Tax - Current	59,590	59,940	59,572	59,572	60,406
Utility Users Tax - Prior	23	8	-	-	-
Subtotal Other Taxes	153,456	158,429	152,745	152,795	163,441
Total Taxes	274,234	286,788	284,356	284,406	302,953
Licenses and Permits					
Alley Parking Permits	3	3	7	7	7
Animal Licenses	297	232	358	358	498
Building Trades Certification	-	-	1	1	1
Burglar Alarm Permit	646	-	-	-	-
Burglar Alarm Permits	-	926	930	930	930
Business Permits and Licenses	421	321	519	519	536
Cellular Revocable Permits	1,194	1,241	1,294	1,294	1,261
Construction Permits	5,286	6,340	6,764	7,224	8,384
Dance Permits	49	26	10	10	10
Emergency Permits	7	6	7	7	7
Excavation Permits	39	52	25	25	25
Home Occupation Permits	198	187	80	80	80
Miscellaneous Licenses and Permits	6	7	-	-	-
Plan Check Fees	3,573	3,895	2,612	3,153	4,011
Public Works Review	-	5	-	-	-
Sign and Billboard Permit	367	68	63	63	63
Sign and Billboard Permits	-	239	240	240	240
Special Event Permits	4	49	76	76	394
Special Use Permits	1,269	1,132	1,724	1,791	2,073
Street Vendor Permits	27	27	19	19	19
Taxi Permits	187	191	142	142	142
Towing Vehicle Permits	49	48	45	45	45
Tree Fee	9	16	-	-	-
Subtotal Licenses and Permits	13,632	15,010	14,916	15,982	18,725
Fines, Forfeitures, and Penalties					
Delinquency Charges	8	(2)	32	32	32
Fines and Penalties	10,759	10,815	12,005	12,005	13,522
Transient Occupancy Tax - Penalty	-	2	-	-	-
Subtotal Fines, Forfeitures, and Penalties	10,767	10,814	12,037	12,037	13,554

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
General Fund (continued)					
Interest, Rents, and Concessions					
Interest on Investments	399	269	300	300	300
Interest on Receivables	(52)	(81)	125	125	125
Net Incr/Decr in Fair Value	-	62	-	-	-
Real Property Rental	351	294	289	289	229
Subtotal Interest, Rents, and Concessions	698	544	714	714	654
Intergovernmental					
Fire District Reimbursement	3,360	4,818	4,370	4,370	4,370
Miscellaneous Governmental Revenue	1,673	761	1,802	1,777	1,676
Miscellaneous Other Federal	-	1	-	-	-
Other Agency Payments	1,746	1,812	1,369	1,369	1,613
Other Agency Training Reimbursement	3	14	-	-	-
Other County Payments	383	345	330	330	330
Other Recoveries	337	435	158	158	158
Other State Payments	679	1,016	76	76	76
P.O.S.T. Reimbursement	140	235	167	167	167
Planning Technology Fee	653	1,021	490	490	490
Redevelopment Agency Services	833	594	715	715	518
Sacramento County Support - Metro Arts	153	287	286	336	436
Sacramento County Support - Museums	357	369	357	429	429
State Government Grants - Op - Ncat	23	-	-	-	-
State Homeowners Property Tax	1,148	1,131	1,200	1,200	1,200
State Mandated Reimbursement SB 90	269	2,545	212	212	212
State Motor Vehicle In Lieu Tax	206	199	-	-	-
Subtotal Intergovernmental	11,963	15,580	11,532	11,628	11,674
Charges, Fees, and Services					
Administrative Fee	105	28	-	-	-
ALS Fees	18,806	22,641	18,186	18,186	18,186
Animal Shelter Fees and Charge	215	227	230	230	230
Appeal Fees	8	1	-	-	-
Box Office Fees	-	-	-	-	-
City Attorney Fees	8	107	-	-	-
Code Enforcement Fee	2,073	2,570	2,372	2,401	2,764
Community Services Fees	106	207	135	135	2,232
Compliance Fee	5	(1)	5	5	5
Concessions	94	108	173	173	173
Concessions - Golf	5	1	-	-	-
Demolition Charges	231	418	599	599	599
DUI Fees	37	115	67	67	67
Facility Use Fees	1,004	1,078	805	805	1,131
Fire Permit Fees	890	838	622	622	800
Fire Report Fees	8	5	1	1	1
Franchise Fees	6,180	6,724	6,538	6,538	6,669
Housing and Dangerous Buildings	133	135	182	182	182
Jail Booking Fee Recovery	332	270	210	210	210
Miscellaneous Proprietary Revenue	30	29	-	-	32
Non-Subsidized Parent Fees	(6)	(4)	-	-	-
Other Departmental Service	9,058	8,531	8,470	8,470	8,817
Other Fees	25	101	-	-	-
Other General Fees and Charges	89	77	23	23	23

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
General Fund (continued)					
Charges, Fees, and Services (continued)					
Parking Fees	3	3	-	-	-
Parking Meter Receipts	4,659	5,528	4,645	5,595	9,191
Parking Meter Removal Fees	301	376	282	282	282
Recyclables Sales	9	4	15	15	15
Registration Fees	6	9	27	27	27
Residential Plan Review	188	-	-	-	-
Service Fees	247	259	162	187	187
Special Assessments - Administ	48	175	74	74	74
Special Assessments - Business	-	1	-	-	-
Street Sidewalk and Curb Repair	1,533	1,821	1,550	1,550	1,550
Subdivision Map Processing - Planning	-	-	30	30	30
Swimming Pool Fees	75	104	84	84	112
Third Party Recoveries - Property	1	22	-	-	-
Third Party Recoveries - Vehicle	152	16	-	-	-
Third Party Recoveries Workers' Compensation	-	-	-	-	-
Utility Services Charges	636	252	-	-	-
Vehicle Abatement SAVSA	484	482	300	300	300
Weed Abatement and Lot Cleaning	(11)	-	-	-	-
Subtotal Charges, Fees, and Services	47,767	53,256	45,788	46,792	53,889
Contributions from Other Funds					
Enterprise Fund General Tax Co	23,498	24,857	24,052	24,052	25,713
In-Lieu Franchise Fee	2,870	2,752	2,642	2,642	3,086
In-Lieu Property Tax	695	695	697	697	700
Investment Fees	2,349	2,200	2,351	2,351	2,351
Subtotal Contributions from Other Funds	29,413	30,503	29,742	29,742	31,849
Miscellaneous Revenues					
Escheat	265	404	124	124	124
General Obligation Bonds Iss'd	-	1	-	-	-
Gifts and Donations	51	13	-	-	-
Other Bonds Issued	5,998	-	-	-	-
Royalties	1	-	-	-	-
Sale of Real or Personal Property	15	3,122	-	-	-
Subtotal Miscellaneous Revenue	6,330	3,539	124	124	124
Total General Fund	394,804	416,035	399,209	401,425	433,423

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
Enterprise Funds					
Community Center					
Box Office Fees	729	727	725	725	725
Catering Fees	1,037	951	1,115	1,115	1,115
Concessions	751	1,037	685	685	685
Facility Use Fees	3,235	3,797	3,350	3,350	3,518
Insurance Fee	9	7	18	18	8
Interest on Investments	322	187	400	400	200
Miscellaneous Governmental Revenue	68	102	70	70	70
Miscellaneous Proprietary Revenue	6	-	-	-	-
Net Incr/Decr in Fair Value	-	10	-	-	-
Other Fees	631	614	750	750	621
Real Property Rental	614	873	722	722	917
Service Fees	431	435	450	450	457
Transient Occupancy Tax	17,869	19,842	19,407	19,407	21,738
Transient Occupancy Tax - Penalty	2	8	3	3	3
Transient Occupancy Tax - Prior	74	258	80	80	80
Vehicle or Equipment Rental	-	1	-	-	-
Subtotal Community Center	25,779	28,848	27,775	27,775	30,137
Parking					
Administrative Fee	-	443	475	475	525
Delinquency Charges	3	6	-	-	-
Interest on Investments	334	255	600	600	600
Interest on Receivables	1	1	-	-	-
Miscellaneous Governmental Revenue	2	2	-	-	-
Miscellaneous Proprietary Revenue	85	85	-	-	-
Net Incr/Decr in Fair Value	-	25	-	-	-
Other Bonds Issued	-	-	-	3,999	-
Other General Fees and Charges	(59)	(22)	-	-	-
Parking Fees	17,830	15,684	15,316	15,316	18,377
Real Property Rental	890	490	590	590	674
Subtotal Parking	19,086	16,969	16,981	20,980	20,176
Solid Waste					
Facility Use Fees	(74)	338	-	-	136
Fines and Penalties	1	4	-	-	-
Interest on Investments	221	255	-	-	-
Lawn and Garden Service	(1)	-	-	-	-
Miscellaneous Governmental Revenue	60	85	-	-	-
Miscellaneous Proprietary Revenue	61	33	-	-	-
Other Agency Payments	98	57	39	39	39
Other Recoveries	2	2	-	-	-
Recyclables Sales	505	422	450	450	450
Sale of Real or Personal Property	32	49	-	-	-
Sale of Real or Personal Property-Salvage	2	(2)	-	-	-
Service Fees	65	63	12	12	12
State Government Grants - Op - Ncat	-	-	251	-	-
Third Party Recoveries - Vehicle	109	1	-	-	-
Utility Service Extensions	61	52	-	-	-
Utility Services Charges	58,026	57,992	59,276	59,276	61,410
Subtotal Solid Waste	59,171	59,350	60,028	59,777	62,047

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
Enterprise Funds (continued)					
Storm Drainage					
Compliance Fee	25	45	16	16	30
Construction Permits	1	-	-	-	-
Interest on Investments	297	287	-	-	-
Interest on Receivables	115	106	422	422	422
Miscellaneous Governmental Revenue	31	25	-	-	-
Miscellaneous Proprietary Revenue	28	13	15	15	15
Net Incr/Decr in Fair Value	-	13	-	-	-
Other Agency Payments	689	27	1,112	-	-
Other Fees	12	17	-	-	-
Other General Fees and Charges	1	-	-	-	-
Other Recoveries	5	11	-	-	-
Plan Check Fees	35	34	25	25	25
Recyclables Sales	12	-	-	-	-
Service Fees	22	22	15	15	15
Subdivision Map Processing - Engineering	2	2	-	-	-
Third Party Recoveries - Property	5	(2)	-	-	-
Utility Service Extensions	20	18	-	-	-
Utility Services Charges	35,879	36,024	35,587	35,587	35,646
Subtotal Storm Drainage	37,177	36,642	37,192	36,080	36,152
Wastewater					
Interest on Investments	413	339	-	-	-
Interest on Receivables	23	21	392	392	392
Miscellaneous Governmental Revenue	4	2	-	-	-
Miscellaneous Proprietary Revenue	44	23	23	23	23
Net Incr/Decr in Fair Value	-	12	-	-	-
Other Recoveries	2	-	-	-	-
Plan Check Fees	3	-	-	-	-
Regional Sanitation District	948	1,018	715	715	1,013
Service Fees	43	37	-	-	-
Sewer Permits	52	29	-	-	-
State Government Grants - Ca	(87)	-	-	-	-
Subdivision Map Processing - Engineering	2	2	-	-	-
Third Party Recoveries - Property	-	(4)	-	-	-
Utility Service Extensions	80	79	25	25	27
Utility Services Charges	27,596	31,037	30,440	30,440	33,180
Subtotal Wastewater	29,123	32,593	31,595	31,595	34,634
Water					
Appeal Fees	1	-	-	-	-
Cellular Revocable Permits	44	56	45	45	71
Fines and Penalties	4	35	-	-	-
Fire Hydrant Use Fee	78	123	40	40	79
Interest on Investments	2,554	1,812	-	-	-
Interest on Receivables	-	-	400	400	400
Miscellaneous Governmental Revenue	258	91	67	67	75
Miscellaneous Proprietary Revenue	66	37	106	106	51
Net Incr/Decr in Fair Value	-	37	-	-	-
Other Agency Payments	(975)	65	175	39	39
Other General Fees and Charges	(8)	5	-	-	-
Other Recoveries	3	159	-	-	-
Plan Check Fees	25	(21)	-	-	-

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
Enterprise Funds (continued)					
Water (continued)					
Recyclables Sales	4	-	-	-	-
Residential Construction Water	29	28	-	-	-
Service Fees	64	60	70	70	70
Special Item Revenue	-	4,554	-	-	-
Subdivision Map Processing - Engineering	2	2	-	-	-
Third Party Recoveries - Property	304	11	-	-	-
Utility Service Extensions	73	72	36	36	36
Utility Services Charges	93,564	99,260	95,343	95,343	104,650
Utility Shut-Off Fee	5	61	-	-	-
Water Flow Test Fee	85	97	60	60	85
Water Tap Sales	436	536	387	387	486
Subtotal Water	96,616	107,081	96,728	96,592	106,043
Total Enterprise Funds	266,951	281,484	270,298	272,797	289,188

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
Internal Service Funds					
Fleet Management					
Fleet Charges Accident Repair	487	608	500	500	360
Fleet Charges O & M	15,870	16,717	17,206	17,206	19,219
Fleet Vehicle Revenue	13,491	10,067	13,931	13,931	12,834
Gain/Loss On Sale Of Capital A	12	-	-	-	-
Gasoline and Oil Sales	7,866	6,378	7,175	7,175	6,907
Interest on Investments	39	36	-	-	-
Miscellaneous Governmental Revenue	258	257	-	-	-
Miscellaneous Other Federal	-	16	-	-	-
Other Agency Payments	-	18	-	-	-
Other Departmental Services	155	33	-	-	-
Other Recoveries	31	-	-	-	-
Other State Payments	6	18	-	-	-
Real Property Rental	-	-	396	-	-
Sale of Real or Personal Property-Salvage	308	275	-	-	-
Third Party Recoveries - Vehicle	-	(3)	-	-	-
Vehicle or Equipment Rental	423	517	-	396	608
Subtotal Fleet Management	38,945	34,938	39,209	39,209	39,928
Risk Management					
Community Services Fees	6	-	-	-	-
Interest on Investments	948	882	1,000	1,000	500
Miscellaneous Governmental Revenue	(1)	4	-	-	-
Miscellaneous Proprietary Revenue	-	3,152	-	-	-
Net Incr/Decr in Fair Value	-	12	-	-	-
Other Departmental Services	1,187	931	-	-	-
Risk Fund In-Lieu Insurance	22,292	23,405	25,671	25,671	29,173
Service Fees	-	-	-	-	100
State Mandated Reimbursement SB 90	24	229	-	-	-
Third Party Recoveries - Property	245	227	250	250	250
Third Party Recoveries Workers' Compensation	2	1	-	-	-
Subtotal Risk Management	24,702	28,845	26,921	26,921	30,023
Total Internal Service Funds	63,647	63,782	66,129	66,129	69,952

Schedule 6 (continued)
FY2016/17 Revenue Budget (in 000s)

	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved
Other Governmental Funds					
4th R Program	6,146	5,992	5,919	5,919	5,834
Art In Public Places Projects	22	140	-	-	-
Assessment Reg and SDRIS	231	3	-	-	-
Cal EPA	212	210	172	172	172
Capital Improv. Revenue Bonds	77	224	-	-	-
CIP Reimbursable	11	15	-	-	-
Citation I-5 Improvements	3	3	-	-	-
Citation I-5 Maintenance	8	8	-	-	-
Citywide Low Income Housing	-	-	300	300	300
Cultural Services - Other	349	376	315	315	328
Debt Service	17,328	13,045	13,042	313,037	11,872
Development Services	32	1,716	120	120	920
Downtown Impact Fee	-	333	-	-	-
Downtown Management District	2,651	2,620	2,609	2,717	2,717
Ethel Macleod Hart Trust	134	149	-	-	-
Externally Funded Programs	236	-	-	-	-
Fair Share Contributions	922	880	-	-	-
Fairytale Town	65	65	50	50	50
Florin Road Storm and San	2	1	-	-	-
Gas Tax	14,927	13,909	12,180	12,180	10,150
Golf	1,437	1,471	1,480	1,480	1,480
Innovation and Growth	3,355	14,972	-	107	-
Jacinto Creek	11	56	-	-	-
Land Park	132	137	91	91	91
Landscaping and Lighting	15,034	15,354	15,073	15,073	15,109
Library Services Parcel Tax	4,840	6,866	7,224	7,224	7,410
Major Street Construction	703	2,139	1,163	1,163	1,637
Marcy Friedman ESC APP	-	-	-	500	-
Marina	1,107	1,334	1,337	1,377	1,377
Measure A Construction	2,223	2,329	2,433	2,433	2,516
Measure A Maintenance	9,376	9,774	10,226	10,226	10,579
Measure U	43,150	43,974	42,046	42,046	43,732
Museum of History, Science, & Tech	3	3	-	-	-
N. Natomas Financial Plan	(492)	-	-	-	-
North Natomas Financing Plan	-	4,249	-	-	-
Other	322	857	-	-	-
Park Development	1,613	3,646	-	-	-
Private Development	(281)	259	-	-	-
Prop 1B - Local Street & Road	2	11	-	-	-
Quimby Act	923	1,281	100	100	100
Railyards/Richards/Downtown	15	-	-	-	-
River District Impact Fee	-	7	-	-	-
Sheraton MOPA Project	195	159	-	-	-
SHRA CDBG	100	-	-	-	-
So Natomas Comm Improv	15	17	-	-	-
So Natomas Facility Benefit	23	25	-	-	-
So Natomas I-5 Developer Impr	5	5	-	-	-
Special Districts	13,639	14,512	14,742	15,214	15,279
Special Districts - Capital	92	97	-	-	-
Special Program Donations	-	-	-	-	200
Special Recreation	3,021	3,024	2,398	2,398	-
START	4,666	4,261	4,241	4,241	3,067
State Route 160	2	2	-	-	-
State Route 275	10	7	-	-	-
Street Cut	198	164	100	100	100
Street Tree Fee	16	15	-	-	-
Sunset, Meadows A/D Maint	14	13	-	-	-
Traffic Safety	657	692	600	600	700
Transportation Development	600	4	306	306	325
Transportation System Management	4	4	-	-	-
Wastewater Development Fees	93	904	-	-	-
Water Development Fees	1,066	1,798	-	-	-
Water Planning	1,286	1,188	1,075	1,075	1,112
Willowcreek Fee District	7	7	-	-	-
Zoo	64	63	50	50	50
Total Other Governmental Funds	152,603	175,370	139,392	440,614	137,207

Schedule 7
Operating Grants - \$15,827,267

This section provides overview information about significant grant activities that departments conduct with federal, state, and local sponsorship to advance City objectives and supplement City programs. Grant payments for non-labor items are charged directly to the grant fund. Grant payments for labor are noted in the grant fund and also show as a grant recovery in the General Fund or other fund to which the employees are assigned. This information is not all-inclusive and is intended as a general summary of the City's success in receiving grants. Resources for capital programs are also included in the 2016-2021 CIP. Significant grant amounts that will benefit FY2016/17 are summarized by department below.

FIRE DEPARTMENT - \$1,000,000

Urban Search and Rescue (US&R) \$1,000,000

The National US&R system is a cooperative effort between the Department of Homeland Security (DHS), participating state emergency management agencies, and local public safety agencies across the country. The system is built around a core of sponsoring agencies prepared to deploy US&R task forces immediately and initiate US&R operations at DHS's direction. US&R operational activities include locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures, victims of weapons of mass destruction (WMD) events, and, when assigned, performing incident command or other operational activities. California has eight of the 28 US&R Task Forces. The City of Sacramento's Fire Department (SFD) is the sponsoring agency of California Task Force 7 (CA TF-7). DHS provides financial support in the form of grants/cooperative agreements to each of the Sponsoring Agencies. SFD is solely responsible for the administrative management of CA TF-7. As required by the cooperative agreement, SFD will use this grant to: train task force personnel; maintain a state of readiness; and acquire necessary equipment and supplies. Funding is included to staff the following positions: a Battalion Chief, an Administrative Analyst, a Typist Clerk, and two Cache Logisticians. Funding for this program is provided on an annual basis from DHS.

PARKS AND RECREATION DEPARTMENT - \$5,097,267

START (Students Today Achieving Results for Tomorrow) \$3,911,372

START has funding of \$560,250 from the California Department of Education's (DOE's) After School Education and Safety (ASES) grant, \$690,000 from a Federal 21st Century Community Learn Center grant administered by the DOE, and \$2,661,122 from individual school districts for this after-school literacy and enrichment program that serves over 3,506 elementary school children daily in three school districts.

4th R Program (before and after school licensed childcare) \$673,900
Annual renewable grant from the DOE subsidizes childcare enrollment fees for students in low-income families.

Workforce Investment Act/Youth Development Program (WIOA) \$291,995
Sacramento Employment and Training Agency provides funding to support 60 in-school youth (ages 16-21 years old) each year. Activities are individualized and may include paid work experience, tutoring, leadership development opportunities, adult mentoring, comprehensive guidance and counseling, and a minimum of one year of follow-up services.

PASSage and ASES Program \$220,000
Grant funding from the DOE provides after-school academic support, enrichment activities, recreation, and sports for students at middle schools in the Sacramento City Unified School District (SCUSD) and Elk Grove Unified School District (EGUSD). The school districts are the “grantees” who contract with the City for the delivery of the program.

POLICE DEPARTMENT - \$7,230,000

Citizen’s Option for Public Safety Program \$3,109,000
This program provides funding from the state through Sacramento County to law enforcement jurisdictions to support law enforcement activities. This funding is determined by the City’s relative population, which is based on the most recent January estimate by the population research unit of the California Department of Finance.

Frontline Intervention Program \$745,000
This State grant program will fund a post release community supervision regional mini-team staffed by up to five officers and two sergeants. The team will work in collaboration with other teams throughout the region to identify, monitor, and closely supervise individuals released as a result of Assembly Bill (AB) 109, who have a high probability of recidivism.

Edward Byrne Memorial Justice Assistance Program \$642,000
This federal program provides annual funding to state and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. These awards are being used to support the Department’s air operations program. Expenses include fuel, regular inspections and repair, and the overhaul and replacement of equipment.

FY14 Community Oriented Policing (COPS) Hiring Program Grant \$635,000
This federal program provides funding directly to law enforcement agencies to create and preserve jobs, and to increase community policing capacity and crime-prevention efforts, especially gun violence. The Department is using this grant to hire 15.0 FTE police officers for the addition of night investigation teams. It funds 75 percent of entry-level salaries and benefits for the officers over a three-year period, up to \$125,000 per position. The grant requires a 25 percent City match for the three-year grant award

period and a one-year retention period, at which time salary and benefit costs will shift to Measure U. Without Measure U funding, the City would be unable to accept the award.

Gang Violence Suppression **\$570,000**

The purpose of this program is to reduce the level of gang violence in target areas and to divert potentially dangerous gang activity. The City partners with the Sacramento County District Attorney's Office, Sacramento County Probation Office, SCUSD, Another Choice Another Chance, and La Familia to achieve program goals.

FY16 Body-Worn Camera (BWC) Pilot Implementation Program Grant **\$516,000**

This federal program provides funding directly to law enforcement agencies to design, implement, and enhance BWC policies and procedures and to purchase BWC-related equipment and supplies. The Department is using this grant to purchase BWCs and related equipment/supplies and to partially support the salary and benefit costs of two Information Technology Support Specialist IIs. The grant requires a minimum 50 percent local match over the two-year award period. The match requirement will be fulfilled by combining resources from the Department's operating budget and Measure U.

FY15 Community Oriented Policing (COPS) Hiring Program Grant **\$481,000**

This federal program provides funding directly to law enforcement agencies to create and preserve jobs, and to increase community policing capacity and crime-prevention efforts, especially gun violence. The Department is using this grant to hire 15.0 FTE Police Officers. It funds 75 percent of entry-level salaries and benefits for the officers over a three-year period, up to \$125,000 per position. The grant requires a 25 percent City match for the three-year grant award period and a one-year retention period, at which time salary and benefit costs will shift to Measure U. Without Measure U funding, the City would be unable to accept the award.

FY13 COPS Hiring Program Grant **\$399,000**

This federal program provides funding directly to law enforcement agencies to create and preserve jobs, and to increase community policing capacity and crime-prevention efforts, especially gun violence. The Department is using this grant to hire 10.0 FTE police officers. It funds 75 percent of entry-level salaries and benefits for the officers over a three-year period, up to \$125,000 per position. The grant requires a 25 percent City match for the three-year grant award period and a one-year retention period, at which time salary and benefit costs will shift to Measure U. Without Measure U funding, the City would be unable to accept the award.

Selective Traffic Enforcement Program **\$108,000**

This state program exists to increase Driving Under the Influence (DUI) surveillance and traffic enforcement activities to reduce alcohol, drug, texting, speed, and aggressive driving related collisions and injuries.

Traffic Safety & Education Program

\$25,000

This state program provides funding to implement a program to collaborate with schools and community partners on the importance of bicycle and pedestrian safety, along with expanding Start Smart training for teenage drivers and the local high schools.

UTILITIES DEPARTMENT - \$2,500,000

State of California Department of Water Resources (DWR)

\$2,500,000

Water-energy Grant Program

This Water Loss Control grant from DWR will be used to fund three to four District Metered Areas (DMA) within disadvantaged communities to help identify existing leaks within the water distribution system and fund both City and customer-side leak repairs. DMA's are defined as discrete areas of the water distribution system that have a defined boundary typically encompassing 500-5,000 metered service connections.

Schedule 8
Reclassification Requests (in Full-Time Equivalents)
all requests are subject to Human Resources approval

Departments have submitted position study requests for the following positions. The Human Resources Department will complete position reviews to determine the appropriate classification. If the proposed classification results in a change of bargaining unit, the Human Resources Department will notify the appropriate employee organization.

Department Budgeted Classification	Union (Rep. Unit #)	FTE	Department Budgeted Classification	Union (Rep. Unit #)	FTE
City Attorney			Parks and Recreation		
Special Assistant to the City Attorney	SCXEA (01)	1.00	Landscape Technician II	L39 (16)	2.00
Community Development			Park Maintenance Worker I	L39 (03)	1.00
Animal Care Technician	L39 (03)	1.00	Sr. Personnel Transaction Coordinator	L39 (16)	1.00
Convention and Cultural Services			Public Works		
Lead Events Associate	N/A (09)	2.00	Custodian I	L39 (03)	4.00
Program Manager	SCXEA (01)	1.00	Custodian II	L39 (03)	1.00
Economic Development			Maintenance Worker	L39 (03)	4.00
Senior Development Project Manager	SCXEA (01)	1.00	Parking Enforcement Officer	L39 (03)	49.00
Finance			Parking Enforcement Supervisor	L39 (15)	3.00
Administrative Technician	SCXEA (10)	1.00	Parking Facilities Maint. Supervisor	L39 (15)	1.00
Fire			Parking Lot Attendant	L39 (03)	19.75
Program Specialist	SCXEA (01)	1.00	Parking Lot Supervisor	L39 (15)	4.00
Human Resources			Parking Meter Coin Collector	L39 (03)	4.00
Equal Employment Specialist	SCXEA (01)	1.00	Parking Meter Collection Supervisor	L39 (15)	1.00
HR Manager	SCXEA (01)	2.00	Parking Meter Repair Worker	L39 (03)	3.00
Program Analyst	SCXEA (14)	3.00	Senior Building Maintenance Worker	L39 (03)	1.00
Program Specialist	SCXEA (01)	2.00	Senior Maintenance Worker	L39 (03)	1.00
Training Specialist	SCXEA (01)	1.00	Senior Parking Lot Attendant	L39 (03)	4.50
			Senior Parking Lot Supervisor	L39 (15)	1.00
			Special Projects Engineer	SCXEA (01)	1.00
			Utilities		
			Development Services Technician II	L39 (16)	1.00
			Electrician	BLT (06)	1.00

Union	Employee Groups	Rep. Unit #
BT	Sacramento - Sierra Building and Construction Trades Council	06
L39	Stationary Engineers, Local 39 - Operations and Maintenance	03
L39	Stationary Engineers, Local 39 - General Supervisory	15
L39	Stationary Engineers, Local 39 - Office & Technical	16
SCXEA	SCXEA - Exempt Management	01
SCXEA	SCXEA - Confidential and Administrative	10
SCXEA	SCXEA - Exempt Management Support	14
N/A	Non-Career	09

**Schedule 9
Multi-year Operating Projects (MYOPs)**

Project Name	Project Number	Fund Name	Fund #	Total Project Budget as of	Estimated Balance as of March 2016	FY2016/17 Funding
APP Maintenance	I17000500	General Fund	1001	34,411	8,688	25,000
Gang Task Prevention	I02000600	General Fund	1001	-	-	1,041,136 ¹
Homeless Housing Initiative	I02000200	General Fund	1001			1,458,000
Summer Night Lights Program	I02000700	General Fund	1001	-	-	300,000
Utility Rate Assistance Program	I14130100	General Fund	1001	1,421,173	846,818	2,392,434
Webgrant Restructuring Program	I07000900	General Fund	1001	289,558	47,936	100,000
Subtotal General Funds:						5,316,570
10-year Container Replacement	I14120500	Solid Waste	6007	2,468,266	2,380,264	1,580,683
APP Maintenance	I17000500	Art in Public Places	2607	1,462	487	271,000
Arts and Cultural Facilities	I17000200	Crocker Master Trust	2604	637,314	537,314	210,000
Captain Jerry's Safety Program	I15161400	Gas Tax 2106	2002	15,000	4,447	15,000
City of Festivals Program	I15001211	Parking	6004	839,000	68,759	100,000
Driver Training Facility	E08000100	Risk	6502	1,000,000	388,852	100,000 ²
Fleet Acquisitions	I06100000	Various Funding Sources	-	-	-	11,392,605
F.O.C.A.S.	I13000400	Special Program Donations	2502	993,108	81,578	200,000 ²
FY2017 Animal Care Measure U	I80210500	Measure U	2401	New FY17	-	165,159
FY2017 Fire Measure U	I80120500	Measure U	2401	New FY17	-	13,137,214
FY2017 Parks and Recreation Measure U	I80190500	Measure U	2401	New FY17	-	9,839,088
FY2017 Police Measure U	I80110500	Measure U	2401	New FY17	-	20,953,627
General Plan Update	I22400000	Development Services	2016	3,248,162	-	800,000 ²
Hart Trust Project	I19121000	Hart Trust	2503	-	-	825,000
JCPA Administrative	I22205100	Jacinto Creek Planning Area	3203	62,312	1,840	15,000
Legacy Landfill Operations	I14120100	Solid Waste	6007	400,000	400,000	50,000
North Natomas Administrative	I22200100	North Natomas Public Facilities Fee	3206	50,000	-	250,000
Powerhouse Science Center	E18000400	Innovation and Growth	2031	600,000	600,000	200,000
Railyards Fee District	J22010000	Downtown Impact Fee	3210	53,197	-	50,000
Railyards Fee District	J22010000	River District Impact Fee	3212	13,638	-	50,000
Solid Waste Outreach	I14120200	Solid Waste	6007	1,643,834	367,468	500,000
Storm Drainage Planning and Management	I14100000	Storm Drainage	6011	10,352,501	2,482,134	1,596,500
Transportation Programming Guide	I15160100	Gas Tax 2106	2002	50,000	50,000	50,000
Vision Zero Action Plan	I15171700	Gas Tax 2106	2002	-	-	75,000
Wastewater Planning and Management	I14600000	Wastewater	6006	14,054,722	8,171,926	1,918,775
Water Planning and Management	I14400000	Water	6005	11,400,725	6,568,896	3,078,325
Subtotal Other Funds:						67,422,976
Total						72,739,546

¹Funding for a full-time position to support this effort is included in the City Manager's Office.

²These are reimbursable projects and have corresponding revenue budgets.

6

SECTION – 6 **Mayor and City Council**

Mayor and City Council

The **Mayor and City Council**, consisting of the Mayor and eight Councilmembers, are the policy-making body for the City of Sacramento. The goal of the Council is to govern the City in a manner that is both responsive to the needs and concerns of City residents and is financially sound. To accomplish this the Mayor and Council pass City ordinances, establish policy for administrative staff by resolution, approve new programs, and adopt the annual budget. The Mayor and Council also act as the Commission for the Housing Authority. In addition, Councilmembers are appointed by the Mayor to serve on various regional boards, commissions, and joint powers authorities as representatives of the City.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Utilize electronic communications whenever possible to limit the use of printed materials. However, printed materials are available to constituent communities when necessary.
- Inform constituents of City and district activities and services by increasing the use of electronic media. Opportunities include the department’s modernized web page, using event calendars and electronic newsletters, use of email, and various social media.

INFRASTRUCTURE

- Implemented a policy to power down all office equipment after hours to conserve energy.

Department Budget Summary

Mayor/Council Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	3,914,143	4,242,505	4,300,931	4,300,931	4,519,652	218,721
Other Services and Supplies	615,752	663,147	1,309,683	1,768,718	1,376,876	(391,842)
City Property	10,701	12,326	15,010	15,010	15,010	-
Labor and Supply Offset	84,855	64,895	500	500	-	(500)
Total	4,625,451	4,982,873	5,626,124	6,085,159	5,911,538	(173,621)

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	3,161,052	3,270,449	3,782,647	4,241,682	4,088,972	(152,710)
Interdepartmental Service Fund	1,120,399	1,378,901	1,470,693	1,470,693	1,535,478	64,785
Risk Mgmt Fund	344,000	333,523	372,784	372,784	186,392	(186,392)
Storm Drainage Fund	-	-	-	-	22,153	22,153
Wastewater Fund	-	-	-	-	19,132	19,132
Water Fund	-	-	-	-	59,411	59,411
Total	4,625,451	4,982,873	5,626,124	6,085,159	5,911,538	(173,621)

Division Budget Summary

Mayor/Council Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Office of the Mayor	905,851	1,085,982	1,166,420	1,172,410	591,409	(581,001)
City Council District 1	325,507	441,131	425,000	566,969	433,200	(133,769)
City Council District 2	431,826	462,854	425,000	427,995	433,200	5,205
City Council District 3	400,028	433,798	425,000	467,880	433,200	(34,680)
City Council District 4	429,148	416,117	425,000	429,656	433,200	3,544
City Council District 5	397,026	398,380	425,000	549,608	433,200	(116,408)
City Council District 6	364,884	293,389	425,000	511,956	433,200	(78,756)
City Council District 7	396,712	419,300	425,000	436,655	433,200	(3,455)
City Council District 8	432,415	370,108	425,000	462,326	433,200	(29,126)
Independent Budget Analyst Division	-	20,996	477,484	477,484	464,364	(13,120)
Mayor Council Operations Division	-	-	-	-	591,409	591,409
Office of the City Auditor Division	542,055	640,818	582,220	582,220	798,757	216,537
Total	4,625,451	4,982,873	5,626,124	6,085,159	5,911,538	(173,621)

Note: The Amended FY2015/16 Budget includes carryover of unspent FY2014/15 Budget and/or transfers to capital projects.

Staffing Levels

Mayor/Council Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Office of the Mayor	7.00	7.00	9.00	9.00	9.00	-
City Council District 1	2.50	2.50	2.50	2.50	2.50	-
City Council District 2	2.50	2.50	2.50	2.50	2.50	-
City Council District 3	2.50	2.50	2.50	2.50	2.50	-
City Council District 4	2.50	2.50	2.50	2.50	2.50	-
City Council District 5	2.50	2.50	2.50	2.50	2.50	-
City Council District 6	2.50	2.50	2.50	2.50	2.50	-
City Council District 7	2.50	2.50	2.50	2.50	2.50	-
City Council District 8	2.50	2.50	2.50	2.50	2.50	-
Independent Budget Analyst Division	-	3.00	3.00	3.00	3.00	-
Office of the City Auditor Division	4.00	4.00	4.00	5.00	6.00	1.00
Total	31.00	34.00	36.00	37.00	38.00	1.00

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Office of City Auditor	Add a Senior Auditor to address the increased workload associated with the Whistleblower Hotline. The cost of this position was offset by the reduction in General Fund support to the START Program.	General		101,151	1.00
Total Change \$			-	\$ 101,151	1.00

7

SECTION – 7 City Attorney

City Attorney

The mission of the Sacramento City Attorney's Office is to provide the highest quality legal services to the City of Sacramento.

The **City Attorney** serves as the legal advisor to the City Council, City Officers and Department staff, boards and commissions as well as the Advisory, Investment and Fiscal Management Board, the Sacramento City Financing Authority, and Sacramento Regional Arts Facilities Financing Authority. The City Attorney's Office provides legal representation in criminal, civil and administrative litigation, renders advice and counsel, and prepares ordinances, resolutions, contracts, opinions, and other legal documents for the City and the related entities. The City Attorney's Office is organized into four operational sections, and administration.

- **Litigation:** Defend and prosecute almost all cases on behalf of the City, and its officers and employees acting in the course and scope of employment.

- **Public Safety and Land Use:** Work collaboratively with City departments on building and land use issues, code enforcement, social nuisance abatement, public safety issues, including prosecuting code violations through administrative, civil, or criminal proceedings, and social nuisances through civil litigation and training, and advising staff on enforcement matters.

- **Advisory:** Provide strategic support to the City Council's policymaking function by providing legal advice to the City Council and Charter Officers. Works closely with City departments on ordinance drafting, contract negotiations and legal advice regarding a wide range of City issues, including development, finance, utilities, public works projects, elections, and public safety matters.

- **Human Resources and Special Projects:** Provide advisory and litigation support primarily to the varied divisions in the Human Resources Department. Defend writ challenges to city land use and personnel decisions.

- **Administration:** Develop and implement office policies and procedures, monitors overall office performance, prepare and administer the office budget, handle all personnel hiring and other personnel matters, assemble and analyze office productivity data, including production of an annual report, and engages in long-range planning.

In FY2014/15, the City Attorney's Office advised or represented the interests of the City on 8,688 matters representing every City department, boards and commissions, the Library Authority, and outside agencies.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

The City Attorney's Office is in year two of a four-year plan to upgrade mobile technology, improve processes and optimize staff time through the replacement of desktop computers with mobile devices, implement upgraded software and put new litigation software into service, using funds from the office's technology CIP. In the coming year the upgrade of the casefile database (ProLaw) and implementation of mobile technology will be completed.

INFRASTRUCTURE

The City Attorney's Office has provided advisory or litigation support to numerous City infrastructure projects including the following:

- Golden 1 Center
- Crocker Art Museum
- Cosumnes/I-5 interchange and extension
- Natomas reuse
- Public improvement finance projects
- Streetcar project
- City Utilities' CIPs affecting water, sewer, drainage, or flood control infrastructure
- Sacramento Commons
- Township 9
- Curtis Park Village
- North Natomas parks
- Water rights advocacy
- Financing efforts to support critical infrastructure within the city

As to the Department's internal infrastructure, the FY2015/16 and FY2016/17 budgets include expenditures for technology improvements, as outlined under innovation. Technology upgrades will enable legal staff to rely more heavily on electronic research and less on hard copy legal publications, freeing up physical office space and enabling better utilization of City resources. Additionally, the budget includes funding to replace an aging fleet vehicle with a more energy efficient hybrid vehicle that can serve a wider variety of uses for the office.

INCLUSION

Through the Justice for Neighbors Program the City Attorney's Office partners with police officers, enforcement officers from various City departments (e.g., park rangers, solid waste, code officers, zoning investigator) and the community to address crime and nuisance problems proactively and to implement innovative and comprehensive legal actions to create safer, stronger neighborhoods.

Department Budget Summary

City Attorney Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	6,152,115	6,469,812	6,906,590	7,196,729	7,598,000	401,271
Other Services and Supplies	253,130	264,265	242,865	313,865	311,505	(2,360)
City Property	1,398	1,716	13,750	13,750	13,750	-
Transfers	19,779	19,779	19,779	19,779	-	(19,779)
Labor and Supply Offset	(6,000)	-	-	-	-	-
Total	6,420,421	6,755,572	7,182,984	7,544,123	7,923,255	379,132

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Cty/Cnty Office-Water Planning	10,000	10,000	10,000	10,000	10,000	-
General Fund	3,937,279	3,937,279	4,884,848	5,245,987	5,387,216	141,229
Interdepartmental Service Fund	2,598,202	2,598,202	2,078,045	2,078,045	2,315,948	237,903
Storm Drainage Fund	42,018	42,018	42,018	42,018	42,018	-
Wastewater Fund	42,018	42,018	42,018	42,018	42,018	-
Water Fund	126,055	126,055	126,055	126,055	126,055	-
Total	6,755,572	6,755,572	7,182,984	7,544,123	7,923,255	379,132

Division Budget Summary

City Attorney Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Attorney Division	6,420,421	6,755,572	7,182,984	7,544,123	7,923,255	379,132
Total	6,420,421	6,755,572	7,182,984	7,544,123	7,923,255	379,132

Staffing Levels

City Attorney Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Attorney Division	46.00	46.00	47.00	47.00	47.00	-
Total	46.00	46.00	47.00	47.00	47.00	-

8

SECTION – 8 **City Clerk**

City Clerk

To provide an efficient, supportive, and professionally managed City Clerk's Office operation for other municipal departments, government agencies, and the general public while focusing on service levels of the highest quality, and public employees of the highest caliber.

The **City Clerk** serves as the Clerk of the City Council and is responsible for the preparation of agendas, the recording and maintenance of all Council actions, and the preparation and filing of public notices.

- The City Clerk's Office is the office through which the Council, City departments, as well as the public look for general information regarding the City.
- As the official records keeper for the City, the Clerk is responsible for the coordination and administration of all City records, documents, and public files.
- The City Clerk manages all City Public Records Act (PRAs) requests.
- The City Clerk advertises and receives bids, conducts all bid openings, maintains the City's municipal code and charter, receives all claims filed against the City, researches issues related to Council and Committee actions, maintains contract and agreement files, processes passport applications, registers lobbyists, manages online campaign filings and campaign finance submissions, administers City board and commission files, administers oaths of office, and serves as the official custodian of the City Seal.
- The City Clerk is the Elections Officer for the City and the Filing Officer/Official for Fair Political Practices Commission requirements.
- The City Clerk also manages the administrative, personnel, and fiscal operations of the Offices of the Mayor and City Council, including the City Auditor and Independent Budget Analyst.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Implemented an online board and commission application process that provides for a simpler user experience and dramatically reduces internal manual processes.

- In the process of implementing an automated chamber voting system for use by the City Council that provides immediate and transparent public display of votes.
- In the process of implementing an automated PRA workflow for tracking and managing public requests.

INFRASTRUCTURE

- Provide training opportunities to City staff on procedures and resources associated with the Clerk’s Office to maintain institutional knowledge that will be lost as employees leave City service and remaining employees take on new responsibilities.
- Continue reviewing operations in the City Clerk’s Office and Offices of the Mayor and City Council for implementation of “best practices” for a more productive work flow and accurate deliverables.
- Continue utilization of the content management system as a tool in the implementation of a citywide records management program to move the City toward consistent administration and appropriate handling of the agency’s records and provide increased access to agency records to both internal and external customers.
- Continue with the implementation and refinement of the automated agenda workflow system to streamline City Council and Standing Committee agenda packets.
- Continue to assess and use technology tools as a means to achieve sustainable services.

Department Budget Summary

City Clerk Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	1,452,647	1,470,058	1,509,963	1,566,705	1,671,050	104,345
Other Services and Supplies	200,369	276,252	307,962	307,962	307,828	(134)
City Property	17,759	1,028	6,000	6,000	6,000	-
Labor and Supply Offset	6,802	8,797	1,000	1,000	1,000	-
Total	1,677,577	1,756,136	1,824,925	1,881,667	1,985,878	104,211

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	1,191,420	1,199,798	1,141,847	1,198,589	1,287,452	88,863
Interdepartmental Service Fund	486,157	556,338	683,078	683,078	698,426	15,348
Total	1,677,577	1,756,136	1,824,925	1,881,667	1,985,878	104,211

Division Budget Summary

City Clerk Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Clerk Division	1,341,285	1,432,955	1,481,827	1,534,548	1,624,109	89,561
Mayor-Council Operations Division	336,292	323,181	343,098	347,119	361,769	14,650
Total	1,677,577	1,756,136	1,824,925	1,881,667	1,985,878	104,211

Staffing Levels

City Clerk Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Clerk Division	12.00	12.00	12.00	12.00	12.00	-
Mayor-Council Operations Division	3.00	3.00	3.00	3.00	3.00	-
Total	15.00	15.00	15.00	15.00	15.00	-

9

SECTION – 9 City Manager

City Manager

The **City Manager** is the Chief Executive Officer of the City and provides the leadership and direction for the operation and management of all City departments. The City Manager is responsible for the enforcement of all laws and ordinances, oversight of all municipal programs and services, and making recommendations to the Mayor and City Council concerning the operation, annual budget, and future needs of the City. The City Manager's Office facilitates the implementation of the City Council's policies and priorities. Functions of the City Manager's Office include:

- Project management and oversight of key City developments such as the Golden 1 Center, Downtown Railyards, and the Sacramento Valley Station.
- Working with department management to implement performance management and develop metrics to measure outcomes of City operations.
- The City's media and communications team, which provides public information utilizing multi-media across traditional and digital platforms.
- The Office of Intergovernmental Relations, which provides oversight, coordination, and policy development for local, state, and federal legislative activities.
- The Office of Public Safety Accountability, which provides an independent review of complaints involving police and fire employees as a means of furthering relationships between the City's public safety departments and the community.
- The City's Homeless Services Coordinator who works with City staff to support Sacramento Steps Forward and regional partners to achieve the goal of ending homelessness in the city and region.
- The City's Director of the Mayor's Gang Prevention and Intervention Task Force who manages strategies and programs to reduce youth and gang violence.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- The City-owned Golden 1 Center, the entertainment and sports facility being constructed by the Sacramento Kings, is on track to open in October of 2016. Recently, the Kings released a report detailing how the Golden 1 Center will be

the fastest, most connected indoor sports and entertainment venue in the world—creating a seamless, frictionless, and intuitive experience for fans.

- Continued to develop engaging content for the digitally-delivered City Express blog, which allows for the timely delivery of current news and photographs to the public and employees. The blog has grown to over 420,000 page views to date.
- Growth in social media accounts, including Twitter, Facebook, Instagram, and Nextdoor. The City has over 25,000 followers on Twitter, and Nextdoor reaches more than 48,000 followers.
- Steady growth and use of the email marketing platform GovDelivery with over 91,000 subscribers. GovDelivery also ties into the website, alerting citizens of updates.

INFRASTRUCTURE

- In September 2015, Downtown Railyard Ventures, LLC completed the purchase of the 240-acre Railyards site. Led by veteran developer, Larry Kelley, the project is expected to lead to a new era of development in downtown as the largest infill project in the country. The Railyards is adjacent to the Sacramento Valley Station. Proposed for the site are a MLS soccer stadium, Kaiser Permanente hospital, mixed retail and housing, and potentially, a UC Davis World Food Center.
- In November 2015, the Mayor asked the City Manager to evaluate resources available for renovation of the Community Center Theater and an expansion of the Sacramento Convention Center. A report will be presented to Council in spring 2016.

INCLUSION

- The City's first Homeless Services Coordinator, in partnership with SSF, Sacramento County, and others, created a coordinated “front door” entry system for people experiencing homelessness. More than 2,000 people have been assessed and placed in the queue for housing, based on their vulnerability and needs. Additionally, a new local rapid rehousing program expects to find homes for more than 200 households in calendar year 2016. A report produced this year detailed the cost to the City of addressing homelessness at \$13.6 million annually.
- The Mayor's Gang Prevention and Intervention Task Force is working collaboratively with over 30 multi-disciplinary agencies to invest in promising programs to prevent youth and gang violence. In March, the Task Force awarded \$680,000 to 18 community-based organizations that are providing services that align with the strategic framework approved by City Council.

Department Budget Summary

City Manager Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	2,062,338	1,988,300	2,670,639	2,849,739	2,889,409	39,670
Other Services and Supplies	519,600	472,877	674,395	674,395	674,542	147
City Property	12,372	7,060	16,826	16,826	16,826	-
Transfers	44,598	47,443	-	-	-	-
Labor and Supply Offset	766	651	4,056	(112,827)	4,056	116,883
Total	2,639,674	2,516,331	3,365,916	3,428,133	3,584,833	156,700

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	1,588,520	1,443,884	2,158,261	2,220,478	2,415,993	195,515
Interdepartmental Service Fund	1,051,154	1,072,447	1,207,655	1,207,655	1,168,840	(38,815)
Total	2,639,674	2,516,331	3,365,916	3,428,133	3,584,833	156,700

Division Budget Summary

City Manager Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Manager Division	2,464,404	2,086,688	2,902,502	2,956,982	3,078,973	121,991
Media & Communications Division	-	256,038	291,495	295,919	305,402	9,483
Public Safety Accountability Division	175,270	173,605	171,919	175,232	200,457	25,225
Total	2,639,674	2,516,331	3,365,916	3,428,133	3,584,833	156,700

Staffing Levels

City Manager Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Manager Division	12.00	10.00	13.00	14.00	14.00	-
Media & Communications Division	-	2.00	2.00	2.00	2.00	-
Public Safety Accountability Division	1.00	1.00	1.00	1.00	1.00	-
Total	13.00	13.00	16.00	17.00	17.00	-

10

SECTION – 10 City Treasurer

City Treasurer

Provide banking, investment, and debt financing services for and to protect the fiscal integrity of the City of Sacramento

The **City Treasurer** is responsible for the deposit and investment of all City funds. The City Charter also provides that the City Treasurer keep the City Council informed regarding the status of investments and City funds. Additionally, City Council has directed that the City Treasurer shall also provide public finance and debt issuance services for the City.

The department is divided into two distinct business units:

- **Investment and Cash Management:**
 - Manage all investments and cash flow for the City, SHRA, SPLA, the Redevelopment Agency Successor Agency (RASA), various nonprofit trust funds, and the Sacramento City Employees' Retirement System (SCERS) in compliance with laws and regulations, while meeting all state and other investment reporting and cash flow requirements.
 - Provide banking services for all City departments, the Sacramento Convention and Visitors Bureau (SCVB), and Gifts to Share; ensure deposits with financial institutions are fully collateralized as mandated by California Government Code and the City Charter.
- **Debt Management:**
 - Provide debt financing services for the City, providing funding for facility development, land purchases, improvements, and the acquisition of equipment. Analyze and compare alternative debt structures and other financing instruments, create financing authorities, analyze obligations that the City assumes with debt financing, and provide other as-needed financial analyses.
 - Evaluate the feasibility of refinancing opportunities that could benefit the General Fund, enterprise funds, or constituents in parts of the City (Mello-Roos Districts) to realize debt service savings.
 - Manage compliance with post-debt issuance regulatory and disclosure matters in accordance with the Internal Revenue Service, the Municipal Securities Rulemaking Board, and other governing bodies.
 - Assist with redevelopment-related matters in the City's role of RASA on SHRA's prior issuance of tax allocation bonds.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Utilize financial software to develop models used in performing feasibility and sensitivity analyses of active and/or potential projects.
- Employ industry-leading technology to assist the investment staff in making sound, prudent investment decisions. The City's Investment Pool A has consistently been one of the highest yielding municipal investment pools in California.
- Work with the Human Resources Department and Nationwide Financial to develop new retirement building tools to assist employees with their deferred compensation retirement planning.
- Utilize a variety of investment, information, and analytical sites and tools, including Bloomberg terminals, various print and online publications, online research portals, record-keeping programs, and social media sites.
- Convert banking services to a new banking partner, after over 20 years with the same bank. This will enable staff to provide more efficient and cost effective banking and merchant services to departments by incorporating technological changes and operational improvements.
- Implemented Europay, Mastercard, and Visa to support evolving digital transactions for all card accepting City sites.
- Coordinate and support self-assessment audit that ensures that the city complies with the Payment Card Industry Data Security Standard related compliance programs of the card organization.
- Collaborate with the Informational Technology Department to implement a viable payment system for the City that would consolidate and streamline the process while enhancing the customer experience.
- Continue to use technology, innovation, and smarter business processes to improve operations.

INFRASTRUCTURE

- Developed the debt financing plan for the Golden 1 Center.
- Work with departments in obtaining cost-effective financing to pay for infrastructure or equipment acquisition costs.

- Working with developers on infill Mello-Roos community facilities districts (CFD's) to pay for the costs of acquiring or reimbursing development infrastructure costs including development-related fees.
 - McKinley Village CFD
 - Natomas Central CFD
 - Natomas Meadows CFD
 - Creamery CFD
 - Curtis Park CFD
- Working with departments on the feasibility analysis of financing the renovation of the Community Center Theater.
- Working with multiple City departments on options to finance a portion of the streetcar project.
- Working with the Utilities Department on the issuance of water and/or wastewater system revenue bonds. Such financing would enable the City to continue to work towards the best practice of an overall 100-year replacement cycle on utilities system assets.
- Develop and update data tracking mechanisms to ensure proper documentation of existing processes including record-retention, transaction details, and inception-to-date reporting to meet the demands of growing regulatory requirements.

INCLUSION

- Support the Mayor's Bank on Sacramento Program resulting in thousands of city residents receiving financial literacy training, access to bank accounts, and fiscal independence.
- Retain services of minority-owned broker-dealers in support of the management of the City's fixed-income investment pool.

Department Budget Summary

City Treasurer Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	1,735,786	1,805,492	1,982,509	2,062,852	2,004,023	(58,829)
Other Services and Supplies	193,042	251,609	294,600	294,600	292,100	(2,500)
City Property	177	1,691	2,000	2,000	2,000	-
Labor and Supply Offset	(19,756)	174	350	350	350	-
Total	1,909,249	2,058,966	2,279,459	2,359,802	2,298,473	(61,329)

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Assessment Bond Registration	103,355	-	-	-	-	-
General Fund	1,735,359	1,834,004	1,982,156	2,062,499	2,097,042	34,543
Interdepartmental Service Fund	70,535	224,962	297,303	297,303	201,431	(95,872)
Total	1,909,249	2,058,966	2,279,459	2,359,802	2,298,473	(61,329)

Division Budget Summary

City Treasurer Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Treasurer Division	1,909,249	2,058,966	2,279,459	2,359,802	2,298,473	(61,329)
Total	1,909,249	2,058,966	2,279,459	2,359,802	2,298,473	(61,329)

Staffing Levels

City Treasurer Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
City Treasurer Division	12.00	13.00	13.00	13.00	13.00	-
Total	12.00	13.00	13.00	13.00	13.00	-

11

SECTION – 11 **Community Development**

Community Development

"We help plan, build and maintain a great city."

The **Community Development Department** plans for the future growth, development, and prosperity of Sacramento; reviews and approves development applications and building permits; responds to issues related to the health and safety code while ensuring well-maintained properties and preserving the existing housing stock; and provides animal care services. The Community Development Department consists of the Planning, Building, Code Compliance, Animal Care Services, and Administrative Services Divisions. Services within the Community Development Department include:

- Providing a vision for a great city.
- Leading citywide planning, development, and urban design efforts.
- Guiding public development for private investment.
- Protecting public safety through building permit and inspection services.
- Providing public counter operations for planning and building applications.
- Maintaining the health and safety of neighborhoods by responding to complaints regarding nuisance property, including junk and debris, abandoned vehicles, weeds, and zoning violations.
- Responding to complaints and performing inspections of substandard structures, monitoring vacant buildings, and performing environmental health inspections.
- Responding within 24-hours to reports of immediately dangerous structures, properties, or vehicles with a potential threat to health and safety.
- Providing graffiti vandalism abatement services for public and private property and promoting graffiti prevention through education and awareness.
- Conducting proactive inspections under the Rental Housing Inspection Program to ensure healthy and safe housing, and prevent deterioration of rental housing stock.
- Enforcing state and local health and safety codes to ensure safe and fair business operations, including tobacco retailer licensing, entertainment permits, taxi cabs, and outdoor vending.
- Conducting public hearings as part of the enforcement process for the Community Development Department as well as other departments.

- Providing animal care services, including enforcement, cruelty and abuse investigations, sheltering, adoption, and community outreach.

MEASURE U

Measure U funding in the amount of \$165,000 restored two Animal Control Officer positions that were eliminated as a result of prior year budget reductions. These positions address critical public safety challenges including animal bites, animal cruelty, and rabies control.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Launched the Code Liaison Program mailing letters to property owners to address minor code violations. This effort has resulted in the closure of over 100 cases each month.
- Issuing at least 50 percent of minor permits online. This will decrease the number of applicants coming to the public counter, allowing staff more time to focus on complex projects.
- Creating a virtual counter to coordinate and handle all electronic plan check submittals and to assist with minor online permitting, and payment issues.
- Opened a satellite animal adoption center in partnership with Petco and the Petco Foundation. The satellite adoption center will be open seven-days-a-week and offers area adopters a secondary location at which to adopt a new pet.
- Launched a humane education program in concert with a local non-profit ([Pawsitive Impact](#)), which offers dog training and humane education to youth incarcerated at Sacramento County Juvenile Hall.

INFRASTRUCTURE

- Enhancing the website, conducting neighborhood cleanups, providing education at community meetings, and conducting “Code 101” training sessions.
- Installing a digital X-ray system, providing immediate diagnostics, and improving treatment for injured animals.

INCLUSION

- Continuing to educate and engage residents as well as business and community leaders in the City’s planning process and how planning shapes our community through the Citizen’s Planning Academy.

- Developed and implemented proactive, concentrated clean-up efforts in the Del Paso and Oak Park neighborhoods.
- Continuing citywide clean-up efforts with residents and neighborhood groups.
- Continuing to engage a broad cross-section of participants from throughout the Sacramento area through the Front Street Shelter volunteer program. The program has 1,015 registered volunteers who logged 83,921 hours in 2015.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Administration	Transfer a vacant Program Analyst position to Community Development from Public Works to support Animal Care administration.	General	-	103,182	1.00
Administration	Transfer 10.0 FTE (1.0 IT Supervisor, 1.0 Senior Applications Developer, 1.0 Senior Department Systems Specialist, 1.0 Systems Engineer, 2.0 IT Support Specialists, 3.0 GIS Specialists, and 1.0 Department Systems Specialist) to IT for the consolidation of IT positions.	General	(3,900)	(1,149,361)	(10.00)
Animal Care Administration	Add 2.0 Customer Service Representatives to increase customer support and processing of payments, offset by pet licensing revenues.	General	140,020	126,120	2.00
Animal Care Shelter	Add a Program Specialist (Kennel Operations Manager) in January to oversee day-to-day operations and to support the Division Manager.	General	-	66,231	1.00
Building/ Building Plan Check	Add 3.0 FTE positions (1.0 Assistant Civil Engineer, 1.0 Building Inspector II, and 1.0 Administrative Technician) to address increased building activity and increase funding for plan review consultant services (\$540,000) to maintain existing levels of service.	General	890,580	856,615	3.00
Code Enforcement	Add a Code Enforcement Officer to continue the Department's efforts to utilize a more proactive approach to addressing code, and housing and dangerous building violations, partially offset by fees.	General	68,511	112,446	1.00
Zoning	Eliminate the City's recycling monitoring program and the associated 1.0 Zoning Investigator.	General	(101,815)	(101,815)	(1.00)
Total Change			\$ 993,396	\$ 13,418	(3.00)

Department Budget Summary

Community Development Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	18,501,565	18,823,733	23,077,142	23,409,558	24,414,385	1,004,827
Other Services and Supplies	3,133,063	7,011,057	4,524,162	5,088,482	6,711,474	1,622,992
City Property	65,604	81,579	232,635	92,523	217,828	125,305
Transfers	3,578	(12,964)	-	-	-	-
Labor and Supply Offset	(758,320)	(1,625,756)	(1,394,571)	(1,394,571)	(1,397,425)	(2,854)
Total	20,945,491	24,277,649	26,439,368	27,195,992	29,946,262	2,750,270

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Block Grant/Housing & Redev	99,907	-	-	-	-	-
Citywide Low Income Housing	-	-	300,000	300,000	300,000	-
Development Services	(536,068)	(1,526,388)	(490,000)	(490,000)	310,000	800,000
General Fund	21,245,759	22,523,888	26,479,368	27,235,992	28,986,262	1,750,270
Landscaping and Lighting	135,893	125,621	150,000	150,000	150,000	-
Special Program Donations	-	-	-	-	200,000	200,000
Willowcreek Lndscpng CFD	-	2,100	-	-	-	-
Worker's Compensation	-	3,152,428	-	-	-	-
Total	20,945,491	24,277,649	26,439,368	27,195,992	29,946,262	2,750,270

Division Budget Summary

Community Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Administration Division	2,031,157	2,027,204	2,512,695	2,591,236	1,808,507	(782,729)
Animal Care Services Division	1,704,877	1,691,336	4,026,969	4,061,230	4,622,579	561,349
Building Division	4,455,282	7,747,754	5,614,554	6,097,852	7,108,504	1,010,652
Code Enforcement Division	7,433,250	7,529,627	7,850,040	7,847,569	8,396,719	549,150
Customer Service Division	1,082,799	1,151,942	2,246,938	2,293,078	2,799,705	506,627
Planning Division	4,238,126	4,129,787	4,188,172	4,305,027	5,210,248	905,221
Total	20,945,491	24,277,649	26,439,368	27,195,992	29,946,262	2,750,270

Staffing Levels

Community Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Administration Division	15.50	19.00	19.00	19.00	13.00	(6.00)
Animal Care Services Division	35.00	36.00	42.00	42.00	45.00	3.00
Building Division	33.00	33.00	37.00	37.00	41.00	4.00
Code Enforcement Division	63.00	65.00	59.00	59.00	63.00	4.00
Customer Service Division	10.00	14.00	21.00	21.00	25.00	4.00
Planning Division	41.00	41.00	41.00	41.00	40.00	(1.00)
Total	197.50	208.00	219.00	219.00	227.00	8.00

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Proposed Budget column. Midyear position changes may be reviewed on page 283.

PERFORMANCE MEASURES

Animal Care Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of animals that are adopted, transferred, sent to rescue, or returned to owner (live release rate)	70%	73%	78%	85%

The live release rate is a key measure of the Front Street Animal Shelter’s success in achieving its mission of saving lives. The live release rate can be affected by a variety of factors including the health of animals upon intake, the number of animals received due to bite/abuse/neglect investigations, staffing levels, and volunteer/community involvement. With the additional staff proposed in the FY2016/17 budget, the live release rate is expected to rise to 85 percent.

Building Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of development inspections completed on time	98%	98%	98%	98%

In FY14 the Building Division performed 138 inspections per day, or about 13 inspections per inspector, per day. Most inspections are completed on the day that they are scheduled. Development activity is increasing which will result in more inspections, especially as development resumes in North Natomas.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of residential building permits issued within two calendar days	N/A	91%	90%	90%

Most residential permits are minor in nature and may be approved at the permit counter or via the online permitting platform. This measure is tracked nationally and offers a means of comparison with other agencies.

Code Enforcement Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Vehicle cases closed within 15 days	N/A	62%	80%	84%

In FY15, 7,364 cases related to abandoned or inoperable vehicles were investigated by Neighborhood Code Compliance. When a Code Enforcement Officer confirms a vehicle violation, the vehicle is marked and the registered owner of the vehicle has three (3) days to remove the vehicle or it may be towed. In FY15, 62 percent of vehicle cases were closed within 15 days of the initial complaint.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Junk and debris cases closed within 30 days	N/A	63%	75%	79%

In FY15, 1,577 cases of property blight due to junk and debris on the property were investigated by Neighborhood Code Compliance. When a violation is confirmed, the property owner is notified and given 21 days to clean up the property. In FY15, Neighborhood Code closed 63 percent of junk and debris cases within 30 days of the initial complaint.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Work without permit cases investigated within 10 days	N/A	77%	81%	85%

In FY15, Housing and Dangerous Buildings responded to 388 complaints of property owners performing construction work without permits. If the complaint is confirmed, the Building Inspector will issue a stop work notice until the proper permits are obtained.

Customer Service Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of overall customer service rated as good or excellent	N/A	N/A	75%	80%

The Building Division initiated two new customer service surveys last fall. These surveys were created to obtain a more immediate response and feedback of the permit counter and plan review sections. Customer service survey cards are available at all public stations (receptionist, cashier, building, planning and over the counter). In addition, there is a drop box near the counter area exit. A plan review satisfaction survey link is available on all correction notices the City provides to customers, including those reviewed by outside consultants.

Planning Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Complete staff-level reviews within 45 days	N/A	N/A	70%	80%

The Planning Division tracks and reports on the time it takes to approve a staff-level review. This review includes a limited technical analysis of the project to determine compliance with guidelines and standards and does not involve a public hearing.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Complete staff hearing-level reviews within 90 days	N/A	N/A	70%	80%

The Planning Division tracks and reports on the time it takes to approve a staff hearing-level review. This review includes a technical analysis of the project to determine compliance with guidelines and standards, is noticed to the public, and is presented in a public hearing to the Zoning Administrator, Design Director, or Preservation Director.

12

SECTION – 12 **Convention and Cultural Services**

Convention and Cultural Services

Promoting and preserving our unique culture and heritage by delivering accessible arts, leisure and educational experiences to residents and visitors alike and enhance the metropolitan area.

The **Convention and Cultural Services Department** focuses on high quality service, continuous investment in the facilities, and strategic planning to ensure that the needs of our growing public — both now and into the future are met. As key contributors to the region’s quality of life, our “Sacramento Treasures” serve residents and visitors. Significant economic impact can be attributed directly to the attractions and programs offered.

The business activities of the department are diverse and exciting, providing numerous educational, cultural, and recreational experiences. These experiences are provided by our divisions and nonprofit partners. The Department includes the following operations:

- Center for Sacramento History
- Crocker Art Museum
- Fairytale Town
- Historic City Cemetery
- Old Sacramento Historic District
- Powerhouse Science Center
- Sacramento Convention Center Complex
- Sacramento History Museum
- Sacramento Metropolitan Arts Commission (SMAC)
- Sacramento Zoo

These operations are supported by the Community Center Fund, the General Fund, partnerships with non-profit organizations, and the County of Sacramento. A detailed five-year forecast for the Community Center Fund is available in the Budget Forecast section.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Implemented a remote cashiering system improving cash flow and employee safety.

- Installing drought resistant landscaping throughout the Convention Center Complex to reduce water irrigation consumption.
- Installed 100-gallon tank to reuse table top water from catering for use in floor scrubber.
- Installed herb garden for use by catering chef's as part of our Farm-to-Fork commitment.
- Created and implemented paperless application systems for grant programs.
- Redesigned online arts education directory.
- Implemented an online registration system for workshops and classes.

INFRASTRUCTURE

- Replacing Convention Center roof.
- Replacing blinds and curtains in Convention Center meeting rooms.
- Repaired one of the Convention Center chillers, thus extending its useful life.
- Increased security camera retention memory by 200 percent.
- Upgraded the main fire control panel at the Convention Center.
- Added 40 feet of entertainment trussing at Memorial Auditorium.
- Added 24 column and six pendant LED lights at the Memorial Auditorium.
- Installed new window graphics in support of Farm-to-Fork.
- Updated sign boards and banners at Memorial Auditorium.
- Hired a full-time public art program project manager.

INCLUSION

- Provided over \$16,000 worth of leftover meals to the Union Gospel Mission Food Bank.
- Donated over 300 pounds per week of pre-consumer food scraps to the Green Restaurant Association of Sacramento.
- Provided a \$10,000 scholarship to the California Restaurant Association Pro-Start Program (in partnership with Classique Catering).
- Implemented a "cultural equity" grant program awarding \$250,000 to 23 arts organizations supporting historically underserved communities.
- Provided \$50,000 in funding to 21 schools and community organizations for after-school art programs.

- Administered an Artist in Schools Program that serves four Sacramento school districts, providing arts education experiences to 24,960 students.
- Implemented an Arts and Cultural Facilities Grant Program and awarded \$390,000 to seven arts and community organizations to increase accessibility to public cultural amenities.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
CCS Administration	Transfer 3.0 FTE (2.0 Systems Engineers and 1.0 IT Manager) to IT for the consolidation of IT positions.	Community Center	-	(430,979)	(3.00)
CCS Administration/ Convention Center Complex	Add an Administrative Technician and a Facilities and Real Property Superintendent and delete 3.0 FTE vacancies to align current workload with the job classifications.	Community Center	-	(15,961)	(1.00)
History	Add funds for registrar services per R2016-0136.	Felt	-	100,000	0.00
Total Change \$			-	\$ (346,940)	(4.00)

Department Budget Summary

Convention and Cultural Services Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	8,522,920	7,932,398	8,933,179	9,086,389	9,194,385	107,996
Other Services and Supplies	6,844,684	6,876,235	6,882,569	6,939,810	6,939,435	(375)
City Property	14,384	122,599	212,270	142,000	187,000	45,000
City Debt Service	250,000	250,000	-	-	-	-
Transfers	(17,743)	(9,659)	-	-	-	-
Labor and Supply Offset	1,035,154	1,249,701	815,450	815,450	763,872	(51,578)
Operating Transfers	1,531,780	1,664,464	1,564,600	1,564,600	1,704,800	140,200
Total	18,181,180	18,085,738	18,408,068	18,548,249	18,789,492	241,243

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Community Center	12,482,244	13,274,860	13,584,398	13,509,398	13,669,621	160,223
Fairytale Town	65,067	65,370	50,000	50,000	50,000	-
General Fund	4,640,341	4,553,201	4,556,744	4,771,925	4,739,940	(31,985)
Golf	147,728	-	-	-	-	-
H Street Theater	7,490	6,818	45,000	45,000	45,000	-
Marina	674,063	-	-	-	-	-
Old Sac Market	32,633	39,049	54,000	54,000	67,000	13,000
Old Sacto Maint Dist	67,597	66,961	67,926	67,926	67,931	5
Winchester G & Mary Alice Felt	-	16,307	-	-	100,000	100,000
Zoo	64,017	63,173	50,000	50,000	50,000	-
Total	18,181,180	18,085,738	18,408,068	18,548,249	18,789,492	241,243

Division Budget Summary

Convention and Cultural Services Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
CCS Administration Division	1,507,463	1,364,489	1,748,633	1,739,873	1,463,801	(276,072)
Convention Center Complex Division	10,687,085	11,636,349	11,383,293	11,323,293	11,753,348	430,055
Crocker Art Museum Division	1,788,192	1,959,776	1,934,148	1,948,772	1,972,186	23,414
Fairytale Town Division	77,474	77,615	62,245	62,245	62,245	-
Golf Division	147,897	-	-	-	-	-
History Division	1,766,046	1,649,406	1,856,977	1,917,239	2,055,479	138,240
Metro Arts Commission Division	349,019	399,805	419,861	539,325	454,953	(84,372)
Old City Cemetery Division	130,587	-	-	-	-	-
Powerhouse Science Center Division	238,545	238,337	238,541	238,337	238,337	-
Sacramento History Museum Division	236,733	236,528	236,733	251,528	251,528	-
Sacramento Marina Division	674,063	-	-	-	-	-
Sacramento Zoo Division	578,076	523,435	527,637	527,637	537,614	9,977
Total	18,181,180	18,085,738	18,408,068	18,548,249	18,789,492	241,243

Staffing Levels

Convention and Cultural Services Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
CCS Administration Division	10.00	10.00	10.00	10.00	8.00	(2.00)
Convention Center Complex Division	83.15	83.15	84.49	84.49	82.49	(2.00)
Crocker Art Museum Division	6.00	6.00	6.00	6.00	6.00	-
Golf Division	1.00	-	-	-	-	-
History Division	13.90	7.20	6.20	6.20	6.20	-
Metro Arts Commission Division	8.00	8.00	8.00	8.00	8.00	-
Old City Cemetery Division	1.50	-	-	-	-	-
Sacramento Marina Division	7.80	-	-	-	-	-
Sacramento Zoo Division	6.00	5.00	5.00	5.00	5.00	-
Total	137.35	119.35	119.69	119.69	115.69	(4.00)

PERFORMANCE MEASURES

Convention Center Complex Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Total events and performances	474	523	585	614
Number of tickets sold	291,433	297,166	312,000	328,000

The Convention Center Complex provides both ticketed and free events to the public. Ticketed events include theater performances and consumer shows such as the Broadway Series, home-shows, concerts, conventions, and festivals. An increase in tickets sold is an indicator of the strength of the shows and the demand for the events. These shows bring local attendees and visitors to the downtown core, which supports the economic vitality of Sacramento. Overall demand for event and production space at the Convention Center Complex, which includes the Community Center Theater and Memorial Auditorium, continues to grow.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Total revenue of in-house vendors	8,756,000	10,511,167	10,616,000	10,829,000

The Sacramento Convention Center has followed a national trend in awarding exclusive contracts for many services provided at the facility. Currently, the City has contracts with Classique Catering for food and beverage; PSAV Presentation Services for AV; Wombo for telecommunications; and Tickets.Com for ticketing. These exclusive contracts provide for consistent high levels of customer service, a financial return for the City, and a significant vendor investment to a City asset. Since 2011 the vendors have invested a combined total of more than \$3 million in the Convention Center. The revenue generated is an indicator of the strength of our Convention Center business primarily with conventions, conferences, tradeshow, and meetings. With approximately 400 events and nearly 800,000 visitors annually, these events are vital to the local economy bringing visitors to the downtown area supporting hotels, restaurants, and retail businesses.

Metro Arts Commission Division

Public Art Program

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of exhibitions produced	10	10	12	12
Number of artworks conserved, maintained, or repaired	8	11	8	10
Number of public art projects completed (installed)	3	6	9	9
National recognition	5	9	7	8
Number of permanent public art projects in progress	27	25	30	30

The Art in Public Places program is funded through an ordinance that requires two percent of eligible City and County capital improvement project budgets be set aside for public art. Number of projects in progress may vary significantly year-to-year based on funding for new construction. Project timelines are generally multi-year and undergo an extensive public process of artist selection, community input, and oversight by SMAC. Gallery exhibitions are also produced as part of the program and funded by the City, County, and the Sacramento Municipal Utilities District (SMUD). The City and County public art collection includes more than 650 objects that are maintained, repaired and conserved. Public artworks that are maintained or conserved year-to-year may vary due to funding and/or project complexity. Several of the objects in the City and County public art collection have been recognized nationally, including the Americans for the Arts Public Art Network Year in Review Award in 2014.

Any Given Child Program

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of arts education school assembly, workshop, and field trip events organized	114	74	85	100
Number of participants reached through above events	22,922	20,672	21,250	25,000
Number of professional development events for artists and classroom teachers	10	15	12	12
# of artist and classroom teachers served in professional development	212	235	195	230
# of students served in five- or 10-week residencies	750	945	1,190	1,200

A program developed by the John F. Kennedy Center for Performing Arts, Any Given Child, provides equitable access to arts education experiences for K-8 students during the school day. The number of arts education school assembly, workshops, and field trip events has decreased since FY2013/14, which is one of the goals of the program. The shift in focus to longer artist residencies accommodates fewer students and accounts for the reduced number of participants in arts education events. The number of professional development events will also be fewer than the FY2015/16 target as more classroom teachers and artists have completed the training in earlier years. The lower professional development participation rates reflect the change in need for this training by the school districts. We anticipate the numbers to once again increase as we expand service to other school districts that have not yet had access to the professional development events.

Cultural Arts Awards (CAA) Program

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of Cultural Arts Award (CAA) grantees	54	54	53	53
CAA grant allocation	\$310,676	\$421,676	\$439,724	\$500,000
Grantee operating budgets (CAA)	\$41,648,869	\$43,565,428	\$47,573,921	\$48,000,000
CAA grantee audiences' served	N/A	4,262,143	4,500,000	4,700,000
Number of Artist in the Community grants	N/A	14	7	15
Artists in the Community grant allocation	N/A	\$27,196	\$22,800	\$35,000
Artists in the Community participants served	N/A	357	200	500
Number of Cultural Equity Grant grantees	N/A	N/A	23	15
Cultural Equity Grant allocation	N/A	N/A	\$245,741	\$128,000
Grantee operating budgets (cultural equity)	N/A	N/A	\$1,682,075	\$1,100,000
Cultural Equity grantee audiences' served	N/A	N/A	183,935	100,000

The CAA program provides Sacramento City and County nonprofit arts and cultural organizations with general operating support to fund their operations. Grants typically range from \$1,000 to \$25,000. According to the Americans for the Arts Economic Prosperity Report, the economic impact of the arts is significant to the local economy, generating over \$11 million in local government revenue and providing over 4,000 jobs in the region. The total economic impact of arts organizations and their audiences is estimated at \$112 million in Sacramento County. Number of grants awarded and number of audiences served may vary due to City funding allocations.

FY2015/16 was the first year that the Cultural Equity Grants have been awarded. Funded by the City of Sacramento with one-time funds, these grants of up to \$20,000 to

small budget arts and cultural organizations help bring arts and cultural opportunities to diverse audiences within the City of Sacramento and to individuals with limited resources within the City to engage with the arts. Organizations can apply for project support or capacity building support. The first year of the grant showed a great need for the funding with request amounts exceeding \$365,000. It should be noted that of the total audience members in FY2015/16, 72 percent of audience members were admitted for free to the arts and cultural event. The grantees and the anticipated grant allocations are reduced in FY2016/17 because the remaining funding will be granted to future applicants in FY2016/17 and FY2017/18.

Artists in the Community grants fund arts education projects led by regional artists in partnership with community non-arts organizations to reach underserved populations of all ages. Funding for this program has, in the past, been awarded partially through a state grant.

Crocker Art Museum Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Attendance	218,649	257,633	235,000	225,000
Membership	11,607	12,874	12,000	12,000

The attendance figures are a direct reflection of the exhibition and programmatic schedule. They show the Crocker’s dedication to promoting an awareness and enthusiasm for the human experience through art. The membership numbers are an indication of a strong retention rate. The increase is based upon the acquisitions run in conjunction with exhibitions and programs.

Center for Sacramento History Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of researchers assisted	7,141	7,095	7,200	7,500

The Center for Sacramento History is an important source of accurate information about Sacramento and its past. The Archives Office continues to respond to increasing research requests and anticipates those requests will grow due to exposure from events and recent projects the Center has been involved in. By providing prompt and accurate research, Sacramento history is featured in film, news reporting, academic papers and photographs, raising the profile of the city both nationally and internationally. Recent productions that were provided materials from the Center include **All Things Must Pass** (2015, the Colin Hanks’ documentary on Tower Records that premiered at South by Southwest) and **The Black Panthers: Vanguard of the Revolution** (2015, a documentary seen nationally in 2016 on PBS’ Independent Lens and many film festivals).

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of items and collections in inventory	78,511	84,595	93,000	101,000

The inventory in the Center for Sacramento History consists of the following catalogued items: artifacts; photographs; government, business, and organizational records; personal and family manuscripts; and library books. Adding to the inventory every year will make these items more accessible to the public through the searchable online database and also to in-house researchers looking for information. The Center for Sacramento History is currently working on an inventory project in order to move forward with the national museum accreditation process. The Center for Sacramento History will be able to track what we have in our collections, increase reporting of insurance values, and provide access to collections by the public.

13

SECTION – 13 Economic Development

Economic Development

Building On Our History - Creating The Place To Be

The role of the **Economic Development Department** is to retain, attract, and grow businesses and jobs in the City of Sacramento. The department promotes and facilitates investment and development opportunities within the city to revitalize targeted commercial areas. It is essential to retain, attract, and grow businesses and jobs that contribute positively to the local economy.

The Economic Development Department is focused on:

- Business recruitment, retention, and expansion
- Business assistance
- Revitalization of targeted areas
- Economic development policy and legislation
- Development project management
- International trade investments

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Deliver access to international partnerships and direct foreign investment and trade activity through the City's international trade office in Chongqing, China.
- Invest in strategic programs with Innovation and Growth Fund resources to support and advance innovation, economic development, and job growth in Sacramento.
- Work with CSUS to identify and secure federal EDA grant funding to produce a plan that will guide the development of the university's 25 acres, advancing investment opportunities and development within the SCI.

INFRASTRUCTURE

- Pursue grant dollars for key infrastructure projects that advance high priority economic development projects including business expansion, retention, and attraction.
- Leverage public investment to promote economic vitality and stimulate new investment in local businesses and development.

- Utilize the Department’s website as a key tool to promote Sacramento as a prime business location by adding or updating information to keep it relevant, useful, and easy to navigate.

INCLUSION

- Work with Greater Sacramento to act on and pursue our greatest strengths and opportunities. These efforts will make the Sacramento region a premier business location in California and the model region for California.
- Partner with the multiple local business assistance service providers to implement a fee for service program that outlines specific criteria, eligibility, business resource programs and support services, deliverables, and measurements to demonstrate local economic growth.
- Partner with several Chambers to increase and promote diversity and equity.
- Coordinate with Community Development to implement policies and processes that remove economic and regulatory barriers in order to make Sacramento a first choice for business.
- Support the emerging Riverfront.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Citywide Development	Add a Staff Aide (classification to be studied) to support the City's efforts to revitalize and develop the City's riverfront.	General	-	181,732	1.00
Citywide Development	Add one-time funding for feasibility work on SEED Corp.	General	-	150,000	0.00
Citywide Development	Increase funding to \$100,000 for additional Chamber participation.	General	-	60,000	0.00
Total Change			\$ -	\$ 391,732	1.00

Department Budget Summary

Economic Development Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	1,288,799	1,341,189	1,516,690	1,576,989	1,842,628	265,639
Other Services and Supplies	1,357,211	1,153,442	515,701	515,701	702,894	187,193
City Property	21,885	3,529	2,000	2,000	2,000	-
Transfers	5,494	21,770	-	-	-	-
Labor and Supply Offset	(10,375)	(6,796)	2,856	2,856	2,856	-
Operating Transfers	(118,883)	(159,480)	-	-	-	-
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

Department Budget Summary (continued)

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	2,605,513	2,513,133	2,037,247	2,097,546	2,550,378	452,832
Innovation and Growth	(111,383)	(159,480)	-	-	-	-
Parking	50,000	-	-	-	-	-
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

Division Budget Summary

Economic Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Citywide Development Division	1,661,691	1,342,606	926,270	956,566	2,550,378	1,593,812
Downtown Development Division	529,956	662,198	776,540	802,202	-	(802,202)
Economic Development Admin Division	352,483	348,849	334,437	338,778	-	(338,778)
Total	2,544,130	2,353,653	2,037,247	2,097,546	2,550,378	452,832

Staffing Levels

Economic Development Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Citywide Development Division	5.00	5.00	5.00	5.00	12.00	7.00
Downtown Development Division	4.00	4.00	4.00	4.00	-	(4.00)
Economic Development Admin Division	2.00	2.00	2.00	2.00	-	(2.00)
Total	11.00	11.00	11.00	11.00	12.00	1.00

PERFORMANCE MEASURES

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of businesses in the city ¹	33,620	19,787	19,885	20,084

The Economic Development Department promotes a “business-friendly” environment and provides assistance to encourage business growth and development. Tracking the number of businesses located in the city is a good indicator of a business-friendly environment. *Source: ESRI Business Analyst²*

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of jobs in the city	314,373	288,509	291,394	294,307

In supporting the growth of business activity, Economic Development seeks to increase the number of job opportunities available to city residents. Tracking the total number of jobs in the city is a good indicator of increased opportunity for employment. *Source: ESRI Business Analyst²*

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Employment rate	92.3%	93.7%	94.2%	94.4%

Changes in employment rates that correlate with job growth indicate job creation that is in harmony with the workforce needs. *Source: State of California Employment Development Department, Labor Market Information Division*

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Total investments made in Sacramento, by building permit valuation	\$362.1 million	\$546 million	\$650 million	\$683 million

The department promotes and facilitates investment and development opportunities within the city to revitalize targeted commercial areas. Continued physical development and investment in the City remains essential to create jobs, improve quality of life, and provide the necessary infrastructure to attract development and businesses. Tracking building valuation and monitoring its trend line is an indicator of economic growth.

¹Number of businesses in the city could be tracked by new versus renewal, gross receipts, and gross payroll if the City's BOT processing system and software is updated.

²ESRI is an international supplier of geographic information system software, geodatabase management, and business analytics data. ESRI extracts its business data from Dun & Bradstreet.

14

SECTION – 14 **Finance**

Finance

The mission of the Finance Department is to educate, inform, and provide excellent internal and external customer service with integrity, efficiency, and quality.

The **Finance Department** is responsible for overseeing the financial management of the City. The Finance Department currently provides accounting, budgeting, public improvement financing, procurement, billing, collection, parking citation, and revenue collection services. Internal services and programs include strategic planning and policy analysis. The Finance Department includes five divisions:

- The Accounting Division processes payments to vendors, citywide payroll, and reimbursements for work-related expenses to City employees, produces various annual reports including the Comprehensive Annual Financial Report, and provides financial management for the RASA.
- The Budget Division assists departments with managing the operating and CIP budgets, coordinates, and manages the development of the City Manager's annual proposed and approved operating and CIP budgets, provides quarterly financial reports to Council, serves as staff to the Budget and Audit Committee, provides and assists with a variety of citywide special projects and assignments.
- The Procurement Division is responsible for establishing procurement standards, ensuring compliance with procurement policies and best practices, managing citywide contracts, and assisting departments with solicitations and contracts.
- The Public Improvement Finance Division is responsible for the formation and administration of special-purpose districts and finance plans.
- The Revenue Division coordinates citywide billing and collection of major taxes, fees, and citations; audits and enforces a variety of City codes; and processes and issues business operations tax (BOT) certificates and special operating permits.
- The Administration Division provides centralized administrative support to the goals, objectives, policies, and priorities of the department.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Developing the Automated Bids, Contracts, and Digital Signatures (ABCD) program with a citywide project team to select and implement the PeopleSoft vendor portal, procurement solicitation and contract management solutions.
- Developing regulations and permitting processes for medical marijuana cultivation, manufacturing, and delivery services in response to the Medical Marijuana Regulation and Safety Act.
- Developing a citywide process and form for CIP vendor progress payments to include the City's new digital signature solution.
- Revising Title 18 of the City Code in connection with the Citywide Development Impact Fee Program, allowing for the clarification, revision, and streamlining of policies that had evolved in different sections of code or in finance plans through time. Consistent policies and practices in all finance plans and development impact fees will simplify the interaction between the City and developers.
- Implemented, with the approval of City Council, a citywide "unanimous consent" district for maintenance, streamlining the annexation process. With the consent of property owner(s), all four City Council reports typically required for the annexation process have been eliminated as well as three months in processing time, including approximately 75 percent in costs. The district implements a new provision in state law permitting taxes to be customized to each development situation, greatly increasing flexibility and the developments for which the district can be used.
- Continued development of interfaces in the City's financial reporting system to integrate data with departmental systems.
- Implemented online payment option for BOT, including the annual renewal process.
- Implemented a short-term rental permitting ordinance and application process.
- Increased transparency by continuing to expand the budget data available on the City's Open Data Portal.
- Paperless Accounts Payable (AP): The Citywide AP Invoice Automation System will capture paper, fax, email, and electronic invoices to convert them into data that may be interfaced to the financial system. The City currently utilizes a decentralized, paper-based vendor invoice processing model. This project will automate and streamline the vendor invoice processing procedures.

INFRASTRUCTURE

- Updated the Request for Proposals template to assist departments with standardized procurement solicitations.

- Developing and/or updating the infrastructure finance plans for 65th Street, Delta Shores, Greenbriar, North Natomas, the Panhandle, the Railyards, and the River District.
- Managed Mello-Roos CFD's for bonds for Curtis Park, McKinley Park Village, and the Creamery.
- Created CFDs for maintenance of public infrastructure in the Railyards, Delta Shores, Curtis Park Village, and McKinley Village.
- Implementing email dispatch of purchase orders to vendors.
- Created Procurement procedural documents to explain various procurement processes to department staff.
- Working with the Community Development Department to develop the Citywide Development Impact Fee Program to establish comprehensive, coordinated, and feasible fees on new growth to finance utilities, roadways, and parks.
- Overhauling business permit application submittals to streamline the process and reduce redundant information.
- Developed Council-adopted Advanced Life Support Revenue Recovery, Measure U Financial, OPEB, Pension Funding, and Risk Management Funding and Reserve Policies.
- Developed General Fund EUR Policy and Budget Control Policy.
- Assisted the Parks and Recreation Department with a department-wide staffing analysis.

INCLUSION

- Continuing to hire and train a diverse staff. Training includes accounting, budget, procurement, revenue, and leadership topics.
- Providing a high degree of responsiveness, outreach, negotiation, and coordination with the development and business communities, residents, and other interested parties, relative to forming and administering special-purpose districts and finance plans. With 500,000 tax records placed each year on the county tax roll, customer service to taxpayers is a high priority. Standards include a 24-hour turnaround, a solution-oriented approach, thorough research, and timely resolution.
- Conducted a Revenue Division employee survey and subsequently formed an employee committee to assist with improvements for areas of employee concerns.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Public Improvement Finance	Transfer 1.0 GIS Specialist II position to IT for the consolidation of IT positions.	General	121,242	(122,442)	(1.00)
Revenue	Add a Program Analyst to address the increased workload associated with regulation of the marijuana industry.	General	-	132,229	1.00
Revenue	Transfer a Parking Division Customer Service Supervisor and associated offsets from Public Works to Finance for the oversight of parking permits and tickets.	General	(93,333)	93,333	1.00
Total Change			\$ 27,909	\$ 103,120	1.00

Although the functional duties of a Customer Service Supervisor had previously transferred from the Parking Division to the Revenue Division, the position is transferred from the Public Works Department as part of FY2016/17 development to reflect the functional location of the position. The cost related to this position will be supported by on-street revenues until it is captured in the annual cost plan allocation.

The Finance Department's revenue budget of \$571,000, for delinquent BOT and other citywide revenue, has been transferred to Citywide and Community Support.

Department Budget Summary

Finance Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	7,181,806	7,678,133	8,224,767	8,509,500	8,819,617	310,117
Other Services and Supplies	1,620,687	1,913,403	1,855,638	2,612,536	2,940,157	327,621
City Property	37,884	37,492	44,400	44,400	44,400	-
Transfers	(10,060)	(57,255)	-	-	121,242	121,242
Labor and Supply Offset	(730,993)	(959,624)	(924,036)	(924,036)	(924,036)	-
Operating Transfers	401,066	-	-	-	-	-
Total	8,500,390	8,612,150	9,200,769	10,242,400	11,001,380	758,980

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
12th Street Maint Benefit Area	2,105	3,187	2,136	2,136	1,934	(202)
Assessment Bond Registration	521,808	-	-	-	-	-
Cty/Cnty Office-Water Planning	39,000	39,000	39,000	39,000	39,000	-
Del Paso Nuevo Landscaping CFD	3,165	2,195	3,165	3,165	2,089	(1,076)
Del Paso PBID	38,558	33,904	-	-	-	-
Del Paso Prop & Business Imprv	5,064	2,805	2,805	1,331	1,331	-
Downtown Impact Fee	-	-	-	-	50,000	50,000
Downtown Management District	3,976	4,180	4,180	1,440	1,440	-
Downtown Plaza PBID	75,935	51,745	-	-	-	-
Franklin Blvd PBID	61,308	55,349	-	-	-	-
Franklin Boulevard PBID	8,621	1,593	1,593	2,912	2,912	-
General Fund	4,094,887	4,518,029	5,326,913	5,611,646	5,927,254	315,608
Greater Broadway PBID	1,343	1,365	1,365	1,372	1,372	-
Handle BID No 2011-04	174,302	247,322	150,000	175,000	175,000	-
Interdepartmental Service	2,522,585	2,670,844	2,792,360	2,792,360	2,827,077	34,717
Jacinto Creek	-	-	-	-	15,000	15,000
Laguna Creek Maint Dist	15,098	11,645	13,255	13,255	9,910	(3,345)
Landscaping and Lighting	218,490	229,672	254,370	254,370	233,049	(21,321)
Mack Road PBID	2,864	3,730	3,730	1,247	1,247	-
Midtown Sacramento PBID	17,484	4,409	4,409	2,912	2,912	-

Department Budget Summary (continued)

Funding Summary by Fund/Special District	FY2013/14	FY2014/15	FY2015/16	FY2015/16	FY2016/17	Change
	Actuals	Actuals	Approved	Amended	Approved	More/(Less) Approved/Amended
N Nat Lndscp 99-02	19,355	24,637	21,619	21,619	13,596	(8,023)
N Natomas Lands CFD 3	18,912	35,153	28,077	28,077	22,739	(5,338)
N Natomas Transp Mgmt Assoc	19,483	17,040	19,483	19,483	19,698	215
Natomas Central CFD 2006-02	16,397	15,239	11,735	11,735	11,735	-
Natomas Meadows CFD 2007-01	6,000	-	-	-	-	-
Neighborhood Lighting Dist	14,678	20,206	14,462	14,462	12,987	(1,475)
Neighborhood Park Maint CFD	19,700	27,517	18,988	18,988	16,759	(2,229)
Neighborhood Water Quality Dist	11,374	6,866	9,862	9,862	9,588	(274)
NNFP Drainage Fee	-	-	-	738,993	738,993	-
NNFP Public Facilities Fee	-	-	-	-	250,000	250,000
Northside Subdiv Maint Dist	7,730	3,837	5,289	5,289	4,617	(672)
NW Land Park CFD 2013-02	-	-	-	-	4,119	4,119
Oak Park PBID	1,933	1,932	1,932	2,017	2,017	-
Old Sacramento PBID	154,989	163,543	-	-	-	-
Old Sacto Maint Dist	2,463	3,099	2,134	2,134	2,129	(5)
Parking	-	-	-	-	93,333	93,333
Power Inn Area Prop & Business	6,363	3,579	3,579	2,487	2,487	-
Power Inn Rd Md 2003-01	4,809	3,554	5,047	5,047	3,114	(1,933)
Railyards Maint CFD No 2014-04	-	-	3,180	3,180	1,504	(1,676)
River District Impact Fee	-	-	-	-	50,000	50,000
Sac Tourism Marketing District	93,054	104,224	103,600	103,600	103,600	-
Special District Info/Rpt Sys	59,750	63,075	147,993	147,993	147,993	-
Stockton Blvd BIA	52,235	54,969	-	-	-	-
Stockton Blvd PBID	1,028	1,315	1,315	1,315	1,315	-
Subdiv Lndscpng Maint Dist	32,326	35,076	30,527	30,527	23,451	(7,076)
Sutter Business Imprvmt Area	128,819	127,863	150,000	150,000	150,000	-
The River District PBID	2,328	2,479	2,479	3,259	3,259	-
Township 9 CFD No. 2012-06	-	1,179	1,179	1,179	1,208	29
Village Garden N.-Mtce Dist #1	8,611	4,853	8,177	8,177	9,853	1,676
Willowcreek Assmnt Md	7,829	7,991	7,200	7,200	7,432	232
Willowcreek Lndscpng CFD	3,631	1,950	3,631	3,631	2,327	(1,304)
Total	8,500,390	8,612,150	9,200,769	10,242,400	11,001,380	758,980

Division Budget Summary

Finance Division Budgets	FY2013/14	FY2014/15	FY2015/16	FY2015/16	FY2016/17	Change
	Actuals	Actuals	Approved	Amended	Approved	More/(Less) Approved/Amended
Accounting Division	2,907,557	2,784,038	3,017,649	3,115,149	3,148,346	33,197
Budget Office Division	843,476	868,304	1,079,129	1,138,764	1,173,886	35,122
Finance Administration Division	499,591	539,215	582,938	617,576	641,466	23,890
Procurement Division	569,391	710,824	643,030	672,730	702,630	29,900
Public Improvement Finance Division	1,103,252	991,137	802,316	1,585,852	1,957,595	371,743
Revenue Division	2,577,123	2,718,632	3,075,707	3,112,329	3,377,458	265,129
Total	8,500,390	8,612,150	9,200,769	10,242,400	11,001,380	758,980

Staffing Levels

Finance Division Budgets	FY2013/14	FY2014/15	FY2015/16	FY2015/16	FY2016/17	Change
	Actuals	Actuals	Approved	Amended	Approved	More/(Less) Approved/Amended
Accounting Division	24.00	25.00	26.00	26.00	26.00	-
Budget Office Division	6.00	6.00	7.00	7.00	7.00	-
Finance Administration Division	3.00	3.00	3.00	3.00	3.00	-
Procurement Division	6.00	6.00	6.00	6.00	6.00	-
Public Improvement Finance Division	6.00	6.00	6.00	6.00	5.00	(1.00)
Revenue Division	38.00	38.00	38.00	38.00	40.00	2.00
Total	83.00	84.00	86.00	86.00	87.00	1.00

PERFORMANCE MEASURES

Accounting Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of vendors paid within 30 days	67%	71%	75%	85%
Number of days for Accounting to review and approve a vendor invoice and process a payment	5	5	5	4
"Prompt Payment" discounts taken	\$111,000	\$71,000	\$100,000	\$147,000
"Prompt Payment" discounts lost	\$45,000	\$61,000	\$50,000	\$3,000
Percent of discounts taken	71%	54%	67%	98%

Review and approval of vendor payments is centralized in order to ensure consistency with generally accepted accounting principles and the City's procurement policies. Timely vendor payments fulfill the City's obligations relative to contract compliance and in some circumstances allow the City to take advantage of prompt payment discounts. The Accounts Payable Automation Project is expected to improve the timeliness of vendor payments.

Finance Administration Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Obtain unmodified audit opinion on CAFR	☑	☑	☑	☑
Obtain GFOA Certificate of Achievement for CAFR	☑	☑	☑	☑
Proposed balanced budget presented to City Council 60 days prior to the beginning of the fiscal year	☑	☑	☑	☑
Obtain CSMFO Capital Budgeting Award	☑	☑	☑	☑

Delivering timely and quality financial planning and reporting documents is important to the City's goals of transparency and prudent financial management.

Procurement Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of days for Procurement Services to review a requisition and issue a purchase order	4	4	4	3

Issuing centralized purchase orders ensures compliance with the City's procurement policies and procedures. Timely review and issue of purchase orders is critical to fulfilling the purchasing needs of the City's departments for program and service delivery. In an effort to drive towards the FY17 target, Procurement is identifying the contributors who delay. In the early stages of analysis, most are due to incomplete information submitted by the requestor. To improve the performance, the following steps are in process: improve communication of requirements to the requestor, document the process and provide documentation, and require consistent location of required information in the requisition.

Revenue Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of delinquent receivables collected	54%	51%	50%	52%

Collection of revenues associated with the provision of specific programs and services reflects prudent financial management and is necessary to achieve the resources included in the City's annual budget. Invoices unpaid for 30 days or longer are considered delinquent. Collection efforts on delinquent invoices are initiated centrally by the Revenue Division to recover funds owed to the City for services provided.

15

SECTION – 15 **Fire**

Fire

Committed to excellence in enhancing and protecting life, property and the environment.

The **Fire Department** first began serving the citizens of Sacramento in 1850 as a volunteer organization. In 1872, the Department became the first paid professional fire department west of the Mississippi. The Department responds to many types of emergencies including fires, emergency medical calls, hazardous materials incidents, and specialized rescues, such as water, vertical, confined space, and animal rescues. The Department provides fire code enforcement, public education, and fire investigation.

The Fire Department is divided into four offices:

- **Office of Administration:** Responsible for developing and providing direction of the department. This office oversees Public Information, Fiscal Operations, Personnel and special projects.
- **Office of Emergency Operations:** Responsible for management of emergency response resources including emergency preparedness, shift operations, emergency medical services, and special operations.
- **Office Community Risk Reduction** Responsible for the management of programs that reduce risk to the community including fire prevention activities, professional standards, and training.
- **Office of Resource Management** Responsible for providing department wide support through the management of information technology services, communications, fire infrastructure and logistics.

MEASURE U RESTORATIONS

Voter approval of Measure U in November 2012 has provided resources to restore programs, services, and 103.0 FTE in the Fire Department. Since April 1, 2013, these resources have provided for the elimination of all fire company brownouts, retention of the 27.0 FTE positions added with the Staffing for Adequate Fire and Emergency Response (SAFER) grant funds and increased medic units. The FY2016/17 Department budget includes 103.0 FTE and \$13.1 million in Measure U funds to support the programs and staffing that have been restored. To maintain the fiscal sustainability of Measure U, 7.0 FTE administrative positions were transferred from Measure U to the General Fund.

The department is actively recruiting and backgrounding candidates to fill vacancies. As of March 31, 2016, the department has 72 sworn vacancies in emergency operations and ALS. The next academy is scheduled to begin in May.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Continue to seek public/private partnerships to locate fire stations in multi-use buildings to help defray construction costs.
- Working with allied agencies in the County of Sacramento to provide a tiered dispatch to allow for the most efficient use of resources.

INFRASTRUCTURE

- Refine and adopt a Fire and Emergency Medical Services Master Plan that will include a Standards of Cover (SOC) document. The SOC will include the industry best practices in the field of deployment analysis, projected future growth analysis, and an assessment of the community's hazards and risks.
- Continue work with the Facilities Division on the design and construction of Fire Stations 14 (Central City) and 15 (South Natomas).
- Continue to refine a robust asset management system that will develop efficiencies in support of the mission of the fire department.

INCLUSION

- Started using a continuous open recruitment process in FY2015/16 to maintain staffing levels necessary to support the Department's programs.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Administrative	Provide resources for expediting background investigations for new hires. This work was previously completed by the Police Department, but given the significant vacancies in both departments, the Department is going to contract this out.	General	164,000	164,000	-
Fire Prevention	Add a Fire Marshal to increase technical expertise in fire prevention and provide a career path for employees in fire prevention classifications, offset by revenues. Includes one-time funding for a vehicle and equipment.	General	214,037	214,037	1.00
Logistics	Add 2.0 Store Clerks to deliver equipment/supplies to fire stations (1.0 FTE) and purchase and track Personal Protective Equipment (1.0 FTE), offset by revenues.	General	99,694	99,694	2.00
Logistics	Increase funding for the purchase of Personal Protective Equipment to maintain compliance with California Occupational Safety and Health Administration (OSHA), offset by revenues.	General	100,000	100,000	-
Resource Management	Add an Administrative Analyst to provide analytical and administrative support to the Deputy Chief over Resource Management operations, offset by revenues.	General	106,841	106,841	1.00
Total Change			\$ 684,572	\$ 684,572	4.00

Department Budget Summary

Fire Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	93,419,256	96,814,693	102,460,751	102,661,512	109,007,192	6,345,680
Other Services and Supplies	11,459,576	12,358,492	11,752,681	11,758,760	12,333,198	574,438
City Property	397,974	524,696	1,492,468	1,263,213	1,340,713	77,500
Transfers	361,057	379,899	272,360	272,360	272,360	-
Labor and Supply Offset	(9,814,533)	(11,231,151)	(12,284,261)	(12,284,261)	(13,610,724)	(1,326,463)
Total	95,823,329	98,846,627	103,693,999	103,671,584	109,342,739	5,671,155

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	95,323,329	98,346,607	103,193,999	103,171,584	108,842,739	5,671,155
Risk Mgmt	500,000	500,020	500,000	500,000	500,000	-
Total	95,823,329	98,846,627	103,693,999	103,671,584	109,342,739	5,671,155

Division Budget Summary

Fire Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Community Risk Reduction Division	4,891,872	5,002,063	5,512,657	5,555,866	6,003,613	447,747
Emergency Operations Division	79,958,056	81,862,003	84,100,038	84,170,378	86,964,034	2,793,656
Fire Administration Division	1,694,149	1,713,786	2,384,475	2,437,299	2,552,869	115,570
Resource Management Division	9,279,253	10,268,776	11,696,829	11,508,041	13,822,223	2,314,182
Total	95,823,329	98,846,627	103,693,999	103,671,584	109,342,739	5,671,155

Staffing Levels

Fire Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Community Risk Reduction Division	42.00	43.00	43.00	43.00	45.00	2.00
Emergency Operations Division	587.00	588.00	603.00	603.00	603.00	-
Fire Administration Division	16.00	17.00	18.00	18.00	17.00	(1.00)
Resource Management Division	8.50	9.00	10.00	10.00	13.00	3.00
Total	653.50	657.00	674.00	674.00	678.00	4.00

PERFORMANCE MEASURES

Emergency Operations Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Average Response Time	5 minutes 14 seconds	5 minutes 14 seconds	5 minutes 01 seconds	5 minutes 0 seconds

The accepted national standard for response times is 5:00 minutes in an urban environment. Response time is defined by 4:00 minutes travel time plus 1:00 minute turnout time, which is the time from dispatch received till time leaving the station.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Unit Hour Utilization (UHU)	0.55	0.47	0.51	0.45-0.40

The acceptable standard measurement of ambulance usage is UHU. UHU is the ratio of the number of hours spent delivering emergency medical services to the total amount of hours the medic units are available. For example, a UHU of 0.50 indicates that a unit was utilized 50 percent of the total amount of time available throughout the year. A high UHU means lower availability for calls. Poor availability can negatively affect response times.

The ambulance industry has utilized the following general scale when evaluating overall UHU:

Unit Hour	Utilization Range
0.55-0.45	High Utilization
0.45-0.35	Above Average Utilization
0.35-.025	Average Utilization
0.25-.015	Below Average Utilization
0.15-0.01	Low Utilization

The Fire Department's goal over the next two years is to lower its ambulance UHU to an acceptable level while maximizing efficiency and capturing lost revenue. This will be accomplished by revamping the current emergency medical services (EMS) deployment model and adding needed resources. The Department will also continue to work with its EMS partners in the surrounding area to develop a priority dispatch system that would distribute EMS calls according to the urgency and severity of the call, helping to further reduce UHU.

Fire Administration Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of fire plan reviews completed on time	95.36%	95.53%	92%	95%

The Division is responsible for performing fire plan review services. Over the last year, fire plan review services were on time at a rate of over 90 percent. Although this is an impressive statistic, the reality is that each customer expects their projects to be reviewed within our published turnaround times. Moreover, the Department is working on implementing an expedited plan review service (for customers willing to pay for a faster turnaround time).

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Annual Fire Permit Inspections conducted	7,300	8,713	6,200	6,300

Fire Prevention conducts annual permit inspection as mandated by local and state code. These inspections are estimated to increase over the next year due to the number of new buildings constructed that will require annual fire permits. Due to a shift of personnel to work on development services inspections, the number of Annual Fire Permit Inspections conducted dropped.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Development Services Fire Inspections conducted	3,243	3,243	3,550	3,800

The Fire Prevention Division is responsible for inspecting new construction and tenant improvement projects. This year the Department is projected to increase the amount of inspections conducted as the construction forecast continues to accelerate. By 2017, the Division is projected to have higher inspection numbers due to the volume of new construction projects and the improved local economy.

16

SECTION – 16 **Human Resources**

Human Resources

The Department of Human Resources delivers programs and services to customers which result in a positive experience.

The **Department of Human Resources** is responsible for providing responsive employment and personnel services to the City's managers and employees as well as providing information and assistance to external customers and job applicants. The department is responsible for attracting, retaining, and developing a highly qualified and diverse City workforce, and implementing organizational improvements. Human Resources provides the following key services: recruiting, testing, classification and compensation; benefits and retirement; safety, loss prevention, and workers' compensation; equal employment opportunity and ADA coordination; negotiation and implementation of labor agreements, discipline, and grievance administration; and citywide volunteer coordination.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that align with characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Utilize technology to improve, streamline and simplify business processes for completing and processing personnel action requests and recruitments.

INFRASTRUCTURE

- Implement a revised comprehensive citywide training program focused on a well-crafted job description, expanding the knowledge, and effectiveness of employees to improve performance and aligning the knowledge, skills, and abilities of the organization with the long-term goals of the organization.
- Implement technology to enhance and streamline the employment hiring process for new employee orientation and recruitment processes; facilitate a one-stop process for data and retention of all employee records.
- Actively manage job descriptions to ensure they accurately reflect the knowledge, skills, and abilities needed to successfully perform the assigned duties of the position.

INCLUSION

- Recruit from a diverse, qualified group of applicants to hire a high-performing workforce drawn from all segments of society; cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential; increase employee retention; develop organizational structures and strategies to equip leaders to manage diversity and institutionalize a culture of inclusion.

- Adopt a strategic approach to diversity recruiting that includes expanding current recruiting efforts and collaboration with community partners to create a more diverse applicant pool.
- Work collaboratively with the recognized employee organizations to demonstrate the City's commitment to a healthy and transparent partnership.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Labor Relations	Add two 0.46 Investigator positions to assist in labor relations investigations, offset by reimbursements from departments utilizing these services.	General	84,077	84,077	0.92
Risk Management Administration	Transfer a Program Specialist from Human Resources to Public Works to support the City's ADA Program.	General	-	(124,784)	(1.00)
Total Change			\$ 84,077	\$ (40,707)	(0.08)

Department Budget Summary

Human Resources Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	6,984,098	7,411,878	7,884,087	8,008,108	8,829,190	821,082
Other Services and Supplies	20,718,230	24,672,962	23,069,229	23,069,229	23,419,162	349,933
City Property	32,571	56,362	48,106	48,106	100,000	51,894
Transfers	(53,430)	(60,352)	-	-	-	-
Labor and Supply Offset	3,597,474	3,591,947	3,282,833	3,282,833	3,245,696	(37,137)
Total	31,278,943	35,672,797	34,284,255	34,408,276	35,594,048	1,185,772

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Fleet Management	36,123	31,354	31,354	31,354	59,614	28,260
General Fund	2,134,977	2,700,684	2,684,937	2,808,958	3,022,240	213,282
Interdepartmental Service	1,429,779	1,285,038	1,339,935	1,339,935	1,471,678	131,743
Recycling and Solid Waste	91,930	96,901	96,901	96,901	117,545	20,644
Risk Mgmt	(2,951,465)	21,213,448	17,337,788	17,337,788	18,062,932	725,144
Storm Drainage	37,565	41,706	41,706	41,706	45,189	3,483
Wastewater	15,450	17,153	17,153	17,153	18,585	1,432
Water	47,966	53,253	53,253	53,253	57,700	4,447
Worker's Compensation	30,436,617	10,233,260	12,681,228	12,681,228	12,738,566	57,338
Total	31,278,943	35,672,797	34,284,255	34,408,276	35,594,048	1,185,772

Division Budget Summary

Human Resources Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
HR Administration Division	2,915,965	3,276,811	3,237,111	3,349,606	4,206,144	856,538
Labor Relations Division	581,436	646,109	724,959	736,485	749,933	13,448
Risk Management Administration Division	25,624,189	29,485,147	27,735,976	27,735,976	27,930,696	194,720
Workers' Compensation Division	2,157,352	2,264,730	2,586,209	2,586,209	2,707,276	121,067
Total	31,278,943	35,672,797	34,284,255	34,408,276	35,594,048	1,185,772

Staffing Levels

Human Resources Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
HR Administration Division	25.00	26.00	27.00	27.00	32.00	5.00
Labor Relations Division	5.00	5.00	5.00	5.00	5.92	0.92
Risk Management Administration Division	20.00	20.00	20.00	20.00	15.00	(5.00)
Workers' Compensation Division	20.00	20.00	20.00	20.00	20.00	-
Total	70.00	71.00	72.00	72.00	72.92	0.92

PERFORMANCE MEASURES

HR Administration Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of EEO and ADA complaints resolved without resulting in cause and/or monetary settlements	86%	93%	90%	90%

The percentage of Equal Employment Opportunity (EEO) or ADA complaints resolved without filings resulting in cause or monetary settlements. The City's liability is reduced by maintaining policies and educating staff, therefore creating an inclusive and productive work environment.

Labor Relations Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of grievances that come to the Department and are resolved internally	100%	90%	85%	95%

The Department makes every effort to resolve each labor grievance it receives. By resolving grievances internally, the City demonstrates its commitment to upholding the terms of the memorandums of understandings (MOUs) with employee organizations. In addition, the City saves time and other resources by handling grievances internally rather than through arbitration. Human Resources will continue to handle grievances expeditiously and with great diligence in order to achieve 100 percent resolution rate.

Risk Management Administration Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Maintain number of City-owned vehicle related claims filed against the City to under 110.	97	105	107	109

One of the most significant risks of injury to Sacramento citizens and employees is vehicle accidents. With the support of City leadership and effective driver training through the Sacramento Regional Driver Training Facility, the number of City-owned vehicle liability claims have been reduced even as more miles are being driven each year. The number of City vehicle-related liability claims had been as high as 224 in 1997 and has been reduced dramatically since that time.

17

SECTION – 17 **Information Technology**

Information Technology

The Department of Information Technology (IT) is committed to ensuring IT investments and strategic business technologies deliver the highest possible value to the City and its constituents.

The **IT Department** manages a full range of information technology and related services for all City departments and the public twenty-four hours a day, seven days a week. These IT systems, infrastructure, and information range from relatively simple to extremely complex.

The IT Department is divided into six areas:

- Enterprise Applications Management
- Innovation Team
- IT Business Management
- IT Regional Support
- Technology Infrastructure Services
- Sacramento City 311 – Call Center Operations

Specific services include email, Internet/Intranet, citywide business information systems and geographic information system (GIS) support, project management, telecommunications billing, central data center operations, voice and data network management, radio communications services, video surveillance support, technology help desk, security, fiber optic network for voice and data, personal computer, mobile device, 311 call center operations, and printer acquisition and support.

The successful delivery of any service, technology, or innovation is based on collaboration between IT, City departments, and the community we support. Along with maintaining the systems and services noted above, IT continues to drive forward initiatives that enable the shared goals of the City Council, Charter Officers, City Manager, and the public. The City is committed to working in an innovative digital environment to increase efficiency, eliminate redundancies, improve transparency, and reduce costs.

The IT Digital Strategy (<https://www.cityofsacramento.org/Information-Technology>) provides the framework for delivering innovation and technology services that are streamlined, effective, secure, and easily accessible by all. The Digital Strategy is a prioritized multi-year action plan including specific initiatives and a commitment to taking specific actions to:

- **Leverage Existing Investments** - The City has a number of technology systems used to carry out its mission-critical business functions. Leveraging existing systems and focusing investments in fewer targeted systems can improve efficiency, service delivery, accuracy, and transparency.

- **Open Access to Information** - Data is made available to the public, decision makers, and operational managers to make informed data-driven decisions to improve accountability, transparency, and operations.
- **Increase Availability of Online Services** - Costs can be reduced and our citizens and staff better served with more and improved online services.
- **Be Sustainable** - A sustainable IT organization can continuously innovate to deliver organizational efficiencies.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- **Customer Relationship Management (CRM)/311 System Upgrade:** Modernizing the 311 Call Center software system to allow for improved automation, increased efficiency, and accuracy of information. This is the primary system used to receive service requests and inquiries from residents, visitors, and employees. As service request volume has grown over the past few years and is anticipated to continue to grow, the current system has reached its full potential. This initiative will expand access to information, increase efficiency for staff, improve the ability to serve our customers, and create a closed loop with residents through email and app notifications when 311 requests have been completed.
- **City's Finance and Human Resources System (eCAPS):** eCAPS has recently been upgraded to the latest software production version. The system has been in production for over eight years and was in need of the latest functionality, security updates, government compliance patches, etc. This upgrade brings the system in line with mandated requirements for the Affordable Care Act (ACA), the latest tax updates, making the system current for technical support from Oracle, and satisfying government reporting requirements which include federal and state payroll changes. This initiative will provide a sustainable foundation that will support other enterprise wide business process enhancements.
- **Expand Web Access:** Expansion of online services and information provide the most significant opportunity for operational cost containment, enhancing service delivery levels, and meeting growing customer expectations. The City will continue to expand our website to deliver more online services and information conveniently and efficiently, streamline business, and serve as the first and trusted source of information. Further development in web technologies will increase transparency and citizen engagement improving access to local government for all.

- **Paperless Accounts Payable (AP):** The Citywide AP Invoice Automation System will capture paper, fax, email, and electronic invoices to convert them into data that may be interfaced to the financial system. The City currently utilizes a decentralized, paper-based vendor invoice processing model. This project will automate and streamline the vendor invoice processing procedures.

INFRASTRUCTURE

- **311 Call Center:** The City's 311 Call Center is the primary point of contact for all non-emergency City services. Improvements in facilities and equipment for the 311 Call Center will solve a long-standing morale problem with employee working conditions and improve overall call center operations. Call center layout and video dashboard information on multiple screens will be displayed so that 311 Customer Service Agents will be able to react to changing circumstances and new information more quickly.
- **Network Infrastructure Upgrade:** The City's infrastructure is the core backbone system that supports all applications and is necessary for communication between devices (computer to server) and people (email, phones, etc.). This planned upgrade will replace 14 core switches that will provide system redundancy and ensure a more robust and reliable data network.
- **IT Security Assessment:** A technical assessment of the Police Department's network will help to identify risk and determine the overall IT security posture of the organization. The assessment will include network penetration testing, and identification of possible weaknesses in access controls and vulnerabilities to the technical environment.
- **Smart City Fiber/Wireless Master Plan:** The exploration and development of a Wireless Master Plan would leverage infrastructure assets (e.g., fiber, buildings, poles, conduit, towers) to be used strategically to build a public-private wireless network that would provide cost effective wireless internet services in Sacramento. This initiative is part of a larger vision of connectivity for our city.
- **Records Management Systems:** The implementation of a Citywide Records Management Module within the City's Content Management System (CCM) will support the records retention policy to ensure compliance with state and federal laws and regulations.
- **311 Parking Enforcement Dispatch:** The 311 and Parking Divisions have partnered over the previous three years to prepare for transitioning parking enforcement requests and full-time parking dispatching services from a dedicated Parking Enforcement Officer into the 311 Call Center. This initiative will enhance complaint tracking, improve response times for complaints, and increase citation revenues due to streamlined dispatching operations. Other service and cost benefits include leveraging the CRM system for managing enforcement activities, reduce the need to hire Parking Supervisors to managing dispatching services,

and improve ability to cite after hours for specific citation types (e.g., handicap placards, booting vehicles, residential permits).

INCLUSION

- **Civic Technology Community Engagement**

- The website (www.cityofsacramento.org) promotes openness, transparency, and accountability. With a click of a button, citizens can access meaningful City data on our Open Data Portal, create reports, and download information including crime reports, budget information, building permit activity, and land-use data. The City has been recognized by e.Republic's Center for Digital Government as a 2014 and 2015 "Top 10 Cities" in its population class for enhancing the public's online access to information and services.
- Also recognized as one of the Public Technology Institute's *Citizen-Engaged Communities for 2014–2016* to acknowledge excellence in multi-channel contact centers and best practices for the use of CRM systems, 311 services, web portal technology, telephony systems, and mobile communications infrastructure.
- The Center for Digital Government moved the City up from 9th place in 2014 to 5th place among nationwide recipients of the 2015 Best of the Web award. The City was recognized for responsive and mobile-first design, open government, open data, improved transparency and integration with social media.

- **Student Intern Program:** Student internships are a cost-effective recruiting strategy and an alternative to augmenting staff. The program provides valuable hands on experience for students, while allowing the City to benefit from added resources. IT is able to pull from a diverse pool of students from the many colleges and universities in the Sacramento area, adding needed skills and backgrounds to enhance the quality and diversity of our workforce.

- **Youth Technology Outreach:** On February 16, 2016, the City partnered with Microsoft to provide a Youth Spark program, DigiGirlz, for Sacramento area girls from priority neighborhood areas to get involved and excited about careers in the high-tech industry. The City worked with school administrators to recruit students, while IT staff coordinates with Microsoft IT professionals to develop a curriculum for IT workshops that provide practical hands on exposure for the students to learn about careers in technology. The workshops include creative technical presentations and sessions on internet technologies and learning to write computer code. Several Sacramento schools participated including: Father Keith B. Kenny School, Grant Union High School, Martin Luther King, Jr. Technology School, Natomas Middle School, Natomas High School, Oak Park Preparatory Academy, and School of Engineering & Sciences.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Enterprise Applications Management	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	General	(323,349)	1,242,457	11.40
Enterprise Applications Management	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	Varied	202,107	-	-
Innovation Team	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	General	(1,803,547)	1,803,547	15.00
Innovation Team	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	Varied	1,922,400	-	-
Innovation Team	Add 1.0 Senior Applications Developer to work with Utilities.	General	(118,853)	118,853	1.00
IT 311	Establish a two-year parking enforcement pilot program in 311 and add 5.0 FTE positions to the 311 Call Center (four 311 Customer Service Agents and a 311 Customer Service Supervisor), offset by on-street parking revenue.	General	329,550	329,550	5.00
IT Business Management	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	General	-	44,090	-
IT Business Management	Transfer a vacant position to IT from Public Works for the administration of 311.	General	-	78,020	1.00
IT Business Management	One-time funding (from a realignment of CIPs) was added to support the student internship training program.	General	120,000	120,000	-
IT Regional Support	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	General	(1,405,033)	2,835,280	23.00
IT Regional Support	Transfer IT positions from Community Development, Convention & Cultural Services, Finance, Public Works, and Utilities.	Varied	1,405,033	-	-
Total Change			\$ 328,308	\$ 6,571,797	56.40

As part of the FY2016/17 Budget, the IT Department consolidated 49.40 FTE Information Technology (IT) positions previously located in Public Works, Finance, Community Development, Convention and Cultural Services, Parks and Recreation, and Utilities Departments. This initiative will leverage limited IT staff resources to improve customer service, and achieve effectiveness, efficiencies, and stability in all IT operations. This initiative will also raise accountability and responsibility for IT strategic direction and decision-making to a citywide perspective, while still supporting departments in their need to provide services.

Department Budget Summary

Information Technology Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	7,868,393	8,337,718	9,676,402	10,027,040	16,717,140	6,690,100
Other Services and Supplies	875,596	679,761	598,492	533,301	638,931	105,630
City Property	347,964	62,150	369,195	369,195	369,195	-
Transfers	(187,617)	(19,635)	(19,779)	(19,779)	(121,242)	(101,463)
Labor and Supply Offset	218	28,379	-	-	(329,550)	(329,550)
Total	8,904,554	9,088,374	10,624,310	10,909,757	17,274,474	6,364,717

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
4th R Program	-	-	-	-	16,000	16,000
Community Center	850	796	810	810	431,732	430,922
Fleet Management	-	-	-	-	76,176	76,176
Gas Tax 2106	106,542	91,318	95,895	95,895	99,214	3,319
General Fund	4,447,402	5,704,024	6,922,002	7,207,449	10,072,033	2,864,584
Interdepartmental Service	3,515,824	1,871,835	2,017,366	2,017,366	1,901,387	(115,979)
Marina	-	-	11	11	-	(11)
Parking	20,431	36,273	5,566	5,566	149,795	144,229
Recycling and Solid Waste	584,182	752,941	842,016	842,016	1,249,773	407,757
Risk Mgmt	55,000	-	-	-	-	-
START	-	-	-	-	40,000	40,000
Storm Drainage	10,858	130,349	225,355	225,355	613,311	387,956
Wastewater	28,277	138,925	112,294	112,294	1,313,011	1,200,717
Water	135,188	361,913	402,995	402,995	1,312,042	909,047
Total	8,904,554	9,088,374	10,624,310	10,909,757	17,274,474	6,364,717

Division Budget Summary

Information Technology Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
311 Division	1,831,418	1,945,493	2,074,743	2,086,655	2,142,136	55,481
Enterprise Applications Management Division	1,584,176	1,927,642	2,316,206	2,425,954	3,516,939	1,090,985
Innovation Team Division	-	-	1,507,086	1,577,235	3,629,571	2,052,336
IT Business Management Division	2,604,740	2,145,049	1,421,278	1,421,750	1,693,923	272,173
IT Regional Support Division	772,659	853,910	857,886	857,886	3,721,036	2,863,150
Technology Infrastructure Services Division	2,111,562	2,216,280	2,447,111	2,540,277	2,570,868	30,591
Total	8,904,554	9,088,374	10,624,310	10,909,757	17,274,474	6,364,717

Staffing Levels

Information Technology Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
311 Division	23.00	26.00	26.00	26.00	31.00	5.00
Enterprise Applications Management Division	14.00	15.00	18.00	18.00	28.40	10.40
Innovation Team Division	-	-	11.00	11.00	28.00	17.00
IT Business Management Division	13.00	15.00	4.00	4.00	5.00	1.00
IT Regional Support Division	7.00	7.00	7.00	7.00	30.00	23.00
Technology Infrastructure Services Division	16.00	17.00	19.00	19.00	19.00	-
Total	73.00	80.00	85.00	85.00	141.40	56.40

PERFORMANCE MEASURES

IT 311 Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of 311 calls that are answered	79.8%	80.3%	84.1%	90%

The percent of calls answered is a measure of call center staffing, self-service effectiveness, and the demand for the services offered by the City. In FY2013/14, the 311 web/smartphone app diverted 29,000 requests (8.5%) from the phone lines, 37,000 requests (10.3%) in FY2014/15, and is on pace to divert 40,000 (10.7%) in FY2015/16. Additionally, the 311 automated phone system was updated in September 2013 to offer answers to common questions. In FY2013/14 the automated phone system handled 84,000 calls, 130,000 calls in FY2014/15, and is on pace to answer 145,000 in FY2015/16. Even with these increases in self-service, the 311 Call Center had an increase in calls for FY2014/15 of 18,500 to 388,000 calls due to new programs offered and increased awareness of the 311 program. The division is on pace to receive 386,000 calls in FY2015/16 due to more automated requests going through the 311 smartphone application. The Division is replacing the 311 CRM software to improve 311 Agent efficiency, reduce calls for status, and automate more requests.

IT Regional Support Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Respondents rating the quality of IT service as good or excellent	95%	99%	99%	98%

The IT Department tracks support requests and regularly surveys internal customer satisfaction. Satisfaction survey requests are automatically generated for all customers who contact the department for IT support.

Technology Infrastructure Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Network services available				
· Public Safety systems	100%	100%	100%	100%
· All other systems	100%	100%	99%	99%

The Technology Infrastructure Services Division and Public Safety Information Technology Division maintain and operate the City’s network, telecommunications, and fiber systems that support enterprise voice and data systems. Network and telecommunication systems are mission critical and an integral part of City business operations. This performance measure captures the network system availability/uptime percentages excluding scheduled maintenance periods.

Enterprise Applications Management Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Data published on OpenData	53	72	80	85

The objective of the Open Data Initiative is to promote increased transparency, accountability, and efficiencies by making public data available in a reliable standardized electronic form. The site contains options for citizens to request new datasets, easily embed data in websites, and share information with social media networks. This performance measure reports and tracks the number of datasets published.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Enterprise database system available	97%	99%	99%	99%

The Enterprise Applications Management Division manages and maintains a wide variety of data and systems that house critical mission information for City business systems. This performance measure tracks the system uptime/availability percentage rate for the enterprise database systems.

18

SECTION – 18 Parks and Recreation

Parks and Recreation

To provide parks, programs, and facilities and preserve open space to optimize the experience of living.

Sacramento's parks and recreation system provides the City's residents and visitors with significant personal, social, environmental, and economic benefits. Directed by the City Council through the approval of the *Parks and Recreation Master Plan*, program development and service delivery for the **Parks and Recreation Department** are guided by the following primary themes:

- Protecting the City's green infrastructure
- Optimizing the experience of living through people, parks, and programs

The many unique physical assets and programs of the parks and recreation system form the green and social "infrastructure" of a vital, sustainable city.

Department services are structured as follows:

- Park Operations and Park Safety Services
- Park Planning and Development Services
- Recreation Services
- Neighborhood Services
- Administrative Services

The department maintains 226 parks, and bike trails located in the parks and parkways. Revenue from new development is steadily improving which allows for new park development, major rehabilitation projects, and park expansion. Additionally, staff continues to seek grant funding for park development and renovation projects along with Measure U financial assistance to address deferred maintenance issues. A current listing of park projects can be found in the City's 2016-2021 CIP. Drought conditions continue to challenge the department for water use concerns, tree canopy, and rodent infestation.

The department is responsible for over 30 aquatic facilities, community centers, and clubhouses with numerous programs, rental uses, and leisure enrichment classes. Support from external funding partners helps deliver services primarily for youth and older adults. The community continues to volunteer and make significant contributions for the health and enjoyment of all citizens. Dozens of volunteer park groups are dedicated to improving their parks with the additional benefits of promoting public use, safety, supporting property values, and building community spirit.

Department staff advocate for the importance of parks and recreation to the quality of life in Sacramento, and to the health and well-being of citizens. Staff also maximizes

services by partnering with school districts, other government agencies, foundations, community-based organizations, the business community, neighborhood groups, and individual citizens.

At the end of FY2015/16, the department was informed that eight of its START sites were awarded to other providers as a result of the school district's competitive bid/proposal process; seven located in Sacramento Unified School District and one located in Twin Rivers Unified School District. This transition is slated to begin at the onset of the new school year. As these sites will no longer be operated or supported by the City, several staff positions were eliminated (30.54 FTE) and one position was transferred to the Office of the City Auditor.

MEASURE U RESTORATIONS

Voter approval of Measure U in November 2012 has provided resources to restore many programs, services, and overdue improvements. Since April 1, 2013, these resources have made a substantial difference in the level of service in the aquatics program, community centers, programs for at-risk youth, and overall park maintenance.

The FY2016/17 budget for the Parks and Recreation Department includes 135.08 FTE and \$9.8 million in Measure U resources with a focus of further restoring park maintenance services, pool basin resurfacing, and expanded park safety staffing. In addition, \$4.5 million in Measure U funding was added to the FY2016/17 CIP to address critical repairs and improvements in the City's recreation facilities (\$4.2 million for structural repairs and \$.3 million for pool repairs). Parks and Recreation worked in conjunction with Public Works to identify and compile a park facility priority list that has identified several critical structural repairs in community centers, pool buildings, and the softball complex. Typical repairs include roof replacement, HVAC, flooring, and pipe replacement.

To maintain the fiscal sustainability of Measure U, 1.0 FTE administrative position was transferred from Measure U to the General Fund.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Establish inventory maintenance and replacement needs for park facility elements using GIS technology. Based on the information gathered, develop and prioritize a comprehensive repair and replacement needs list with associated costs for each major element in each of the 226 City parks.

- Upgrade of the Recreational CLASS registration system to Active Net late spring through early fall 2016 will allow online and remote access for participants and staff.
- Centralized use of online recruitment for all department recruitments began in February 2016 and is being promoted at community centers, job fairs, and youth employment events.
- Utilize electronic report writing for Park Rangers, reducing the amount of time to write reports and track incidents, allowing rangers to spend more time in the field assisting park customers and helping to keep parks safe. This initiative is currently in progress.
- Continue to maximize the maintenance of parks through primary use agreements with sports groups, community volunteer coordination and support, and focusing on youth employment opportunities in parks.
- Continue to keep park and recreation facilities open to the public, with services focused primarily on youth, through nonprofit partners at City swimming pools and at Clunie, Johnston, Robertson, Slider, and Southside Centers.
- Continued use of paperless herbicide-use software introduced by the County Agriculture Commission, reducing the amount of time needed to report and track use in the park system.
- Centralized irrigation systems in 85 parks allow auto shut down due to system breaks or rain events and enables staff to remotely monitor and adjust programming in response to field conditions, park events, and maintenance projects.
- Upgraded Wi-Fi in community centers has improved staff efficiency both at the centers and for City IT staff. Upgrades allowed for consolidation of file and application services to a centralized data center site and reduced barriers for future upgrades and business information systems currently in progress.
- Improved incident response through the use of advanced camera systems. In addition to greatly improved imaging, remote viewing and video extraction saves staff time and reduces the need to drive to sites. Colonial Park is the first test site to implement this new system.

INCLUSION

- Promote inclusiveness at community centers for people of all ages through staff training, wellness programs, community bulletin boards, guest speakers, and cultural events (e.g., festivals, performances, music) to underserved areas.

- Engage youth through “Prime Time Teen” program, which fosters “youth voice” through engaging teens in identifying a community issue. Help students develop and deliver a community service project that addresses the issue. Focus on open dialogue and on how to communicate across genders, age groups, and ethnicities.
- Bring together older adults with youth and teens to help each other learn and accomplish tasks.
- Meet needs of elders impaired by dementia through Triple “R” Adult day program at three locations.
- Serve residents with developmental and/or physical disabilities through year-round programming offered by Access Leisure.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
4th R	Provide one-time funding to support increased labor and benefit costs in 4th R.	General	-	709,979	-
Administration Services	Transfer 3.40 FTE (1.0 IT Supervisor, 2.0 IT Support Specialist II and 0.4 FTE GIS Specialist III) to the IT Department for the citywide consolidation of IT positions.	General		(385,308)	(3.40)
Park Planning Development	Add an Accounting Technician to support the Department's CIP, fully reimbursable through CIP offsets.	General	59,950	59,950	1.00
Park Safety Services	Delete a 0.50 FTE Park Safety Ranger in the General Fund, and replace with a 1.0 FTE Park Ranger in Measure U.	General	-	(36,833)	(0.50)
Recreation	Right-size positions in several programs to reflect programmatic changes, address labor cost increases, and budget for benefits related to the implementation of the Affordable Care Act (ACA).	General	-	283,788	2.72
START	Provide one-time funding to support increased labor and benefit costs in START.	General	-	156,645	-
Subtotal General Fund			\$59,950	\$788,221	(0.18)
4th R	Right-size positions in several operations to reflect programmatic changes, address labor cost increases, and budget for benefits related to the implementation of the ACA.	4th R	-	(177,159)	(1.47)
START	Reduction of staff as a result of eight START sites being transitioned to new providers.	START		(1,243,687)	(31.54)
Park Safety Services	Add a Park Safety Ranger to increase security in the City parks. A portion of the cost will be offset by elimination of the 0.50 FTE Park Safety Ranger in the General Fund, but never filled. Includes one-time funding for a vehicle and equipment.	Measure U	-	132,840	1.00
Recreation	Right-size positions in several programs to reflect programmatic changes, address labor cost increases, and budget for benefits related to the implementation of the ACA.	Measure U	-	174,446	4.28
Recreation	Provide one-time funding to support the Children's Summer Camp program (summer 2016).	Measure U	-	250,000	-
Subtotal Other Funds \$			-	(\$863,560)	(27.73)
Total Change			\$59,950	(\$75,339)	(27.91)

Department Budget Summary

Parks and Recreation Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	28,515,827	29,752,317	33,033,506	33,191,500	36,004,316	2,812,816
Other Services and Supplies	10,422,690	12,910,621	10,943,953	10,947,747	11,748,516	800,769
City Property	335,198	210,270	324,204	155,517	670,317	514,800
City Debt Service	303,718	471,184	-	-	-	-
Transfers	(56,552)	(65,495)	-	-	-	-
Labor and Supply Offset	(5,020,504)	(5,420,555)	(8,291,718)	(8,237,446)	(9,638,458)	(1,401,012)
Operating Transfers	-	-	(340,000)	(340,000)	(340,000)	-
Total	34,500,377	37,858,342	35,669,945	35,717,318	38,444,691	2,727,373

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
4th R Program	6,175,586	5,905,721	5,897,043	5,897,043	5,776,309	(120,734)
Ethel Macleod Hart Trust	-	-	-	-	825,000	825,000
General Fund	14,477,982	16,797,519	16,175,243	16,222,616	22,174,174	5,951,558
Golf	-	220,778	239,958	239,958	208,681	(31,277)
Laguna Creek Maint Dist	122,376	125,282	145,000	145,000	133,375	(11,625)
Land Park	103,026	105,956	139,000	139,000	139,000	-
Landscaping and Lighting	3,457,348	3,465,000	3,586,276	3,586,276	3,250,000	(336,276)
N Natomas Lands CFD 3	1,010,291	1,207,078	1,487,667	1,487,667	1,487,667	-
Neighborhood Park Maint CFD	1,050,000	1,081,500	1,150,000	1,150,000	1,200,000	50,000
Neighborhood Water Quality Dist	24,000	15,354	24,000	24,000	24,000	-
Park Development	465,335	644,786	192,600	192,600	192,600	-
Quimby Act	4,227	-	10,000	10,000	10,000	-
Railyards Maint CFD No 2014-04	-	-	5,000	5,000	5,000	-
Special Recreation	2,510,421	2,641,640	2,385,064	2,385,064	-	(2,385,064)
START	5,099,785	5,647,728	4,233,094	4,233,094	3,018,884	(1,214,210)
Total	34,500,377	37,858,342	35,669,945	35,717,318	38,444,691	2,727,373

Division Budget Summary

Parks and Recreation Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
4th R Division	6,175,586	5,905,721	5,861,043	5,861,043	6,486,288	625,245
Administrative Services Division	1,266,101	2,962,269	1,662,710	1,694,407	1,366,549	(327,858)
Neighborhood Services Division	-	-	680,150	703,287	705,838	2,551
Park Operations Division	10,769,971	11,528,629	12,757,397	12,682,392	13,245,846	563,454
Park Planning and Development Division	219,309	405,215	(21,769)	3,746	41,573	37,827
Recreation Operations Division	10,466,830	10,862,767	9,984,618	10,026,647	12,870,366	2,843,719
START Division	5,602,580	6,193,742	4,745,796	4,745,796	3,728,231	(1,017,565)
Total	34,500,377	37,858,342	35,669,945	35,717,318	38,444,691	2,727,373

Staffing Levels

Parks and Recreation Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
4th R Division	103.90	103.90	107.18	119.02	117.55	(1.47)
Administrative Services Division	10.40	11.40	11.40	11.40	10.00	(1.40)
Neighborhood Services Division	-	-	7.95	8.52	8.52	-
Park Operations Division	102.85	105.85	131.75	141.34	144.84	3.50
Park Planning and Development Division	8.00	8.00	8.00	8.00	9.00	1.00
Recreation Operations Division	193.71	199.11	209.07	279.65	284.65	5.00
START Division	142.30	142.30	123.15	139.99	108.45	(31.54)
Total	561.16	570.56	598.50	707.92	683.01	(24.91)

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Proposed Budget column. Midyear position changes may be reviewed on page 283.

PERFORMANCE MEASURES

Park Operations Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Park maintenance cost per acre	N/A	N/A	\$ 5,137	\$ 5,137

The Park Maintenance Division maintains in excess of 3,400 acres of open space, turf, landscape, structures, and park amenities citywide. Services provided by this division include mowing, weeding, litter removal, playground inspections, irrigation repair, and restroom cleaning.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of developed park acres maintained per FTE	N/A	N/A	23.18	21.92

The department has established minimum service levels to ensure safe and clean parks and facilities. To accomplish this, each FTE of Park Maintenance staff is generally assigned a service area. Any increase to park acreage, without a corresponding increase in staffing, has a direct impact on service levels. With the addition of 35.59 FTE Park Maintenance Worker positions in FY16, the department has been able to improve this ratio to approximately 23 acres per FTE. When all positions are filled, the expected goal is to achieve less than 22 acres per FTE.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of volunteer hours managed per developed park acre	N/A	N/A	0.88	1.0

Over 3,000 volunteer hours are regularly provided by various groups, including Adopt-a-Park, park ambassadors, and countless cemetery volunteers each month. Volunteers supplement the Department's routine park maintenance and beautification. Maintenance staff provides volunteer participants supervision, tools, garbage removal services, and horticultural expertise.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of safety calls responded to per Park Ranger	N/A	N/A	486	324

The Park Safety Rangers provide security response to service requests received via 311 calls, routinely patrol areas of all parks, and when requested provide security support to special events. In addition, Park Rangers frequently address issues regarding vagrancy, homeless camping, suspicious criminal activity, and emergency assistance within city park areas. As more safety staff positions are added, the distribution of workload along with response times improves. Regular, consistent patrols act as a crime deterrent thus reducing the amount of safety calls.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of irrigation service requests responded to per irrigation FTE	N/A	N/A	12.91	10

The Park Maintenance Division responds to irrigation service requests ranging from routine preventative maintenance to emergency mainline leaks. The number of irrigation requests responded to by staff can range from over 50 calls a month during the summer to less than 10 calls per month during the winter. Due to the ongoing drought restrictions, the division expects an increase in workload and demand for shorter response times to resolve leaks and/or water wasting issues.

Recreation Operations Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of respondents rating the quality of Measure U funded Middle School Intramural Sports Programs as good or excellent	N/A	100%	97%	99%

Funded by Measure U, the Intramural Sports Program offers students in grades 6-8 opportunities to engage in instructional sports clinics and leagues involving a variety of team sports. Sports such as flag football, basketball, tennis, kickball, ultimate frisbee, volleyball, and dodge ball are provided at five community centers and four middle schools. Students have the opportunity to learn fundamental skills and strategies of each sport, develop teamwork, and improve physical fitness through weekly instruction and practice.

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SECTION – 19 **Police**

Police

The mission of the Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City.

The Police Department is divided into four offices:

- Office of the Chief: Responsible for developing and communicating the vision of the Department. This office oversees the Public Information Office, Government Affairs, Internal Affairs, Fiscal Operations, Personnel, and special projects.
- Office of Operations: Responsible for Patrol and Communications.
- Office of Investigations: Responsible for developing information leading to the arrest of criminal offenders. This office also oversees Forensics, Records, and Property.
- Office of Specialized Services: Responsible for Contract Services, Training, Public Safety Information Technology, and the Metro Division, which includes specialty teams such as the K9 Unit and Special Weapons and Tactics (SWAT) team.

MEASURE U RESTORATIONS

Voter approval of Measure U in November 2012 has provided resources to protect and restore programs, services with the addition of 222.5 FTE in the Department. Since April 1, 2013, these resources have provided for the restoration of officers in field and operations, investigations, and federal grant match and retention requirements. In addition, funds have provided for the restoration of critical positions in forensics, communications, crime analysis, public counter services as well as the implementation of a hiring pipeline program.

As of March 21, 2016, 174.5 of the Measure U funded FTE positions have been filled. The Department is actively recruiting and backgrounding candidates to fill the remaining vacancies and anticipates filling all remaining vacancies during FY2016/17.

The FY2016/17 Measure U Budget for the Department totals approximately \$21 million and authority to fill 222.5 positions. The budget includes funding for the following:

- FY2015 U.S. Department of Justice Community-Oriented Policing Services Hiring Grant Match (Resolution 2015-0332, approved on October 27, 2015) – funding for the required grant match, retention and purchase of vehicles for fifteen additional positions.

- FY2015 Body-Worn Camera Pilot Implemental Program Grant (Resolution 2015-0333, approved on October 27, 2015) – funding for the required match to develop, implement and evaluate a body-worn camera program.
- ShotSpotter – funding to expand deployment of the audio gunfire detection system.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Improve the response to gunfire, by expanding the implementation of ShotSpotter.
 - ShotSpotter is a gunfire detection system able to pinpoint the location of a gunshot. This information is relayed to the Communications Center and all patrol units within the district in less than 60 seconds. This significantly increases the ability of the Department to respond to gunshots in a timely manner, solve the crime that has been committed, and recover the firearm. ShotSpotter notifications will be used to engage neighborhoods impacted by frequently unreported crimes involving guns. The Budget includes funds to expand the deployment of this technology into another area of the city negatively affected by high rates of gunfire.
- Strengthen partnerships with the community by assigning public safety services in smaller, more defined geographic locations. These smaller areas allow officers to develop meaningful connections with residents, businesses, schools, and community groups. The goal of these partnerships is to reduce crime, increase communication with residents, and work in partnership on quality of life issues.
- As part of the geographic policing model, area lieutenants will be deploying geographically specific plans with strategies for reducing crime, increasing community outreach and involvement, and improving quality of life. The plans include performance measures and metrics to gauge success and/or where plans need to be refined.
- As the Department continues to transition to the Geographic Policing Model, it has sought out technology solutions, including a partnership with Nextdoor.com, to enable it to expand the Department's ability to communicate with city residents. This social media program enables the Department to send and receive targeted communications to geographically distinct areas of the city. Moreover, it connects neighborhood residents with each other and takes the Neighborhood Watch program to the next level – Neighborhood Watch 3.0. Since starting this partnership, Nextdoor.com has become extremely popular and has grown to over 47,848 users.

- In 2013, the Department developed the Cops & Clergy Program with the goal of improving trust between the Department, the clergy, and the communities they serve. Trust is developed and nurtured through relationship building and positive actions. The Department has hosted two Minister Academies and has an additional academy scheduled. The Minister Academy is an eight-week extensive training for pastors and ministers in law enforcement procedures, tactics, and policies. Currently, 75 local pastors have been partnered with Gang Enforcement Team officers to contact at-risk youth and their families on a bi-weekly basis.
- Created a homeless IMPACT Team to improve outreach and engagement with those without housing. This Team is the City's initial point of contact with the chronic homeless in Sacramento. Team members seek out and engage those without housing, and for those that are willing, place them in the appropriate services.
- Developed a new Psychiatric Emergency Response Team (PERT) to provide emergency assessment and referral for individuals with mental illness who come to the attention of law enforcement. PERT pairs licensed mental health clinicians with uniformed law enforcement officers. The teams evaluate the situation, assess the individual's mental health condition and needs, and if appropriate, transports the individual to a hospital or other treatment center, or refers the individual to a community based resource or treatment facility.

INFRASTRUCTURE

- Continue to expand its use of video technology in an effort to prevent and solve crimes. Police Observation Devices (PODs) equipped with a combination of surveillance cameras and license plate readers have been affixed to city street light standards at various locations across the city. The primary goal of these devices is to serve as a highly visible crime deterrent, but recorded video can also be reviewed for potential evidence if a crime occurs. Additional PODS will be deployed across the city during FY2016/17.
- Developing a Real-Time Crime Center (RTCC). The RTCC will allow for the centralization of real-time information including POD camera feeds, crime patterns and activity, intelligence data, social media, and maps to share with field officers and detectives during developing situations. Information from the RTCC will be used to assist in emerging critical incidents and large planned and unplanned events. The availability of real time data analysis will allow for improved decisions making, more efficient and effective investigative follow up and crime prevention.
- Recognizing the importance and responsibility of using force in a judicious manner, the Department has purchased and is using two training simulators. The simulators use the latest technology to provide interactive training in a 180-degree virtual environment. The simulators assist both new and in-service personnel in developing the application of proper tactics, communication, and sound judgment in a variety of situations. The simulators will also be used as an opportunity to educate members of the public on unique challenges faced by law enforcement.

- Striving to increase officer efficiency and becoming less dependent on paper, the Department is implementing eCITATION technology. This new technology automates the citation issuance and routing process through the use of mobile citation devices and automated workflow. In addition, this new technology will improve crime analysis measures by providing traffic stop data not previously available.
- Recognizing the importance of transparency in policing activities, the Department has begun a pilot body-worn camera program to supplement the current use of in-car cameras. The pilot phase will include the testing of several different body camera solutions, an evaluation of equipment and storage capacity needs, policy development, and determining which units should wear the devices. On October 27, 2015, the City Council approved the acceptance of a \$600,000 grant award to assist in funding this pilot program. The budget plan includes matching funds totaling approximately \$860,000 over a two-year period (\$535,104, FY2016/17 and \$324,896, FY2017/18) to fulfill grant requirements and fully implement a body-worn camera pilot program.

INCLUSION

- Continue to expand the Hiring Pipeline Program to help transition young adults from, including but not limited to, the Criminal Justice Magnet Academy, Police Cadet Program, local junior colleges, and local universities, into careers in law enforcement.
- Recognizing that training is an essential aspect of effective law enforcement, the Department has partnered with Dr. Lorie Fridell of the Fair and Impartial Policing Group to bring multi-day training courses to Sacramento. The course takes an innovative approach to implicit bias and its effects on policing. The course helps Department employees recognize their conscious and implicit biases, and teaches how to implement unbiased behavioral responses. In addition, the Department has facilitated the implementation of procedural justice training throughout the Department. Procedural justice theory concerns the idea of making and implementing decisions according to fair processes.
- Assisting in the coordination of the SNL Program, a violence-reduction program targeting locations disproportionately impacted by violence. SNL provides positive summer programming for youth and families, hires and trains young adults from the community at-risk for gang involvement and/or gang violence, and focuses on inter-generational activities that foster a safer community.
- Partner with local community based organizations to provide training and mentoring, known as Links for Law Enforcement, to potential law enforcement applicants. The training encompasses multi-week sessions geared for a wide variety of targeted demographics. At the conclusion of the sessions, the graduates have a better understanding of the entire hiring process, as well as having acquired skills to assist with their ability to be a viable law enforcement candidate.

- Partner with CSUS and the Department are partnering to develop the Law Enforcement Candidate Scholars (LECS) Program. The two-year program is designed for upper class CSUS students who wish to pursue a career in local law enforcement. LECS provides classroom instruction combined with practical field work with assistance from the Department. At the conclusion of the program, successful students are placed into the police recruit academy. The students get unparalleled training, while the Department gets a diverse group of vetted, trained, college graduates.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Community Policing	Increase staffing in Forensics allowing the Department to redeploy Police Officers, currently performing forensic services, to patrol assignments.	General	-	1,654	4.00
Downtown Core Safety	Provide funds for Police Observation Devices (PODS), a server, and additional overtime to enhance downtown safety (\$200,000 ongoing and \$45,000 one-time).	General	-	245,000	-
Information Technology Infrastructure	Provide funds for mission-critical IT infrastructure (\$1.27 million ongoing and \$515,000 one-time).	General	-	1,785,000	-
Night Time Investigation Team	Add a Police Sergeant position for a night investigative team and delete an existing vacant Police Officer position.	General	-	48,480	-
Real Time Crime Center (RTCC)	Add a Police Sergeant position for the RTCC and delete 2.34 vacant Reserve Officer positions.	General	-	5,933	(1.34)
Subtotal General Fund \$			-	\$ 2,086,067	2.66
Body-Worn Camera (BWC) Pilot	Provide funds to fulfill the first year match requirements for the BWC Pilot Implementation Program grant approved by the City Council (R2015-0333).	Measure U	-	\$ 535,104	-
Community Policing-Twenty Year Plan to Reach 2.0 Officers per 1,000 Residents	Provide match funds for the 15.0 FTE Police Officer positions awarded under the FY15 COPS Hiring Program grant previously authorized by City Council (\$766,000). Includes funding for five additional patrol vehicles (\$300,000).	Measure U	-	\$ 1,066,000	-
ShotSpotter Expansion	Provide funds to expand deployment of the ShotSpotter audio gunfire detection system.	Measure U	-	\$ 210,000	-
Subtotal Other Funds \$			-	\$ 1,811,104	0.00
Total Change \$			-	\$ 3,897,171	2.66

Department Budget Summary

Police Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	124,311,870	129,008,420	135,911,511	136,623,528	144,411,596	7,788,068
Other Services and Supplies	9,760,684	12,470,634	8,748,586	8,747,454	11,010,355	2,262,901
City Property	236,199	529,016	2,746,636	258,743	2,022,743	1,764,000
City Debt Service	41,679	-	-	-	-	-
Transfers	(1,030,220)	(494,890)	(272,360)	(272,360)	(272,360)	-
Labor and Supply Offset	(12,438,155)	(17,105,292)	(23,272,135)	(23,278,085)	(24,933,390)	(1,655,305)
Operating Transfers	(3,354)	-	1,416,280	1,416,280	-	(1,416,280)
Total	120,878,703	124,407,888	125,278,518	123,495,560	132,238,944	8,743,384

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
General Fund	120,370,052	123,785,821	124,616,020	122,833,062	131,505,596	8,672,534
Interdepartmental Service	-	113,594	117,423	117,423	187,037	69,614
Risk Mgmt	508,650	508,473	545,075	545,075	546,311	1,236
Total	120,878,703	124,407,888	125,278,518	123,495,560	132,238,944	8,743,384

Note: The significant budget increases in property, and services and supplies are the result of fleet and multi-year operating project (MYOP) funding that are moved from the operating budgets to the MYOPs after adoption of the budget.

Division Budget Summary

Police Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Operations Division	41,301,598	45,220,255	47,301,042	45,090,205	51,501,005	6,410,800
Investigations Division	19,766,443	21,260,408	20,668,534	20,732,979	20,858,330	125,351
Office of the Chief Division	4,073,786	4,906,679	4,251,293	4,312,335	4,670,447	358,112
Specialized Division	55,736,875	53,020,546	53,057,649	53,360,041	55,209,162	1,849,121
Total	120,878,703	124,407,888	125,278,518	123,495,560	132,238,944	8,743,384

Staffing Levels

Police Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Operations Division	401.30	441.30	496.80	499.80	517.80	18.00
Investigations Division	146.00	155.00	147.00	147.00	149.00	2.00
Office of the Chief Division	28.00	27.00	29.00	29.00	29.00	-
Specialized Division	384.66	366.66	360.00	374.00	356.66	(17.34)
Total	959.96	989.96	1,032.80	1,049.80	1,052.46	2.66

PERFORMANCE MEASURES

Department-wide

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Part 1 Crimes Reported per 1,000 Residents	41.5	39.2	42	41.5

Part 1 Crimes Reported per 1,000 Residents		
Ranking*	City	Residents
1	San Diego	25.5
2	San Jose	28.3
3	Los Angeles	30.4
4	Anaheim	32.7
5	Long Beach	36.3
6	Sacramento	41.9
7	Bakersfield	47.3
8	Fresno	48
9	San Francisco	69.7
10	Oakland	78

*Top ten Cities in California by Population – Calendar Year

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Part 1 Crimes Reported per Sworn FTE Position	29	31.7	31.8	31.3

Workload Measure Ranking*	City	Part 1 Crimes Reported per Sworn FTE	Sworn FTE per 1,000 Residents
1	Los Angeles	12	2.5
2	San Diego	18.6	1.3
3	Long Beach	21.8	1.6
4	San Francisco	27.7	2.5
5	San Jose	29.5	0.9
6	Anaheim	30.3	1
7	Sacramento	32.5	1.2
8	Fresno	34.8	1.3
9	Oakland	44.7	1.7
10	Bakersfield	46.9	1

*Population based on 2014 UCR Population Data

The measure of crime is an indication of the overall safety in a community. Safe neighborhoods and safe public spaces create a sense of well-being to citizens and visitors. Crime rate comparisons to similarly-sized California cities provide a baseline to measure progress in controlling crime. The universal benchmark of crime is referred to as Part 1 crime. Part 1 crimes are reported to the U.S. Department of Justice as part of the Uniform Crime Reporting (UCR) system and include: Homicide, Rape, Robbery, Aggravated (Felony) Assault, Burglary, Larceny (Theft), Motor Vehicle Theft, and Arson.

The Part 1 crimes per thousand residents' calculation include total reported Part 1 crimes and population statistics provided annually through the UCR system. The Part 1 crimes per 1,000 residents ranking is based on 2015 calendar year data. The Part 1 crime per sworn position measure is based on fiscal year Part 1 crime data and authorized position counts. The Part 1 crime per sworn FTE ranking is based on 2015 calendar year data. The ranking of Part 1 crime reported per sworn FTE and sworn FTE per 1,000 residents can be used as a workload measure comparison.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage sworn SPD employees who are women or minorities	39%	39%	39%	40%
Percentage of new hires into sworn or Hiring Pipeline Program vacancies that are women or minorities	43%	46%	60%	51%

The Department recognizes that a workforce that mirrors the community it serves is important. The Department has developed a four-point plan to specifically increase diversity. The four areas are marketing, recruiting, process improvements and establishment of a Hiring Pipeline Program. The first measure reflects the percentage diversity among all Department employees. Currently, approximately 39 percent of sworn employees are women or minorities. The Department has managed to increase its' sworn diversity numbers despite the attrition of many diverse employees. The second measure reflects the percentage of new hires into sworn and Hiring Pipeline vacancies. In FY2016/17, the SPD anticipates continuing to increase the number of women and minority new hires into sworn and Hiring Pipeline vacancies. The "spike" of diverse hires in FY16 reflects the initial startup of the pipeline program, where a large number of diverse employees were hired in the Student Trainee and Reserve Community Service Officer positions.

Field Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Key measure in minutes				
Average response time for priority calls	11.88	11.88	12.89	12.80

The timely arrival of a police officer to a reported crime is vital to prevent injury or death, apprehend suspected criminals, identify witnesses and evidence, and enhance the solvability of the crime. The SPD prioritizes all calls for service with emergency and in-progress crimes given the highest priority. The response time of all calls is tracked by the SPD Communications Center. The projections for the remainder of FY2015/16 and FY2016/17 are based on current trends. The SPD anticipates that response times will be reduced in future years as sworn vacancies are filled and new police officers are trained. Comparable jurisdictional data is not available as each agency uses different criteria and policies governing the definition of priority calls for service.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of 911 calls answered within 10 seconds	75%	75%	77%	76%

The faster a call to 911 is answered the faster units can be dispatched and made available at the scene of an emergency. The industry standard is 10 seconds. Call answer times are tracked by the SPD Communications Center. The projection for the remainder of FY2015/16 fiscal year is based on prior month averages. The projection for FY2016/17 is based on past monthly averages and anticipated call volumes. Actual results will vary depending on the call volume and available staffing.

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SECTION – 20
Public Works

Public Works

We improve and maintain our public assets and transportation infrastructure with pride, dedication, and integrity to enrich and sustain the quality of life for the citizens of Sacramento and our region.

The **Public Works Department** focuses on delivering public projects in a timely manner, addressing the parking needs of residents and commuters, maintaining transportation infrastructure, planning for long-range transportation needs, maintaining the City's urban forest, managing the City's fleet, facilities and real property assets, and recycling and solid waste services. These services are the responsibility of the following divisions:

- Office of the Director: Responsible for long-range and regional transportation planning, special projects, transportation policy, department-wide support, employee enrichment, and citywide mail services.
- Engineering Services: Responsible for funding, project development, design and construction, survey and inspection, plan check, and maps.
- Facilities and Real Property Management: Responsible for facility maintenance, design and construction, real estate, ADA barrier removal and sustainability.
- Fleet Services: Responsible for purchases, maintenance and management of all fleet assets, and citywide fueling infrastructure.
- Maintenance Services: Responsible for roads and bridges, concrete assets, streetscapes, advanced planning, tree health and maintenance, and right-of-way coordination.
- Parking Services: Responsible for parking enforcement, parking meters, retail lease space, parking garages and lots, and operation of the Sacramento Marina.
- Recycling and Solid Waste Services: Responsible for recycling and refuse collection, yard waste collection, household hazardous waste collection, household junk pickup, street sweeping, illegal dumping cleanup, and landfill post-closure maintenance and monitoring.
- Transportation: Responsible for traffic operations, design, management, studies, entitlements, education, investigation, traffic signs and markings, and traffic signals and street lighting.

A detailed five-year forecast for the Parking Fund and the Solid Waste Fund are included in the Forecast section of this document.

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Converted the City's entire inventory of over 9,000 mast arm street lights to energy efficient light-emitting diodes (LED). Reduces energy consumption and carbon footprint, consistent with the City's sustainability goals. Equipped each mast-arm street light to provide a platform for future innovative street light control and communication network to be deployed.
- Installed hybrid pedestrian signal systems and rapidly flashing beacons to enhance public safety at more than 10 previously uncontrolled pedestrian crossing locations.
- Implemented a program to identify and construct projects to improve energy efficiency in community centers, libraries, and swimming pools.
- Develop a process for the permitting of urban agriculture on surplus City property.
- Expanded alternative fuel/advanced technology vehicle purchases by working with manufacturers and local dealers to identify vehicles with leading edge technology to incorporate into the City's fleet. Committed to leasing two Toyota Mirai sedans, which utilize hydrogen fuel-cell technology and produce zero carbon emissions.
- Converted one-third of the Pavement Management System metrics from non-standard to the current industry standard.
- Investigate the benefits and feasibility of utilizing different "green" resurfacing strategies such as Cool Paving and Hot-in-Place Recycling
- Developed and piloted a new on-street tiered-based pricing program (SPOTZone) to give drivers flexibility to remain legally parked at one location for a longer period of time.
- Developing a smartphone application to allow drivers to find available parking near their destinations, to pre-pay or reserve off-street parking, and to provide navigation to the location.
- Implementing new technology to secure cash revenue in parking meters and off-street parking facilities.
- Utilizing key performance indicators such as vehicle load weight, tonnage, and customer participation rates to optimize the efficiency of solid waste collection routes and improve customer service.

- Deployed three high definition surveillance cameras with real-time monitoring capability to facilitate the apprehension and prosecution of illegal dumpers.
- Partnered with the Sacramento Police Department on the installation of police observation devices (POD) at key locations to enhance safety. The program received a Motorola Excellence in Technology Innovation award from the California Police Chiefs Association.

INFRASTRUCTURE

- The Cosumnes River Boulevard/I-5 Interchange and Extension Project has been completed. Cosumnes River Boulevard now extends from Franklin Boulevard to Freeport Boulevard and includes a new interchange at I-5, a bridge crossing over Morrison Creek and Union Pacific Railroad, 3.5 miles of new multi-lane roadway, on-street bike lanes, 8-foot wide sidewalks, street lights and landscaping. These improvements will reduce traffic congestion along Mack Road, provide direct access to two adjoining light rail transit stations, and provide access to the Delta Shores development site.
- Connecting the Land Park and Curtis Park neighborhoods, and improving access to Sacramento City College with the Sacramento City College Pedestrian/Bicycle Overcrossing Project.
- Continued construction of Railyards improvements. Extended F and G Streets from 7th Street to 5th Streets.
- Completed a backlog of approximately \$1.5 million in facility reinvestment projects.
- Utilized grant funding to expand alternative fueling infrastructure by installing two additional liquefied natural gas (LNG) tanks and completing site improvements for two existing LNG tanks at the Meadowview City Service Complex.
- Resurfaced 10 lane miles of Class 1 Bike Trails (one-sixth of the citywide Class 1 Bike Trails) at a cost of \$16,133 per mile.
- Commenced a three-year plan to re-inventory trees located in the transportation right-of-way.
- Install at least 10 Cal-Sense Smart Irrigation Controllers in median streetscapes to minimize water waste while preserving streetscape vegetation health.
- Deploying a comprehensive Parking Access and Revenue Control System in City parking garages to allow for customer pre-payment and account self-management, and availability signage on the garage exteriors.
- Working regionally to improve the appearance of commercial waste and recycling bins in downtown and midtown Sacramento by increasing enforcement, consolidating collection services, and delivering a uniform and improved system for street waste and recycling receptacles.
- Installed count-down pedestrian displays at over 80 intersections within the Central City to enhance pedestrian safety.

INCLUSION

- Implemented a new online solid waste service day finder and reminder system that can now view, download, and print a service calendar specific to a resident's address. Gives residents the option to create customized service alerts by text or email.
- Continue to revitalize the R Street corridor with collaborative effort between City, residents, Capitol Area Development Authority, and local developers.
- Coordinate GIS mapping during special events and during construction of projects within the City right-of-way to inform the public of possible impacts on streets.
- Completed agreement for funding and execution of the Take-charge Sacramento Zero-Emission (ZEV) and Plug-In Electric Vehicle (PEV) Infrastructure Implementation Plan between the City, SMUD, County of Sacramento Department of General Services, Sacramento County Airport System, and the Sacramento Metropolitan Air Quality Management District (SMAQMD). (This agreement between agencies is a commitment to prepare the region for an increased number of electric vehicles by developing and implementing a PEV infrastructure implementation plan.)
- Completed additional Stakeholders Advisory Committee and City working group meetings for the tree ordinance update in order to streamline urban forestry policies, ensure a consistent application of best management practices, and focus the policies on outcomes that will contribute to the sustainability of the City's urban forest.
- Continue to partner with the Sacramento Regional Conservation Corps for right-of-way maintenance, supporting Sacramento's largest youth workforce training program for young adults 18 to 25 years of age.
- Update sidewalk repair web page for public access requirements, standards, prevailing wage and payment assistance options.
- Expanded use of social media to provide regular updates to citizens and customers about parking programs and changes.
- Partnered with owners of private parking facilities to increase the City-managed parking supply to provide more options for available parking.
- Implemented a citywide plastic bag ban ordinance and an award winning, multi-language educational campaign that included site visits to over 100 retailers.
- Established a low-income rate assistance program to offset solid waste rate increases.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Engineering Services	Delete a vacant Senior Engineering Technician and add an Engineering Technician III to align current workload with the job classification.	General	-	(5,593)	0.00
Engineering Services	Transfer a vacant Program Analyst position to Community Development from Public Works to support Animal Care administration.	General	-	(103,182)	(1.00)
Engineering Services	Transfer a vacant position from Public Works to IT for the administration of 311.	General	-	(78,020)	(1.00)
Facilities & Real Property Management	Add an Electronic Maintenance Technician II to support the City's Electrical Safety Program added with the FY2015/16 Midyear Budget to ensure compliance with OSHA requirements. Includes one-time funding for a vehicle and equipment.	General	(55,243)	154,242	1.00
Facilities & Real Property Management	Eliminate a Facilities & Real Property Superintendent to streamline operations.	General	(80,833)	(134,732)	(1.00)
Facilities & Real Property Management	Transfer a Program Specialist to Public Works from Human Resources to support the City's ADA Program.	General	-	124,784	1.00
Maintenance Services	Delete a vacant Supervising Engineer and add a Senior Engineer to align current workload with the job classification.	General	-	(13,917)	0.00
Parking Services	Transfer a Parking Division Customer Service Supervisor and associated offsets from Public Works to Finance for the oversight of parking permits and tickets.	General	(93,333)	93,333	(1.00)
Subtotal General Fund			\$ (229,409)	\$ 36,915	(2.00)
Parking Services	Add 3.0 FTE positions (1.0 Administrative Technician, 1.0 Accountant Auditor, and 1.0 Customer Service Specialist) to address increased parking management services including the number of lots and garages managed, marketing of commercial properties, brand recognition, publications, wayfinding signage, and website maintenance.	Parking	-	258,309	3.00
Recycling & Solid Waste - Seasonal Collection	Add ten 0.33 Sanitation Worker II positions for leaf season (typically October–January).	Solid Waste	-	175,000	3.30
Subtotal Other Funds			\$ -	\$ 433,309	6.30
Total Change			\$ (229,409)	\$ 470,224	4.30

Department Budget Summary

Public Works Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	58,463,120	60,226,723	68,277,460	68,750,312	69,369,689	619,377
Other Services and Supplies	64,386,149	63,870,428	68,419,972	65,887,437	69,872,591	3,985,154
City Property	9,097,642	10,212,320	20,889,569	14,084,260	20,361,046	6,276,786
City Debt Service	1,828	348	-	-	-	-
Transfers	198,484	189,248	-	-	-	-
Labor and Supply Offset	(15,893,836)	(17,059,528)	(17,134,316)	(17,134,316)	(17,410,519)	(276,203)
Operating Transfers	5,406,704	8,348,860	8,189,000	8,189,000	8,800,500	611,500
Total	121,660,090	125,788,400	148,641,685	139,776,693	150,993,307	11,216,614

Department Budget Summary (continued)

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
12th Street Maint Benefit Area	6,551	10,358	13,224	13,224	13,100	(124)
Cal EPA	10,985	7,882	-	-	-	-
Citation I-5 Maintenance	30,129	31,180	25,000	25,000	25,000	-
Community Center	1,089	-	-	-	-	-
Del Paso Nuevo Landscaping CFD	10,831	15,074	14,740	14,740	14,350	(390)
Fair Share Contributions	(3,432,020)	-	-	-	-	-
Fleet Management	34,460,928	34,301,419	37,970,526	37,970,526	38,179,418	208,892
Gas Tax 2106	10,066,898	7,681,715	9,030,402	9,010,750	9,507,347	496,597
General Fund	10,056,121	9,846,754	11,536,561	10,589,450	11,050,018	460,568
Interdepartmental Service	1,834,152	1,891,737	2,225,126	2,225,126	2,101,794	(123,332)
Laguna Creek Maint Dist	29,004	47,626	43,296	43,296	43,200	(96)
Land Park	-	10,919	20,000	20,000	20,000	-
Landscaping and Lighting	9,657,888	10,398,650	11,059,097	11,059,097	10,738,768	(320,329)
Marina	-	704,728	725,996	765,996	762,860	(3,136)
N Nat Lndscp 99-02	320,407	350,087	353,196	353,196	336,263	(16,933)
N Natomas Lands CFD 3	314,188	446,000	418,205	418,205	410,500	(7,705)
Neighborhood Lighting Dist	31,702	20,860	20,860	20,860	20,860	-
Neighborhood Water Quality Dist	26,180	41,666	38,433	38,433	24,995	(13,438)
New Measure A Maintenance	6,092,213	7,834,214	8,648,189	8,648,189	8,442,429	(205,760)
Northside Subdiv Maint Dist	3,596	3,533	4,410	4,410	4,075	(335)
Parking	11,152,712	10,989,711	11,923,896	11,855,298	11,872,199	16,901
Power Inn Rd Md 2003-01	7,653	8,283	6,386	6,386	5,313	(1,073)
Private Development	152,700	-	-	-	-	-
Prop 1B - Local Street & Road	110,648	-	-	-	-	-
Railyards Maint CFD No 2014-04	-	-	45,000	45,000	48,440	3,440
Recycling and Solid Waste	39,405,720	39,786,250	52,842,514	45,204,231	56,053,280	10,849,049
Solid Waste Grant Reimbursement	-	-	251,000	-	-	-
State Route 160	5,266	1,781	-	2,103	-	(2,103)
State Route 275	153,335	125,289	161,814	179,363	-	(179,363)
Storm Drainage	195,000	195,000	195,000	195,000	195,000	-
Subdiv Lndscpg Maint Dist	390,650	281,712	292,395	292,395	254,738	(37,657)
Traffic Safety	459,897	654,027	670,200	670,200	764,629	94,429
Village Garden N.-Mtce Dist #1	25,127	16,518	18,826	18,826	14,454	(4,372)
Willowcreek Assmnt Md	12,136	6,371	11,600	11,600	11,600	-
Willowcreek Lndscpng CFD	68,402	79,057	75,793	75,793	78,676	2,883
Total	121,660,090	125,788,400	148,641,685	139,776,693	150,993,307	11,216,614

Note: The significant budget increases in property, and services and supplies are the result of fleet and multi-year operating project (MYOP) funding that are moved from the operating budgets to the MYOPs after adoption of the budget.

Division Budget Summary

Public Works Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Engineering Services Division	(3,881,700)	(1,079,278)	(193,035)	(113,967)	(221,130)	(107,163)
Facilities & Real Property Mgmt Division	5,410,102	4,935,889	4,788,083	4,497,504	4,684,741	187,237
Fleet Management Division	34,460,928	34,301,419	37,970,526	37,970,526	38,179,418	208,892
Maintenance Services Division	17,843,483	18,481,148	20,323,792	19,758,718	19,914,626	155,908
Marina Division	-	704,728	725,996	765,996	762,860	(3,136)
Office of the Director	2,406,125	2,394,793	3,791,843	3,235,568	2,752,077	(483,491)
Parking Services Division	16,734,232	17,054,315	18,502,454	18,905,360	19,461,992	556,632
Recycling & Solid Waste Division	39,952,921	40,367,540	53,751,233	45,861,950	56,688,880	10,826,930
Transportation Division	8,733,998	8,627,846	8,980,793	8,895,038	8,769,842	(125,196)
Total	121,660,090	125,788,400	148,641,685	139,776,693	150,993,307	11,216,614

Staffing Levels

Public Works Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Engineering Services Division	80.00	80.00	77.00	77.00	76.00	(1.00)
Facilities & Real Property Mgmt Division	65.00	65.00	66.00	66.00	65.00	(1.00)
Fleet Management Division	87.00	87.00	87.00	87.00	86.00	(1.00)
Maintenance Services Division	125.25	125.25	125.00	125.00	123.00	(2.00)
Marina Division	-	7.80	6.80	6.80	6.80	-
Office of the Director	18.00	18.00	20.00	20.00	17.00	(3.00)
Parking Services Division	123.25	122.25	122.25	122.25	123.25	1.00
Recycling & Solid Waste Division	153.00	153.00	158.00	158.00	159.30	1.30
Transportation Division	69.00	70.00	70.00	70.00	69.00	(1.00)
Total	720.50	728.30	732.05	732.05	725.35	(6.70)

PERFORMANCE MEASURES

Facilities & Real Property Management Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of all facility work order requests completed within the performance standard	N/A	40%	60%	65%

The facility maintenance staff has been working with limited staffing levels since the downturn of the economy in 2008. This makes it difficult to complete work orders within the established performance standards. Work order categories include “emergency” with a one-day performance standard, “priority” with a seven-day performance standard, and “standard” with a 30-day performance standard.

Fleet Management Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of City vehicles available at 6 AM	93%	94.8%	94%	93%

This measure indicates what percentage of overall City vehicles are available to operators for City services. The division is collecting information to measure staffing ratios and estimated service demands for each shop to appropriately staff each shop to sustain adequate vehicle availability.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of fleet that uses alternative fuels	20%	21.2%	23%	26%

The California Global Warming Solutions Act of 2006 (Assembly Bill 32) requires California to reduce its GHG emissions to 1990 levels by 2020. From 2005 to 2013, through multiple sustainability initiatives, the City’s Fleet Management Division reduced GHG emissions by 36 percent. The Division has a goal to increase zero emission vehicles in the City fleet by three percentage points each year and procure alternative fuel vehicles where feasible.

Maintenance Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of roads with a Pavement Quality Index (PQI) above 70 (good rating)	41.5%	41%	41%	65%

The Maintenance Services Division is responsible for the City’s street infrastructure system which includes over 3,065 lane miles of paved roadway. The Maintenance Services Division’s goal is to work towards ensuring that the city’s roadways receive a PQI above 70.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of 311 service requests for potholes responded to within 48 hours	N/A	44%	90%	95%

The Maintenance Services Division is responsible for the street infrastructure system which includes the maintenance of 3,065 lane miles of paved roadway. Patching potholes is an essential service and on average, the Maintenance Services Division patches 1,452 potholes per month. Our customer commitment is to respond to 311 complaints for potholes within 48 hours of receiving the request.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percentage of tree inventory pruned per annual cycle	N/A	125%	85%	90%

The City’s Urban Forestry Program maintains, sustains and enhances Sacramento’s tree canopy through a variety of programs. Urban Forestry staff (internal and contractors) prune 890 trees monthly on average consistent with our goal of maintaining a less than seven-year pruning cycle for all of our 75,000 plus public trees.

Marina Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Marina slips occupancy rate	60%	59%	70%	85%

The Sacramento Marina has 475 available boat slips, which can accommodate boats varying in length from 25 to 50 feet. Historically, the Marina had an average 94 percent occupancy rate; however, during the Great Recession the occupancy rate dipped as low as 44 percent. With the improved economy, new management, and new amenities in place, the Marina has seen double digit increases in occupancy rates.

Parking Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Revenue generated per parking meter	\$699	\$953	\$1,219	\$1,532

The Parking Division is responsible for the collection and maintenance of over 5,800 paid on-street parking spaces within the Central City. It is estimated that within the next five years, the meter program will expand its infrastructure by adding 500 new paid spaces, implementing Dynamic Based Pricing models, adjusting rates to market conditions, and increasing the hours of operation. Throughout the City, it is estimated that the parking meters have 6.5 million customer transactions per year.

Recycling & Solid Waste Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Percent of City collected waste diverted from landfill	40%	44.2%	43.8%	44%

California state law requires that at least 50 percent of the waste generated within the city limits be diverted from landfills. While the percent of City-collected residential waste diverted from landfill is below the State threshold (as shown above), as a jurisdiction, the City government collection rate exceeds the state requirement at 64 percent diversion. The difference is largely due to the recycling of construction and demolition material collected by commercial waste haulers, which is not part of the City's residential collection service. City-collected residential waste diversion percentages are estimated to increase through FY2014/15 and FY2015/16 as customers adjust to the residential collection program changes made in July 2013. Educating customers on proper recycling is central to seeing these percentages grow.

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 Goal
Number of complaints of missed pickups (per 10,000 containers)	7.31	6.98	7.12	7.1

In a given year, Sanitation Workers service almost 17 million garbage, recycling, and yard waste containers. Complaints of missed collections represent the highest volume of solid waste related calls to City 311; however, the actual number of verifiable service misses represents only a fraction of one percent of the total containers collected annually. The total number of complaints of missed pickups per 10,000 containers serviced spiked in FY2013/14 due to changes in service implemented in July 2013. Missed pickups are now declining as understanding of the revised residential collection programs improves.

21

SECTION – 21 **Utilities**

Utilities

The Department of Utilities provides dependable, high quality water, storm drainage, and wastewater services in a fiscally and environmentally sustainable manner.

The **Department of Utilities (DOU)** provides and maintains water, wastewater, and storm drainage services and facilities for its customers, city ratepayers. These services are crucial to safeguard the health and safety of the public, support economic development, protect the environment, and improve the quality of life in our city. DOU works in conjunction with other City departments as well as regional, state, and federal agencies in the maintenance, development, and rehabilitation of water resources infrastructure.

DOU is organized into three operating divisions: Operations and Maintenance, Engineering and Water Resources, and Business and Integrated Planning. This organizational structure allows for increased collaboration across business functions and enables the DOU to focus efforts on customer priorities. Additionally, there are three sections under the Office of the Director reflecting the commitment to local and regional policy involvement, education and stakeholder outreach, and planning for current and future generations by protecting, preserving and enhancing water resources, the environment, and the community.

Detailed five-year forecasts for each of the utility enterprise funds are included in the Forecast section of this document.

On March 29, 2016, the City Council approved four-year rate increases for the Water (10% per year) and Wastewater (9% per year) Funds to support continued investment in the long-term strategy approved by the City Council in 2012 that focused on:

- Investment in the City's water and wastewater capital and regulatory programs
- Maintaining reliable and high quality service
- Moving the City toward industry best practices for infrastructure replacement and maintenance
- Complying with legislative and regulatory mandates and regulations
- Ensuring environmental compliance

INNOVATION, INFRASTRUCTURE, AND INCLUSION

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- Continue to replace vehicles with alternative fuel, or hybrid vehicles, where feasible.

- Accelerate utilization of GIS tools to increase efficiencies in operations and maintenance.
- Invest in equipment and training for emergency preparation.
- Obtained a Water Energy Grant, for the maximum amount of \$2.5 million, to continue work on the District Metered Area Pilot project, in four district-metered areas within disadvantaged communities. Provides the Department with a tool to assess water savings, determining which parts of the distribution system are experiencing the highest level of leakage, and determining areas that have limited leakage so that resources can be targeted to the greatest effect. Selected areas will provide the greatest benefit to low-income and disadvantaged residents who have limited resources to address service leaks.

INFRASTRUCTURE

- Accelerate installation of residential water meters so all residents can track water conservation and strive to achieve conservation goals.
- Continue system capacity improvements in the Combined Sewer System (CSS).
- Upgrade critical Information Technology functions including the Customer Information System (CIS) that controls the DOU billing functions.

INCLUSION

- Hold focus groups and neighborhood meetings to discuss infrastructure improvements in neighborhoods and provide outreach to the community on rate adjustments. The focus of this outreach in FY2016/17 will be the storm drainage system.
- Continue to partner with local high schools, community colleges, and CSUS to provide opportunities for student internships, especially for disadvantaged youth.

BUDGET CHANGES

Program	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Engineering & Water Resources	Add an Instrument Technician II to support security infrastructure and water treatment plant systems and an Associate Electrical Engineer to administer regulatory reporting for facilities, offset by reductions in services and supplies.	Water	199,733	199,733	2.00
Information Technology	Transfer 6.0 FTE (1.0 IT Supervisor, 3.0 Department Systems Specialists I and II and 2.0 Senior Department Systems Specialists) to the Information Technology Department (IT) for the citywide consolidation of IT positions.	Water	-	\$ (919,002)	(6.00)
Information Technology	Transfer 15.0 FTE (2.0 IT Supervisor, 2.0 Program Specialists, 1.0 Systems Engineer, 1.0 Data Entry Technician, 2.0 IT Support Specialist II, 1.0 Senior IT Support Specialist, 1.0 Senior Department Systems Specialist, 1.0 Senior Engineering Technician and 4.0 GIS Specialist II and III) to the Information Technology Department (IT) for the citywide consolidation of IT positions.	Wastewater	-	(1,587,169)	(15.00)
Operations	Increase revenues and expenditures and 1.0 Customer Service Specialist based on the rate increase approved by Council in March 2016 and combine 2 -0.5 Customer Service Representative positions to 1.0 FTE.	Water	9,118,892	1,581,436	1.00
Operations	Add 4.0 FTE positions (1.0 Senior Plant Operator, 1.0 Plant Operator, and 2.0 Senior Maintenance Workers) and increase services and supplies funding for water filtration monitoring at the water treatment plants.	Water	-	421,154	4.00
Operations	Add 2.0 Utilities Operation & Maintenance Service Workers to support regulatory and safety compliance measures.	Water	-	158,612	2.00
Operations	Increase revenues and expenditures based on the rate increase approved by Council in March 2016.	Wastewater	2,739,597	425,937	-
Supervisory Control and Data Acquisition	Add an IT Supervisor to provide oversight and accountability, offset by reductions to services and supplies.	Water	149,446	149,446	1.00
Water Quality	Add an Administrative Technician for water assurance reporting and testing.	Water	-	78,915	1.00
Total Change			\$12,207,668	\$ 509,062	(10.00)

Department Budget Summary

Utilities Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	49,027,870	52,719,356	57,802,633	57,802,633	58,051,302	248,669
Other Services and Supplies	26,327,856	28,132,862	42,141,074	34,959,116	40,347,264	5,388,148
City Property	1,325,087	997,391	4,792,446	1,736,446	3,400,372	1,663,926
Transfers	(176,933)	(2,066,333)	-	-	-	-
Labor and Supply Offset	2,139,388	787,354	109,925	109,925	66,440	(43,485)
Operating Transfers	17,339,792	18,961,076	18,108,794	18,108,794	19,473,508	1,364,714
Total	95,983,061	99,531,706	122,954,872	112,716,914	121,338,886	8,621,972

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Community Center	-	4,983	4,983	4,983	4,983	-
Fleet Management	203,375	180,374	147,729	147,729	147,729	-
General Fund	8,138	74,946	122,410	122,410	122,410	-
Golf	12,760	4,940	8,550	8,550	8,550	-
Landscaping and Lighting	59,169	40,880	80,000	80,000	40,000	(40,000)
N Natomas Lands CFD 3	437,159	185,121	319,733	319,733	300,000	(19,733)
Neighborhood Water Quality Dist	1,241	211	5,000	5,000	3,000	(2,000)
Northside Subdiv Maint Dist	-	-	10,000	10,000	8,000	(2,000)
Parking	198	1,359	1,359	1,359	1,359	-
Recycling and Solid Waste	1,882,393	1,823,235	1,812,212	1,812,212	1,737,768	(74,444)
Storm Drainage	24,781,477	27,973,640	31,998,746	29,785,084	31,023,967	1,238,883
Storm Drainage Grant Reimbursement	-	-	1,112,000	-	-	-
Township 9 CFD No. 2012-06	-	-	1,000	1,000	-	(1,000)
Wastewater	19,644,903	18,977,075	26,009,646	22,520,716	24,406,121	1,885,405
Water	48,939,388	50,246,895	61,169,700	57,882,532	63,514,999	5,632,467
Water Grant Reimbursement	-	-	136,198	-	-	-
Willowcreek Assmnt Md	12,859	18,046	15,606	15,606	20,000	4,394
Total	95,983,061	99,531,706	122,954,872	112,716,914	121,338,886	8,621,972

Note: The significant budget increases in property, and services and supplies are the result of fleet and multi-year operating project (MYOP) funding that are moved from the operating budgets to the MYOPs after adoption of the budget.

Division Budget Summary

Utilities Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Business & Integrated Planning Division	6,573,000	7,159,919	8,277,566	8,277,566	7,990,033	(287,533)
Engineering & Water Services Division	11,101,809	11,713,282	14,176,306	14,134,506	12,789,206	(1,345,300)
Office of the Director - DOU	28,041,635	29,519,314	43,185,100	33,103,942	41,004,659	7,900,717
Operations & Maintenance Division	50,266,617	51,139,192	57,315,900	57,200,900	59,554,988	2,354,088
Total	95,983,061	99,531,706	122,954,872	112,716,914	121,338,886	8,621,972

Staffing Levels

Utilities Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Business & Integrated Planning Division	66.00	72.18	71.18	71.18	63.18	(8.00)
Engineering & Water Services Division	115.50	115.72	125.72	125.72	114.72	(11.00)
Office of the Director - DOU	7.00	9.00	9.00	9.00	9.00	-
Operations & Maintenance Division	328.00	327.50	332.00	332.00	341.00	9.00
Total	516.50	524.40	537.90	537.90	527.90	(10.00)

PERFORMANCE MEASURES

Engineering & Water Services Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 ¹ Goal
# water meters installed/year	2,781	6,900	17,200	1,100

¹ Implementation of the accelerated meter program is contingent upon proposed rate adjustments to be approved by Council. Upon rate adoption, the FY17 goal will be 25,000.

The number of water meters installed is monitored to gauge the City’s progress toward meeting the State mandate that all water utility customers have meters installed no later than 2025. In February 2015 Council approved an acceleration of the City’s meter program, which is expected to result in the City meeting the State mandate by December 2020¹. Water meter installation supports the City’s Sustainability Master Plan by improving water conservation awareness through metered billing with a monthly statement of water usage to customers, enhances leak detection and furthers the City’s progress toward implementing the CA Urban Water Conservation Council Best Management Practices.

Office of the Director Division

Key Measure	FY14 ¹ Actuals	FY15 Actuals	FY16 ² Target	FY17 Goal
% water conservation achieved (year-over-year)	6%	22%	26%	25%

¹ For drought and state reporting purposes the City measures conservation achieved on a calendar year basis. For calendar year 2014, 18.8% water conservation when measured against calendar year 2013.

² From March 2015 to February 2016, the City was mandated to achieve 28% water conservation. The City achieved over 28% water conservation for the same period.

The percentage of water conservation achieved citywide is not only a required performance measure to comply with State mandates for water conservation, but also a key performance indicator to measure effectiveness of the Department’s water conservation outreach and enforcement efforts. The 26 percent target² for FY16 is based not only on continuing efforts in relation to the drought, but also on the Department’s goal to comply with the Governor’s Executive Order of 2016.

Operations & Maintenance Division

Key Measure	FY14 Actuals	FY15 Actuals	FY16 Target	FY17 ¹ Goal
# of sanitary sewer (wastewater) overflows	3.71	2.76	2.53	2.53
	per 100 miles	per 100 miles	per 100 miles	per 100 miles

¹ The terms of the consent decree described below require the City to reduce its SSO’s to 5 per 100 miles of pipe by FY17.

The number of sanitary sewer overflows (SSOs) is measured to ensure regulatory compliance and to gauge the effectiveness of operational activities and capital improvements that have been implemented to achieve this compliance. The primary permit with respect to the separated system is the waste discharge requirements permit issued by the state Water Resources Control Board. The goal of this permit is to minimize SSOs from the separated system. Additionally, the City must also comply with the requirements of a consent decree entered into on January 9, 2012, in which the City

agreed to meet specified SSO reduction standards by implementing specific operational activities and capital improvements through a multi-year funding plan. The consent decree requires that the City reduce its SSOs to five per 100 miles of pipe by FY2016/17, which was achieved ahead of schedule.

22

SECTION – 22

Citywide and Community Support

Citywide and Community Support

Debt Service

The **Debt Service Program** finances the cost of capital improvements through revenue bonds, capital leases, notes payable, or advances from other funds. Debt service payments are generally made in semi-annual installments. This budget contains debt service payments for all funds.

Consistent with prior Council direction approximately \$400,000 in revenues from the sale and lease of properties at the auto dealership sites on Fulton Avenue have been included to reduce General Fund bond debt expenses associated with the 2006 Series B Capital Improvement Revenue Bonds (CIRBs).

Department Budget Summary

Debt Service Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Other Services and Supplies	42,205	61,299	-	-	-	-
City Debt Service	93,012,128	100,111,562	94,715,725	127,283,542	103,404,912	(23,878,630)
Labor and Supply Offset	30,000	-	-	-	-	-
Total	93,084,333	100,172,861	94,715,725	127,283,542	103,404,912	(23,878,630)

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
2002 Cap Impr Bds Debt Service	2,240,355	90,914	96,944	96,944	-	(96,944)
2002 Capital Improv. Revenue Bonds	-	5,418	-	-	-	-
2005 Refunding Revenue Bonds	1,597,524	3,579,923	3,572,413	3,572,413	-	(3,572,413)
2006 CIRBs (Refunding) Ser E	104,466	104,466	104,466	104,466	104,466	-
2006 CIRBs Ser A (CRCIP)	2,589,588	2,299,036	2,186,612	2,186,612	-	(2,186,612)
2006 CIRBs Ser B (CRCIP)	1,572,976	1,606,525	1,522,986	1,522,986	1,519,022	(3,964)
2006 CIRBs Ser C	(7)	-	-	-	-	-
2014 ESC Lease Revenue Bonds	-	(2,031,201)	(3,335,000)	249,259,466	9,371,841	(239,887,625)
4th R Program	20,000	-	-	-	-	-
91/85cop Lt.Rail Debt Serv.	39,199	-	-	-	-	-
Community Center	7,968,288	9,960,770	10,194,037	10,194,037	10,190,953	(3,084)
Debt Service - 2003 CIRBs	(18)	-	-	-	-	-
Debt Service - Other City Debt	102,599	102,599	102,599	102,599	102,599	-
Debt Service-1991/87cop	46,598	-	-	-	-	-
Debt Service-93 Series A	33,503	24,855	-	-	-	-
Debt Service-93 Series B	82,413	267,964	200,000	200,000	-	(200,000)
Fleet Management	81,794	95,189	97,070	97,070	95,018	(2,052)
General Fund	23,558,713	23,693,980	23,983,596	23,833,596	27,267,392	3,433,796
Golden 1 Center	-	-	-	(223,130,100)	-	223,130,100
Golf	1,184,085	1,183,549	1,181,956	1,181,956	1,167,891	(14,065)
Kings-Arco Arena Acquisition	5,485,417	5,599,302	5,767,979	6,317,979	5,758,070	(559,909)
Landscaping and Lighting	582,265	585,143	580,788	580,788	580,538	(250)
Marina	659,885	659,885	1,321,731	1,321,731	1,321,731	-
N. Natomas Financial Plan	6,832,275	-	-	-	-	-
NNFP Public Facilities Fee	-	5,763,280	1,888,387	1,888,387	1,311,957	(576,430)
NNFP Reg Park Land Acquisition	-	432,725	422,046	422,046	1,000,696	578,650
Parking	5,255,185	8,740,100	7,201,392	9,904,843	7,076,945	(2,827,898)
Recycling and Solid Waste	4,433,565	4,127,571	3,793,773	3,793,773	3,394,936	(398,837)
Storm Drainage	3,640,466	3,661,884	3,662,004	3,662,004	3,657,909	(4,095)
Wastewater	1,064,101	2,473,326	3,034,884	3,034,884	3,032,831	(2,053)
Wastewater Revenue Bonds	1,054,336	9,570	-	-	-	-
Water	22,852,972	27,093,719	27,135,062	27,135,062	26,450,117	(684,945)
Water Revenue Bonds	1,792	42,368	-	-	-	-
Total	93,084,333	100,172,861	94,715,725	127,283,542	103,404,912	(23,878,630)

Division Budget Summary

Debt Service Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
2013 Debt Service Water Revenues	9,732,269	14,012,750	14,016,625	14,016,625	14,016,000	(625)
2013 Wastewater Revenue Bonds	1,054,336	1,405,331	1,955,431	1,955,431	1,955,431	-
2014 ESC Lease Revenue Bonds Division	-	2,833,549	-	32,167,817	14,871,841	(17,295,976)
2015 Refunding Revenue Bonds	-	-	-	-	24,772,612	24,772,612
Debt Serv-02 Ref Cop and 91pf 1131 Division	3,436,938	3,436,938	3,436,942	3,436,942	3,436,939	(3)
Debt Service - 2005 Refunding Division	21,743,307	22,269,485	23,285,496	23,285,496	(1)	(23,285,497)
Debt Service-2006 Cirbs Ser B Division	3,961,525	3,983,753	3,957,471	3,957,471	3,955,738	(1,733)
Debt Service-2006 Cirbs Ser D Division	11,097,300	11,094,142	11,091,683	11,091,683	9,573,954	(1,517,729)
Debt Service-Dbw (Docks) Division	102,599	102,599	102,599	102,599	102,599	-
Debt Service-Miscellaneous Division	30,936,716	34,212,187	30,799,099	31,199,099	24,961,729	(6,237,370)
Debt Svc-1999 Cap Imp Bds 1131 Division	-	1,111	-	-	-	-
Debt Svc-2002 Cirb 1131 Division	5,530,577	1,218,264	302,400	302,400	-	(302,400)
Kings and Arco Arena 1131 Division	5,488,767	5,602,752	5,767,979	5,767,979	5,758,070	(9,909)
Total	93,084,333	100,172,861	94,715,725	127,283,542	103,404,912	(23,878,630)

Citywide Support

This section includes programs that are not part of any department's direct operating expenditures. Examples of the programs included in this section are provided below:

Employee Benefits and Insurance

- General Insurance/Employee Services – This program pays for the costs of: (1) comprehensive auto and general liability insurance, property insurance, insurance consultant fees, and related self-insurance administration services and (2) employee vacation and sick leave termination expenses. In the General Fund termination payoffs are budgeted at an estimated level. At year-end, funds are transferred from this program to reimburse department costs.
- The Risk Fund is in the second year of a three-year smoothing process to right-size revenues as recommended by the City's actuarial consultant. The increase in contributions is necessary to offset increasing costs related to insurance premiums and cost of claim settlements.
- Miscellaneous Contract Implementation – The budget includes:
 - \$10.7 million (\$9 million in General Funds) to cover the cost of retiree/beneficiary health and dental insurance premiums for approximately 2,000 retirees.
 - \$8.6 million (\$5.9 million in General Funds) for the City's contribution to SCERS, required to ensure the continued stability of the program. There were 1,136 participants in SCERS as of March 1, 2016.
 - \$0.36 million in General Funds for unrepresented employee labor adjustments.

Citywide Maintenance Contracts and Utilities

- Maintenance and Support Contracts – This budget covers the major contracts and support for the City's human resources and financial systems (eCAPS). The costs for non-General Fund operations are recovered through the cost allocation plan. Based on a review of prior year actuals, no change to this budget is recommended.
- Multi-tenant City-owned Buildings – This budget covers the cost of utilities at the various City-owned buildings. The costs for non-General Fund operations are recovered through the City's cost allocation plan. Based on a review of prior year actuals, the budget was increased by approximately \$500,000.

Miscellaneous

- Elections – The City elections budget (\$300,000) is used to fund the cost of regular and special elections, as well as increased costs associated with special ballot measures and petition verification. Based on a review of prior year actuals, no change to this budget is recommended.

- Litigation – This budget covers the cost of citywide litigation, used annually as necessary. Based on a review of prior year actuals, the budget was increased by \$10,000.
- RASA – In response to AB 26, the City became the recognized RASA effective February 1, 2012, for all non-housing functions and obligations. As the RASA, the City is entitled to be reimbursed for administrative costs associated with managing the transfer of non-housing assets, legal concerns, cash and debt management, and other administrative obligations. Under AB 26, the administrative budget to pay for staff costs to perform RASA duties is limited to 3 percent of the property tax allocated to the RASA. The City is reimbursed for staff in the City Attorney’s Office, Finance, and other departments that provide support to RASA. The total reimbursement budgeted in FY2016/17 is budgeted at \$363,000. It is important to note that this estimate may change based on the California Department of Finance approval of semi-annual Recognized Obligation Payment Schedules.
- Utility Rate Assistance Program (URAP) – The Budget Resolution adopted by the City Council on June 12, 2012, established the URAP (I14130100) to offset the impact of the approved water and wastewater utility rate increases on low-income customers. It was increased in FY2015/16 to offset the impact of approved Solid Waste increases on low-income customers. After three years of the program a review has indicated that the funding provided far exceeds program needs. DOU is reviewing the program to determine additional ways to provide assistance. Funding of approximately \$2.4 million will provide sufficient support for the existing program and the opportunity to grow the program in FY2016/17.

Revenues and Taxes

- Major Tax Revenues – All discretionary tax revenues including property tax, sales tax, and UUT.
- Other Program Support – The City's TOT rate is currently 12 percent. The General Fund receives two percent of the 12 percent tax rate; the balance goes to the Community Center Fund.
- Sacramento County Charges and Assessments – State law authorizes counties to charge other local government entities for the cost of assessing and collecting property tax revenues, for property-related assessments including flood control, and for costs associated with county jail operations (jail booking fees). In addition, the city pays its fair share of property based assessment districts and taxed on property owned by the city but located outside of the city boundaries.

Community Support

The City provides administrative and financial support to various local and regional operations.

City/County Joint Effort

- City/County Office of Metropolitan Water Planning (CCOMWP, 4.0 FTE) – The Water Fund provides reimbursements to CCOMWP for the City's share of costs associated with this joint effort with the County of Sacramento and other cost-share partners. The City recovers the costs associated with providing administrative and financial support to CCOMWP.

Separate Legal Entities

- Sacramento Local Agency Formation Commission (LAFCo, 1.0 FTE) – The LAFCo and Finance Department administrative and financial support to LAFCo is fully reimbursed.

Local Partners

The following is a list of our local partners and the City's contribution that is included in the Budget.

- SCVB - \$1.8 million
The SCVB receives \$1.4 million from the 10 percent TOT that is deposited in the Community Center Fund (amount and increases are voter approved) and \$473,248 from the two percent TOT allocated to the General Fund.
- SMAC - \$377,758
Total funding to SMAC is \$527,758; Citywide and Community Support contains \$377,758 and the Convention and Cultural Services Department has the remaining \$150,000. As a result of a change to the FY2014/15 funding agreement with the County of Sacramento, the administrative support of \$150,000 was redirected in the County agreement to the Cultural Arts Awards. To continue supporting SMAC administration, City funds were moved to the Convention and Cultural Services Department. The FY2016/17 budget includes an additional \$100,000 to SMAC provided the County of Sacramento confirm a matching contribution.
- SPLA - \$15,045,944
The SPLA has opened three new facilities within the City of Sacramento since 2009: Valley Hi-North Laguna (August 2009), North Natomas (January 2010), and Robbie Waters Pocket Greenhaven (August 2010). At the same time, the City reduced its support by more than 20 percent. Because the SPLA is operating 12 City facilities with a budget designed for nine, service levels are tightly managed.

Since 2009, the SPLA has managed budget reductions through a combination of efforts, including freezing vacant positions; laying off staff; eliminating or

reducing expenditures for overtime, security, on-call and temporary staff; reducing evening hours in all locations; making labor concessions; and renegotiating service agreements. Despite these reductions, the SPLA continues to use funds from its reserves to operate all 12 City facilities. The result is that the SPLA's reserves are dangerously low. With the inevitable depletion of these funds, additional reductions may be necessary.

In FY2016/17, the City's two parcel taxes for library services will provide approximately \$7.4 million, an increase of almost \$200,000 from FY2015/16. These parcel taxes are Measure X, originally approved by voters in 1996 and reauthorized in 2006, and Measure B, a supplemental tax approved by voters on June 4, 2014. Additionally, the General Fund provides approximately \$7.1 million for library services. Measure X includes a maintenance of effort (MOE) provision that requires prior-year reductions to library funding to be restored if the City provides additional funding to its non-public safety programs. On March 12, 2013, the Council authorized an increase in library funding (\$506,061) using Measure U funds in order to restore the libraries to the required MOE funding levels. Continuation of the required funding to comply with the MOE is included in the Measure U funding chart included in the Overview.

On June 7, 2016, residents of the City of Sacramento approved the renewal of Measure X, the parcel tax that provides approximately 33 percent of the funding needed to operate City libraries. While the parcel tax is critical to sustaining library operations, services will continue to suffer if the long-term structural deficits are not addressed. The SPLA will continue its prudent approach to maintain library services at current levels in FY2016/17. However, if no additional support is available in future years, the SPLA will be faced with choices that will result in reductions in hours or services.

Citywide and Community Support Budget Summary

Citywide and Community Support Budget Summary	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Employee Services	26,159,793	22,305,794	59,606,875	29,201,712	65,300,661	36,098,949
Other Services and Supplies	44,161,232	50,223,447	60,298,533	53,111,702	63,147,364	10,035,662
City Property	70,142	36,592	1,364,900	332,173	649,400	317,227
Transfers	-	32,778	-	-	-	-
Labor and Supply Offset	(1,774,389)	(1,702,136)	13,155	13,155	12,110	(1,045)
Contingency	-	-	1,000,001	990,387	1,000,000	9,613
Operating Transfers	(336,085)	195,367	(131,394)	(471,394)	(140,374)	331,020
Total	68,280,693	71,091,842	122,152,070	83,177,735	129,969,161	46,791,426

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
4th R Program	16,113	15,885	21,997	21,997	41,731	19,734
Art In Public Places Projects	-	-	-	-	271,000	271,000
Community Center	1,283,049	1,342,829	1,470,368	1,572,144	1,518,945	(53,199)
Crocker Master Tr-General	-	-	210,000	-	210,000	210,000
City/Cnty Office-Water Planning	776,820	437,013	799,803	799,803	1,056,765	256,962
Del Paso PBID	-	-	35,000	35,000	35,000	-
Del Paso Prop & Business Imprv	367,778	365,988	359,593	478,465	478,465	-
Development Services	32,173	55,297	-	-	-	-
Downtown Management District	2,706,551	2,604,960	2,604,960	2,715,203	2,715,203	-
Downtown Plaza PBID	-	-	55,000	33,205	33,205	-
Fleet Management	163,183	154,803	173,564	173,564	460,847	287,283
Franklin Blvd PBID	-	-	57,124	58,578	58,578	-
Franklin Boulevard PBID	135,540	139,681	139,681	138,362	138,362	-
Gas Tax 2106	-	-	140,000	-	140,000	140,000
General Fund	43,741,870	43,240,762	52,560,836	52,521,486	55,168,660	2,647,174
Greater Broadway PBID	255,375	261,090	261,090	276,095	276,095	-
Habitat Management Element	601,933	905,379	1,410,487	1,410,487	445,003	(965,484)
Innovation and Growth	-	-	-	-	200,000	200,000
Interdepartmental Service	576,226	1,209,802	1,432,376	1,432,376	1,203,793	(228,583)
Library Services Parcel Tax	4,845,996	6,860,277	7,224,460	7,224,460	7,410,344	185,884
Mack Road PBID	399,217	408,082	401,253	648,374	648,374	-
Marina	553	-	-	-	-	-
Measure U	506,061	506,061	40,293,921	506,061	44,601,149	44,095,088
Midtown Sacramento PBID	653,891	659,071	659,071	680,467	680,467	-
N Natomas Transp Mgmt Assoc	1,103,233	1,090,628	1,100,000	1,100,000	1,200,000	100,000
Oak Park PBID	234,667	232,920	232,920	238,327	238,327	-
Old Sacramento PBID	-	-	175,000	166,000	166,000	-
Parking	192,759	151,584	257,682	277,534	267,168	(10,366)
Power Inn Area Prop & Business	496,289	494,688	494,688	526,028	526,028	-
Private Development	88,648	44,390	-	-	-	-
Recycling and Solid Waste	1,599,680	1,596,067	1,561,162	1,611,895	1,618,443	6,548
Risk Mgmt	11,760	13,500	14,664	17,382	16,294	(1,088)
Sac Tourism Marketing District	4,559,637	5,106,961	5,076,400	5,076,400	5,076,400	-
Sacramento Tourism PBID	6,602	-	-	-	-	-
Sheraton MOPA Project	118,883	159,480	-	-	-	-
START	4,312	4,724	7,751	7,751	8,612	861
Stockton Blvd BIA	-	-	46,520	61,838	61,838	-
Stockton Blvd PBID	338,602	310,947	310,947	320,779	320,779	-
Storm Drainage	486,528	584,585	547,787	687,145	572,103	(115,042)
The River District PBID	368,084	442,243	447,687	469,415	469,415	-
Wastewater	480,340	439,676	406,529	434,965	423,920	(11,045)
Water	1,113,293	1,233,661	1,145,513	1,411,452	1,193,808	(217,644)
Worker's Compensation	15,047	18,807	16,236	44,697	18,040	(26,657)
Total	68,280,693	71,091,842	122,152,070	83,177,735	129,969,161	46,791,426

Note: The significant budget change between FY2015/16 and FY2016/17 is the result of fleet and multi-year operating project (MYOP) funding that is moved from the operating budgets to the MYOPs after budget adoption

Division Budget Summary

Citywide and Community Support Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Citywide Support Division	13,848,000	15,787,845	64,700,874	16,967,510	70,345,803	53,378,293
Community Support Division	23,560,360	26,134,376	32,936,835	34,252,437	33,203,660	(1,048,777)
County Property Taxes & Charges	2,342,702	2,363,240	2,450,000	2,450,000	2,480,000	30,000
Fund Contingency Division	-	500,000	1,000,001	990,387	1,000,000	9,613
Major Tax Revenues Division	4,909,994	6,219,511	400,000	400,000	400,000	-
Retired/Transfer Emp Benefit 1530	23,619,637	20,086,871	20,664,360	28,117,401	22,539,698	(5,577,703)
Total	68,280,693	71,091,842	122,152,070	83,177,735	129,969,161	46,791,426

Staffing Levels

Citywide and Community Support Division Budgets	FY2013/14 Actuals	FY2014/15 Actuals	FY2015/16 Approved	FY2015/16 Amended	FY2016/17 Approved	Change More/(Less) Approved/Amended
Community Support Division	23.00	21.00	5.00	5.00	5.00	-
Total	23.00	21.00	5.00	5.00	5.00	-

Reserves

Administrative Contingency

- The General Fund Administrative Contingency may be used during the course of the year, in accordance with Sections 3, 4, and 6 of the Budget Resolution, to adjust budgets for unforeseen expenses. The Administrative Contingency is \$1 million.

EUR

- The EUR was established in FY1983/84 and in June 2011 the City Council adopted a goal of having 10 percent of annual General Fund revenues in the EUR. On April 26, 2016 the City Council adopted an Economic Uncertainty Reserve Policy (included in the Financial Policies section) which established:
 - A minimum reserve level of 10% of budgeted General Fund revenues; and
 - A goal of achieving and maintaining two months of regular on-going General Fund expenditures in the reserve.

The EUR balance is estimated to be \$38.967 million on July 1, 2016, which is approximately 9 percent of estimated FY2016/17 General Fund revenues. This does not include an estimate from FY2015/16 year-end results. The budget as approved by Council includes the authority to transfer the “triple flip” (Proposition 57) true-up payment from the State of California, estimated at \$4.2 million, to the EUR when received. This payment will bring the EUR to the minimum 10% reserve level for the first time.

Other Sources and Uses

- Other sources and uses in the general, enterprise, internal and other governmental funds total \$9.5 million. The General Fund budget includes the use of:
 - \$105,000 from the arts stabilization reserve that will be appropriated in the General Fund for the arts stabilization program;
 - \$240,000 from billboard revenues for Council District projects in Districts 2 (\$120,000), 4 (\$60,000), and 8 (\$60,000);
 - \$250,000 from the homelessness commitment which will be used to fund the Homeless Housing Initiative (I02000200);
 - \$500,000 from FY2015/16 capital project closures;
 - \$606,500 in one-time IGT revenues that are restricted to the provision of medical services to fund the ALS Equipment Program (F12000200); and
 - \$3.8 million in GEMT/IGT revenues to cover a portion of the shortfall in the Fire Station Replacement Program (F13000800).

Beginning Fund Balances

- Beginning Fund balances of the general, enterprise, internal, and other governmental funds total \$286.9 million which represent available resources from the FY2014/15 CAFR and anticipated activity in FY2015/16. In the General Fund the beginning fund balance is the result of unallocated FY2014/15 year-end results (\$1.2 million), and the return of one-time funds from the Utility Rate Assistance Program (\$6.4 million) in FY2014/15.

Ending Fund Balances

- Projected ending fund balances of the general, enterprise, internal, and other governmental funds total \$247.8 million and are listed individually in this document in Schedule 2B - Detail of FY2016/17 Revenues, Appropriations, and Changes in Fund Balance. The available balance of enterprise and internal service funds may only be used for the specific purpose of the individual fund.

23

SECTION – 23 **Staffing**

	FY2015/16 Amended	FY2016/17 Approved	Change
Mayor/Council			
Assistant City Auditor	1.00	1.00	-
Auditor	2.00	2.00	-
Chief of Staff to the Mayor	1.00	1.00	-
City Auditor	1.00	1.00	-
City Council	4.00	4.00	-
Executive Assistant	12.00	12.00	-
Fiscal Policy Analyst	1.00	1.00	-
Independent Budget Analyst	1.00	1.00	-
Mayor	1.00	1.00	-
Senior Auditor	1.00	2.00	1.00
Senior Council Representative	8.00	8.00	-
Senior Fiscal Policy Analyst	1.00	1.00	-
Special Assistant to the Mayor	1.00	1.00	-
Staff Aide	2.00	2.00	-
Total	37.00	38.00	1.00

	FY2015/16 Amended	FY2016/17 Approved	Change
City Attorney			
Assistant City Attorney	2.00	2.00	-
City Attorney	1.00	1.00	-
Deputy City Attorney II	3.00	3.00	-
Investigator	1.00	1.00	-
Law Office Administrator	1.00	1.00	-
Legal Secretary	7.00	7.00	-
Legal Staff Assistant	1.00	1.00	-
Paralegal	2.00	2.00	-
Paralegal Technical Support	1.00	1.00	-
Senior Deputy City Attorney	21.00	21.00	-
Senior Legal Staff Assistant	1.00	1.00	-
Special Assistant to City Attorney	1.00	1.00	-
Supervising Deputy City Attorney	3.00	3.00	-
Supervising Legal Secretary	2.00	2.00	-
Total	47.00	47.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
City Clerk			
Assistant City Clerk	2.00	2.00	-
City Clerk	1.00	1.00	-
Council Operations Manager	1.00	1.00	-
Deputy City Clerk	6.00	6.00	-
Program Specialist	2.00	2.00	-
Senior Deputy City Clerk	2.00	2.00	-
Staff Assistant - Mayor/Council	1.00	1.00	-
Total	15.00	15.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
City Manager			
Administrative Analyst	1.00	1.00	-
Assistant City Manager	2.00	2.00	-
Assistant to the City Manager	1.00	1.00	-
City Manager	1.00	1.00	-
Director of Governmental Affairs	1.00	1.00	-
Director of Public Safety & Accountability	1.00	1.00	-
Executive Assistant	2.00	2.00	-
Media & Communications Officer	1.00	1.00	-
Media & Communications Specialist	1.00	1.00	-
Program Specialist*	2.00	1.00	(1.00)
Senior Advisor to the Mayor	3.00	3.00	-
Special Projects Manager*	1.00	2.00	1.00
Total	17.00	17.00	-

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
City Treasurer			
Administrative Analyst	1.00	1.00	-
Banking Operations Manager	1.00	1.00	-
Chief Investment Officer	1.00	1.00	-
City Treasurer	1.00	1.00	-
Investment Officer	1.00	1.00	-
Investment Operations Analyst	1.00	1.00	-
Senior Debt Analyst	2.00	2.00	-
Senior Investment Officer	1.00	1.00	-
Treasury Analyst	2.00	2.00	-
Treasury Assistant	1.00	1.00	-
Treasury Manager	1.00	1.00	-
Total	13.00	13.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Community Development			
Account Clerk II	4.00	4.00	-
Accountant Auditor	1.00	1.00	-
Accounting Technician	3.00	3.00	-
Administrative Analyst	2.00	2.00	-
Administrative Assistant	2.00	2.00	-
Administrative Technician	1.00	2.00	1.00
Animal Care Services Manager	1.00	1.00	-
Animal Care Technician	15.00	15.00	-
Animal Control Officer I	3.00	3.00	-
Animal Control Officer II	6.00	6.00	-
Applications Developer*	1.00	-	(1.00)
Assistant Architect	1.00	1.00	-
Assistant Civil Engineer	-	1.00	1.00
Assistant Planner	4.00	4.00	-
Associate Civil Engineer	1.00	1.00	-
Associate Planner	14.00	14.00	-
Building Inspector II*	6.00	9.00	3.00
Building Inspector III	31.00	31.00	-
Building Inspector IV*	7.00	8.00	1.00
Chief Animal Control Officer	1.00	1.00	-
Chief Building Official	1.00	1.00	-
Code Enforcement Manager	1.00	1.00	-
Code Enforcement Officer	16.00	17.00	1.00
Code & Housing Enforcement Chief	1.00	1.00	-
Customer Service Representative*	13.00	16.00	3.00
Customer Service Specialist	6.00	6.00	-
Customer Service Supervisor	1.00	1.00	-
Department Systems Specialist II	1.00	-	(1.00)
Deputy Chief Building Official	1.00	1.00	-
Development Services Technician I*	4.00	6.00	2.00
Development Services Technician II	2.00	2.00	-
Director of Community Development	1.00	1.00	-
GIS Specialist III	1.00	-	(1.00)
IT Supervisor	1.00	-	(1.00)
IT Support Specialist I*	1.00	-	(1.00)

	FY2015/16 Amended	FY2016/17 Approved	Change
Community Development (continued)			
Junior Development Project Manager*	3.00	4.00	1.00
Junior Planner	2.00	2.00	-
Painter	1.00	1.00	-
Permit Services Manager	1.00	1.00	-
Planning Director	1.00	1.00	-
Principal Building Inspector	2.00	2.00	-
Principal Planner*	4.00	5.00	1.00
Program Analyst	5.00	6.00	1.00
Program Manager	2.00	2.00	-
Program Specialist	2.00	3.00	1.00
Registered Veterinary Technician	2.00	2.00	-
Senior Accountant Auditor	1.00	1.00	-
Senior Accounting Technician	1.00	1.00	-
Senior Animal Care Technician	2.00	2.00	-
Senior Animal Control Officer	1.00	1.00	-
Senior Applications Developer	1.00	-	(1.00)
Senior Architect	1.00	1.00	-
Senior Code Enforcement Officer	4.00	4.00	-
Senior Department Systems Specialist	1.00	-	(1.00)
Senior Development Project Manager	2.00	2.00	-
Senior Engineer	1.00	1.00	-
Senior Planner	7.00	7.00	-
Staff Aide (Supervisory)	1.00	1.00	-
Supervising Building Inspector*	5.00	6.00	1.00
Supervising Engineer	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Systems Engineer	1.00	-	(1.00)
Typist Clerk II	1.00	1.00	-
Urban Design Manager	1.00	1.00	-
Veterinarian	2.00	2.00	-
Youth Aide	1.00	1.00	-
Zoning Investigator	3.00	2.00	(1.00)
Total	219.00	227.00	8.00

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
Convention and Cultural Services			
Accounting Technician	1.00	1.00	-
Administrative Analyst	4.00	4.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	3.00	3.00	-
Administrative Technician	-	1.00	1.00
Archivist	2.00	2.00	-
Art Museum Registrar	1.00	1.00	-
Arts Administrator	1.00	1.00	-
Arts in Public Places Specialist	1.00	1.00	-
Arts Program Assistant	2.00	2.00	-
Arts Program Coordinator	2.00	2.00	-
Assistant Box Office Supervisor	2.00	2.00	-
Associate Curator of Art	1.00	1.00	-
Booking Coordinator	2.00	2.00	-
Community Center Attendant I	19.94	19.94	-
Community Center Attendant II	7.00	7.00	-
Convention Center General Manager	1.00	1.00	-
Cultural Facilities Attendant	1.00	-	(1.00)
Curator of Art	1.00	1.00	-
Curator of Education	1.00	1.00	-
Curator of History	1.00	1.00	-
Customer Service Specialist	1.00	1.00	-
Deputy Convention Center General Manager	1.00	1.00	-
Director of Convention & Cultural Services	1.00	1.00	-
Events Associate	10.00	10.00	-
Events Coordinator	1.25	1.25	-
Events Duty Person	2.00	2.00	-
Events Services Manager	2.00	2.00	-
Events Services Supervisor	6.00	5.00	(1.00)
Facilities & Real Property Superintendent	-	1.00	1.00
Historic District Manager	1.00	1.00	-
IT Manager	1.00	-	(1.00)
Lead Events Associate	2.00	2.00	-
Marina Aide	1.20	1.20	-
Mechanical Maintenance Supervisor	1.00	1.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Convention and Cultural Services (continued)			
Metropolitan Arts Manager	1.00	1.00	-
Museum Security Supervisor	1.00	1.00	-
Program Manager	1.00	1.00	-
Senior Personnel Transaction Coordinator	1.00	1.00	-
Staff Aide (Management)	1.00	1.00	-
Stagehand I	4.00	4.00	-
Stagehand II	1.00	1.00	-
Stationary Engineer	5.00	5.00	-
Supervising Community Center Attendant	3.00	3.00	-
Systems Engineer	2.00	-	(2.00)
Ticket Seller	7.30	7.30	-
Typist Clerk II	1.00	1.00	-
Typist Clerk III	1.00	-	(1.00)
Zoo Attendant I	3.00	3.00	-
Zoo Attendant II	2.00	2.00	-
Total	119.69	115.69	(4.00)

	FY2015/16 Amended	FY2016/17 Approved	Change
Economic Development			
Administrative Assistant	1.00	1.00	-
Director of Economic Development	1.00	1.00	-
Economic Development Manager	1.00	1.00	-
Junior Development Project Manager	2.00	2.00	-
Senior Development Project Manager	6.00	6.00	-
Staff Aide (Management)	-	1.00	1.00
Total	11.00	12.00	1.00

	FY2015/16 Amended	FY2016/17 Approved	Change
Finance			
Account Clerk II	8.00	7.00	(1.00)
Accountant Auditor	1.00	1.00	-
Accounting Manager	1.00	1.00	-
Accounting Technician	1.00	2.00	1.00
Administrative Analyst	3.00	3.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Administrative Technician	4.00	4.00	-
Budget Manager	1.00	1.00	-
Claims Collector	6.00	6.00	-
Customer Service Representative	15.00	15.00	-
Customer Service Specialist	2.00	2.00	-
Customer Service Supervisor	1.00	2.00	1.00
Director of Finance	1.00	1.00	-
Enforcement and Collections Supervisor	1.00	1.00	-
GIS Specialist II	1.00	-	(1.00)
Operations Manager	1.00	1.00	-
Payroll Technician	4.00	4.00	-
Principal Accountant	3.00	3.00	-
Principal Budget Analyst	2.00	2.00	-
Procurement Services Manager	1.00	1.00	-
Program Analyst	5.00	5.00	-
Program Manager	1.00	1.00	-
Program Specialist	3.00	4.00	1.00
Revenue Manager	1.00	1.00	-
Senior Accountant Auditor	8.00	8.00	-
Senior Accounting Technician	1.00	1.00	-
Senior Budget Analyst	2.00	2.00	-
Senior Management Analyst	1.00	1.00	-
Senior Staff Assistant	1.00	1.00	-
Special Districts Manager	1.00	1.00	-
Typist Clerk II	1.00	1.00	-
Typist Clerk III	2.00	2.00	-
Total	86.00	87.00	1.00

	FY2015/16 Amended	FY2016/17 Approved	Change
Fire			
Account Clerk II	3.00	3.00	-
Administrative Analyst	6.00	7.00	1.00
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Administrative Technician	4.00	4.00	-
Applications Developer	1.00	1.00	-
Assistant Civil Engineer	1.00	1.00	-
Cache Logistics Coordinator	2.00	2.00	-
Customer Service Representative	2.00	2.00	-
EMS Coordinator	1.00	1.00	-
Fire Assistant Chief	5.00	5.00	-
Fire Battalion Chief	11.00	11.00	-
Fire Captain	112.00	112.00	-
Fire Chief	1.00	1.00	-
Fire Deputy Chief	3.00	3.00	-
Fire Engineer	103.00	103.00	-
Fire Investigator I	5.00	5.00	-
Fire Investigator II	1.00	1.00	-
Fire Marshal	-	1.00	1.00
Fire Prevention Officer I	3.00	3.00	-
Fire Prevention Officer II	11.00	11.00	-
Fire Service Worker	3.00	3.00	-
Firefighter	363.00	363.00	-
GIS Specialist III	1.00	1.00	-
Investigator	1.00	1.00	-
Principal Systems Engineer	1.00	1.00	-
Program Analyst	2.00	2.00	-
Program Specialist	1.00	1.00	-
Senior Accountant Auditor	1.00	1.00	-
Senior Fire Prevention Officer	3.00	3.00	-
Senior IT Support Specialist	1.00	1.00	-
Senior Telecommunications Technician	1.00	1.00	-
Staff Aide	3.00	3.00	-
Staff Aide (Management)	1.00	1.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Fire (continued)			
Stores Clerk I	-	2.00	2.00
Supervising Fire Service Worker	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Typist Clerk II	8.00	8.00	-
Typist Clerk III	5.00	5.00	-
Total	674.00	678.00	4.00

	FY2015/16 Amended	FY2016/17 Approved	Change
Human Resources			
Administrative Analyst	2.00	4.00	2.00
Administrative Assistant	1.00	1.00	-
Director of Human Resources	1.00	1.00	-
Environmental Health and Safety Officer	1.00	1.00	-
Environmental Health and Safety Specialist	6.00	6.00	-
Equal Employment Specialist	1.00	1.00	-
Human Resources Manager	5.00	5.00	-
Investigator	-	0.92	0.92
Labor Relations Analyst	1.00	1.00	-
Labor Relations Officer	3.00	3.00	-
Personnel Analyst	2.00	2.00	-
Personnel Technician	17.00	17.00	-
Principal Personnel Analyst	2.00	2.00	-
Program Analyst	4.00	4.00	-
Program Specialist	8.00	6.00	(2.00)
Risk Manager	1.00	1.00	-
Senior Personnel Analyst	1.00	1.00	-
Senior Staff Assistant	3.00	3.00	-
Staff Assistant	3.00	3.00	-
Support Services Manager	1.00	1.00	-
Training Specialist	1.00	1.00	-
Workers' Compensation Claims Representative	8.00	8.00	-
Total	72.00	72.92	0.92

	FY2015/16 Amended	FY2016/17 Approved	Change
Information Technology			
311 Customer Service Agent	21.00	25.00	4.00
311 Customer Service Specialist	2.00	2.00	-
311 Customer Service Supervisor	1.00	2.00	1.00
311 Manager	1.00	1.00	-
Administrative Analyst	1.00	1.00	-
Applications Developer	1.00	2.00	1.00
Chief Information Officer	1.00	1.00	-
Data Entry Technician	-	1.00	1.00
Department Systems Specialist I	-	2.00	2.00
Department Systems Specialist II	-	2.00	2.00
e-Government Manager	1.00	1.00	-
Engineering Technician III	-	1.00	1.00
GIS Specialist I*	-	2.00	2.00
GIS Specialist II*	1.00	8.00	7.00
GIS Specialist III	1.00	4.40	3.40
IT Manager	4.00	5.00	1.00
IT Supervisor	4.00	9.00	5.00
IT Support Specialist I	1.00	4.00	3.00
IT Support Specialist II	2.00	8.00	6.00
IT Trainee	-	1.00	1.00
Media Production Specialist II	1.00	1.00	-
Principal Applications Developer	7.00	7.00	-
Principal Systems Engineer	5.00	5.00	-
Program Analyst	2.00	2.00	-
Program Specialist	2.00	4.00	2.00
Senior Applications Developer	12.00	14.00	2.00
Senior Department Systems Specialist	-	4.00	4.00
Senior Engineering Technician	-	1.00	1.00
Senior IT Support Specialist	4.00	5.00	1.00
Senior Systems Engineer	5.00	6.00	1.00
Systems Engineer*	2.00	7.00	5.00
Telecommunications Engineer I	1.00	1.00	-
Telecommunications Engineer II	1.00	1.00	-
Telecommunications Engineer III	1.00	1.00	-
Total	85.00	141.40	56.40

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
Parks and Recreation			
Accounting Technician	3.00	4.00	1.00
Administrative Analyst	4.00	4.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	4.00	4.00	-
Administrative Technician	1.00	1.00	-
Aquatics Recreation Supervisor	1.00	1.00	-
Arts and Crafts Specialist	0.06	0.06	-
Assistant Caretaker	0.50	0.50	-
Assistant Cook	1.03	1.03	-
Assistant Pool Manager	8.75	8.75	-
Associate Landscape Architect	2.00	2.00	-
Camp Aide	6.08	6.08	-
Camp Recreation Leader	1.99	1.99	-
Camp Sacramento Supervisor	1.00	1.00	-
Caretaker	0.35	0.35	-
Cashier (Community Services)	3.50	3.50	-
Community Center Attendant I	3.00	3.00	-
Custodial Supervisor	1.00	1.00	-
Custodian II	9.20	9.20	-
Customer Service Assistant	5.30	5.30	-
Customer Service Representative	5.00	5.00	-
Customer Service Specialist	1.00	1.00	-
Director of Parks and Recreation	1.00	1.00	-
First Cook	1.50	1.50	-
General Repair Worker	1.00	1.00	-
GIS Specialist III	0.40	-	(0.40)
Graphics Assistant	1.00	1.00	-
Host	0.70	0.70	-
Instructor	0.60	0.60	-
Irrigation Technician	5.00	5.00	-
IT Supervisor	1.00	-	(1.00)
IT Support Specialist II	2.00	-	(2.00)
Junior Plant Operator	2.00	2.00	-
Landscape Technician II	2.00	2.00	-
Lifeguard	15.25	15.25	-
Neighborhood Resources Coordinator II	2.00	2.00	-
Neighborhood Services Area Manager	1.00	1.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Parks and Recreation (continued)			
Operations Manager	1.00	1.00	-
Park Equipment Operator	2.00	2.00	-
Park Maintenance Manager	1.00	1.00	-
Park Maintenance Superintendent	2.00	2.00	-
Park Maintenance Worker	32.20	32.20	-
Park Maintenance Worker I	24.00	24.00	-
Park Maintenance Worker II	41.00	41.00	-
Park Maintenance Worker III	2.00	2.00	-
Park Planning, Design, and Development Manager	1.00	1.00	-
Park Safety Ranger*	5.50	9.00	3.50
Park Safety Ranger Assistant	2.00	2.00	-
Park Safety Ranger Supervisor	2.00	2.00	-
Parks Supervisor	8.00	8.00	-
Personnel Transactions Coordinator	1.47	2.00	0.53
Plant Operator	1.00	1.00	-
Pool Manager	5.40	5.40	-
Principal Planner	1.00	1.00	-
Program Analyst	2.00	2.00	-
Program Coordinator	84.85	75.25	(9.60)
Program Developer	18.00	18.00	-
Program Director	0.82	0.82	-
Program Leader	50.16	48.96	(1.20)
Program Manager	1.00	1.00	-
Program Specialist	1.00	1.00	-
Program Supervisor	14.00	14.00	-
Public Service Aide	1.91	1.91	-
Recreation Aide	198.10	182.76	(15.34)
Recreation General Supervisor	1.00	1.00	-
Recreation Leader (Special Needs)	6.15	6.05	(0.10)
Recreation Manager	2.00	2.00	-
Recreation Superintendent	5.00	4.00	(1.00)
Senior Accountant Auditor	2.00	1.00	(1.00)
Senior Accounting Technician	2.00	2.00	-
Senior Lifeguard	19.25	19.25	-
Senior Personnel Transaction Coordinator	1.00	1.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Parks and Recreation (continued)			
Senior Recreation Aide	12.68	14.56	1.88
Staff Aide	0.80	0.80	-
Supervising Landscape Architect	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Typist Clerk II	1.00	1.00	-
Utility Worker	17.28	17.28	-
Youth Aide	31.14	30.96	(0.18)
Total	707.92	683.01	(24.91)

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
Police			
Account Clerk I	1.00	1.00	
Account Clerk II	1.00	1.00	-
Accountant Auditor	1.00	1.00	-
Accounting Technician	2.00	2.00	-
Administrative Analyst	9.00	9.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	3.00	3.00	-
Administrative Technician	5.00	5.00	-
Applications Developer	2.00	2.00	-
Community Service Officer (limited-term)	8.00	8.00	-
Custodian II	4.50	4.50	-
Deputy Police Chief	3.00	3.00	-
Dispatcher I	14.00	14.00	-
Dispatcher II	56.00	56.00	-
Dispatcher III	10.00	10.00	-
Emergency Communications Manager	1.00	1.00	-
Fingerprint Clerk	4.00	4.00	-
Forensic Investigator I	4.00	13.00	9.00
Forensic Investigator II	7.00	7.00	-
IT Manager	1.00	1.00	-
IT Supervisor	2.00	2.00	-
IT Support Specialist II	9.00	9.00	-
Media Production Specialist II	2.00	2.00	-
Personnel Transactions Coordinator	1.00	1.00	-
Police Administrative Manager	2.00	2.00	-
Police Captain	11.00	11.00	-
Police Chief	1.00	1.00	-
Police Clerk II	18.00	18.00	-
Police Clerk III	3.00	3.00	-
Police Lieutenant	23.00	23.00	-
Police Officer	626.00	620.00	(6.00)
Police Records Specialist I	6.00	6.00	-
Police Records Specialist II	41.00	41.00	-
Police Records Supervisor	7.00	7.00	-
Police Sergeant	91.00	93.00	2.00
Principal Applications Developer	1.00	1.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Police (continued)			
Principal Systems Engineer	1.00	1.00	-
Program Analyst	11.00	11.00	-
Program Manager	2.00	2.00	-
Property Assistant	9.00	9.00	-
Reserve Community Service Officer	5.00	5.00	-
Reserve Police Officer I	2.00	0.66	(1.34)
Reserve Police Officer III	1.00	-	(1.00)
Security Officer	2.80	2.80	-
Senior Applications Developer	2.00	2.00	-
Senior IT Support Specialist	1.00	1.00	-
Senior Personnel Transactions Coordinator	1.00	1.00	-
Senior Police Records Supervisor	3.00	3.00	-
Senior Property Assistant	4.00	4.00	-
Senior Staff Assistant	1.00	1.00	-
Senior Systems Engineer	1.00	1.00	-
Student Trainee (Most Majors)	10.50	10.50	-
Supervising Dispatcher	2.00	2.00	-
Supervising Forensic Investigator	4.00	4.00	-
Supervising Property Assistant	1.00	1.00	-
Systems Engineer	4.00	4.00	-
Total	1,049.80	1,052.46	2.66

	FY2015/16 Amended	FY2016/17 Approved	Change
Public Works			
Account Clerk II*	5.00	4.00	(1.00)
Accountant Auditor	2.00	3.00	1.00
Accounting Technician	5.00	5.00	-
Administrative Analyst	8.00	8.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Administrative Technician	6.00	8.00	2.00
Applications Developer	1.00	-	(1.00)
Arborist/Urban Forester	5.00	5.00	-
Architectural Technician III	2.00	2.00	-
Assistant Civil Engineer	6.00	6.00	-
Associate Architect	2.00	2.00	-
Associate Civil Engineer	15.00	15.00	-
Associate Electrical Engineer	2.00	2.00	-
Associate Mechanical Engineer	1.00	1.00	-
Building Inspector III*	-	1.00	1.00
Building Inspector IV	1.00	1.00	-
Building Maintenance Worker*	9.00	8.00	(1.00)
Carpenter	3.00	3.00	-
Central Services Assistant III	1.00	1.00	-
Code Enforcement Officer	2.00	2.00	-
Construction Inspector I	4.00	4.00	-
Construction Inspector II	8.00	8.00	-
Construction Inspector III	9.00	9.00	-
Contract and Compliance Specialist	2.00	2.00	-
Custodian I	4.00	4.00	-
Custodian II	1.00	1.00	-
Customer Service Representative	2.00	2.00	-
Customer Service Specialist	2.00	3.00	1.00
Customer Service Supervisor	1.00	-	(1.00)
Director of Public Works	1.00	1.00	-
Electrical Construction Inspector III	2.00	2.00	-
Electrician	3.00	3.00	-
Electrician Supervisor	1.00	1.00	-
Electronic Maintenance Technician II	-	1.00	1.00
Engineering Manager	2.00	2.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Public Works (continued)			
Engineering Technician II	1.00	1.00	-
Engineering Technician III	10.00	10.00	-
Equipment Maintenance Supervisor*	-	4.00	4.00
Equipment Mechanic I	1.00	1.00	-
Equipment Mechanic II	30.00	30.00	-
Equipment Mechanic III*	9.00	7.00	(2.00)
Equipment Serviceworker	25.00	25.00	-
Facilities and Real Property Superintendent	3.00	2.00	(1.00)
Facilities Manager	1.00	1.00	-
Fleet Management Technician	2.00	2.00	-
Fleet Manager	1.00	1.00	-
Fleet Service Coordinator*	5.00	3.00	(2.00)
GIS Specialist I	1.00	-	(1.00)
GIS Specialist II	2.00	-	(2.00)
GIS Specialist III	1.00	-	(1.00)
Graphic Designer	1.00	1.00	-
HVAC Systems Mechanic	5.00	5.00	-
Integrated Waste General Manager	1.00	1.00	-
Integrated Waste General Supervisor	2.00	2.00	-
Integrated Waste Planning Superintendent*	-	1.00	1.00
IT Support Specialist I	1.00	-	(1.00)
IT Support Specialist II	2.00	-	(2.00)
IT Trainee	1.00	-	(1.00)
Licensed Land Surveyor	1.00	1.00	-
Maintenance Worker*	17.00	16.00	(1.00)
Marina Aide	2.80	2.80	-
Marina and Boating Facilities Attendant	2.00	2.00	-
Mechanical Maintenance Supervisor	2.00	2.00	-
Office Supervisor	1.00	1.00	-
Operations General Supervisor	10.00	10.00	-
Painter*	2.00	3.00	1.00
Parking Enforcement Officer	49.00	49.00	-
Parking Enforcement Supervisor	3.00	3.00	-
Parking Facilities Maintenance Supervisor	1.00	1.00	-
Parking Lot Attendant	19.75	19.75	-
Parking Lot Supervisor	4.00	4.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Public Works (continued)			
Parking Manager	1.00	1.00	-
Parking Meter Coin Collector	4.00	4.00	-
Parking Meter Collection Supervisor	1.00	1.00	-
Parking Meter Repair Worker	3.00	3.00	-
Personnel Transactions Coordinator	1.00	1.00	-
Plumber	3.00	3.00	-
Principal Engineer	-	1.00	1.00
Principal Planner	1.00	1.00	-
Program Analyst	17.00	16.00	(1.00)
Program Manager	6.00	6.00	-
Program Specialist	11.00	12.00	1.00
Real Property Agent II	1.00	1.00	-
Real Property Agent III	2.00	2.00	-
Sanitation Worker II	110.00	113.30	3.30
Sanitation Worker III	5.00	5.00	-
Security Officer	1.00	1.00	-
Senior Accountant Auditor	2.00	2.00	-
Senior Accounting Technician	4.00	4.00	-
Senior Architect	2.00	2.00	-
Senior Building Maintenance Worker	2.00	2.00	-
Senior Central Services Assistant	1.00	1.00	-
Senior Department Systems Specialist*	1.00	-	(1.00)
Senior Electronic Maintenance Technician	1.00	1.00	-
Senior Engineer*	8.00	10.00	2.00
Senior Engineering Technician	4.00	3.00	(1.00)
Senior Equipment Service Worker	2.00	2.00	-
Senior HVAC Systems Mechanic	2.00	2.00	-
Senior Landfill Engineering Technician	1.00	1.00	-
Senior Maintenance Worker	5.00	5.00	-
Senior Parking Lot Attendant	4.50	4.50	-
Senior Parking Lot Supervisor	1.00	1.00	-
Senior Plumber*	1.00	-	(1.00)
Senior Systems Engineer	1.00	-	(1.00)
Senior Tree Maintenance Worker	4.00	4.00	-
Senior Tree Pruner	4.00	4.00	-
Solid Waste Supervisor	10.00	10.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Public Works (continued)			
Special Projects Engineer	1.00	1.00	-
Staff Aide (Management)	1.00	-	(1.00)
Street Construction Equipment Operator	9.00	9.00	-
Street Construction Laborer	43.00	43.00	-
Street Construction Laborer Trainee	1.00	1.00	-
Street Maintenance Supervisor	7.00	7.00	-
Streets Manager	1.00	1.00	-
Structural Maintenance Supervisor*	1.00	2.00	1.00
Supervising Architect	1.00	1.00	-
Supervising Construction Inspector*	4.00	3.00	(1.00)
Supervising Engineer	6.00	5.00	(1.00)
Supervising Financial Analyst	3.00	3.00	-
Support Services Manager	3.00	3.00	-
Survey Party Chief	3.00	3.00	-
Survey Technician I	2.00	2.00	-
Survey Technician II	4.00	4.00	-
Telecommunications Technician II	1.00	1.00	-
Telecommunications Engineer I	1.00	1.00	-
Telecommunications Systems Analyst II	1.00	1.00	-
Traffic Control/Light Technician I	2.00	2.00	-
Traffic Control/Light Technician II	12.00	11.00	(1.00)
Traffic Control/Light Supervisor	3.00	3.00	-
Traffic Investigator I	2.00	2.00	-
Traffic Investigator II	1.00	1.00	-
Traffic Investigator III	3.00	3.00	-
Traffic Supervisor	3.00	3.00	-
Traffic Worker I	7.00	7.00	-
Traffic Worker II	7.00	7.00	-
Traffic Worker III	2.00	2.00	-
Tree Maintenance Supervisor	1.00	1.00	-
Tree Maintenance Worker	6.00	6.00	-
Tree Pruner II	10.00	10.00	-
Tree Pruner Supervisor	2.00	2.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Public Works (continued)			
Typist Clerk II	2.00	2.00	-
Typist Clerk III	5.00	5.00	-
Vehicle Service Aide	2.00	2.00	-
Vehicle Service Attendant	2.00	2.00	-
Total	732.05	725.35	(6.70)

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
Utilities			
Accounting Technician	7.00	7.00	-
Administrative Analyst	6.00	6.00	-
Administrative Assistant	1.00	1.00	-
Administrative Technician*	4.00	6.00	2.00
Assistant Civil Engineer	5.00	5.00	-
Assistant Water Cross Connection Control Specialist	2.00	2.00	-
Associate Civil Engineer	11.00	11.00	-
Associate Electrical Engineer	1.00	2.00	1.00
Blacksmith Welder	1.00	1.00	-
Business Services Manager	1.00	1.00	-
Claims Collector	1.00	1.00	-
Construction Inspector II	1.00	1.00	-
Customer Service Representative	24.00	24.00	-
Customer Service Specialist	6.00	7.00	1.00
Customer Service Supervisor	4.00	4.00	-
Data Entry Technician	1.00	-	(1.00)
Department Systems Specialist I	2.00	-	(2.00)
Department Systems Specialist II	1.00	-	(1.00)
Development Services Technician I	1.00	1.00	-
Development Services Technician II	2.00	2.00	-
Director of Utilities	1.00	1.00	-
Electrician	14.00	14.00	-
Electrician Supervisor	2.00	2.00	-
Engineering Manager	1.00	1.00	-
Engineering Technician III	4.00	4.00	-
Generator Technician	3.00	3.00	-
GIS Specialist II	3.00	-	(3.00)
Instrument Technician II	9.00	10.00	1.00
Instrumentation Supervisor	1.00	1.00	-
IT Supervisor	4.00	2.00	(2.00)
IT Support Specialist II	2.00	-	(2.00)
Junior Engineer	2.00	2.00	-
Junior Plant Operator	11.00	11.00	-
Machinist	16.00	15.00	(1.00)
Machinist Helper	13.00	13.00	-
Machinist Supervisor	4.00	4.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Utilities (continued)			
Media and Communications Specialist*	2.00	1.00	(1.00)
Meter Reader	4.00	4.00	-
Meter Reading Supervisor	1.00	1.00	-
Operations Manager	1.00	1.00	-
Plant Operator	28.00	29.00	1.00
Plant Services Manager	1.00	1.00	-
Principal Engineer	1.00	1.00	-
Process Control Systems Specialist	6.00	6.00	-
Program Analyst	9.00	9.00	-
Program Manager	4.00	4.00	-
Program Specialist	11.00	9.00	(2.00)
Senior Accountant Auditor	1.00	1.00	-
Senior Accounting Technician	1.00	1.00	-
Senior Department Systems Specialist	3.00	-	(3.00)
Senior Engineer	16.00	16.00	-
Senior Engineering Technician	2.00	1.00	(1.00)
Senior Generator Technician	1.00	1.00	-
Senior IT Support Specialist	1.00	-	(1.00)
Senior Maintenance Worker	4.00	6.00	2.00
Senior Plant Operator	15.00	16.00	1.00
Senior Staff Assistant	4.00	4.00	-
Senior Store Keeper	1.00	1.00	-
Storekeeper	4.00	4.00	-
Stores Administrator	1.00	1.00	-
Stores Clerk II	2.00	2.00	-
Student Trainee (Engineer, Computer)	0.90	0.90	-
Supervising Engineer	7.00	7.00	-
Supervising Financial Analyst	1.00	1.00	-
Supervising Generator Technician	1.00	1.00	-
Supervising Plant Operator	6.00	6.00	-
Supervising Water Quality Chemist	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Systems Engineer	1.00	-	(1.00)
Typist Clerk II	6.00	6.00	-
Typist Clerk III	3.00	3.00	-
Utilities Locator	7.00	7.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Utilities (continued)			
Utilities Operations and Maintenance Leadworker	71.00	71.00	-
Utilities Operations and Maintenance Specialist	12.00	12.00	-
Utilities Operations and Maintenance Serviceworker	81.00	83.00	2.00
Utilities Operations and Maintenance Supervisor	18.00	18.00	-
Utility Construction Coordinator	2.00	2.00	-
Utility Operations and Maintenance Superintendent	7.00	7.00	-
Utility Services Inspector	2.00	2.00	-
Water Conservation Representative	3.00	3.00	-
Water Conservation Specialist	3.00	3.00	-
Water Cross Connection Control Specialist	1.00	1.00	-
Water Quality Chemist	4.00	4.00	-
Water Quality Lab Technician	3.00	3.00	-
Total	537.90	527.90	(10.00)

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

	FY2015/16 Amended	FY2016/17 Approved	Change
Citywide and Community Support			
City-County Office of Metropolitan Water Planning (CCOMWP)			
Executive Director CCOMWP	1.00	1.00	-
Program Manager	1.00	1.00	-
Program Specialist	1.00	1.00	-
Secretary	1.00	1.00	-
Subtotal CCOMWP	4.00	4.00	-
Local Agency Formation Commission (LAFCo)			
Senior Management Analyst	1.00	1.00	-
Subtotal LAFCo	1.00	1.00	-
Citywide and Community Support Total	5.00	5.00	-

	FY2015/16 Amended	FY2016/17 Approved	Change
Citywide Staffing Summary			
Mayor/Council	37.00	38.00	1.00
City Attorney	47.00	47.00	-
City Clerk	15.00	15.00	-
City Manager	17.00	17.00	-
City Treasurer	13.00	13.00	-
Community Development	219.00	227.00	8.00
Convention and Cultural Services	119.69	115.69	(4.00)
Economic Development	11.00	12.00	1.00
Finance	86.00	87.00	1.00
Fire	674.00	678.00	4.00
Human Resources	72.00	72.92	0.92
Information Technology	85.00	141.40	56.40
Parks and Recreation	707.92	683.01	(24.91)
Police	1,049.80	1,052.46	2.66
Public Works	732.05	725.35	(6.70)
Utilities	537.90	527.90	(10.00)
Citywide and Community Support	5.00	5.00	-
Total	4,428.36	4,457.73	29.37

* Due to timing of the FY2015/16 Midyear Report, modifications to FTE are included the FY2016/17 Approved Budget column. Midyear position changes may be reviewed on page 283.

**FY2015/16 Midyear Budget
Position Changes by Department**

Department	Fund	Job Classification	Union (Rep. Unit #)	FTE Change
City Manager				
General		Program Specialist	SCXEA (01)	(1.00)
General		Special Project Manager	SCXEA (01)	1.00
			City Manager Subtotal:	-
Community Development				
General		Applications Developer	SCXEA (10)	(1.00)
General		Building Inspector II	Local 39 (16)	2.00
General		Building Inspector IV	Local 39 (16)	1.00
General		Customer Service Representative	Local 39 (16)	1.00
General		Development Services Technician I	Local 39 (16)	2.00
General		GIS Specialist I*	Local 39 (17)	1.00
General		GIS Specialist II*	Local 39 (17)	1.00
General		IT Support Specialist	Local 39 (16)	1.00
General		Jr. Development Project Manager	SCXEA (01)	1.00
General		Principal Planner	SCXEA (01)	1.00
General		Supervising Building Inspector	Local 39 (15)	1.00
			Community Development Subtotal:	11.00
Parks and Recreation				
Measure U		Park Safety Ranger	SPOA (02)	3.00
			Parks and Recreation Subtotal:	3.00
Public Works				
Solid Waste		Account Clerk II	Local 39 (16)	(1.00)
General		Building Inspector III	Local 39 (16)	1.00
General		Building Maintenance Worker	Local 39 (03)	(1.00)
Fleet		Equipment Maintenance Supervisor	Local 39 (15)	4.00
Fleet		Equipment Mechanic III	IAMAW (12)	(2.00)
Fleet		Fleet Service Coordinator	Local 39 (16)	(2.00)
Solid Waste		Integrated Waste Planning Superintendent	SCXEA (01)	1.00
General		Maintenance Worker	Local 39 (03)	(1.00)
General		Painter	BLT (06)	1.00
Parking		Senior Department Systems Specialist	Local 39 (16)	(1.00)
General		Senior Engineer	SCXEA (01)	1.00
General		Senior Plumber	BLT (06)	(1.00)
General		Structural Maintenance Supervisor	BLT (06)	1.00
General		Supervising Construction Inspector	Local 39 (15)	(1.00)
Parking		Systems Engineer*	SCXEA (10)	1.00
			Public Works Subtotal:	-
Utilities				
Water		Administrative Technician	SCXEA (10)	1.00
Water		Media & Communication Specialist	SCXEA (01)	(1.00)
			Utilities Subtotal:	-
Total Net Change				14.00

Union	Rep. Unit #	Represented Unit
BLT	06	Sacramento - Sierra Building and Construction Trades Council
IAMAW	12	International Association of Machinists and Aerospace Workers
L39	03	Stationary Engineers, Local 39 (Operations and Maintenance)
L39	15	Stationary Engineers, Local 39 (General Supervisory)
L39	16	Stationary Engineers, Local 39 (Office & Technical)
L39	17	Stationary Engineers, Local 39 (Professional - Miscellaneous)
SCXEA	01	Sacramento City Exempt Employees Association (Exempt Management)
SCXEA	10	Sacramento City Exempt Employees Association (Confidential/Administrative)
SPOA	02	Sacramento Police Officers Association

*Positions were moved to Information Technology as part of FY2016/17 Approved.

24

SECTION – 24 Multi-Year Projects

DESCRIPTION

This section contains information on operating grants and projects. New operating grants and projects are approved by the City Council and are managed in accordance with Sections 11 through 13 of the Budget Resolution. New appropriations included in the FY2016/17 Operating Budget are included on Schedule 9.

EXISTING OPERATING GRANTS

The following is a list of existing operating grants, the total budget, and available budget based on data available as of March 2016:

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
2014 AFG Wellness Grant	G12902300	16,748	(139)
2015 BWC PIP (2015-DE-BX-K049)	G11014500	31,983	31,983
COPS Hiring Recovery 7/09-8/14	G11006521	3,928,034	-
Florin Phase II Assessment	G18000201	70,384	-
FY16 Adaptive Sports	G19100400	20,922	20,922
Gang Violence Supp - FY13	G11010900	31,765	1,785
SAVE - Vessel Exchange	G11012400	4,080	2,278
Total General Funds		\$ 4,103,916	\$ 56,830
ENTERPRISE FUNDS			
CALFED Controller Incentive	G14110400	133,273	36,383
DWR Comp Flood Mngmt CFMP	G14110503	86,722	6,074
DWR Emrg Action Plans	G14110502	48,247	-
DWR Flood Maps	G14110504	173,128	-
DWR Training & Exercise	G14110501	59,430	-
DWR Water Sensor Upgrades	G14110505	112,632	27,499
Follow the Meter Grant	G14110300	123,855	3,595
RW Efficiency Acceleration GP	G14110200	275,380	9,837
SECAT VET-13-0143	G13004210	68,938	68,938
Total Enterprise Funds		\$ 1,081,605	\$ 152,326
GRANT FUNDS			
2007 Urban Search & Rescue 2553	G12500700	802,349	2,391
2009 Urban Search & Rescue	G12500900	1,002,343	-
2010 SAFER Grant	G12902100	5,606,863	-
2010 Urban Search & Rescue	G12501000	1,075,681	-
2011 COPS SOS (2011-CKWX-0012)	G11010000	200,000	132,821

Project Description	Project #	Total Budget	Available Budget
2011 Urban Search & Rescue	G12501100	1,165,078	(5,294)
2012 Urban Search & Rescue	G12501200	1,299,608	5,979
2013 JAG (10/12-9/16)	G11011400	295,141	255,849
2013 Urban Search & Rescue	G12501300	1,314,154	203,940
2014 AFG Wellness Grant	G12902300	167,482	15,500
2014 JAG (2014-DJBX-1111)	G11012300	300,167	70,898
2014 SHSGP - EOP	G11013300	30,000	-
2014 SHSGP - Training	G11013400	9,960	-
2014 UASI	G11013200	830,000	379,237
2014 Urban Search & Rescue	G12501400	1,263,131	164,040
2015 BWC PIP (2015-DE-BX-K049)	G11014500	599,756	599,756
2015 FLIP	G11013100	1,000,000	567,265
2015 JAG (2015-DJBX-0921)	G11013600	246,649	198,986
2015 Urban Search & Rescue	G12501500	1,229,582	796,563
2016 ABC	G11014100	98,869	45,464
2016 FLIP (PRCS)	G11014200	500,000	500,000
2016 OTS AVOID (AL1637)	G11013700	215,000	196,751
2016 OTS Bike & Ped (PS1608)	G11013900	179,900	130,684
2016 OTS STEP (PT1684)	G11013800	494,500	315,001
ASPCA Feline RTF (13007)	G13000200	30,000	22,516
Brownfield Assessment Grant	G18000200	184,232	10,775
Brownfields Clean-up Grant	G18337000	350,000	(1,329)
Brownfields Revolving Loan	G18334500	1,759,793	543,662
CAC SLP 07/08	G17601400	49,805	5
CALFED Controller Incentive	G14110400	100,000	12,689
CERT 2010 SHSGP Grant	G12902001	75,056	-
CERT 2011 SHSGP Grant	G12902200	37,700	598
Chako Pit Bill Rescue S/N	G13000065	5,000	2,285
CHP - 2013	G11012100	1,250,000	713,495
CHP '14	G11012500	1,875,000	1,875,000
Citizen's Option 7/11-6/14	G11010100	731,271	517
Citizen's Option 7/12-6/16	G11010800	803,553	20,933
DWR Emrg Action Plans	G14110502	48,247	-
DWR Emrg Action Plans	G14110502	48,247	-
DWR Public Alert Notify PD	G14110506	48,750	48,750
DWR Training & Exercise	G14110501	59,430	-
DWR Training & Exercise	G14110501	59,430	-
Fire FY05 Homeland Security 2541	G12901000	95,169	1
Florin Phase II Assessment	G18000201	215,768	600

Project Description	Project #	Total Budget	Available Budget
Follow the Meter Grant	G14110300	123,855	-
FY14 Citizen's Option	G11014000	755,483	432,489
FY14 Citizen's Option Growth	G11013500	47,067	47,067
FY15 CHP (2015-ULWX-0005)	G11014400	1,875,000	1,875,000
FY15 Citizen's Option	G11012200	750,316	491,497
FY15 Citizen's Option Growth	G11014600	109,683	109,683
FY15/16 DBW BSEE	G11014300	72,555	72,555
FY16 Adaptive Sports	G19100400	70,967	51,739
FY16 ASES - EGUSD	G19041603	122,500	32,553
FY16 ASES - SCUSD	G19041260	105,000	10,248
FY16 Citizen's Option	G11014700	750,451	750,451
FY16 WIA	G19090150	228,000	81,556
Gang Violence Supp - FY13	G11010900	724,000	-
Hurricane Isaac - IST	G12702300	16,858	-
Hurricane Sandy - IST	G12702400	41,058	-
Juvenile Hall Expansion 4242	G17600700	114,000	38,547
Lyons, CO Flooding	G12702600	26,680	-
Petco Lifesaving Grant (13089)	G13000300	132,500	83,580
Regional Transit 2010	G17601900	31,000	20,010
SAVE - Vessel Exchange	G11012400	40,800	544
SECAT VET-06-0042 LNG TRKS	G13004200	433,585	90,000
SECAT VET-13-0143	G13004210	212,950	50,474
SECAT VET-14-0044	G13004220	52,231	52,231
Terminal A Artwork and Maint	G17603000	75,000	29,424
Terminal B Airport APP	G17601600	874,904	5,985
US&R-Hurricane Gustav Deployment	G12701600	10,439	-
USAR Moore, OK Tornado	G12702500	8,347	-
Used Oil Payment Program -OPP5	G13002300	131,287	70,402
Used Oil Program Cycle 4	G13002200	134,268	312
WA Mudslide	G12702700	2,518,000	952,151
Total Grant Funds		\$ 38,341,447	\$ 13,174,825
REIMBURSABLE FUNDS			
2011 COPS SOS (2011-CKWX-0012)	G11010000	200,000	200,000
Brownfields Clean-up Grant	G18337000	60,000	60,000
CalGRIP Safe Comm 4/10-3/12	G11007100	382,639	2,196
CHP - 9/11 - 8/14	G11009700	8,102,450	-
COPS Hiring Recovery 7/09-8/14	G11006521	9,274,522	-
Florin Phase II Assessment	G18000201	2,500	-

Project Description	Project #	Total Budget	Available Budget
FY16 Adaptive Sports	G19100400	11,148	11,148
Gang Violence Supp - FY13	G11010900	40,635	9,587
Total Reimbursable Funds		\$ 18,073,894	\$ 282,931
OTHER FUNDS			
FY14 - FY18 21st Century START	G19030500	-	691
FY15 21st Century START	G19030502	690,000	88,153
FY16 21st Century START	G19030503	690,000	392,282
LAR Spawning & Rearing FY15	G14140101	1,080,000	283,572
LAR Spawning & Rearing Habitat	G14140100	3,474,580	3,474,580
Total Other Funds		\$ 5,934,580	\$ 4,239,278
Total All Funds		\$ 67,535,442	\$ 17,906,189

EXISTING OPERATING PROJECTS

The following is a list of existing operating projects, the total budget, and available budget based on data available as of March 2016:

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
2035 General Plan Update	I22400002	465,029	-
APP Maintenance	I17000500	34,411	9,352
Archives East End Project	I17000100	86,350	15,600
B Street Theatre	I80180000	500,000	500,000
Cemetery Facility Improvement	I17000300	13,359	13,359
Central City Strategic Plan	I21005300	2,100,000	2,034,215
Citywide Strategic Plan Pjt,	I02000400	81,667	74,697
Common Cents	I02000202	538,208	-
Community Plan Update	I22400100	265,980	265,016
Economic Development RSRV 4455	I06100200	521,226	88,238
Electrical Safety Program	I13000100	300,000	286,137
ESC Legal Services	I02000502	2,953,619	10,210
ESC Real Estate - Non-Reimb	I02000508	31,641	115
F.O.C.A.S. (13086)	I13000400	60,500	500
FEMA Corrective Action Plan	I21004900	350,000	21,543
Fleet - CC&L	I06013170	9,270	9,270
Fleet - Community Development	I06013210	395,799	87,129
Fleet - Fire	I06013120	1,975,656	1,026,306
Fleet - General Services	I06013130	731,977	-
Fleet - Non-Departmental	I06013800	444,377	444,377

Project Description	Project #	Total Budget	Available Budget
Fleet - Parks & Recreation	I06013190	2,584,679	62,452
Fleet - Police	I06013110	10,792,293	2,493,991
Fleet -Transportation(GF)	I06013150	4,714,883	488,971
FLSA Audit	I02000403	250,000	250,000
General Plan Litigation	I22400003	100,000	100,000
General Plan Mini Update Budget	I22400001	321,469	321,469
General Plan Update 4811	I22400000	5,879,677	-
Historic Place	I21004800	32,999	8,437
Housing Solutions Program	I02000201	500,000	-
Infill Program 4827	I06000300	261,195	-
Justice for Neighbors (JFN)	I03000100	385,032	269,777
Low Income Spay/Neuter Program	I13000600	13,784	13,784
Low Income Waiver/DFRL PGM4827	I06000400	1,312,000	-
Major League Soccer	I80020500	80,000	80,000
Mixed Income Ordinance	I21005000	74,005	-
MLS - Tech. Advisory Serv.	I80020501	20,000	20,000
Motel Vouchers	I02000203	100,000	-
Nextgen Mobile Computer Repl.	I11000100	1,365,308	84,166
River District Specific Plan	I21000200	86,179	-
River District-Fin/Nexus/Fisc	I21000242	847	-
Shovel-Ready Sites Prog - 65th	I21001301	5,416	5,416
Shovel-Ready Sites Prog - CDD	I21001302	137,983	137,308
Shovel-Ready Sites Prog - DOU	I21001303	10,000	10,000
Shovel-Ready Sites Prog - Env	I21001305	5,000	5,000
Shovel-Ready Sites Program	I21001300	2,437	2,437
Solid Waste Rate Asst Program	I14130103	51,000	34,518
Summer Night Lights	I11002100	600,000	-
UCD Community Garden	I19130000	25,000	-
Utility Rate Asst Program	I14130100	9,636	-
Wastewater Rate Asst Program	I14130102	450,014	270,659
Water Rate Assistance Program	I14130101	910,523	524,702
Webgrant Restructuring Project	I07000900	289,558	47,936
Total General Funds		\$ 43,229,985	\$ 10,117,089
MEASURE U SPECIAL REVENUE FUND			
FY16 - 4th R Program	I80190412	340,000	(35,116)
FY16 - Aquatics	I80190401	1,908,686	583,091
FY16 - Childrens Services	I80190414	226,000	80,397
FY16 - Community Centers	I80190403	1,258,024	612,092

Project Description	Project #	Total Budget	Available Budget
FY16 - Gang Prevention	I80190405	99,666	91,354
FY16 - Neighborhood Hot Spots	I80190407	101,633	29,468
FY16 - Older Adults	I80190406	192,884	28,493
FY16 - Park Maintenance	I80190402	3,609,741	1,863,414
FY16 - Park Safety	I80190409	235,657	82,132
FY16 - Recreation Administrati	I80190410	121,137	37,130
FY16 - Summer At City Hall	I80190408	82,023	(4,170)
FY16 - Teens	I80190404	213,541	3,511
FY16 - Youth Employment	I80190411	82,967	37,843
FY16 Fire Company Restorations	I80120401	6,384,000	1,996,101
FY16 Fire Fiscal	I80120406	192,000	64,492
FY16 Fire Human Resources	I80120407	96,000	28,055
FY16 Fire Medic Units	I80120403	692,000	289
FY16 Fire Prevention	I80120404	147,000	46,121
FY16 Fire SAFER Grant	I80120408	2,803,000	466,392
FY16 Fire Station 43	I80120409	1,414,313	1,138,706
FY16 Fire Technology	I80120405	456,000	275,100
FY16 Parks & Rec Measure U	I80190400	243,200	243,200
FY16-Special Events/Marketing	I80190413	309,565	249,876
FY2016 Animal Care Measure U	I80210400	175,640	75,476
FY2016 Police Measure U	I80110400	17,792,317	15,366,319
Gang Prev. and Intervention	I80020400	808,117	806,347
GPITF - Admin	I80020401	116,883	59,563
GPITF - Strategic Plan	I80020402	75,000	-
Total Measure U Special Revenue Funds		\$ 40,176,994	\$ 24,225,677
ENTERPRISE FUNDS			
28th Street Landfill Tree	I14120700	300,000	64,598
3rd St Relief Sewer Study Updt	I14610301	12,427	1,050
AC Pipe Assessment	I14010802	85,000	20,548
American Rvr Source Wtr Prtt	I14010400	308,748	96,498
American Rvr Source Wtr Reimb	I14010402	22,000	17,454
Arc Flash Hazard Analysis	I14020100	150,000	150,000
Arc Flash Hazard Analysis	I14020100	50,000	50,000
Arc Flash Hazard Analysis	I14020100	50,000	50,000
Asset Management Program	I14010700	130,923	130,923
Asset Management Program	I14010700	117,995	117,995
Asset Management Program	I14010700	339,604	339,604

Project Description	Project #	Total Budget	Available Budget
Basin 152 Master Plan	I14710102	78,788	78,788
Basin 354 Sewer Master Plan	I14610204	37,895	37,895
Basin 52 Stormwater Mstr Plan	I14610302	38,939	8,959
CCTV Operations	I14110104	1,075,950	1,000,000
CII Rebates	I14120413	200,000	162,560
City of Festivals Program	I15001211	839,000	54,087
Combined Master Plan Program	I14610300	493,998	493,998
Community Plan Update	I22400100	1,855	1,855
Condition Assessment Program	I14010800	154,308	154,308
Condition Assessment Program	I14010800	1,798,066	1,798,066
Conjunctive Use-Grndwtr Wells	I14510100	244,743	97,321
Conservation Master Plan	I14510202	26,028	26,028
Conservation Outreach and Educ	I14120404	425,000	196,725
Consultant Master Plan & Model	I14710101	61,167	37,576
Containerized Greenwaste	I14120503	1,783,272	136,311
CSPA Fog Program	I14110103	950,000	75,260
CSS Regulatory Compliance	I14120600	1,566,755	199,140
CSS Regulatory Compliance	I14120600	674,962	219,099
Customer Web Portal	I14120407	120,000	113,734
Design Procedure Manual Update	I14610205	31,174	21,587
District Metered Area Pilot	I14120406	270,000	145,029
Drainage Master Plan Program	I14710100	600,000	600,000
Drought Patrols	I14120405	200,000	7,290
Energy Efficiency Program	I14040200	200,000	200,000
Eng. & Regulatory Support	I14110110	314,740	250,000
ESC CTO Propty Transfer Cons	I02000511	47,100	-
ESC Parking Analysis	I02000504	435,000	-
ESC Revenue Analysis	I02000505	25,120	-
Fleet - CC&L	I06013170	60,000	11,431
Fleet - Utilities(Sewer)	I06013141	7,380,754	2,546,979
Fleet - Utilities(Solid Waste)	I06013142	33,191,578	10,159,476
Fleet - Utilities(Storm Drain)	I06013143	6,292,313	3,250,766
Fleet - Utilities(Water)	I06013140	4,986,702	2,328,892
Fleet -Transportation(Parking)	I06013151	456,149	409,255
Fliter Condition Assessment	I14010803	150,000	150,000
Flood Control Planning	I14010100	1,162,565	85,684
Flow Monitoring/Hydrology Prog	I14610100	11,300	11,300
Fog Outreach	I14110108	250,029	131,676
Forensic Analysis of Cast Iron	I14010801	33,210	33,210

Project Description	Project #	Total Budget	Available Budget
FY10-14 NPDES Stormwater Prgm	I14010200	5,937,294	1,978,685
FY10-14 NPDES Stormwater Reimbur	I14010201	697,505	-
Grndwtr Abandon/Protect Prog	I14520100	367,606	367,606
HE Clothes Washer Rebates	I14120412	210,000	210,000
Information Technology Program	I14040100	200,000	200,000
Information Technology Program	I14040100	200,030	200,030
Information Technology Program	I14040100	500,000	500,000
Keep Our Waters Clean Outreach	I14520200	295,044	295,044
Leak Detection Program	I14530100	22,223	22,223
Legacy Landfill Operations	I14120100	400,000	400,000
Master Plan Sewer Modeling	I14610201	5,281	5,281
MF/Comm. Irrig. Upgrade Rebate	I14120409	200,000	200,000
Misc. Flow Monitor	I14610101	1,181	1,181
Misc. Flow Monitor	I14610101	4,646	2,456
On-Call CCTV Program	I14630100	109,098	107,888
On-Call Cleaning & CCTV	I14630101	95,208	8,881
On-Call Drainage Mstr Plan Svc	I14710103	125,400	35,400
On-Call Flow Monitoring FY16	I14610102	200,000	10,000
On-Call Plan Check	I14610202	99,740	455
On-Call Plan Check	I14610202	1,891	-
On-Call Plan Check	I14610202	653	-
Prop 84 LID Grant at CSUS	I14010202	87,272	87,246
Rebate Programs Administration	I14120410	380,600	367,925
Recycled Water Study	I14510204	70,000	19,138
Residential Collection	I14120501	2,265,000	149,964
Residential HE Toilet Rebates	I14120411	220,000	44,124
Residential Irrigation Upgrade	I14120408	500,000	500,000
Residential Recycling	I14120502	2,096,024	307,220
River Friendly Program	I14120403	400,000	252,032
Root Control Program	I14110109	2,760,000	1,429,757
Sac River Source Wtr Protect	I14010300	443,950	72,522
Sac Rvr Source Wtr Reimbursable	I14010302	111,000	32,690
Sac. Regional Ext. Water Use	I14120401	5,000	4,922
SAFCA Levee Maintenance	I14120300	250,000	250,000
Sewer Master Planning Prog	I14610200	801,717	801,717
Sewer Sys Mgmt Plan-Field Svcs	I14110101	81,455	100
Sewer System Mgmt Plan	I14110100	4,483,601	2,953,969
Solid Waste Outreach	I14120200	1,643,834	367,468
SRWTP Intake Capacity Study	I14510201	7,750	7,750

Project Description	Project #	Total Budget	Available Budget
SSMP - Operational Needs	I14110107	1,370,941	496,720
Sump 87 Diversion Predesign	I14610203	80,388	35,965
SW Container Replacement	I14120500	2,468,266	2,380,264
Urban Water Mngmt/Mstr Plan Up	I14510203	350,000	349,009
Wastewtr Pipe Condition Assess	I14010804	200,000	25,001
Water Conservation	I14120400	250,060	128,932
Water Master Plan Program	I14510200	52,838	34,253
Water Master Plan Program	I14510200	90,095	80,928
Water Meter Replacement Prgm	I14010500	6,508,270	2,977,445
Water System Failure Replacmnt	I14010600	857,000	857,000
Well 116 & 142 Abandonment	I14520101	97,786	97,786
XPSWMM User Manual	I14710104	35,000	2,570
Total Enterprise Funds		\$ 106,875,805	\$ 45,932,499
GRANT FUNDS			
American Rvr Source Wtr Reimb	I14010402	186,689	23,241
Cal Recycle City-County Paymen	I14120202	125,840	-
Cal Recycle Curbside Payment	I14120201	128,911	118,061
CY14 Curbside Supp Payment	I14120204	160,148	160,148
District Metered Area Pilot	I14120406	45,000	-
FY10-14 NPDES Stormwater Reimbur	I14010201	4,771,068	1,818,140
FY14-15 City-County Payment	I14120203	124,738	119,647
Keep Our Waters Clean Outreach	I14520200	24,198	24,198
Prop 84 LID Grant at CSUS	I14010202	3,366,551	606,219
Sac Rvr Source Wtr Reimbursable	I14010302	326,534	69,505
Sac. Regional Ext. Water Use	I14120401	12,448	(397)
SAFCA Levee Maintenance	I14120300	1,848,000	1,031,237
Solid Waste Outreach	I14120200	1,128,834	860,254
Water Conservation	I14120400	762,000	761,690
Total Grant Funds		\$ 13,010,959	\$ 5,591,943
REIMBURSABLE FUNDS			
APP Maintenance	I17000500	2,000	2,000
Bonded CFD/AD Applications	I22310100	339,200	14,683
College Square Reimbursement	I22310200	30,000	13,800
ESC Comm/Outreach Asst.	I02000507	104,695	-
ESC Design & Const Advisor	I02000503	619,475	-
ESC Facility & Finance Advisor	I02000501	107,166	-
ESC Labor Compliance	I02000512	9,625	-
ESC Legal Services	I02000502	2,018,705	-
ESC Real Estate - Reimb	I02000506	104,329	-

Project Description	Project #	Total Budget	Available Budget
ESC Sign Dist.	I02000509	18,602	-
ESC Update for Gen. Plan EIR	I02000510	99,603	-
I-5 Subregional Fee Program	I15150100	68,148	-
Natomas Central CFD 2006-02	I22340000	100,000	55,692
Natomas Landing CFD2008-01	I22310500	64,500	55,221
Natomas Meadows CFD	I22310000	62,000	42,329
Neigh Park Maint CFD 4815	I22300000	381,261	46,725
Non-Bonded Service Dist Appls	I22300100	358,505	(25,701)
PBID/BIA Applications	I22310600	7,500	(6,802)
River District Specific Plan	I21000200	172,905	169,540
UCD Community Garden	I19130000	25,000	2,256
Total Reimbursable Funds		\$ 4,693,219	\$ 369,743
OTHER FUNDS			
2035 General Plan Update	I22400002	457,921	-
APP Maintenance	I17000500	1,462	487
Arts and Cultural Equity Grant	I17000600	500,000	498,157
Arts and Cultural Facilities	I17000200	637,314	536,987
Basin 52 Stormwater Mstr Plan	I14610302	131,312	(0)
Basin 6 Drainage	I22200600	41,849	41,849
Basin 6 Drainage	I22200600	2,719,331	-
Captain Jerry's Safety Program	I15161400	19,890	9,338
Community Plan Update	I22400100	412,497	-
Creative Aging	I19120008	5,310	527
Creative Aging Choral Group	I19120017	11,000	3,052
Downtown ESC Project	I02000500	5,000,000	-
DP Hotel - Building	I21005201	1,090,354	798,111
DP Hotel - Planning	I21005202	82,927	63,996
ESC - Building Fees Deposit	I21005105	345,214	24,532
ESC - Building Inspection	I21005101	1,792,628	1,280,439
ESC - Planning	I21005103	321,634	242,940
ESC Art Maintenance	I17000401	100,000	100,000
ESC Building - Plan Check	I21005102	2,047,949	1,014,468
F.O.C.A.S. (13086)	I13000400	982,108	70,578
Fleet - Parks & Recreation	I06013190	97,000	97,000
Fleet -Transportation(GF)	I06013150	60,000	60,000
Fleet -Transportation(GF)	I06013150	260,000	260,000
Fun Pass Program	I19120002	109,842	11,184
General Plan Litigation	I22400003	325,000	-
General Plan Update 4811	I22400000	2,465,241	-

Project Description	Project #	Total Budget	Available Budget
Hart Meal Site Coordinator	I19120019	15,000	7,982
Hart Trust Proj Fund FY12-16	I19120000	2,063	2,063
Historic Place	I21004800	238,000	89,655
I-5 Subregional Fee Program	I15150100	36,074	2
Iu Mien Exercise Program	I19120009	6,860	-
JCPA Administrative Ctrl 3131	I22205100	184,999	1,841
Kids Play Mc Kinley-Maint 4711	I19000800	12,870	7,151
Last Chance Adoptions (13008)	I13000401	11,000	11,000
Master Plan Sewer Modeling	I14610201	79,314	45
Mixed Income Ordinance	I21005000	37,755	-
N Natomas Admin Control	I22200100	291,002	19,144
N Natomas Admin Control	I22200100	6,555,256	43
NNAC&CC Feasibility Study Proj	I19000900	116,055	498
NNAC&CC Feasibility Study Project	I19000900	5,075	-
On-Call Cleaning & CCTV	I14630101	91,867	8
Panhandle Annexation 4811	I22209000	124,990	3,466
Project Allocation Contingency	I19120007	6,725	2,090
Project Pony 2112	I11001900	6,600	5,202
River District Specific Plan	I21000200	142,500	-
River District Specific Plan	I21000200	9,616	-
River District-Fin/Nexus/Fisc	I21000242	225,333	5,365
River District-Fin/Nexus/Fisc	I21000242	28,222	-
River District-Fin/Nexus/Fisc	I21000242	26,180	-
Sacramento Railyards 2006 FINP	I22208000	740	-
Senior Water Aerobics	I19120004	12,523	463
Sewer Master Planning Prog	I14610200	73,000	73,000
SPD Training Facility 2157	I11002000	46,700	58
Staff Support	I19120013	12,000	-
TechConnections for Seniors	I19120018	45,000	(7,727)
TMA Shuttle	I22200700	192,000	192,000
TMA Shuttle	I22200700	1,126,200	-
Traffic Impact Study Guideline	I15161700	75,000	9,241
Transp Programming Guide Prog	I15160100	50,000	50,000
Transportation Vouchers	I19120011	80,000	225
Triple R - Sliding Scale 3	I19120005	215,950	46,941
Triple-R Outreach	I19120016	24,000	2,611
Volunteer Coordinator	I19120014	80,000	(2,638)
Wastewtr Pipe Condition Assess	I14010804	100,366	366

Project Description	Project #	Total Budget	Available Budget
Willowcreek Fee District	122206000	2,618,461	597,598
Total Other Funds		\$ 33,023,080	\$ 6,231,337
Total All Funds		\$ 241,010,042	\$ 92,468,288

EXTERNALLY FUNDED PROGRAMS

The following is a list of existing externally funded programs, the total budget, and available budget based on data available as of March 2016:

Fund / Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
PHSC Reserve Funding	E18000401	160,000	160,000
Railyards Project Management	E02000100	606,853	447,740
Total General Funds		\$ 766,853	\$ 607,740
EXTERNALLY FUNDED PROGRAMS FUND			
2016 DMV Anti-Auto Theft	E11005406	400,000	208,412
APP - City of West Sacramento	E17000700	25,000	24,958
APP - McKinley Village Master	E17000600	35,000	23,750
Board of Supervisors	E17000502	14,000	3,487
CoolCalifornia Challenge	E21000100	13,600	2,079
County Support-Move Artwork	E17000101	10,600	10,600
DMV Anti-Auto Theft - FY15	E11005405	327,832	3,943
Federal Forfeiture - DOJ	E11003300	2,523,281	311,371
Federal Forfeiture - DOT	E11003200	1,162,475	165,580
FY14 Los Rios Vocational Training	E11002514	800,000	294,169
FY15 AB109/RCISP	E11006400	147,080	7,168
FY15 Los Rios Vocational Training	E11002515	800,000	309,764
FY16 AB109/RCISP	E11006600	150,213	150,213
FY16 Los Rios Vocational Training	E11006516	600,000	164,162
Helicopter Program	E11002400	453,134	123,360
Los Rios Vocational Training	E11002500	5,848,744	91,472
Los Rios Vocational Training (7/10-6/11)	E11002511	837,686	119,493
Los Rios Vocational Training (7/11-6/12)	E11002512	934,050	279,930
Los Rios Vocational Training (7/12-6/13)	E11002513	529,441	249,459
Powerhouse Science Center	E18000400	1,000,000	1,000,000
SMUD Gallery (CY2014-16)	E17000501	50,000	2,712
State Forfrt - Criminal Profit	E11002700	130,690	-

Fund / Project Description	Project #	Total Budget	Available Budget
State Forftr - Drug Ed & Gang	E11002900	761,731	92,735
State Forftr - Hlth & Sfty	E11002800	4,033,675	140,426
Terminal B Arts Endowment 2013	E17000201	25,000	14,881
Vocational Education Training - Fire	E12000100	1,185,822	(158,539)
Total Externally Funded Programs Funds		\$ 22,799,054	\$ 3,635,586
OTHER FUNDS			
Driver Training Acadmy (SRDTF)	E08000100	1,000,000	386,852
PHSC Reserve Funding	E18000401	200,000	200,000
Powerhouse Science Center	E18000400	400,000	400,000
Robla Facility Safety Training	E08000200	1,500	1,500
Total Other Funds		\$ 1,601,500	\$ 988,352
Total All Funds		\$ 25,167,407	\$ 5,231,677

25

SECTION – 25 **Financial Policies**



Advanced Life Support (ALS) Revenue Recovery

Scope: CITYWIDE

Policy Contact

Dawn Holm

Budget Manager

Department of Finance

(916) 808-5574

dholm@cityofsacramento.org

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Purpose

Background

Policy

Regulatory References

July 27, 1993 Resolution 1993-0434

October 2011 AB 678-Ground Emergency Medical Transport

June 26, 2012 Resolution 2012-0214

March 18, 2014 Motion 2014-0053

Advanced Life Support (ALS) Revenue Recovery Policy

1. PURPOSE

To establish a policy for revenue recovery associated with the cost of providing the City's Advanced Life Support (ALS) program.

2. BACKGROUND

On July 27, 1993 (Resolution 93-434), the City established the ALS program. Council stated that the City's ambulance rates should be lower than other local providers given similar customer mixes. The ALS program as approved was to recover the direct cost of providing services without a General Fund subsidy.

As costs for ALS services continue to increase, the revenues generated by fees for service have not grown proportionally. The City is challenged to recover fee for service revenues due to a number of different reasons, one of them being payer mix. The City's payer mix is currently 34 percent Medicare, 35 percent Medicaid, and 16 percent Private Insurance with the remainder being Self Pay and Uninsured. In addition there are federal mandated write-offs which allow the City to collect only a small percentage of the actual billed amount from Medicare and Medicaid. In an effort to maximize reimbursements and cover direct costs the City has pursued additional recovery options.

In October 2011, AB 678 authorizing the Ground Emergency Medical Transport (GEMT) program was enacted providing for the reimbursement of transports of Medi-Cal patients who are not in managed care. On March 18, 2014, the City Council authorized the agreement with Sacramento Metropolitan Fire District (Motion No. 2014-0053) to pursue reimbursements through the GEMT program.

On June 26, 2012, the City Council approved increases to the ALS fees for service (Resolution 2012-214) to increase cost recovery to address a portion of the structural variance between the cost of providing services and the revenue collected for those services.

On December 16, 2014, Council authorized the participation in the Rate Range Intergovernmental Transfer (IGT) program. IGT allows local governments to receive a federal reimbursement for the transport of Medi-Cal patients that are in managed care.

While the City can assure the continuation of fee for service revenues, revenue recovery programs such as GEMT and IGT are subject to state and federal funding availability.

3. POLICY

- (a) The ALS Program costs shall be fully offset by direct revenues.
- (b) All revenues recovered for the provision of ALS services shall be used to cover direct and indirect costs to reduce the General Fund subsidy for this program.



Budget Control Policy



Scope: CITYWIDE

Policy Contact

Leyne Milstein

Finance Director

Department of Finance

(916) 808-5843

LMilstein@cityofsacramento.org

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1. Purpose

2. Background

3. Policy

 3.1 Annual Budget Development

 3.2 Budget Amendments

Regulatory References

Council Motion 2016-0121

Effective Date: April 26, 2016

Budget Control Policy

1. PURPOSE

The purpose of this policy is to ensure the City makes informed fiscal decisions that take into account the full costs, in terms of dollars and service impacts, of implementing spending increases during the fiscal year. To maintain a structurally balanced budget, any spending increases must be accompanied by compensatory revenue increases or spending decreases that clearly identify the associated opportunity costs.

2. BACKGROUND

The service plan for the City is based on an annual budget as required by the City Charter and by good financial and operational practices. Budgeting on an annual basis provides time to review all revenue sources, develop solutions to previously identified problems, and to discuss and decide on policies and priorities. An annual budget process also provides time for management to plan and more efficiently and effectively implement changes incorporated into the budget. Making significant mid-cycle changes outside of the orderly budget process can lead to poor decision-making due to incomplete information and to inefficient and ineffective operations or service delivery.

3. POLICY

3.1 Annual Budget Development

The annual budget process will be the method used by the City to develop its service delivery priorities and the level and type of resources required to fund those services.

Before the City undertakes any changes that would create fixed ongoing expenses, the cost implications of such changes will be projected for current and future years.

3.2 Budget Amendments

Changes to the budget and to service levels during the fiscal year will be minimized. Changes during the fiscal year will generally be limited to technical adjustments, emergency funding, unforeseen circumstances, time-sensitive opportunities or issues, or new grants or awards. The creation of a new program, a higher service level, or other increases in expenditures, without associated revenues or reimbursements, during mid-budget cycle is discouraged. Changes outside of the annual budget process should only be considered during the midyear budget review.

Policy: BUDGET CONTROL

Unexpected revenue shortfalls or other significant issues that may create a budget shortfall during the fiscal year are to be reported to the City Council with recommendations by the City Manager as to whether a mid-year budget adjustment should be made.

Budget amendments shall be considered and adopted by the Council except for where authority has been delegated as prescribed within the adopted Budget Resolution.



Development Stabilization Contingency Reserve (DSCR) and Development Services Fund Management

Scope: CITYWIDE

Policy Contact

Dawn Holm

Budget Manager

Department of Finance

(916) 808-5574

dholm@cityofsacramento.org

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Management of Activities in Fund 2016

Regulatory References

February 23, 1999 Resolution 1999-0077

Development Stabilization Contingency Reserve (DSCR) and Development Services Fund Management Policy

1. PURPOSE

The purpose of the DSCR and the Development Services Fund (Fund 2016) is to ensure the prudent management of development funds for the public and the City of Sacramento. The DSCR will be used to bridge gaps between budgeted and actual development revenues in the Community Development Department (CDD) during periods of significant revenue decline.

2. BACKGROUND

The Development Services Fund was established on February 23, 1999 (Reso 99-077), to account for major plan review and building permit projects, cyclical surplus plan review and building permit revenues, and environmental impact review projects. In 1999 the City Council authorized the transfer of General Fund budget surpluses, during periods of high building activity, in the Development Services Department to be transferred to the Development Services Fund. The intent was that the Development Services Fund would be drawn down in years of lower building activity. Over time, these resources were used to fund ongoing workload, without an ongoing revenue stream. When the Fund could no longer support ongoing budgeted expenditures, the authority to carryover surpluses was removed from the annual budget resolution.

A sustainable funding plan for CDD building and planning operations is necessary for the department to be responsive to the economic climate. Establishing a DSCR Policy for Fund 2016 and Management Guidelines will provide the department resources during a downturn in development activity and time to react to those changes.

3. POLICY

The DSCR shall be established as set forth below and any changes to the policy will be presented to and approved by the City Council.

- (a) The DSCR goal is one year's worth of building, building plan check, and current planning revenues.
- (b) The DSCR will be initially funded with the available fund balance upon completion of the FY2014/15 audited financial statements for Fund 2016.
- (c) Beginning with FY2014/15 actual year-end revenues in excess of budget from CDD's Building Inspection, Building Plan Check, Customer Service/Permit

Counter, and Planning Operations, provided that the net year-end results (revenue and expenditure budget variance) of CDD are positive, will be transferred to the DSCR.

- (d) The DSCR will only be used to bridge gaps between projected and actual development-related revenues in CDD during periods of significant revenue shortfalls.

4. MANAGEMENT OF ACTIVITIES IN FUND 2016

The fund shall be used for the management of development activities, when those activities are intended to be fully offset by revenues as described below and summarized in Attachment 1.

- (a) Environmental impact review or planning review in fully reimbursable projects (P2100xxxx)
 - i. Revenues and expenditures must balance upon closure
 - ii. Shortfalls in completed projects where recovery efforts are unsuccessful will be covered by a transfer from the DSCR so that the project may be closed with balanced revenues and expenditures
- (b) Major development projects (I21xxxxxx) when building valuation is in excess of \$50 million, to be adjusted annually according to the Consumer Price Index (e.g., high rise buildings, arenas, theaters in fully reimbursable projects)
 - i. Revenues and expenditures must balance upon closure
 - ii. Funds remaining in a completed project will be transferred first to the DSRC until the Reserve level is attained, then to the department's General Fund operating budget
 - iii. Shortfalls in completed projects will be covered by a transfer from the DSCR so that the project may be closed with balanced revenues and expenditures
- (c) Citywide Development Activities (funding provided by a % fee on all permits/plan reviews)
 - i. Technology for building or planning permitting systems: (e.g., Accela, CitizenServe, or eCAPS) to be managed in the separate capital projects (A21xxxxxx)
 - ii. General Plan and Community Plan updates: To be managed in a multi-year projects (I22xxxxxx) with separate child projects for the various plans/updates



General Fund Economic Uncertainty Reserve Policy

Scope: CITYWIDE

Policy Contact

Leyne Milstein

Finance Director

Department of Finance

(916) 808-5843

LMilstein@cityofsacramento.org

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 - 3.1 Minimum and Target Reserve Levels
 - 3.2 Methods to Achieve Funding Levels
 - 3.3 Criteria for Expenditure of Reserve Funds
 - 3.4 Timeline for Replenishment of the EUR

Regulatory References

Council Motion 2016-0122

Effective Date: April 26, 2016

General Fund Economic Uncertainty Reserve Policy

2. PURPOSE

To establish the targeted level of General Fund operating reserves, a basic component of a financially strong city. Adequate reserves help sustain City operations when adverse or unexpected circumstances affect the City, providing resources to minimize service disruption in the event of temporary revenue shortfalls or unpredicted one-time expenditures. This policy establishes the amounts the City will strive to maintain in its Economic Uncertainty Reserve (EUR) and the conditions under which the reserve may be used.

3. BACKGROUND

Financial reserves strengthen the City's financial status and provide valuable resources for unexpected events. Every fund of the City represents a stand-alone financial set of accounts and has its own operating characteristics, financial capabilities, and constraints. The level of reserves needed should be based on the financial and operating characteristics of each fund. In June 2011, the City Council adopted a goal of establishing a General Fund EUR equivalent to 10% of annual General Fund revenues.

According to the Government Finance Officers Association (GFOA), it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) in order to protect taxpayers and employees from unexpected changes in financial conditions.

GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain an unrestricted budgetary fund balance in their General Fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (<http://www.gfoa.org/appropriate-level-unrestricted-fund-balance-general-fund>).

This policy establishes 10% of annual General Fund budgeted revenues as the minimum level of funding in the City's General Fund EUR and establishes two months of operating revenues as a target reserve level. The policy also outlines the methods the City will utilize to achieve the target reserve level, defines the conditions under which these funds can be used and describes how the City's expenditure and/or revenue levels will be adjusted to match any new economic realities that are causing the use of fund balance reserves as a financing bridge.

3. POLICY

3.1 Minimum and Target Reserve Levels

The City will maintain an EUR at a minimum of 10% of budgeted General Fund revenues. The City will seek to achieve and maintain a General Fund EUR equal to two months of regular on-going General Fund expenditures, including transfers (i.e. 17% of General Fund expenditures).

The EUR shall be reported as a commitment of fund balance in the General Fund for external financial reporting. Appropriations from the EUR may only be made by a vote of the City Council to meet a critical, unpredictable financial need.

3.2 Methods to Achieve Funding Levels

Funding of the EUR will generally come from excess revenues over expenditures or one-time revenues.

At a minimum, during the budget process, staff shall review the current and five-year projected reserves to ensure that they are appropriate given the economic and financial risk factors the City faces.

3.3 Criteria for Expenditure of Reserve Funds

The EUR is intended to contend with significant short-term issues, inclusive of unexpected revenue shortfalls, higher than anticipated expenditures, or declared emergencies.

It is the intent of the Council to limit use of the EUR to address unanticipated, non-recurring needs. Reserves shall not normally be applied to recurring annual operating expenditures. The EUR may, however, be used strategically to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of a Council-adopted long-term plan.

3.4 Timeline for Replenishment of the EUR

If the EUR is drawn down below the minimum level, a plan will be developed and implemented to replenish the reserve, generally from future surpluses. Replenishing the EUR will be a priority use of one-time resources. Generally, the City should seek to replenish the EUR to the minimum reserve level within one to three years.



Interfund Loans



Scope: CITYWIDE

Policy Contact

Dennis Kauffman, Operations Manager, (916) 808-5843

dkauffman@cityofsacramento.org

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1. Purpose
2. Background
3. Policy
 - 3.1 Long-term Loans
 - 3.2 Short-term Loans
 - 3.3 Prohibited Uses

Regulatory References

Council Motion 2015-0141

Interfund Loans Policy

1. PURPOSE

The City's Interfund Loan Policy documents the methods used by the City to demonstrate prudent financial management over interfund loans. The policy:

- Requires City Council approval of interfund loans, except for short-term working capital loans,
- Permits short-term interfund loans for working capital to cover Council-approved reimbursable grants and projects and other temporary timing differences in cash flows, and
- Prohibits interfund loans from being used to solve ongoing structural budget issues or hindering the accomplishment of any function or project for which the lending fund was established.

2. BACKGROUND

Interfund loans are the lending of cash from one City fund to another for a specific purpose and with a requirement for repayment. The practice of interfund loans is a recognized and necessary aspect of municipal finance. Such loans are typically short-term in nature, and constitute the allocation of resources between individual funds for working capital purposes.

3. POLICY

3.1 Long-term Loans

Interfund loans, other than short-term working capital loans, must be approved by the City Council. Council approval will include the following terms of the loan:

- Purpose of Interfund Loan
- Identification of the source fund
 - Availability of unrestricted funds in the source fund
 - Review of multi-year plans for use of source fund cash
 - Analysis of legal or contractual restrictions
- Repayment of Interfund Loan
 - Repayment must have a payment source and funding stream
 - Specific repayment schedule
 - Interest imposed at a rate equal to at least investment earnings if loan did not occur

Policy: INTERFUND LOANS

- Other Considerations
 - Feasibility of repayment
 - Internal controls to monitor repayment

3.2 Short-term Loans

Short-term interfund loans for working capital to provide cash for Council-approved reimbursable grants and projects, are permitted. Short-term working capital loans are also permitted for temporary timing differences in cash flows when expenditures are incurred before revenue is collected. The source funds for working capital interfund loans are the Risk Fund and the General Fund.

3.3 Prohibited Uses

- Interfund loans will not be used to solve ongoing structural budget issues.
- Interfund loans will not hinder the accomplishment of any function or project for which the lending fund was established.



Measure U Financial Management

Scope: CITYWIDE

Policy Contact

Dennis Kauffman

Finance Operations Manager

Department of Finance

(916) 808-5843

dkauffman@cityofsacramento.org

Dawn Holm

Budget Manager

Department of Finance

(916) 808-5574

dholm@cityofsacramento.org

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Regulatory References

November 2012 Ballot Measure U

Measure U Financial Management Policy

1. PURPOSE

The City's Measure U Financial Management Policy documents the methods the City will use to demonstrate prudent financial management over Measure U tax revenue. The policy:

- Establishes a Measure U Reserve to address unanticipated revenue reductions and the transition that will occur upon the expiration of the tax;
 - Commits to allocating the additional Measure U resources, above the amount needed to fund the Measure U Reserve and to accommodate growth of already-funded Measure U programs, to one-time expenditures;
 - Prohibits using Measure U resources to increase General Fund non-Measure U employee compensation or to balance the General Fund budget;
- Requires performance audits by the City's external independent auditor in addition to the City's annual financial and compliance audits; and
- Requires development of a transition plan to address the expiration of the Measure U tax and the reduction or phase out of services funded by Measure U.

2. BACKGROUND

Voter approval of the City of Sacramento Essential Services Protection Measure (Measure U) in November 2012 authorized the implementation of a six-year, one-half cent transaction and use tax effective April 1, 2013, which expires on March 31, 2019. The objectives of Measure U are "to restore and protect essential safety services, including 9-1-1 response, police officers, gang/youth violence prevention, fire protection/emergency medical response, and other essential services including park maintenance, youth/senior services, and libraries..."

3. POLICY

3.1 Measure U Reserve

The City shall maintain a Measure U Reserve dedicated to mitigating the effects of unanticipated revenue reductions and the transition away from Measure U revenue upon the expiration of the tax on March 31, 2019. The Measure U Reserve shall be funded equal to the estimated Measure U program/service costs in FY2020/21 to provide time and adequate funding to phase out the use of Measure U funds.

3.5 Use of Measure U Resources

- Measure U revenue, above the amount needed to fund the Measure U Reserve and to accommodate growth of Council-authorized Measure U programs, will be allocated to one-time expenditures focused on investment in City infrastructure used to deliver Measure U programs/services.
- Measure U revenue shall not be allocated to fund new or expanded programs with ongoing costs after June 30, 2015, as the expiration of the tax measure in 2019 may require those new programs to be reduced or eliminated.

3.6 Prohibited Uses

Measure U resources shall not be used to increase General Fund non-Measure U employee compensation or to balance the General Fund budget, except where funds would provide for the protection of programs/services specifically included in the Measure U ballot language.

3.7 Transparency and Reporting

Measure U revenue and expenditures should be transparent to the City Council, the Measure U Citizens Oversight Committee, and Sacramento residents. In order to achieve this transparency, Measure U resources will be accounted for and reported separately in order to facilitate review by the Council and the Oversight Committee. In addition, the following information shall be available:

- The City's annual financial and compliance audit will include revenues and expenditures for the Measure U Fund.
- As requested by the Citizens Oversight Committee, the City shall engage its external independent auditors to conduct annual performance audits of Measure U spending by budget allocation.

3.5 Transition Plan

The City Manager will prepare a transition plan as part of the FY2018/19 Proposed Budget to address the expiration of the Measure U tax and the phase out of services funded by Measure U. The transition plan should reduce the reliance on Measure U resources over time by utilizing the Measure U Reserve and converting support for essential programs and services to any alternative sources of funding identified.



Other Post-Employment Benefits (OPEB)

Scope: CITYWIDE

Policy Contact

Dennis Kauffman

Finance Operations Manager

Department of Finance

(916) 808-5843

dkauffman@cityofsacramento.org

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Purpose

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Policy

Effective: February 16, 2016

Other Post-Employment Benefits (OPEB) Policy

1. PURPOSE

In order to assure that the City's Other Post-Employment Benefits (OPEB) program is financially sustainable, the program should accumulate adequate resources in a systematic and disciplined manner over the active service life of benefitting employees. The City's OPEB Funding Policy documents the method the City will use to determine its actuarially determined contributions to fund the long-term cost of benefits to City employees and retirees. The policy also:

- Demonstrates prudent financial management practices;
- Promotes long-term and strategic thinking;
- Provides guidance in making annual budget decisions;
- Reassures bond rating agencies; and
- Demonstrates to employees and the public how OPEB will be funded to ensure adequate funding for negotiated benefits.

2. BACKGROUND

The City provides OPEB benefits to active employees hired before specific dates based on negotiated labor agreements and the unrepresented resolution. The City's OPEB benefits consist of a cash contribution benefit for retiree medical and dental benefits and subsidized premiums resulting from blending retirees and active employees in the same risk pool. For police and miscellaneous employees, the cash benefit amount is \$300 per month for retirees only and \$365 per month for retirees with dependents. Police employees hired after September 3, 2013, and miscellaneous employees hired after June 30, 2012, are not eligible for OPEB benefits. For fire employees hired before January 14, 2015, the cash benefit amount is the total of the lowest cost \$25 co-pay health plan premium for one plus an additional 5.28 percent of that cost; the lowest cost PPO dental plan for one; and \$25.

Fire employees hired on or after January 14, 2015, are eligible for a cash benefit amount up to \$774 monthly from the date of retirement until the retiree reaches Medicare eligibility age, and up to \$387 monthly from the date the retiree reaches Medicare eligibility. Fire employees pay \$45 per month, with a City match of \$45 per month, deposited to a separate trust fund to pay for the benefit.

The City's OPEB cash benefit is prorated based on years of service – 50 percent for employees with ten to fifteen years of service, 75 percent for employees with fifteen to twenty years of service and 100 percent for employees with twenty years of service or more.

Policy: OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Currently, the City has \$363 million in underfunded long-term liabilities associated with retiree medical benefits from all funding sources, \$309 million attributable to the General Fund. While the benefit was historically funded on a pay-as-you-go (pay-go) basis, paying only the actual cost of the benefit for retirees in the current fiscal year, financial accounting standards require the City to account for the benefit as if it were actuarially funded. If the City does not replace the current plan of pay-go combined with minimal contributions to the City's relatively new OPEB trust fund, the City's pay-go obligation will continue to grow, consuming resources that would otherwise pay for vital programs and services.

Consistent with best practices, in January 2013 Council authorized the establishment of an irrevocable trust with an initial General Fund investment of \$2 million. Another \$2 million was contributed to the trust in FY2013/14. The FY2014/15 and FY2015/16 approved budgets each included a \$1 million contribution to the trust, bringing the total funding for the trust to \$6 million. The approved FY2014/15 and FY2015/16 Budget Resolutions also included authority to direct available budgetary resources in the pension budget accounts at the end of the fiscal year to the OPEB Trust.

3. POLICY

3.1 OPEB Actuarially Determined Contribution (ADC)

The City will engage an OPEB actuary to determine the City's ADC based on biennial actuarial valuations. The ADC will include the normal cost for current service and amortization of the unfunded liability. The normal cost¹ will be calculated using the entry age normal cost method using appropriate economic and non-economic assumptions approved by the City.

The City will review the actuarial valuations to validate the completeness and accuracy of the employee census data and the reasonableness of the actuarial assumptions. Actuarial valuations involve estimates and assumptions about the probability of occurrence of events far into the future. Actuarially determined amounts are subject to continual revision as actual results are compared to past expectations and new estimates are made about the future.

3.2 Funding the ADC

The City will continue to appropriate in the annual budget for contributions to the OPEB Trust and the pay-go costs of OPEB for current retirees, as well as use one-time savings in pension contributions to make additional contributions to the OPEB Trust.

¹ Normal Cost – the current year cost of the program to provide the benefit for current employees in the future.

Policy: OTHER POST-EMPLOYMENT BENEFITS (OPEB)

The City will fully fund the ADC within 10 years, or by Fiscal Year 2025-26, by reducing the gap between its current OPEB funding and the ADC with a combination of City contributions, employee contributions, and OPEB plan changes.

The City will achieve “full funding” of its OPEB plan within 30 years, or by Fiscal Year 2045-46, with a 20-year amortization of the unfunded liability after the 10-year ramp-up period. Full funding of the OPEB plan is defined as funding 100 percent of the accrued liability on an actuarial basis.

3.3 Transparency and Reporting

Funding of the City’s OPEB should be transparent to all parties including City employees, retirees, recognized employee organizations, the City Council and Sacramento residents. In order to achieve this transparency, the following information shall be available:

- a. Copies of the biennial actuarial valuations for the City’s OPEB plan shall be made available to the City Council.
- b. The City’s Comprehensive Annual Financial Report shall be published on its website. This report includes information on the City’s OPEB plan, contributions to the OPEB Trust, and the funded status of the plan.
- c. The City’s annual operating budget shall include appropriations for contributions to the OPEB Trust and pay-go costs.

3.4 Review of Funding Policy

Funding OPEB requires a long-term plan. The City will review this policy at a minimum biennially, coincident with preparation of the actuarial valuations, to determine if changes to this policy are necessary to ensure adequate resources are being accumulated to fund OPEB benefits.



Pension Funding

Scope: CITYWIDE

Policy Contact

Dennis Kauffman

Finance Operations Manager

Department of Finance

(916) 808-5843

dkauffman@cityofsacramento.org

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1. Purpose
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 - 3.2 SCERS ADC
 - 3.3 Transparency and Reporting
 - 3.4 Review of Funding Policy

Regulatory References

Council Motion 2015-0095 (May 5, 2015)

CalPERS

SCERS

Pension Funding Policy

1. PURPOSE

The City's Pension Funding Policy documents the method the City will use to determine its actuarially determined contributions to fund the long-term cost of benefits to the plan participants and annuitants. The policy also:

- Provides guidance in making annual budget decisions;
- Demonstrates prudent financial management practices;
- Reassures bond rating agencies; and
- Shows employees and the public how pensions will be funded.

2. BACKGROUND

The City provides defined benefit retirement benefits through the California Public Employees' Retirement System (PERS) and the Sacramento City Employees' Retirement System (SCERS). PERS is a multiple-employer public employee defined benefit pension plan. SCERS is a single-employer defined benefit pension plan.

All full-time and certain part-time City employees hired after January 28, 1977 and City safety employees, regardless of date of hire, are eligible to participate in CalPERS. CalPERS provides retirement and disability benefits, annual cost of living adjustments and death benefits to plan members and their beneficiaries. CalPERS acts as a common investment and administrative agent for participating public entities within the State of California. Benefit provisions and all other requirements are established by state statute and City ordinance.

All full-time, non-safety employees hired before January 29, 1977, were eligible to participate in SCERS. SCERS provides retirement and disability benefits, annual cost of living adjustments and death benefits to plan members and beneficiaries. Benefit provisions and all other requirements are established by the City Charter.

The financial objective of a defined benefit pension plan is to fund the long-term cost of benefits provided to the plan participants. In order to assure that the plan is financially sustainable, the plan should accumulate adequate resources in a systematic and disciplined manner over the active service life of benefitting employees. This funding policy outlines the method the City will utilize to determine its actuarially determined contributions to fund the long-term cost of benefits to the plan participants and annuitants.

Pension Funding: A Guide for Elected Officials, issued by eleven national groups including the U.S. Conference of Mayors, the International City/County Management Association, and the Government Finance Officers Association, established the following five general policy objectives for a pension funding policy:

1. **Actuarially Determined Contributions.** A pension funding plan should be based upon an actuarially determined contribution (ADC) that incorporates both the cost of benefits in the current year and the amortization of the plan's unfunded actuarial accrued liability.
2. **Funding Discipline.** A commitment to make timely, actuarially determined contributions to the retirement system is needed to ensure that sufficient assets are available for all current and future retirees.
3. **Intergenerational equity.** Annual contributions should be reasonably related to the expected and actual cost of each year of service so that the cost of employee benefits is paid by the generation of taxpayers who receives services from those employees.
4. **Contributions as a stable percentage of payroll.** Contributions should be managed so that employer costs remain consistent as a percentage of payroll over time.
5. **Accountability and transparency.** Clear reporting of pension funding should include an assessment of whether, how, and when the plan sponsor will ensure sufficient assets are available for all current and future retirees.

3. POLICY

3.1 CalPERS ADC

CalPERS actuaries will determine the City's ADC to CalPERS based on annual actuarial valuations. The ADC will include the normal cost for current service and amortization of any under-funded amount. The normal cost will be calculated using the entry age normal cost method using economic and non-economic assumptions approved by the CalPERS Board of Administration.

The City will review the CalPERS annual actuarial valuations to validate the completeness and accuracy of the member census data and the reasonableness of the actuarial assumptions.

3.2 SCERS ADC

The City will determine its ADC to SCERS using the following principles:

- a. The ADC will be calculated by an enrolled actuary and will include the normal cost for current service and amortization to collect any under-funded amount.
- b. The normal cost will be calculated using the entry age normal cost method using the following assumptions:
 - i. Economic assumptions such as the investment rate of return and average salary increase will be reviewed with the actuary to confirm reflection of the best anticipated experience.
 - ii. Non-economic assumptions, such as rates of separation, disability, retirement, mortality, etc. shall be determined by City management in consultation with the actuary to reflect current experience.
- c. The un-funded actuarial accrued liability, or the difference between the accrued liability and actuarial value of assets, will be amortized over a declining number of years given the closed status of the plan.
- d. The actuarial value of assets will be determined using a 3-year smoothed market value to minimize volatility of the City's ADC.
- e. The City's ADC to SCERS will be stated in an annual contribution amount, rather than as a percentage of pay, given the closed status of the plan.

3.3 Transparency and Reporting

Funding of the City's pension plans should be transparent to vested parties including plan participants, annuitants, the SCERS Administrative, Investment, and Fiscal Management (AIFM) Board, the City Council and Sacramento residents. In order to achieve this transparency, the following information shall be available:

- a. Copies of the annual actuarial valuations for the City's CalPERS plans shall be made available to the City Council.
- b. A copy of the annual actuarial valuation for SCERS shall be made available to the City Council and the SCERS AIFM Board.
- c. The City's Comprehensive Annual Financial Report shall be published on its website. This report includes information on the City's annual contributions to the pension systems and their funded status.
- d. The City's annual operating budget shall include the City's contributions to SCERS and CalPERS.

3.4 Review of Funding Policy

Funding a defined benefit pension plan requires a long-term horizon. As such, the City will review this policy at least every five years to determine if changes to this policy are needed to ensure adequate resources are being accumulated.



Risk Management Funding and Reserve Policy

Scope: CITYWIDE

Policy Contact

Dennis Kauffman

Finance Operations Manager

Department of Finance

(916) 808-5843

dkauffman@cityofsacramento.org

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1. Purpose

2. Background

3. Policy

Regulatory References

Motion: 2015-0094 (May 15, 2015)

Risk Management Funding and Reserve Policy

1. PURPOSE

The City's Risk Management Funding Policy documents the City's approach to providing adequate financial resources to fund the City's General and Auto Liability and Workers Compensation Programs and establishing and maintaining adequate reserves in the Risk Management Internal Service Fund.

2. BACKGROUND

The City has been self-insured for workers' compensation and for general and auto liability since 1971 and 1976, respectively. The General and Auto Liability and Workers Compensation Programs charge City departments and funds for the costs of providing for claims, as well as for the cost of administering the claims.

3. POLICY

- (a) In order to methodically and consistently measure the City's projected claims, the City will contract with a professional outside actuary to prepare annual actuarial valuation reports for both categories of claims. Program funding will be based on the annual actuarial valuation reports.
- (b) The City's funding policy will provide program funding at the 80 percent confidence level, including recognition of anticipated investment income. Confidence level is used by actuaries to determine the realistic possibilities that a given funding rate will be sufficient to cover all claims that might be incurred in any one program year. An 80 percent confidence level indicates that the funding rate should be adequate eight out of 10 years.
- (c) The City shall maintain a Risk Management Reserve dedicated to mitigation of the risk of loss arising from potential claims and lawsuits against the City for general and auto liability as well as workers' compensation claims. The Risk Management Reserve shall be funded at the following levels:

General and Auto Liability – In addition to annual funding of projected claims at the 80 percent confidence level, the City shall maintain a reserve equal to two Self-Insured Retention allotments.

Workers' Compensation – In addition to annual funding of projected claims at the 80 percent confidence level, the City shall maintain a reserve equal to two SIR allotments.

Policy: RISK MANAGEMENT FUNDING

If the SIR amount changes in future years, the two SIR allotments will continue to be the reserve requirement for both programs.

If either program maintains a balance above the minimum funding and reserve requirement, the excess reserves will be used to subsidize City contributions over a 1-5 year period depending upon the amount of the excess and the City's economic condition.

If either program has excess claims requiring additional contributions to the fund, the City will increase contributions over a 1-3 year period depending on the amount of the shortfall and the City's economic condition to get to the minimum funding and reserve requirement.

If one program has excess reserves and the other program has a shortfall, transfers between programs may be implemented to reduce or eliminate the program shortfall.

26

SECTION – 26

Glossary

Glossary

Account - The primary accounting field in the budget used to describe the type of the financial transaction.

Actual - Actual level of expenditures/FTE positions approved for fiscal year noted as of February 2016.

Amended - Level of expenditures/FTE positions reflecting adjustments made during the current fiscal year.

Appropriation - An authorization by the City Council, which permits officials to incur obligations and expend City resources, for a specific purpose within a fiscal year.

Assessment - Revenue collected for City services that benefit properties in specific areas or districts.

Assessment District - A separate local government agency formed to provide specific services. Property owners within the Assessment District boundary pay the district in proportion to the benefits or services they receive.

Balanced Budget - The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available resources.

Beginning/Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand. (Also refer to Fund Balance.)

Budget - An annual financial plan consisting of Proposed/Approved expenditures for specified purposes and the Proposed/Approved means of financing them.

California Public Employees' Retirement System (CalPERS) – The nation's largest public pension fund, providing health and retirement benefits to more than 1.6 million state, public school, and local public agency employees, retirees and their families. The City contracts for retirement benefits only.

Capital Assets - Capital assets include land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period (fiscal year).

Capital Improvement - A specific undertaking involving procurement, construction or installation of facilities or related equipment that improves, preserves, enhances or modernizes the City's provision of municipal services, has a useful life of at least five years, and costs in excess of \$20,000. CIPs may include construction or major repair of

City buildings and facilities such as streets, roads, storm drains, traffic signals, parks, community centers, etc.

Capital Improvement Program (CIP) - An ongoing five-year plan of single and multiple-year capital expenditures which is updated annually.

Carryover - Appropriated funds remaining unspent at the end of the fiscal year, which are allowed to be retained by the project to which they were appropriated so that they may be expended in the next fiscal year.

Charter Offices - City Attorney, City Clerk, City Manager, and City Treasurer.

Citywide and Community Support - Program costs that do not relate to any one department, but represent costs of a general citywide nature, such as debt service. (Previously Non-Department).

Combined Sewer System (CSS) - Sewers that are designed to collect rainwater runoff, domestic sewage, and industrial wastewater in the same pipe. Combined sewer systems transport their wastewater to a sewage treatment plant, where it is treated and then discharged to a water body.

Debt Financing - Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service - The costs of paying the principal and interest on borrowed money according to a predetermined payment schedule.

Department - "Department" refers to the Mayor and City Council; City Manager; City Attorney; City Clerk; City Treasurer; Convention and Cultural Services; Community Development; Economic Development; Finance; Fire; General Services; Human Resources; Information Technology; Parks and Recreation; Police; Public Works; Utilities; Capital Improvement; Debt Service; Citywide and Community Support; and Reserves.

Dept ID - A sub-unit of a department or division.

Division - A roll-up of units within a department. There are one or more units within a division.

Employee Services - The personnel costs of a City program, including wage/salary, direct and indirect benefits, such as health insurance, social security costs, retirement contribution, workers' compensation, unemployment insurance, etc.

Enterprise - A governmental facility or service that is self-supporting through fee and charge revenue.

Enterprise Funds - These funds are used to account for operations for which it is the stated intent that costs of providing services to the general public on a continuing basis be financed or recovered primarily through user charges and space rentals, e.g., Water Fund, Wastewater Fund (also known as the Sewer Fund), etc.

Equipment - Capital outlay for tangible property of a relatively permanent nature, such as vehicles or equipment with a unit cost of \$20,000 or more.

Expenditure Class - A roll-up of accounts: employee services, services and supplies, property, debt service, and interdepartmental transfers.

Expenditure/Requirement - The actual spending of funds authorized by an appropriation. Expenditures are divided into the following “classes” of individual line items:

- Employee Services
- Services and Supplies
- Equipment
- Debt Service
- CIP or Grant Labor Offset
- Capital Improvements

Externally Funded Program - Program revenues provided by external agencies which are restricted to a specified purpose.

Fiscal Year (FY) - A time period designated by the City signifying the beginning and ending period for recording financial transactions. Sacramento has a fiscal year from July 1 through June 30, referred to as FY2016/17 or FY17.

Full-Time Equivalent (FTE) - A unit indicating the workload of a position in order to distinguish workloads comparable to a full-time position. An FTE of 1.0 means that the position is equivalent to a full-time workload; while an FTE of 0.50 signals that the position is only half-time.

Fund - A group of related accounts used to maintain control over resources that have been segregated for specific activities or objectives.

Fund Balance - The total dollars remaining after current expenditures for operations and capital improvements are subtracted from the sum of the beginning fund balance and current resources.

General Fund - The City's principal operating fund, which is supported by taxes and fees and which, generally, has no restrictions on its use. Expenditures may be described as discretionary and non-discretionary.

- Discretionary - That portion of the General Fund for which there are no restrictions on the use of the fees or taxes collected.

- **Non-discretionary** - Expenditure of revenues which are collected by users of a program to offset the cost of the program. State law requires that fees charged cannot exceed the cost of the service.

Grant - Contributions of cash or other assets provided by external agencies, which are restricted to a specific purpose, have a time limit for use, and frequently are reimbursed after incurring eligible costs.

Growth Rate - Level at which expenditures and revenues are expected to increase annually.

Impact - Effects on the service level provided by a particular program due to budget changes.

Indirect Costs - Those elements of cost necessary in the performance of a service that are not readily identified to the unit of service, such as administration, supplies, etc.

Internal Service Fund (ISF) - An ISF provides services to all City departments and bills the various other funds for services rendered. ISFs are self-supporting. Only the expenditure by the ISF is counted in budget totals; the internal transfer from the department to the ISF is excluded to avoid double-counting expenditures.

Internal Service Fund Transfer - A transfer from operating funds to an ISF, e.g., Risk Management or Fleet Management.

Labor/Supply Offset (CIP/Grant/Labor) - Amounts for employee salaries and benefits expected to be charged to a CIP or grants, thus reimbursing the operating budget for these costs.

Measure U - An ordinance that provides for a ½ cent tax on each dollar of taxable sales of goods with the City of Sacramento, and on the taxable storage, use, or consumption in the city of goods purchased from a retailer. The tax went into effect on April 1, 2013, and will expire on March 31, 2019.

Operating Budget - Annual appropriation of funds for ongoing program costs, including employee services, other services and supplies, equipment, and debt service.

Operating Transfers - Moving dollars from a fund receiving revenue to a fund which will expend the resources.

Ordinance - A law or regulation made by a city or town government.

Other Governmental Funds - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes, e.g., Gas Tax Fund, Traffic Safety Fund, Operating Grant fund.

Other Post-Employment Benefits (OPEB) - Benefits that an employee will begin to receive at the start of retirement, not including pension benefits.

Proposition 218 - Passed by California voters in 1996. It specifies requirements for how utility rates for water, sewer, drainage, and solid waste services are set and how the funds generated by those rates are used. Some of the requirements of Proposition 218 include:

- Holding a public hearing prior to any rate changes for water, sewer, drainage, or solid waste services and notifying rate payers of that hearing via mail at least 45 days in advance.
- Using funds generated by a particular rate, such as water rates, for water operations and projects.

Resolution - A formal declaration by City Council.

Resources - Total dollars available for appropriation during the fiscal year, including estimated revenues, fund transfers, and beginning fund balances.

Revenues - Income received from seven categories:

- Taxes - Revenue including sales tax, property tax, utility user tax, etc., collected to fund general operating City programs.
- Charges for Fees and Services - Fees charged to the user of any specific service provided by the City not supported by the General Fund. The fee cannot exceed the cost of providing the service.
- Licenses and Permits - Revenues collected for construction, maintenance, and/or operation of designated equipment, businesses, buildings, and private property including animals.
- Use of Money and Property - Interest earned on City investments or County-held funds.
- Inter-Governmental - Revenue disbursements from other agencies, such as State Motor Vehicle In-Lieu Tax and State Homeowners Property Tax Relief, and revenue reimbursement for services provided to other agencies.
- Fines, Forfeitures, and Penalties - Revenues collected for violations of City ordinances, late payments, etc.
- Miscellaneous Revenues - Revenues not categorized above.

Revenues can also be classified as operating or non-operating in the enterprise activities. Operating revenues are directly related to the fund's primary service activity and consist primarily of user fees and charges. Non-operating revenues are incidental to, or by-products of the enterprise's primary service, such as interest income or the Transient Occupancy Tax for the Community Center Fund.

Services and Supplies - Costs of contractual or outside services, office supplies, and equipment.

Special Revenue Funds - These funds are used to account for activities supported by specific taxes or other revenue sources. These funds are generally required by statute, charter, or ordinance to finance specific government functions.

Successor Agency - Pursuant to operation of California state law, the Redevelopment Agency was dissolved. Effective February 1, 2012, former activities and affairs of the Sacramento Redevelopment Agency were transformed to the City of Sacramento as the Successor Agency. The Successor Agency is authorized by law to accept and maintain the legal title, custody and dominion of records that were created by another agency.

Surplus - An excess of total current resources over total current requirements.

Total City Budget - The City's total fiscal year expenditure budget (operating and capital) as approved by the City Council.

Trust Funds - These funds are used to account for assets and activities restricted to a specific purpose in accordance with a trust agreement, e.g., Ethel MacLeod Hart Trust Fund.

User Charges/Fees - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Variance - Change in expenditures or staffing levels between fiscal years.

ACRONYMS

CFD – Community Facilities District

CNG – Compressed Natural Gas

CRM – Customer Relationship Management

EDA – Economic Development Administration

ESC – Entertainment and Sports Center

GSAEC – Greater Sacramento Area Economic Council (formerly SACTO)

LNG – Liquefied Natural Gas

PBID – Property-Based Business Improvement District

RASA – Redevelopment Agency Successor Agency

SCERS – Sacramento County Employees' Retirement System

SCVB – Sacramento Convention & Visitors Bureau

SHRA – Sacramento Housing and Redevelopment Agency

SPLA – Service Provider License Agreement

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SECTION – 27 Resolution

RESOLUTION NO. 2016-0216

Adopted by the Sacramento City Council

June 14, 2016

APPROVING THE FISCAL YEAR 2016/17 OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS FOR THE CITY OF SACRAMENTO AND AMENDING THE FY2016/17 FEE AND CHARGE REPORT RELATED TO PEDICAB AND BIKE PERMIT FEES

BACKGROUND

- A. The City Manager is required to present a balanced budget to the Mayor and City Council no less than 60 days prior to the beginning of each fiscal year pursuant to Article 9, Section 111 of the City Charter.
- B. The City of Sacramento, through the leadership and direction of the Mayor and City Council, has maintained a sustainable budget philosophy. Given this concept of fiscal sustainability, the Council adopted the following Core Budget Policies on March 17, 2015 (Motion No. 2015-0059) and modified them on March 1, 2016 (Motion No. 2016-0058), for the development of an annual budget:
 1. City Council must adopt a balanced budget.
 2. The Economic Uncertainty Reserve (EUR) is to be increased gradually to Council's goal of 10 percent of the General Fund revenue.
 - a. Unbudgeted one-time revenues from an unexpected source must go to the reserve.
 - b. Unbudgeted one-time revenues from an expected source (surpluses) will be allocated at the discretion of the Mayor and City Council and may be dedicated to the reserve.
 - c. Council can allocate other sources of revenue to the reserve at any time.
 3. Measure U uses
 - a. Restorations, not new programs.
 - b. Resources will not be used to balance the General Fund Budget.
 - c. Resources will not be used to increase employee compensation.
 - d. Resources will be set aside for contingency funding, one-time expenses, and transition with expiration in 2019.

4. Innovation and Growth Fund
 - a. Directed new property taxes resulting from the dissolution of redevelopment to the fund.
 - b. Directed proceeds from the sale of surplus General Fund properties to the fund.
 - c. Fund is used to invest in projects and programs that will grow revenue.
- C. In addition to Core Budget Policies, the City Council also adopted the following budget guidelines on March 17, 2015 (Motion No. 2015-0059) and modified them on March 1, 2016 (Motion No. 2016-00265):
1. Maintain a fiscally sustainable, balanced budget.
 2. The Mayor and Council's priorities, based on community input, should drive the budget creation.
 3. Continue a community-based budget process where city residents are engaged and educated on budget processes and provide feedback on budget priorities.
 4. Look for ways to grow the reserve beyond its current goal.
 5. All budget actions must be considered in a five-year context, with new revenues not counted or spent until realized. One-time resources should be used for one-time needs, not ongoing expenses.
 6. Do not make spending decisions in isolation. Avoid spending money on one-off projects or without looking at the big picture. Understand long-term consequences and opportunity costs.
 7. Keep Council informed on the fiscal condition of the City and conduct continuous evaluations for efficiencies and effectiveness.
 8. The City must consistently look for opportunities to proactively grow revenues instead of simply being reactive.
 9. Make every effort to identify private financing or federal and state grant opportunities before using City resources. Pursue new and enhance existing revenue sources.
 10. Before new expenditures are made, identify return on investments and impacts; fiscal and social benefits.
 11. Address unfunded long-term liabilities.
 12. Remain a full-service City.
- D. The FY2016/17 Approved Operating Budget and the 2016-2021 Approved Capital Improvement Program (CIP) (which includes the FY2016/17 CIP Budget) are consistent with City Charter requirements and Council's adopted Core Budget Policies and Budget Guidelines.

- E. The Mayor and City Council conducted hearings during the months of May and June 2016 related to the adoption of the City's FY2016/17 Operating and CIP Budgets.
- F. On May 10, 2016, the City Council approved the adjustments to the FY2016/17 Citywide Fees and Charges. Following that date, it was determined that five fees related to Pedicabs and bikes had only been partially updated. The amended fees are included in Exhibit 1, attached.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- A. The Summary of Changes in Appropriations, attached as Exhibit 1, the Summary of FTE attached as Exhibit 2, and the Measure U Programming attached as Exhibit 3 are hereby approved.
- B. The FY2016/17 Operating and CIP Budgets (collectively the "Approved Budget"), as defined in Section 2.1, are hereby approved.
- C. The 2016-2021 CIP, which provides a comprehensive five-year plan for the City's capital project expenditures, is hereby approved.
- D. Sections 1 through 17 below, which define the authority and responsibilities of the City Manager in implementing the Approved Budget, are hereby approved.
- E. The City Manager is authorized to incorporate final decisions of the City Council, and refine/add content, as may be needed to meet Government Finance Officers Association (GFOA) and California Society of Municipal Finance Officers (CSMFO) budgeting award requirements, into the Proposed Operating and CIP Budgets in order to create the FY2016/17 Approved Budget.
- F. The City Manager is authorized to transfer the "triple flip" (Proposition 57) true-up payment from the State of California, estimated at \$4.2 million, to the EUR when received.
- G. The City Manager is authorized to include the use of \$500,000 in General Funds from FY2015/16 closed CIPs in the FY2016/17 Budget for the Digital Strategy Program (A07000700) to implement the Automated Bids, Contracts, and Digital Signatures project (ABCDs).
- H. The use of Measure U Funds in the Police and Fire Departments is authorized beginning in FY2015/16 for the continuation of background investigations, recruit academies, and overtime associated with restored programs/operations until all positions have been filled. Funds may only be used in the respective fiscal years.
- I. The attached Exhibits 1 through 5, inclusive, are part of this 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 Sacramento and supersedes Resolution 2015-0169.

SECTION 2. DEFINITIONS

- 2.1 “Approved Budget” consists of the following documents:

- (1) The Approved Operating Budget (“Operating Budget”), which is attached as Exhibit 4, and which reflects the FY2016/17 Proposed Operating Budget, as amended by the City Council to incorporate the approved summary of changes in appropriations attached as Exhibit 1, summary of FTE attached as Exhibit 2, and Measure U Restorations attached as Exhibit 3; and
- (2) The Approved CIP Budget (“CIP Budget”), which is attached as Exhibit 5, and which reflects the FY2016/17 Proposed CIP Budget, as summarized in Schedule 4 of the FY2016/17 Operating Budget and detailed in the 2016-2021 CIP, as amended by the City Council to incorporate the Proposed CIP and the summary of changes in appropriations attached as Exhibit 1.

- 2.2 “Base Budget” is the current year budget modified pursuant to labor agreements, one-time expenditures, citywide changes, and midyear changes.

- 2.3 “Budget Categories” reflect internal reporting structures based on established budgets:

- (1) “Department” represents major budgetary groupings such as: Mayor and City Council; City Manager; City Attorney; City Clerk; City Treasurer; Convention and Cultural Services; Community Development; Economic Development; Finance; Fire; Human Resources; Information Technology; Parks and Recreation; Police; Public Works; Utilities; Projects; Debt Service; Citywide and Community Support; and Fund Reserves.
- (2) “Dept ID” represents an organizational sub-unit within a Department.
- (3) “Division” represents a roll-up of Dept IDs within a Department.
- (4) “Account” is the primary accounting field in the budget used to describe the nature of the financial transaction.

- (5) "Expenditure Class" is a categorical grouping of individual similar accounts for purposes of reporting expenditures (i.e. Employee Services, Other Services and Supplies, Property, Debt Service, Labor/Supply Offset, Contingency, and Operating Transfers).
- 2.4 "City Manager" means the City Manager or, if so designated, the Director of Finance.
- 2.5 "Current Budget" is the FY2015/16 Approved Budget, incorporating any subsequent appropriation increases, decreases, or transfers and adjustments as approved by the City Council or City Manager, as appropriate.
- 2.6 "Full Time Equivalent" (FTE) means the decimal equivalent of a position, e.g., one full-time position is 1.00 FTE and one quarter-time position is 0.25 FTE.

SECTION 3. AUTHORIZED STAFFING AND APPROPRIATIONS

- 3.1 The City Manager is authorized to make any expenditure and resource adjustments to the Operating Budget based on final City Council action to adopt the Operating Budget.
- 3.2 The City Manager is authorized to establish the appropriations and FTE staffing as shown in Schedules 1A, 1B, 1C, 1D, and fund summaries, including transfers as shown on Schedule 2A and 2B, as displayed in Exhibit 4.
- 3.3 The City Manager is authorized to modify the classifications by department as necessary to implement the reclassifications and studies authorized and outlined by Schedule 8, as displayed in Exhibit 4.
- 3.4 The City Manager is authorized to revise any appropriation made in the Approved Budget where the revision is of a technical nature and is consistent with City Council intent.
- 3.5 The City Manager is authorized to adjust any appropriation made in the Approved Budget to reflect changes from amounts budgeted for updated labor, vehicle, energy, contingencies, cost plan, and risk management changes, such as retirement rates, payroll taxes, health benefits, fleet, and risk management costs from designated funds or reserves.
- 3.6 Following budget approval, the City Manager is authorized to revise indirect cost rates to be applied to hourly salary rates in order to achieve full cost recovery of services and is authorized to adjust the Operating Budget to reflect the indirect cost plan for FY2016/17.

SECTION 4. APPROPRIATION INCREASES/DECREASES

- 4.1 All appropriation changes (increases or decreases) in excess of \$100,000 to the Approved Budget shall be approved by resolution of the City Council.
- 4.2 The City Manager is authorized, upon completion of the audited financial statements for FY2015/16, to adjust FY2016/17 fund contingencies by the amount of net changes in available fund balance. The available fund balance in the General Fund shall be included and explained in the report to City Council accompanying the Comprehensive Annual Financial Report (CAFR).
- 4.3 Residual balances from unexpended debt proceeds will be reverted to the appropriate fund and utilized for the legal purposes as specified in the conditions of the debt issuance. The City Manager is authorized to establish appropriations and account for the expenditure of these unexpended proceeds.

SECTION 5. STAFFING CHANGES

- 5.1 Any increase or decrease, by department or by fund, in FTE as authorized in the Operating Budget or any subsequent approval by the City Council or by the City Manager in accordance with this resolution, is subject to approval by the City Council, except for renewals or expansion of fully-offset grants or externally funded programs (EFP) as specified in Section 5.2.
- 5.2 The City Manager is authorized to adjust staffing levels for renewals, expansions, or reductions to fully offset City Council-approved operating grants or EFP. Grant/EFP positions shall be terminated upon completion or cancellation of the grant/EFP, unless specifically continued by a resolution that includes a source of replacement funding. Any existing positions which were approved based on the assumption of the City receiving a grant or other reimbursements must have continued funding verified prior to filling the position.
- 5.3 Any reassignment of authorized FTE and employee services funding associated with the FTE, within a department and within the same fund, may be made at the discretion of the department director with the approval of the City Manager as long as there is no net change to authorized FTE and funding levels.
- 5.4 The City Manager is authorized to modify authorized FTE classification(s) as necessary to reflect current incumbent status based on the established flexibly staffed classifications included in labor contracts.

- 5.5 All new job classifications or classification changes (as identified in Exhibit 4, Schedule 8) are subject to classification review and approval by the Director of Human Resources.
- 5.6 The City Manager is authorized to adjust staffing levels in the Police and Fire Training Academies based on projected vacancies.
- 5.7 The Director of Human Resources is authorized to establish non-budgeted positions (NBP) for:
 - (1) Mayor and Council Offices to be funded from their existing operations budgets.
 - (2) Departments as needed to reflect current staffing needs. Departments must have sufficient labor savings to cover the cost of NBP and each NBP shall not be used for more than one year. Departments will seek budget authority to convert NBP to authorized FTE positions or the NBP will be eliminated during the budget process.

SECTION 6. ECONOMIC UNCERTAINTY RESERVE (EUR) POLICIES AND TRANSFERS FROM CONTINGENCY/RESERVE FUNDS

- 6.1 The City Council adopted EUR Policy (April 26, 2016 - Motion Order #2016-00440) established a minimum reserve level equal to 10 percent of annual General Fund revenues and a target reserve level equal to two months of regular on-going General Fund expenditures, including transfers (17% of General Fund expenditures). Resources to fund this reserve will be identified on an ongoing basis and can include positive year-end results or other one-time resources available to the General Fund.
- 6.2 The General Fund EUR is currently \$38.9 million. This reserve will be maintained for the purpose of bridging a gap between projected revenue and expenditures during periods of significant revenue declines and/or expenditure growth. Consistent with Governmental Accounting Standards Board Statement No. 54 (*Fund Balance Reporting and Governmental Fund Type Definitions*), Council adopted parameters for using the EUR are as follows:
 - (1) The City Manager may recommend a release from the EUR when the gap between projected revenue and expenditures is greater than \$1 million in the proposed budget.
 - (2) Any release from the EUR must be approved by the City Council.
 - (3) These parameters may only be changed by resolution of the City Council.

- 6.3 The City Manager is authorized to make appropriation changes (increases or decreases) not exceeding \$100,000 by fund from available fund balance. Appropriation changes (increases and decreases) in excess of \$100,000 must be approved by the City Council, except for payments to employees for vacation and sick leave termination, which may be approved by the City Manager.
- 6.4 The City Manager is authorized to make appropriation changes (increases or decreases) not exceeding \$100,000 to any department or project from Administrative Contingency established in the General Fund. Appropriation changes (increases and decreases) in excess of \$100,000 to the department or project must be approved by the City Council.
- 6.5 Transfers shall not be made from available fund balance or Administrative Contingency if the transfer will result in a negative balance.
- 6.6 Use of committed fund balance reserves must be approved by resolution of the City Council.
- 6.7 The City Manager is authorized to make annual loan repayments to the Risk Fund from the Community Center Fund subject to the availability of funds. As of June 30, 2015, the Risk Fund loan to the Community Center Fund totaled approximately \$6.0 million.

SECTION 7. OTHER APPROPRIATION TRANSFERS

- 7.1 Operating appropriation transfers within the same department and same fund, including the department's established fleet multi-year operating project must be approved by the City Manager.
- 7.2 Appropriation transfers between two or more departments, up to and including \$100,000, must be approved by the City Manager. Such transfers in excess of \$100,000 must be approved by resolution of the City Council.

SECTION 8. UNSPENT APPROPRIATIONS AND ENCUMBRANCES

- 8.1 All appropriations in the Operating Budget which remain unencumbered or unexpended on June 30, 2016, after adjustments specifically provided for in other sections of this resolution, shall revert to the available fund balance of the respective funds. Any budgetary surplus in the General Fund, determined as part of the fiscal year-end close process, will be reported in the CAFR as Assigned for Next Year's Budget, Unassigned, or as specifically directed in a subsequent resolution.

- 8.2 All unrealized investment gains determined and reported as part of the fiscal year-end close process will be reported in the CAFR as Assigned for Unrealized Investment Gains because the resources are not available for appropriation.
- 8.3 All purchase order commitments outstanding on June 30, 2016, and associated appropriations, are hereby continued.
- 8.4 Unobligated appropriations in existence on June 30, 2016, for the City Council operations budget shall be carried over to the next fiscal year.
- 8.5 Unobligated appropriations in existence on June 30, 2016, for the arts stabilization program funded by a portion of the General Fund allocation of the transient occupancy tax, shall be carried over to the next fiscal year.
- 8.6 The Rental Housing Inspection Program Fees and Medical Marijuana Permit Fees have been established to recover the costs of the program. The City Manager is authorized to commit excess revenues for these programs provided the full cost of the current year operations for these programs have been recovered.
- 8.7 Unobligated appropriations in existence on June 30, 2016, in the Information Technology (IT) Department operations General Fund budget as well as the Citywide IT budget in Citywide and Community Support shall be transferred to the Digital Strategy Program (A07000700) reserve to create a funding mechanism for future citywide technology initiatives which will be reviewed on an annual basis by the City Manager.
- 8.8 Unobligated appropriations in existence on June 30, 2016 in the Parks and Recreation Department, Recreation Services Division shall be transferred to a new Recreation Facility Improvement (L19800200) project, provided the department has positive results, to create a funding mechanism for the repair and replacement of furniture, fixtures and equipment used by these programs.
- 8.9 Available resources in the City's California Public Employees' Retirement System (CalPERS) budget accounts (413170/413230) at the end of the fiscal year, which are not required to balance the budget, shall be appropriated in the next fiscal year and contributed to the City's other post-employment benefit (OPEB) trust.

SECTION 9. REVENUE BUDGET

- 9.1 The FY2016/17 revenue budget is summarized in Exhibit 4, Schedule 6.

- 9.2 Any increase or decrease greater than \$100,000 by fund in estimated revenue by department to the Approved Budget by fund requires City Council approval.
- 9.3 The City Manager is authorized to implement biennial Consumer Price Index (CPI) increases if the increases are warranted based on the adopted Fees and Charges Policy.
- 9.4 Proceeds from the sale of General Fund and Redevelopment Agency Successor Agency (RASA) surplus land, unless otherwise specified, shall be budgeted in the Innovation and Growth Fund (Fund 2031).
- 9.5 Unbudgeted one-time general revenue received in a fiscal year, which is not required to balance the budget as part of the midyear review or fiscal year-end close, shall be added to the General Fund EUR.

SECTION 10. CAPITAL IMPROVEMENTS

- 10.1 Capital projects and/or appropriations shall be used for:
 - (1) Repairs, maintenance, improvements, or acquisitions with a total cost of at least \$20,000 and a useful life that exceeds one fiscal year; and
 - (2) Community/Neighborhood projects as approved in separate resolutions by the City Council.
- 10.2 City Council approval is required for the establishment and/or cancellation (without completion) of a CIP, except as provided below:
 - (1) Capital projects for internal City operations related to improvements and minor construction of existing City-owned/occupied buildings may be approved and established by the City Manager provided the total cost to deliver the project does not exceed \$100,000 and shall be managed in the City Facility Improvement (C15100000) project;
 - (2) Capital projects may be subdivided into separate sub-projects as needed to administer, manage, and deliver the original scope of the project, without further City Council action;
 - (3) Credit projects established in accordance with Sacramento City Code (SCC) Chapter 18.18. For purposes of recording the asset of these already constructed projects, the City Manager is authorized to make all the necessary adjustments when the improvement is accepted by the City.

- 10.3 Capital appropriations shall be used solely for the originally approved project or projects except as provided for in this section.
- 10.4 Annually, completed or inactive projects will be closed, except for projects that have existing litigation or payment disputes. An inactive project is defined as one where transaction activity is less than \$1,000 over the prior three years. Closures are the responsibility of the designated project manager. The managing department and/or City Manager have the authority to process the necessary documentation to close inactive projects.
- 10.5 All multi-year CIP projects in existence on June 30, 2016, shall be continued in FY2016/17, except as provided otherwise in Section 10.4. The FY2016/17 CIP Budget is summarized on Schedules 2 and 4 as displayed in Exhibit 4 and on Schedule 4 as displayed in Exhibit 5.
- 10.6 Unencumbered appropriations for all inactive projects, as defined in Section 10.4, will expire on June 30, following the third full year of the last appropriation to the project. Projects requiring continuing appropriations will require City Council action through programming within the CIP or through a separate appropriation to the project.
- 10.7 Each fiscal year, on June 30, the balance of each CIP project must be zero or have a positive balance by fund. Projects in excess of the budget from all funding sources (i.e., with a negative balance) shall be treated as follows:
 - (1) If the project balance exceeds the budget by \$100,000 or less, the project account shall first be corrected within each fund and, second, any remaining negative balance shall be corrected by a transfer from the project manager's department Operating Budget (all transfers of \$100,000 or less shall be made as provided for in Section 6.3); or
 - (2) If the project balance exceeds the budget by more than \$100,000, a corrective plan of action shall be submitted to City Council for approval by resolution.
- 10.8 Except in the General Fund, the City Manager is authorized to transfer appropriations up to and including \$100,000:
 - (1) From Project A to Project B if:
 - (a) Project A is complete and has savings; or
 - (b) Project A has not been completed and a revised project estimate confirms that there will be project savings upon completion;

- 10.9 Upon completion and closure of a capital project, the City Manager is authorized to transfer any remaining project balance:
- (1) To the available fund balance of the respective fund, the Capital Projects Base Reserve in the Utilities CIP or, in the case of the General Fund, Administrative Contingency; or
 - (2) As provided for in Section 10.8.
- 10.10 Except as provided for in Section 10.9, the City Manager is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project. Appropriation changes exceeding \$100,000 in total for any project must be approved by resolution of the City Council. The City Manager's administrative authority to adjust budgets for capital projects shall be reset after budgetary actions are authorized by the City Council.
- 10.11 Community/Neighborhood projects and appropriations established with one-time funding sources under Resolution 2000-682 (11/21/00), 2001-765 (11/20/01), 2003-412 (6/17/03), 2004-551 (6/29/04), 2006-367 (5/23/06), and associated staff reports, are governed by the following procedures:
- (1) Savings of up to \$50,000 due to lower than expected costs or the securing of alternative funding sources, may be administratively reprogrammed into other projects within the same City Council District, at the request of the City Council District Office and with the approval of the City Manager; or
 - (2) Savings above \$50,000 may be reprogrammed upon approval by resolution of the City Council.
- 10.12 Measure A Sales Tax (Fund 2001) expenditure and revenue budgets can be loaded into the City's financial system prior to Sacramento Transportation Authority (STA) Board approval. Work on CIP projects in this fund is done prior to receiving funding. Project funding/appropriations shall be as follows:
- (1) The City Manager is authorized to enter the revenue/expenditure budgets as reflected in the Approved Budget (revenues) and CIP Budget (expenditures);
 - (2) The City Manager is authorized to enter expenditure/ revenue budgets prior to STA Board approval; and
 - (3) STA Board approval is required for all Measure A reallocations. In cases where the City Council takes action on recommended Measure A reallocations prior to STA Board action, City Council approval shall be contingent on STA Board approval.

10.13 Projects funded by New Measure A Project Construction Sales Tax are included within the CIP Budget for planning purposes. Work on CIP projects funded by New Measure A Project Construction Sales Tax (Fund 2023) is done prior to receiving funding, and project funding/authorization for these projects shall be as follows:

- (1) Fund 2023 expenditure and revenue budgets will not be loaded into the City's financial system until Sacramento Transportation Authority (STA) Board approval and Council appropriation through separate Council action.

10.14 Projects funded by the following reimbursable (grant) funds are included within the Operating and CIP Budgets for planning purposes: Funds 3702, 3703, 3704, 6205, 6206, 6207, and 6211. Work on CIPs funded by these sources is done prior to receiving funding, and project funding/authorization for these projects shall be as follows:

- (1) Funds 3702, 3703, 3704, 6205, 6206, 6207, and 6211: Expenditure and revenue budgets will not be loaded into the City's financial system until agreements (Program Supplements/E-76's, Cooperative Agreements, etc.) have been executed between the City and the funding authority.
- (2) Funds 3703 and 3704: The City of Sacramento is eligible to receive federal and/or state funding for certain transportation projects through the California Department of Transportation (Caltrans). Master Agreements, Program Supplemental Agreements, Fund Exchange Agreements, and/or Fund Transfer Agreements must be executed with Caltrans before such funds can be claimed. The City Manager is authorized to execute all Master Agreements, Program Supplemental Agreements, Fund Exchange Agreements, Fund Transfer Agreements, and any amendments thereto with Caltrans.

The City Manager is authorized to transfer matching funds as specified in the approved CIP from the state and federal Grant Match Program (T15007200) and to enter the revenue/expenditure budgets as reflected in the grant agreement, provided that the amount is not more than \$100,000 different from what was reflected in the Approved CIP Budget which authorized the project funding. Project agreements that exceed \$100,000 difference from the anticipated budget shall be submitted to the City Council for approval by resolution.

10.15 The 2016-2021 CIP Budget (Schedule 4, Exhibits 4 and 5) includes projects that are directly supported by user and developer fees and utility rebates. The City Manager is authorized to adjust department revenue budgets and CIP expenditure budgets for projects as identified in the

General Government Section of the CIP which are directly supported by fees and rebates based on the actual fees and rebates collected, less any operating costs associated with delivering the service.

- 10.16 The FY2016/17 General Fund budget in the City Council Community Neighborhood Improvement (D01000000) project shall be allocated to the Districts where the billboards are located. Councilmembers shall work with the City Manager to identify capital improvement projects and allocate funding.

SECTION 11. OPERATING GRANTS

- 11.1 City Council approval is required for the establishment and/or cancellation (without completion) of an operating grant except as follows:

- (1) Where the operating grant is under \$100,000 and does not require any of the following:
 - (a) Any increase or decrease, by department or by fund, in FTE as authorized in the Approved Budget or by any subsequent approval by the City Council or by the City Manager in accordance with this resolution; or
 - (b) Matching funds from City resources; or
 - (c) Any ongoing service or funding by the City.
- (2) The City Manager is authorized to establish operating grants and to authorize spending and allocation of resources in excess of \$100,000 in advance of formal agreements when in response to governmental requests for public safety assistance related to disasters and national security risks. The department responding to these events shall report to the City Council within 60 days of receiving formal program documents from the requesting governmental agency (agencies) to obtain approval to enter into agreements and accept reimbursements.
- (3) Operating grants may be subdivided into separate sub-projects as needed to administer, manage, and deliver the original scope of the project, without further City Council action.

- 11.2 The City Manager is authorized to adjust FTE and associated service and supplies budget, in accordance with Section 5.2, for renewals or expansions of fully offset grants previously approved by City Council.

- 11.3 If a grantor requires City Council action as a condition of funding the grant, then establishment of the grant shall require approval by the City Council regardless of the grant amount.

- 11.4 All multi-year operating grant budgets in existence on June 30, 2016, shall be continued in FY2016/17.
- 11.5 The City Manager is authorized to adjust revenue and expenditure budgets for renewals, up to the amount previously approved by City Council, and augmentations up to \$100,000 of fully offset grants.
- 11.6 The City Manager is authorized to establish revenue and expenditure budgets for federal/state grant-funded youth programs, and parks and recreation programs based on the prior year award prior to receipt of signed agreements. Project funding/appropriations shall be adjusted based on the final grant agreement. In the event the grant is not renewed or is changed by more than \$100,000, the managing department must return to the City Council for corrective action.
- 11.7 Each fiscal year, on June 30, the balance of each grant budget must be zero or have a positive balance by fund. Grants in excess of the budget from all funding sources (total budget has a negative balance) shall be treated as follows:
 - (1) If the project balance exceeds budget by \$100,000 or less, the project account shall first be corrected within each fund and, second, any remaining negative balance shall be corrected by a transfer from the project manager's department Operating Budget (all transfers of \$100,000 or less shall be made as provided for in Section 6.3); or
 - (2) If the project balance exceeds budget by more than \$100,000, a corrective plan of action shall be submitted to City Council for approval by resolution.
- 11.8 The City Manager is authorized to adjust grant and operating expenditure budgets to account for Council approved grant match and retention obligations.
- 11.9 The City Manager is authorized to adjust revenue and expenditure operating grant budgets to reflect actual revenues received and expenditures incurred upon closure of a project in compliance with the original grant award and any amendments.

SECTION 12. EXTERNALLY FUNDED PROGRAMS (EFP)

- 12.1 City Council approval is required for the establishment and/or cancellation (without completion) of an EFP, except as follows:
 - (1) Where the EFP is under \$100,000 and does not require any of the following:
 - (a) Any increase or decrease, by department or by fund, in FTE as authorized in the Approved Budget or by any

subsequent approval by the City Council or by the City Manager in accordance with this resolution; or

- (b) Matching funds from City resources; or
- (c) Any ongoing service or funding by the City.

(2) EFPs may be subdivided into separate sub-projects as needed to administer, manage, and deliver the original scope of the project, without further City Council action.

12.2 All multi-year EFP budgets in existence on June 30, 2016, shall be continued in FY2016/17.

12.3 The City Manager is authorized to adjust revenue and expenditure budgets for EFP renewals, up to the amount previously approved by City Council, and augmentations up to \$100,000.

12.4 Each fiscal year, on June 30, the balance of each EFP budget must be zero or have a positive balance by fund. EFPs in excess of the budget from all funding sources (total budget has a negative balance) shall be treated as follows:

- (1) If the project balance exceeds budget by \$100,000 or less, the project account shall first be corrected within each fund and, second, any remaining negative balance shall be corrected by a transfer from the project manager's department Operating Budget (all transfers of \$100,000 or less shall be made as provided for in Section 6.3); or
- (2) If the project balance exceeds budget by more than \$100,000, a corrective plan of action shall be submitted to City Council for approval by resolution.

SECTION 13. MULTI-YEAR OPERATING PROJECTS (MYOP)

13.1 MYOPs are used for:

- (1) Economic Development Assistance and Development Programs (e.g., inclusionary housing);
- (2) Planning, audit, and other consultant studies that will take more than one fiscal year to complete;
- (3) Department fleet (vehicle and/or equipment) charges from the Fleet Management internal service fund; and
- (4) Other projects and activities that are multi-year in nature and are not capital improvement projects.

- 13.2 City Council approval is required for the establishment and/or cancellation (without completion) of a MYOP.
- 13.3 MYOPs may be subdivided into separate sub-projects as needed to administer, manage, and deliver the original scope of the project, without further City Council action.
- 13.4 Unobligated appropriations in existence on June 30, 2016 for all existing MYOPs shall be carried over to the next fiscal year, except as noted in Sections 13.8 through 13.10.
- 13.5 MYOPs shall be used solely for the originally approved program or study. Annually, completed or inactive MYOPs will be closed. An inactive project is defined as one where transaction activity is less than \$1,000 over the prior three years. Closures are the responsibility of the designated project manager. The managing department and/or City Manager have the authority to process the necessary documentation to close inactive projects.
- 13.6 Each fiscal year, on June 30, the balance of each MYOP must be zero or have a positive balance by fund. Projects in excess of the budget from all funding sources (total budget has a negative balance) shall be treated as follows:
 - (1) If the MYOP balance exceeds budget by \$100,000 or less, the MYOP shall first be corrected within each fund and, second, any remaining negative balance shall be corrected by a transfer from the MYOP manager's Operating Budget (all transfers of \$100,000 or less shall be made as provided for in Section 6.3); or
 - (2) If the MYOP balance exceeds budget by more than \$100,000, a corrective plan of action shall be submitted to City Council for approval by resolution.
- 13.7 The City Manager is authorized to increase or decrease MYOP budget appropriations by not more than \$100,000 for each project. Transfers that exceed \$100,000 in total for any MYOP shall be submitted to the City Council for approval by resolution.
- 13.8 The City Manager is authorized to review MYOPs on an annual basis and return excess funds to the fund balance or contingency of the respective fund.
- 13.9 Beginning in FY2016/17 the Utility Rate Assistance MYOP (I14130100) will be budgeted based on a review of the actual expenditures in the prior two fiscal years and any anticipated changes to the program that may result in the need for additional funding. Funding shall not exceed

the \$3.7 million attributed to the FY2012/13 through FY2014/15 rate increases.

- 13.10 Unobligated fiscal year appropriations in the Measure U MYOPs (Fund 2401) at the close of the fiscal year shall be returned to Measure U fund balance.

SECTION 14. IN-LIEU PROPERTY TAXES AND IN-LIEU FRANCHISE FEE

- 14.1 An in-lieu property tax and in-lieu franchise fee are hereby imposed on the Community Center (Fund 6010) and Parking (Fund 6004) funds in the amounts provided in Schedule 3 as displayed in Exhibit 4. The City Council finds that the in-lieu property tax as detailed in Schedule 3 represents the property tax revenue which would be received by the General Fund if the real and personal property owned by these enterprises were taxable under private ownership. The in-lieu franchise fee as detailed in Schedule 3 represents the franchise fees which would be received by the City from private entities as a rental or a toll for the use of city streets and rights-of-way.

SECTION 15. APPROPRIATION LIMITS

- 15.1 The appropriation limit and the appropriations subject to the limit are hereby amended pursuant to Article XIII B of the California Constitution for FY2016/17 as detailed in Schedule 5 as displayed in Exhibit 4.

SECTION 16. MIDYEAR FINANCIAL REPORT

- 16.1 The City Council shall be provided a Midyear Financial Report including a revised estimate of the financial condition of all funds, revised estimated revenues and expenditures, and recommendations for eliminating any projected fund deficits.
- 16.2 The City Council shall act on any projected fund deficits as part of the midyear review.

SECTION 17. MISCELLANEOUS CONTROLS/CONSIDERATIONS

- 17.1 No expenditures by fund at the department level shall exceed the Operating Budget as amended by any subsequent approval of the City Council or by the City Manager in accordance with this resolution.
- 17.2 Subject to approval by the City Manager and pursuant to the sections governing transfers and appropriations, projected deficiencies in any department by fund shall be corrected by:
 - (1) Reducing expenditures in the department (e.g., freezing vacant positions, restricting purchase orders); or

- (2) Making an appropriation transfer from Administrative Contingency and/or available fund balance subject to the provisions of Section 6.

17.3 The City Manager is authorized to:

- (1) Adjust budgets to reflect all required debt service and related payments, including adjustments to rate stabilization reserves, pursuant to City debt agreements;
- (2) Adjust revenue and expenditure budgets in special revenue funds based on actual revenues collected to provide appropriation authority for operating costs associated with delivering the service;
- (3) Establish and adjust budgets for private development activities (Funds 2016 and 2018) managed in MYOPs, that are fully offset by development fees;
- (4) Establish and/or adjust revenue and expenditure budgets for EFPs, MYOPs, and operating grants as detailed in Schedule 9 as displayed in Exhibit 4;
- (5) Transfer appropriations from the Operating Budget to MYOPs for fleet replacement and projects as detailed in Schedule 9 as displayed in Exhibit 4.
- (6) Adjust the spay/neuter revenue account (Account 341380, Program 13006) in the Community Development Department operating budget and increase the Animal Care Low Income Spay/Neuter Program (I13000600) multi-year operating project expenditure budget in the General Fund (Fund 1001) to reflect 50 percent of the penalty fees collected per Sacramento City Code section 9.44.215.D.
- (7) Eliminate funds as required for proper accounting and fiscal management when the purpose of a fund has expired and its fund balance has been expended.
- (8) Adjust the revenue and expenditure budgets in the Old Sacramento Garbage Service Courts (M17700000), Old Sacramento District Improvements (M17700100), and the Joe's Crabshack Repairs (B18119000) projects based on actual rent proceeds available after payment of all fees to the State of California and funding of annual required maintenance costs.
- (9) Adjust the revenue budget in the City Clerk's Office to reflect actual passport revenues collected and increase the expenditure budget

in the City's Clerk's Technology CIP (A04000100) for the amount of revenues collected in excess of the annual cost of providing the program.

- (10) Adjust the Convention and Cultural Services revenue budget for Theater Facility Fee revenues and the Theater Renovation project (M17100100) expenditure budget based on the actual fees collected, less any operating costs associated with delivering this service.
- (11) Increase the revenue (Account 391320) and fleet replacement expenditure (Account 474210) budgets in the Fleet Fund (Fund 6501) upon completion of audited financial statements to allow the continued purchasing of prior year funded replacement vehicles.
- (12) Adjust the revenue budget for the Public Works Department marina operations to reflect actual revenues received and increase the expenditure budget by a like amount in the Harbor Dredging CIP (M17500000).
- (13) Adjust the revenue and expenditure budgets in the Energy Reinvestment Program (C13001900) to reflect actual energy rebates and/or incentives received.
- (14) Adjust the revenue and expenditure budgets for facility maintenance and repair services provided to outside agencies/entities (15004521-338020) and for private property concrete maintenance/sidewalk repairs (15001641-343010) to reflect actual revenues received for these services.
- (15) Adjust revenues, expenditures, and positions in the START Fund (Fund 2501) as needed to address the loss of contracted school sites.

17.4 In all staff reports that come before the City Council, net budgetary impacts on all funds shall be stated clearly and concisely, including indirect impacts, so that the Council has a full understanding of the financial considerations and impacts of their decisions.

Table of Contents:

- Exhibit 1: Budget Changes
- Exhibit 2: Summary of FTE
- Exhibit 3: Measure U Programming
- Exhibit 4: Approved Operating Budget
- Exhibit 5: Approved Capital Budget

Adopted by the City of Sacramento City Council on June 14, 2016, by the following vote:

Ayes: Members Ashby, Carr, Guerra, Hansen, Harris, Jennings, Schenirer,
Warren and Mayor Johnson

Noes: None

Abstain: None

Absent: None

Attest:

Shirley Concolino Digitally signed by Shirley Concolino
DN: cn=Shirley Concolino, o=City of Sacramento, ou=City
Clerk, email=sconcolino@cityofsacramento.org, c=US
Date: 2016.09.15 12:06:34 -07'00'

Shirley Concolino, City Clerk

BUDGET CHANGES

Operating Budget Adjustments

Department	Fund Name (Number)	Revenue Adjustment	Expenditure Adjustment	Description
Convention and Cultural Services	Felt Fund (5015)	-	100,000	Increase the expenditure budget for a professional services agreement with the Historic Old Sacramento Foundation (HOSF).
Office of the City Auditor / Parks and Recreation	General Fund (1001) / START (2501)	-	-	Transfer \$101,151 in General Fund savings from the START Program grant match to offset the cost of 1.0 FTE and associated services and supplies in the Office of the City Auditor.
Utilities	Water (6005)	9,118,892	1,238,936	Increase revenues and expenditures based on the March 2016 approved rate increases.
Utilities	Wastewater (6006)	2,739,597	425,937	Increase revenues and expenditures based on the March 2016 approved rate increases.
Net Department Changes:		\$11,858,489	\$ 1,764,873	

Multi-year Project Appropriations

Project Name (Number)	Fund Name (Number)	Revenue Adjustment	Expenditure Adjustment	Description
Boys and Girls Club Facility (B15000100)	General (1001)	-	500,000	Establish a project to add a facility for a Boys and Girls Club adjacent to the Valley Hi Library property.
Community Neighborhood Improvements (D01000000)	General (1001)		240,000	Direct the value of one-third of FY2016/17 electronic billboard revenues for capital investments in District 2 (\$120k), District 4 (\$60k), and District 8 (\$60k), offset by a reduction in FY16 committed fund balance.
Digital Strategy (A07000700)	General (1001)	-	651,000	Increase budget to \$1.7 million for the Automated Bids, Contracts, and Digital Signatures (ABCDs) based on bids that came in higher than initially projected.
ERP Systems Replacement Program (A07000600)	General (1001)	-	(151,147)	Transfer resources to the Digital Strategy Program (A07000700).
Homeless Housing Initiative (I02000200)	General (1001)	-	458,000	Increase budget to \$1.458 million to keep the VOA - A Street Shelter open 24/7, fund 20 women's beds at the Salvation Army year-round, keep the Salvation Army Shelter open 24/7, and explore pay for success financing models.
Utility Rate Assistance (I14130100)	General (1001)	1,304,434	1,304,434	Increase budget to \$2.4 million to provide rate assistance to low-income customers to offset the FY2016/17 approved Water and Wastewater rate increases. The revenue for this project is budgeted in Citywide and Community Support operations.
Subtotal General Fund:		\$ 1,304,434	\$ 3,002,287	
Digital Strategy (A07000700)	Various (Community Center-\$44k, Parking-\$34k, Solid Waste-\$107k, Storm Drainage-\$66k, Wastewater-\$52k, and Water-\$157k)	-	460,358	Increase budget to \$1.7 million for the Automated Bids, Contracts, and Digital Signatures (ABCDs) based on bids that came in higher than initially projected.
14th Avenue Extension (T15098600)	2006 Army Depot Taxable (3802) and 2007 Army Depot Tax-exempt (3803) Bonds	-	407,288	Extend 14th Avenue from Power Inn Road to Florin-Perkins Road.
City Hall Hearing Rooms Technology Program (A07001000)	Capital Reimbursement (3702)	-	125,000	Establish a project for improvements to the Council Chambers and Historic Hearing room.
North 12th Complete Street (T15165000)	2003 Alkali Flat Tax-exempt (3801) and 2006 River District Taxable (3818) Bonds	-	986,255	Convert the western-most travel lane on North 12th Street from Richards Boulevard to H Street into a two-way cycle track.
Ramona Avenue Extension (T15018400)	2006 65th Street Taxable (3804)	-	1,103,452	Extend Ramona Avenue north to intersect with Folsom Boulevard.
Residential Water Meter Program (Z14010000)	Water (6005)	-	5,000,000	Increase budget to \$8 million for the installation of residential water meters.
Wastewater Combined Sewer System Capital Program (X14010000)	Wastewater (6006)	-	5,211,063	Increase budget to \$9.2 million for improvements to the Combined Sewer System.
Water Planning and Management (I14400000)	Water (6005)	-	342,500	Increase budget to \$3.1 million for water conservation activities including various rebate programs.
Subtotal Other Funds:		\$ -	\$ 13,635,916	
Total Multi-year Project Changes:		\$ 1,304,434	\$ 16,638,203	

Schedule 8 - Reclassification Requests

(all requests are subject to Human Resources approval)

Department	Budgeted Classification	Union (Rep. Unit #)	FTE
Parks and Recreation	Park Maintenance Worker I	Stationary Engineers, Local 39 (03)	1.00

FY2016/17 Fee and Charge Report Amendments

Fee #	Department	Fund	Fee Name	Action	FY2015/16 Fee	5/10 Change	Recommended Fee	Justification	Proposition 26
298	Finance	General	New Pedicab Driver Permit Fee	Fee Change	\$284.00	\$115.00	\$193.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
299	Finance	General	Renewal Pedicab Driver Permit Fee	Fee Change	\$269.00	\$115.00	\$193.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
302	Finance	General	New Pedicab Bike Permit Fee	Fee Change	\$72.00	\$202.00	\$230.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
303	Finance	General	Renewal Pedicab Bike Permit Fee	Fee Change	\$56.00	\$202.00	\$230.00	A study was conducted of the Pedicab Permit process. It was decided to change to a two year permit. The cost includes application intake, manager review, Code Enforcement inspection of bikes, and time for Finance and Code Enforcement staff to perform field review as necessary.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.
304	Finance	General	Additional Bikes at Initial Inspection	New Fee	\$0.00	\$93.00	\$121.00	The new fee for additional bike inspections is reduced because no travel time for the Code Enforcement Officer to get to the inspection site is included for additional bikes.	This charge is not a tax under Proposition 26, as it falls under Exception 3, a charge imposed for the reasonable regulatory cost for issuing a permit.

Position Changes

Department / Fund Name	Job Classification	Union (Rep. Unit #)	FTE Change	Description
MAYOR AND CITY COUNCIL				
General Fund	Senior Auditor	Unrepresented	1.00	Additional position for the Office of the City Auditor
COMMUNITY DEVELOPMENT				
General Fund	Department Systems Spclst II	Local 39 (16)	(1.00)	IT Reorganization
General Fund	GIS Specialist I/II/III	Local 39 (17)	(3.00)	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
General Fund	IT Support Specialist I	Local 39 (16)	(2.00)	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	(1.00)	IT Reorganization
General Fund	Senior Department Sys Spclst	Local 39 (16)	(1.00)	IT Reorganization
General Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
CONVENTION AND CULTURAL SERVICES				
Community Center Fund	IT Manager	SCXEA (01)	(1.00)	IT Reorganization
Community Center Fund	Systems Engineer	SCXEA (10)	(2.00)	IT Reorganization
FINANCE				
General Fund	GIS Specialist II	Local 39 (17)	(1.00)	IT Reorganization
INFORMATION TECHNOLOGY				
General Fund	Applications Developer	SCXEA (10)	1.00	IT Reorganization
General Fund	Data Entry Technician	Local 39 (16)	1.00	IT Reorganization
General Fund	Department Systems Spclst VII	Local 39 (16)	4.00	IT Reorganization
General Fund	GIS Specialist I/II/III	Local 39 (17)	12.40	IT Reorganization
General Fund	IT Manager	SCXEA (01)	1.00	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	5.00	IT Reorganization
General Fund	IT Support Specialist VII	Local 39 (16)	9.00	IT Reorganization
General Fund	IT Trainee	Local 39 (16)	1.00	IT Reorganization
General Fund	Program Specialist	SCXEA (01)	2.00	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	1.00	IT Reorganization
General Fund	Senior Applications Developer	SCXEA (01)	1.00	Support new customer information and billing system, offset by the Wastewater Fund
General Fund	Senior Department Sys Spclst	Local 39 (16)	4.00	IT Reorganization
General Fund	Senior Engineering Technician	Local 39 (16)	1.00	IT Reorganization
General Fund	Senior IT Support Spclst	Local 39 (16)	1.00	IT Reorganization
General Fund	Senior Systems Engineer	SCXEA (10)	1.00	IT Reorganization
General Fund	Systems Engineer	SCXEA (10)	5.00	IT Reorganization
PARKS AND RECREATION				
General Fund	GIS Specialist III	Local 39 (17)	(0.40)	IT Reorganization
General Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
General Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
START Fund	Senior Accountant Auditor	SCXEA (01)	(1.00)	Program Reduction
PUBLIC WORKS				
General Fund	Applications Developer	SCXEA (10)	(1.00)	IT Reorganization
General Fund	GIS Specialist VII	Local 39 (17)	(3.00)	IT Reorganization
General Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
General Fund	Senior Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
Fleet Fund	IT Trainee	Local 39 (16)	(1.00)	IT Reorganization
Parking Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
Solid Waste Fund	GIS Specialist III	Local 39 (17)	(1.00)	IT Reorganization
Solid Waste Fund	IT Support Specialist I	Local 39 (16)	(1.00)	IT Reorganization
UTILITIES				
Water Fund	Customer Service Specialist	Local 39 (16)	1.00	Support the accelerated meter program
Water Fund	Customer Service Representative	Local 39 (16)	(0.50)	Part time FTE not needed
Water Fund	Customer Service Representative	Local 39 (16)	0.50	Need full time FTE for workload
Water Fund	Department Systems Spclst I/II	Local 39 (16)	(3.00)	IT Reorganization
Water Fund	IT Supervisor	SCXEA (01)	(1.00)	IT Reorganization
Water Fund	Senior Department Sys Spclst	Local 39 (16)	(2.00)	IT Reorganization
Wastewater Fund	Data Entry Technician	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	GIS Specialist II/III	Local 39 (17)	(4.00)	IT Reorganization
Wastewater Fund	IT Supervisor	SCXEA (01)	(2.00)	IT Reorganization
Wastewater Fund	IT Support Specialist II	Local 39 (16)	(2.00)	IT Reorganization
Wastewater Fund	Program Specialist	SCXEA (01)	(2.00)	IT Reorganization
Wastewater Fund	Senior Department Sys Spclst	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Senior Engineering Technician	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Senior IT Support Spclst	Local 39 (16)	(1.00)	IT Reorganization
Wastewater Fund	Systems Engineer	SCXEA (10)	(1.00)	IT Reorganization
			Total Change	2.00

Union	Rep. Unit #	Represented Unit Name
SCXEA	01	Sacramento City Exempt Employees Association Exempt Management
SCXEA	10	Sacramento City Exempt Employees Association Confidential/Administrative
Local 39	16	Stationary Engineers, Local 39 Office & Technical
Local 39	17	Stationary Engineers, Local 39 Professional - Miscellaneous

Exhibit 2

FY2016/17 SUMMARY OF FULL-TIME EQUIVALENT (FTE) BY FUND AND DEPARTMENT

	FY2015/16 Amended	FY2015/16 Midyear Adjustments	Add	Measure U	Other Reductions	Reorganization	FY2016/17 Approved
General Fund							
General Fund							
Mayor/Council	37.00	-	1.00	-	-	-	38.00
City Attorney	47.00	-	-	-	-	-	47.00
City Clerk	15.00	-	-	-	-	-	15.00
City Manager	17.00	-	1.00	-	(1.00)	-	17.00
City Treasurer	13.00	-	-	-	-	-	13.00
Citywide and Community Support	1.00	-	-	-	-	-	1.00
Community Development	219.00	11.00	7.00	-	(1.00)	(9.00)	227.00
Convention and Cultural Services	25.20	-	-	-	-	-	25.20
Economic Development	11.00	-	1.00	-	-	-	12.00
Finance	86.00	-	2.00	-	(1.00)	-	87.00
Fire	674.00	-	11.00	(7.00)	-	-	678.00
Human Resources	32.00	-	0.92	-	-	5.00	37.92
Information Technology	85.00	-	6.00	-	-	50.40	141.40
Parks and Recreation	447.91	3.00	5.00	4.28	(0.78)	(3.40)	456.01
Police	1,049.80	-	8.66	2.00	(8.00)	-	1,052.46
Public Works	420.00	-	6.00	-	(4.00)	(10.00)	412.00
Subtotal General Funds	3,179.91	14.00	49.58	(0.72)	(15.78)	33.00	3,259.99
Enterprise Funds							
Community Center							
Convention and Cultural Services	94.49	-	2.00	-	(3.00)	(3.00)	90.49
Parking							
Public Works	60.25	-	2.00	-	-	(1.00)	61.25
Solid Waste							
Public Works	158.00	-	3.30	-	-	(2.00)	159.30
Storm Drainage							
Utilities	213.72	-	-	-	(1.00)	(85.72)	127.00
Wastewater							
Utilities	72.00	-	1.00	-	-	6.18	79.18
Water							
Utilities	252.18	-	11.50	-	(0.50)	58.54	321.72
Subtotal Enterprise Funds	850.64	-	19.80	-	(4.50)	(27.00)	838.94
Internal Service Funds							
Fleet Management							
Public Works	87.00	-	4.00	-	(4.00)	(1.00)	86.00
Risk Management							
Human Resources	20.00	-	-	-	-	(5.00)	15.00
Workers' Compensation							
Human Resources	20.00	-	-	-	-	-	20.00
Subtotal Internal Service Funds	127.00	-	4.00	-	(4.00)	(6.00)	121.00
Other Government Funds							
4th R Program							
Parks and Recreation	119.02	-	-	-	(1.47)	-	117.55
Golf							
Parks and Recreation	1.00	-	-	-	-	-	1.00
Marina							
Public Works	6.80	-	-	-	-	-	6.80
START ¹							
Parks and Recreation	139.99	-	-	-	(2.00)	-	137.99
City/County Office-Water Planning							
Citywide and Community Support	4.00	-	-	-	-	-	4.00
Subtotal Other Governmental Funds	270.81	-	-	-	(3.47)	-	267.34
Total	4,428.36	14.00	73.38	(0.72)	(27.75)	0.00	4,487.27

¹Reductions related to the changes in START Program are not included in this chart and will be included in the Approved Budget.

FY2016/17 MEASURE U PROGRAMMING

Measure U Revenues and Expenditures (in 000s)	FY17 ApprovedF TE	FY17 ¹ Approved	FY18 Projection	FY19 Projection	FY20 Projection
BEGINNING FUND BALANCE		35,927	30,605	29,490	17,339
REVENUES		43,732	45,614	36,800	-
EXPENDITURES					
Fire Department					
SAFER Grant Retention	27.00	2,803	2,803	2,803	2,803
Fire Company Restorations	48.00	7,141	7,355	7,576	7,803
Fire Station 43	15.00	2,276	2,344	2,415	2,487
Two Medic Units - January 2014 <i>(partially offset by \$1.2 million in new revenues)</i>	12.00	764	787	811	835
Fire Support <i>(Technology, Fiscal, and Human Resources)</i>	-	-	-	-	-
Fire Prevention	1.00	153	158	162	167
Recruit Academy	-	-	-	-	-
Capital Investment	-	-	-	-	-
Fire Subtotal	103.00	13,137	13,447	13,766	14,095
Police Department					
COPS Hiring Program Match and Retention <i>(CHP and CHRP)</i>	60.00	5,483	5,483	5,483	5,483
COPS Hiring Program (CHP) Match and Retention FY13 - New in FY15	10.00	775	960	1,409	1,451
COPS Hiring Program (CHP) Match and Retention FY14 and 15 vehicles in FY16	15.00	1,004	1,361	2,072	2,134
COPS Hiring Program (CHP) Match and Retention FY15 and 15 vehicles in FY17	15.00	1,066	1,094	1,361	2,072
Police Officers	15.00	860	1,665	1,800	1,872
BWC Pilot Program	2.00	535	325	-	-
ShotSpotter	-	210	210	210	210
Public Safety Counter <i>(Kinney Station)</i>	3.00	228	247	256	267
Field & Operations <i>(12.0 new FTE in FY15)</i>	61.00	7,590	8,087	8,404	8,656
Overtime	-	-	-	-	-
Investigations <i>(2.0 new FTE in FY15)</i>	8.00	1,145	1,283	1,292	1,331
Forensics	6.00	606	636	646	665
Communications	4.00	343	408	429	442
Crime Analysis	1.00	109	113	116	120
Hiring Pipeline	22.50	1,000	1,000	1,000	1,000
Summer Night Lights	-	-	-	-	-
Fair & Impartial Policing Training	-	-	-	-	-
Police Subtotal	222.50	20,954	22,872	24,478	25,703
Public Safety Total	325.50	34,091	36,319	38,244	39,798
Parks and Recreation Department					
Aquatics	36.85	2,054	2,116	2,179	2,244
Community Centers	22.80	1,484	1,529	1,574	1,622
Park Maintenance <i>(includes Park Rangers)</i>	53.00	4,035	4,106	4,229	4,356
Senior Programs	4.48	342	352	363	374
Teen Services	10.05	696	717	738	761
Neighborhood Services <i>(includes Gang prevention, Hotspots and Summer at City Hall)</i>	2.65	334	344	354	365
Other Recreation Programs	5.25	554	571	588	605
4th R	-	340	-	-	-
Capital Investment	-	4,453	-	-	-
Parks and Recreation Subtotal	135.08	14,292	9,734	10,026	10,327
MISCELLANEOUS RESTORATIONS					
Animal Control Officer	2.00	165	170	175	180
Gang Prevention Task Force	-	-	-	-	-
Capital Investment - Garcia Bend Bike Trail Study	-	-	-	-	-
Library Restoration	-	506	506	506	506
Miscellaneous Subtotal	2.00	671	676	681	686
Total Measure U Restorations	462.58	49,054	46,728	48,951	50,811
ENDING FUND BALANCE		\$ 30,605	\$ 29,490	\$ 17,339	\$ (33,472)

¹FY17 beginning fund balance has been adjusted based on audited FY2014/15 year-end results.

FY2016/17 APPROVED OPERATING BUDGET

Insert when Approved

APPROVED 2016-2021 CAPITAL IMPROVEMENT PROGRAM

Insert when Approved

KEVIN JOHNSON

Mayor

ANGELIQUE ASHBY

Councilmember, District 1

ALLEN WARREN

Councilmember, District 2

JEFF HARRIS

Councilmember, District 3

STEVE HANSEN

Councilmember, District 4

JAY SCHENIRER

Councilmember, District 5

ERIC GUERRA

Councilmember, District 6

RICK JENNINGS, II

Vice Mayor, District 7

LARRY CARR

Mayor Pro Tem, District 8

CITY OF SACRAMENTO FACTS

The City of Sacramento was founded in 1849 and is the oldest incorporated city in California.

In 1920, city voters adopted a Charter (municipal constitution) and a City Council/City Manager form of government.

The City is divided into eight districts.

Elected members of the City Council serve a four-year term.

The Mayor is elected by all voters in the City. In 2002, voters approved a measure for the Mayor to serve full-time. All other Councilmembers are elected by district and serve part-time.

The Mayor and other Councilmembers have an equal vote in all matters.

The City of Sacramento currently encompasses approximately 100 square miles.

The current estimated population is 480,105.

