

2021 — 2022

CITY OF SACRAMENTO

Approved Budget



APPROVED

CITY OF SACRAMENTO

FISCAL YEAR 2021/22 BUDGET

DARRELL STEINBERG
Mayor

ANGELIQUE ASHBY
Mayor Pro Tempore, District 1

SEAN LOLOEE
Councilmember, District 2

JEFF HARRIS
Councilmember, District 3

KATIE VALENZUELA
Councilmember, District 4



JAY SCHENIRER
Vice Mayor, District 5

ERIC GUERRA
Councilmember, District 6

RICK JENNINGS, II
Councilmember, District 7

MAI VANG
Councilmember, District 8

HOWARD CHAN
City Manager

HECTOR BARRON
Assistant City Manager

CHRISTOPHER C. CONLIN
Assistant City Manager

MICHAEL JASSO
Assistant City Manager

LEYNE MILSTEIN
Assistant City Manager

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

Dawn Holm Mirthala Santizo
Jason Bader Daniel Choe Marian Fahy Angie Galieote
Zonousia Lee Leila Menor Elizabeth Ramos Michael Tamayo

In conjunction with Department Staff

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

Organization Chart – updated 07/01/2021

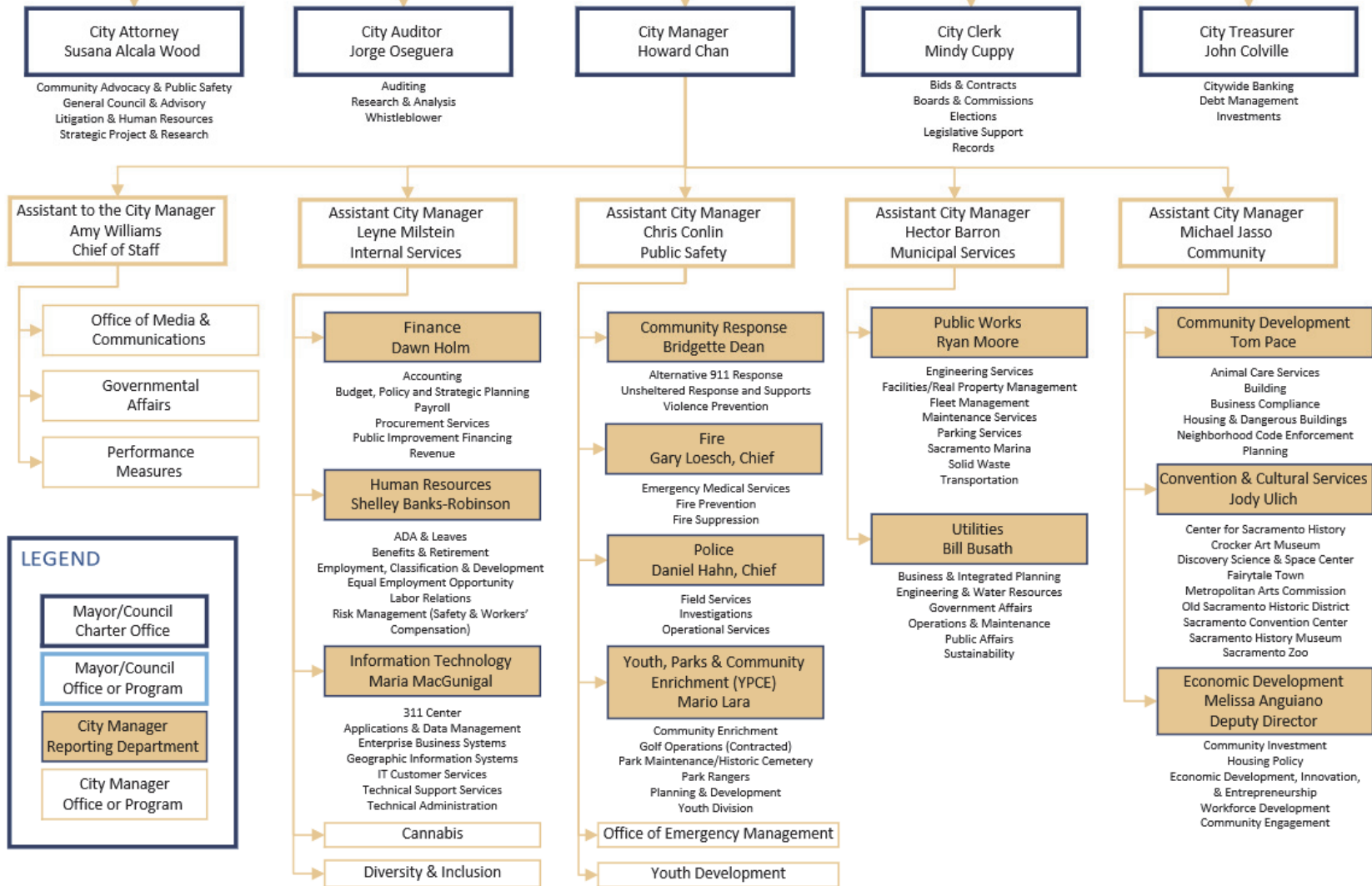


Table of Contents

SECTION – 1

Budget Message.....	9
Operating Budget Excellence Award.....	13

SECTION – 2

City at a Glance.....	15
Sacramento at a Glance.....	17
History of the City of Sacramento	17
Demographics.....	18
Community Profile.....	19

SECTION – 3

Budget Overview.....	21
Approved Budget Overview.....	23
Proposed Budget Overview.....	27
Mission Critical Augmentations	30
2021-2026 CIP	31
Budget Hearings.....	31
On the Horizon – Future Fiscal Challenges.....	32
General Fund Revenues: Options and Opportunities.....	34
Conclusion.....	35

SECTION – 4

Understanding the Budget.....	37
Budget Information.....	39
The Budget Presentation.....	39
The Budget Process.....	39
Council Priorities.....	40
Financial Management Policies.....	41
Performance Measurement	42
Financial Information.....	44
How to Read This Document.....	48

SECTION – 5

The Forecast.....	53
-------------------	----

FY2021/22 Approved Budget

Revised Financial Forecast.....	55
Proposed Financial Forecast.....	59
Financial Forecast.....	59
General and Measure U Funds Overview.....	59
General/Measure U Fund Revenues.....	61
General and Measure U Fund Expenditures.....	70
Measure U Programming and Forecast.....	74
Enterprise Funds.....	77
SECTION – 6	
Budget Schedules.....	93
SECTION – 7	
Mayor and City Council.....	133
SECTION – 8	
City Attorney.....	139
SECTION – 9	
City Auditor.....	147
SECTION – 10	
City Clerk.....	153
SECTION – 11	
City Manager.....	159
SECTION – 12	
City Treasurer.....	169
SECTION – 13	
Community Development.....	175
SECTION – 14	
Community Response.....	183
SECTION – 15	
Convention and Cultural Services.....	189
SECTION – 16	
Finance.....	199
SECTION – 17	
Fire.....	207

SECTION – 18

Human Resources..... 215

SECTION – 19

Information Technology..... 221

SECTION – 20

Police..... 229

SECTION – 21

Public Works..... 239

SECTION – 22

Utilities..... 249

SECTION – 23

Youth, Parks, & Community Enrichment..... 257

SECTION – 24

Citywide and Community Support..... 265

SECTION – 25

Debt Financing..... 277

SECTION – 26

Staffing..... 283

SECTION – 27

Multi-Year Projects..... 311

SECTION – 28

Financial Polices..... 325

 Budget Control Policy..... 327

 Debt Management Policy..... 329

 Debt Management Policy - Disclosure..... 349

 DSCR and Development Services Fund Management Policy..... 355

 EMS Revenue Recovery and Fee Waiver Policy..... 359

 Fees and Charges Policy..... 365

 General/Measure U (G/MU) Fund EUR Policy..... 375

 Interfund Loans..... 379

 Investment Policy..... 383

 Other Post-Employment Benefits (OPEB)..... 395

FY2021/22 Approved Budget

Pension Funding.....	399
Risk Management Funding and Reserve Policy.....	403
SECTION – 29	
Resources.....	407
SECTION – 30	
Resolution.....	419

1

SECTION - 1 Budget Message

City of
SACRAMENTO
Office of the City Manager

Howard Chan
City Manager

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

July 1, 2021

Honorable Mayor and City Council
Sacramento, California

Dear Mayor and Members of the City Council:

This letter transmits the approved budget for fiscal year (FY) 2021/22, which totals \$1.3 billion for operations and capital improvements. The combined General and Measure U Fund budget of \$682 million reflects an increase of \$57 million or 9.1% compared to the prior year's approved budget.

This approved budget is balanced and represents the City's financial plan for the new fiscal year. As Sacramento continues to contend with the Coronavirus Disease 2019 pandemic (pandemic), more residents are becoming vaccinated, and the State of California and County of Sacramento earlier this year loosened restrictions on local business operations, tourism, conferences, and events. Correspondingly, we look forward to beginning the transition to post-pandemic life and City business.

The forecasts presented in this budget are based on data collected over previous fiscal periods as well as current financial modeling of data available as recently as the end of March. Though the full impact of the pandemic on the City, our businesses and our residents will not be known for some time, the City remains cautiously optimistic about an impending economic recovery.

However, in this transition time, the City still faces significant financial challenges. While sales tax revenue has performed better than initially anticipated, the City continues to experience revenue shortfalls in parking and transient occupancy tax (TOT) revenues. The City also has seen shortfalls in department revenues. As it always seems, needs continue to outpace resources, and we will continue to look for opportunities to provide long-term stability to our budgetary framework.

Over the past year, helping Sacramentans of all ages and backgrounds has been the City's top priority, with the City launching or expanding more than 70 programs related to pandemic relief. In this new fiscal year, the City will continue to offer multiple assistance programs while working to kickstart the local economy.

FY2021/22 Approved Budget

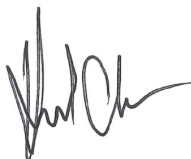
The City this past year received and allocated \$89 million in federal CARES Act funding for small-business recovery and assistance, youth and workforce training programs, homelessness and rapid rehousing, the arts, and social services. In March, President Joe Biden signed the American Rescue Plan of 2021 (ARP), from which the City is set to receive \$112 million to address internal financial challenges resulting from the pandemic, to recognize the work of our employees and to provide additional relief to our residents. In addition to the federal funding coming directly to the City, there are funds available for specific programs and from the State of California to address needs associated with the negative economic impacts of the pandemic. In the coming months, the City will be working to identify all available funding such that the City can truly leverage all opportunities to receive funding for our priorities. As the funding picture becomes clearer, we will rely on the Council's input and direction for the equitable and inclusive allocation of this funding.

The City remains focused on supporting its most vulnerable residents and their communities during this difficult time through innovative programs such as the new Safe Ground site near the W/X freeway and the South Front Street Safe Parking site. The City also continues to develop its new Department of Community Response, which will offer an alternative response model for 911 calls that do not require fire or police assistance.

There are many other bright spots on the horizon. The City is putting the final touches on the new Safe Credit Union Convention Center, which will be open for business later this summer. In partnership with the University of California, Davis, the City continues to generate forward momentum with the proposed Aggie Square project, which will create thousands of well-paying jobs as well as other defined benefits for the surrounding neighborhoods. Additionally, the City's Youth, Parks and Community Enrichment Department is poised to launch expanded programming as more of our youth return to in-person activities.

In my fifth year as City Manager, I offer an approved budget that supports the overall vision articulated by the Council, one that strives to acknowledge and benefit all Sacramentans. I would like to thank the Council for its thoughtful leadership and guidance during the current health crisis, which has created innumerable hardships in our communities. I would also like to thank the people of Sacramento, who have shown incredible resilience and ingenuity during these difficult times. Together, we will continue our work toward a meaningful economic recovery and vibrant future for our city.

Respectfully submitted,



Howard Chan
City Manager

Operating Budget Excellence Award



The City's FY2020/21 Approved Operating Budget received the Operating Budget Excellence Award from the California Society of Municipal Finance Officers (CSMFO). The award process includes peer reviews of cities' operating budgets. Peer review methods are employed to maintain standards, improve performance, and provide credibility.

In preparing the FY2021/22 Budget document, the award criteria were followed and prepared in accordance with generally accepted accounting principles. This document will be submitted to the CSMFO for consideration for the Fiscal Year 2021/22 Operating Budget Excellence Award.

2

SECTION - 2 **City at a Glance**

Sacramento at a Glance

History of the City of Sacramento

The City of Sacramento was established in 1849 and became the capital for the State of California in 1854. Sacramento also serves as the seat of Sacramento County government. It is the sixth largest city in California with a population estimated at 515,673.¹ The population of the County of Sacramento is estimated at 1,561,014.¹ Sacramento encompasses 100.1 square miles and is in the northern section of California's Central Valley.

Sacramento is a charter city and operates under a Council-Manager form of government that currently provides for a nine-member elected City Council (Council), including an elected Mayor. There are no other elected City officials. Members of the Council serve alternating terms of four years, with the Mayor and Councilmembers representing even numbered districts up for reelection in calendar year 2024 and the Councilmembers representing odd numbered districts up for reelection in 2022. All registered voters in the City vote for the Mayor, while Councilmembers are elected by voters in specific districts. The Council appoints the City Manager, City Attorney, City Auditor, City Clerk, and the City Treasurer to carry out its adopted policies.

The City provides a full range of municipal services including police, fire, water, sewer, storm drainage, solid waste, code enforcement, construction and maintenance of parks and streets, planning and development, recreation and cultural activities, and general administration.

The Sacramento City Charter requires that the City Manager submit a proposed budget to the Council at least 60 days prior to the commencement of each fiscal year. Once approved by Council, this annual budget serves as the foundation for the City of Sacramento's financial planning and control. Budgetary control is maintained at the department level, by fund. Budgetary control for capital improvement projects is maintained at the individual project level.

The following information summarizes the City's key demographics and community profile.

¹ Based on California Department of Finance estimates as of January 1, 2021.

FY2021/22 Approved Budget

Demographics

The information presented is based on the 2019 American Community Survey One-Year Estimates from the United States Census Bureau unless indicated otherwise.

Population by Sex

Percent female persons	50.4%
Percent male persons	49.6%

Race and Origin

White	32.0%
Hispanic or Latino (of any race)	30.9%
Asian	18.2%
Black or African American	11.3%
Two or more races	5.0%
Native Hawaiian and Other Pacific Islander	1.9%
American Indian and Alaska Native	0.6%
Some other race	0.2%

Housing Status

Total	200,079
Occupied	191,911
Owner-occupied	93,509
Renter-occupied	98,402

Average Household Size

Owner-occupied unit	2.75
Renter-occupied unit	2.51

Residential Vacancy Rate

Vacant	8,168
Homeowner vacancy rate	1.2%
Rental vacancy rate	2.1%

Home Values

Median value of owner-occupied units	\$380,600
Occupied units paying rent	95,770
Median gross rent	\$1,370

Commuting to Work

Mean travel time to work in minutes	26.9
-------------------------------------	------

Occupation

Management, business, science, and arts occupations	98,927
Service occupations	51,296
Sales and office occupations	52,631
Natural resources, construction, and maintenance occupations	19,692
Production, transportation, and material moving occupations	31,266

Household Income

Total households	191,911
Median household income	\$69,134
Mean household income	\$89,564

Individual Income

Per capita income	\$34,659
Median earnings for workers	\$37,448

Education

Percent high school graduate or higher	87.0%
Percent bachelor's degree or higher	33.7%

FY2021/22 Approved Budget

Community Profile

The information presented is based on the City's Annual Comprehensive Financial Report (ACFR) for the fiscal year ending June 30, 2020.

Principal Employers

State of California	77,172
Kaiser Permanente	15,585
UC Davis Health System	14,510
Sacramento County	12,360
Sutter Health	10,764
U.S. Government	10,559
Dignity Health	7,871
Intel Corporation	6,200
Elk Grove Unified School District	6,164
San Juan Unified School District	5,350
Sacramento City Unified School District	5,000

Capital Asset Statistics

Police:

Number of stations	4
Number of patrol units	195
Number of aircraft	5
Number of watercraft	4

Fire:

Number of stations	24
Number of fire suppression, support, or prevention vehicles	162
Number of watercraft	6

Public Works:

Miles of streets	3,118
Number of streetlights	38,985
Number of City parking spaces	5,489
Miles of off-street bikeways	88
Number of City garages & open parking lots	10
Number of City leased garages & open parking lots	8

Youth, Parks, & Community Enrichment:

Number of parks	220
Park acreage	4,265
Number of community centers	14
Number of swimming pools (including wading pools)	27

Utilities:

Miles of water mains and distribution lines	1,607
Miles of sanitary sewers and storm drainage	1,967

Miscellaneous:

Number of boat harbor slips	475
Number of Community Convention Center events	38
Community Convention Center event attendance	155,633
Number of Zoo attendance	357,754

3

SECTION - 3 Budget Overview

Approved Budget Overview

The FY2021/22 Operating and Capital Improvement Program (CIP) Budgets were approved by the City Council on June 15, 2021. The Approved Budget is \$1.3 billion from all funding sources and supports 4,891.15 authorized full-time equivalent (FTE) positions. The General and Measure U (G/MU) Funds total \$682 million and 3,705.51 authorized FTE, and Enterprise and all other Funds total \$611 million and 1,185.64 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 subsequent charts were approved by the City Council.

BUDGET CHANGES

Operating Budget Adjustments

Department	Fund Name (Number)	Revenue Adjustment (\$ in 000s)	Expenditure Adjustment (\$ in 000s)	Description
Office of the City Manager	General (1001)	-	125,921	Add an Administrative Analyst position (1.0 FTE) to the City Manager's Office, Office of Cannabis Management (OCM), to support the Cannabis Opportunity Reinvestment and Equity (CORE) Program, policy development, and implementation of youth outreach and education. Funding for the position is being transferred from the OCM MYOP (106420000).
Fire	Measure U (2401)	-	2,220,543	Add positions and associated budgets to address diversity, outreach, and recruitment.
Fund Reserves	Measure U (2401)	-	3,070,543	Release Housing Trust Fund (HTF) commitment and increase fund balance.
Fund Reserves	Measure U (2401)	-	(3,070,543)	Reduce fund balance to provide funding for the Women and Children's Shelter (102000200), Youth Engagement and Summer Programs (101000100), and Fire Department's diversity, outreach, and recruitment efforts.
Total \$		-	\$ 2,346,464	

Multi-year Project Appropriations

Project Name (Number)	Fund Name (Number)	Expenditure Adjustment	Description
Cannabis Policy and Enforcement (106420000)	General (1001)	(125,921)	Transfer funding to the Office of Cannabis Management in the City Manager's Office to fund the addition of an Administrative Analyst.
FUEL Network (102000800)	General (1001)	500,000	Funding for Family Unity, Education, and Legal (FUEL) Network to provide critical legal, education, and support services to Sacramento families facing the threat of deportation.
Subtotal:		374,079	
Homeless Housing Initiative (102000200)	Measure U (2401)	680,000	Provide funding for the Women and Children's Shelter with a release from the HTF commitment.
Youth Engagement and Summer Programs (101000100)	Measure U (2401)	170,000	Provide funding for youth field use with a release from the HTF commitment.
Subtotal:		850,000	
Net Project Changes:		\$1,224,079	

FY2021/22 Approved Budget

POSITION CHANGES

Department Fund Name	Job Classification	Union (Rep. Unit #)	FTE Change	Description
CITY MANAGER				
General	Administrative Analyst	SCXEA (01)	1.00	Position added to the Office of Cannabis Management Division to support the CORE services program.
Subtotal City Manager FTE Change:			1.00	
FIRE				
Measure U	Administrative Technician	SCXEA (10)	1.00	Position added to address diversity, outreach, and recruitment.
	Fire Assistant Chief	SCXEA (01)	1.00	Position added to address diversity, outreach, and recruitment.
	Fire Captain (Admin)	522 (05)	2.00	Positions added to address diversity, outreach, and recruitment.
	Firefighter (Admin)	522 (05)	2.00	Positions added to address diversity, outreach, and recruitment.
	Program Supervisor	L39 (15)	1.00	Position added to address diversity, outreach, and recruitment.
Subtotal Fire FTE Change:			7.00	
Total Change:			8.00	

Measure U Realignment

As part of the motion to approve the FY2021/22 Budget on June 15, 2021, City Council directed the City Manager to realign G/MU expenditures to better reflect the spending priorities and provide additional transparency as outlined by the Mayor. Moving to a programmatic focus instead of a Department focus provides a better representation of Council’s priorities for Measure U.

The realignment did not add additional resources or reduce expenditures in the budget across all funds. However, G/MU Fund Department and Program budgets were evaluated and realigned to reflect Council’s priorities for the use of Measure U (MU) revenues. This realignment resulted in moving the majority funding from the public safety programming from Measure U to the General Fund and redirected the Measure U funding to the following programs and services:

- Affordable Housing
- Arts/Creative Edge
- Climate Action
- Community Investment
- Community Response
- Homelessness
- Inclusive Economic Development
- Library
- Youth

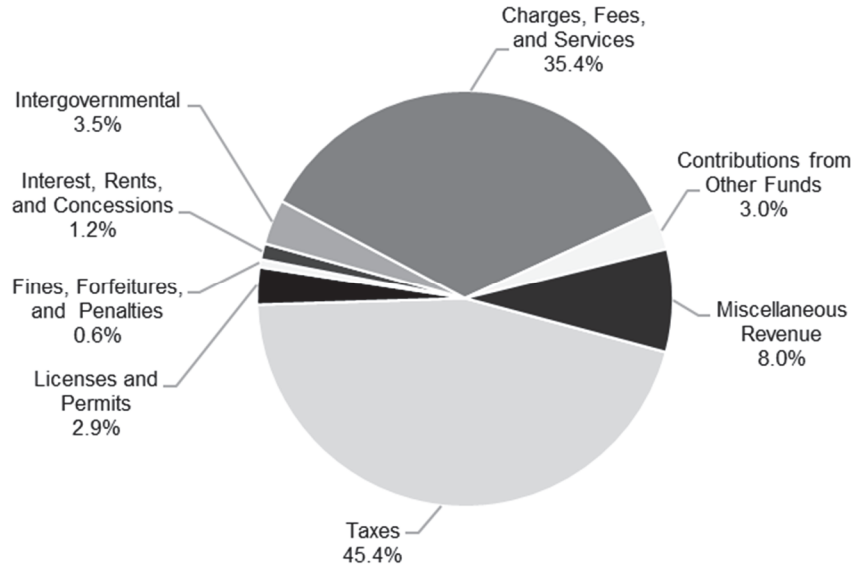
FY2021/22 Approved Budget

FY2021/22 Measure U Programming Realignment

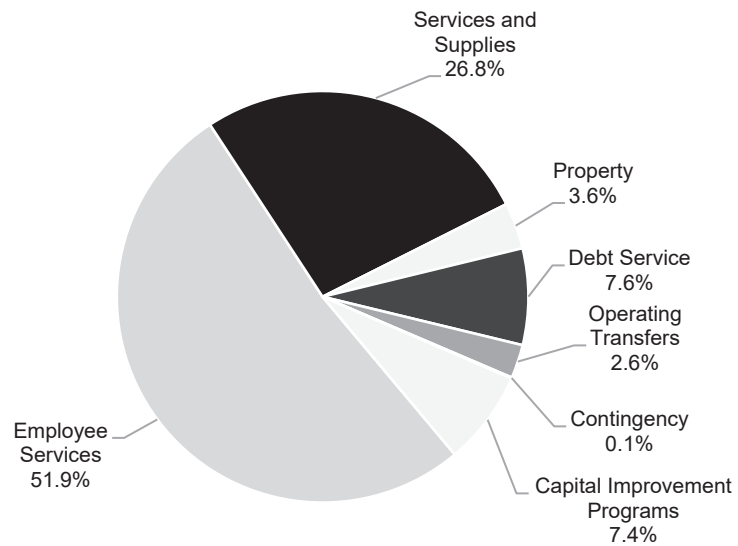
Revenues and Expenditures in (\$ in 000s)	Proposed FTE	Approved FTE	FTE Realignment	FY2021/22 Proposed	FY2021/22 Approved	Budget Realignment
REVENUES				108,801	108,801	-
EXPENDITURES						
Affordable Housing						
Operations	1.00	18.00	17.00	209	1,764	1,555
Multi-Year Operating Projects				-	1,200	1,200
Affordable Housing Subtotal	1.00	18.00	17.00	209	2,964	2,755
Arts/Creative Edge						
Operations	1.00	18.20	17.20	159	3,759	3,600
Multi-Year Operating Projects				2,640	2,640	-
Capital Improvements				-	-	-
Arts/Creative Edge Subtotal	1.00	18.20	17.20	2,799	6,399	3,600
Climate Action						
Operations	-	2.00	2.00	300	20	(280)
Multi-Year Operating Projects				-	300	300
Climate Action Subtotal	-	2.00	2.00	300	320	20
Community Investment						
Operations	51.98	188.11	136.13	5,167	18,340	13,173
Multi-Year Operating Projects				1,000	1,000	-
Community Investment Subtotal	51.98	188.11	188.11	6,167	19,340	13,173
Community Response						
Operations	15.00	102.50	87.50	1,654	11,270	9,616
Multi-Year Operating Projects				2,300	4,835	2,535
Community Response Subtotal	15.00	102.50	102.50	3,954	16,105	12,151
Homelessness						
Operations	-	4.00	4.00	-	509	509
Multi-Year Operating Projects				6,711	5,826	(885)
Homelessness Subtotal	-	4.00	4.00	6,711	6,335	(376)
Inclusive Economic Development						
Operations	15.00	32.00	17.00	2,731	6,808	4,077
Multi-Year Operating Projects				1,200	750	(450)
Inclusive Economic Development Subtotal	15.00	32.00	17.00	3,931	7,558	3,627
Library						
Operations	-	-	-	-	13,572	13,572
Multi-Year Operating Projects				-	400	400
Capital Improvements				-	2,500	2,500
Library Subtotal	-	-	-	-	16,472	16,472
Public Safety						
Community Development						
Operations	-	12.00	12.00	-	1,488	1,488
Community Development Subtotal	-	12.00	12.00	-	1,488	1,488
Fire						
Operations	111.50	7.00	(104.50)	22,252	8,590	(13,663)
Fire Subtotal	111.50	7.00	(104.50)	22,252	8,590	(13,663)
Police						
Operations	261.00	63.50	(197.50)	44,056	5,665	(38,391)
Multi-Year Operating Projects				-	-	-
Capital Improvements				3,176	(500)	(3,676)
Police Subtotal	261.00	63.50	(197.50)	47,232	5,165	(42,067)
Youth, Parks & Community Enrichment						
Operations	7.00	13.00	6.00	758	1,608	850
Youth, Parks & Community Enrichment Subtotal	7.00	13.00	6.00	758	1,608	850
Public Safety Subtotal	379.50	95.50	(284.00)	70,242	16,851	(53,391)
Youth						
Operations	150.45	371.74	221.29	15,116	23,226	8,110
Multi-Year Operating Projects				4,223	3,643	(580)
Capital Improvements				2,500	-	(2,500)
Youth Subtotal	150.45	371.74	221.29	21,839	26,868	5,029
Miscellaneous						
Operations	-	-	-	73	73	-
Miscellaneous Subtotal	-	-	-	73	73	-
Total Expenditures	613.93	832.05	285.10	116,225	119,283	3,058
Economic Uncertainty Reserve (EUR) Contribution (0.5% of Expenses)				581	596	15
Net Resources (revenues less expenditures)				(8,005)	(11,078)	
One-Time Resources						
Housing Trust Fund				-	3,070	
Prior Year-End Resources				2	2	
Revised Forecast	613.93	832.05	285.10	\$ (8,003)	\$ (8,006)	\$ -

Total Approved City Budget: \$1.3 Billion

Revenues



Expenditures



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

Proposed Budget Overview

(As written on April 21, 2021, with technical adjustments as necessary to reflect Council intent.)

INTRODUCTION

Along with other state and local agencies across the country, the City of Sacramento has faced extraordinary challenges due to the pandemic that has been ongoing for over a year. However, with Council’s resolve to set aside prior year fund balance until more was known about the pandemic, we were in a strong position to reduce the impact of the pandemic on the General and Measure U (G/MU) Fund revenue streams.

Federal and state efforts to curb the transmission of the virus early in the pandemic resulted in negative impacts on the City’s year-end FY2019/20 revenues and continue to impact FY2020/21 (current year) revenues. Proposed FY2021/22 revenues reflect a cautious and gradual phase-in for recovery on most of the City’s revenue streams. However, parking (both on and off street), TOT (hotel taxes), and some Department revenues are not projected to recover as quickly. As such, the use of federal funding will be required to ensure the City’s debt obligations are met over the course of the forecast. Detailed information on revenue projections and the impact of the pandemic on our enterprise funds is included in the Forecast section.

The budget process included an in-depth analysis and review of Department revenues to ensure that the forecast is based on the most current information available relative to the pandemic and the impacts on operations. As reflected below, the Budget includes a reduction of approximately \$9.1 million (\$4.5 million in the General Fund) in Department revenue estimates.

FY2021/22 Revenue Adjustments - Pandemic

Department	Fund	Amount	Reason
Community Development	General (1001)	(500,000)	Revenue reduction due to impacts associated with the pandemic: minimal interior inspections to reduce public contact and maintain social distancing, delays in appeals due to the absence of physical meetings for hearings, and extension of the timelines for property owners to make repairs due to hardships of property owners who could not afford to make repairs.
Police	General (1001)	(729,000)	Revenue reduction due to a decrease in false alarm permits as people have stayed at home. Jail booking and DUI fees are down because the County has not been accepting most prisoners. Vehicle release fees decreased due to the closure of the public counters.
Youth, Parks & Community Enrichment	General (1001)	(3,278,114)	Revenue reduction due to the pandemic has led to modifications and public health guidelines that limit event permits, rentals, reduced capacities for recreation, aquatics, camps, skatepark and Triple R. Will also be providing Summer Explorers (free program) instead of the fee based program Summer Oasis.
Subtotal General Fund \$ (4,507,114)			

FY2021/22 Revenue Adjustments - Pandemic (continued)

Department	Fund	Amount	Reason
Public Works	Gas Tax (2002)	(500,000)	Reduced driving has resulted in slightly less revenue than projected. Last year our internal projections for FY2021/22 was \$12.5 million, a difference of \$500,000 due to the pandemic.
Utilities	Water (6005)	(1,250,000)	Council approved Late Fee relief in March 2020 due to the pandemic, which resulted in FY2021/22 reduction in revenues by \$1.25 million.
Youth, Parks & Community Enrichment	4th R (6012)	(2,793,860)	Revenue reduction due to the pandemic has led to restrictions that limit the number of kids available per space at each site.
Subtotal Other Funds		\$ (4,543,860)	
		Total	\$ (9,050,974)

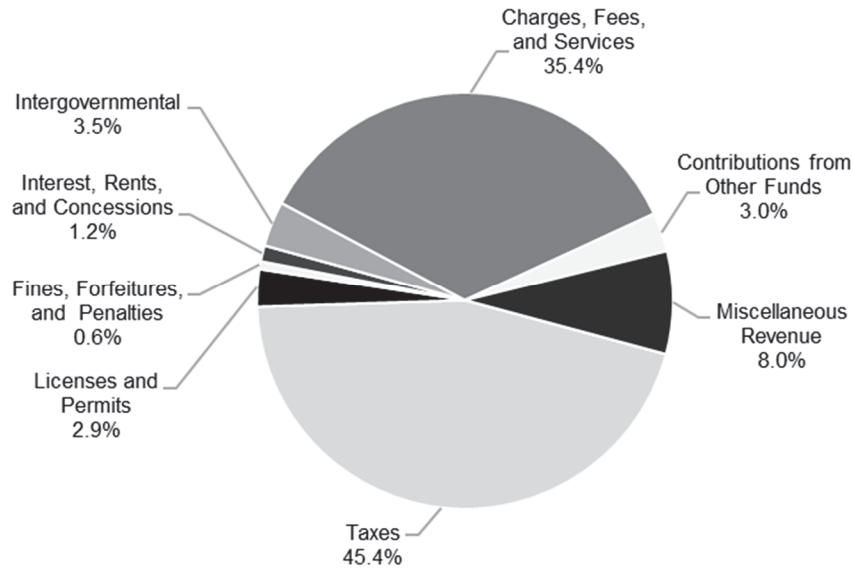
The FY2021/22 Proposed Operating and Capital Improvement Program (CIP) Budgets (Budget) represents a status quo budget with only a \$3.7 million budget increase over the current year for all funds. In consideration of the severe impact and strain the pandemic has had on our residents, local economy, and the ability to provide government services, only a limited number of mission-critical augmentations are included in the Budget. It is important to note that the Budget includes funding to provide year-round respite centers, expand youth initiatives, support the City’s Creative Edge (Arts) Program and information technology needs, launch a participatory budgeting pilot program and address Department operations. Additionally, the Budget includes adjustments needed to realize efficiencies and revenues necessary to deliver programs and services (e.g., labor, debt, and insurance) in the coming fiscal year.

The Budget is balanced and reflects adopted Council policies, goals, and planning/programming guides. The Budget includes anticipated revenues developed in coordination with the City’s tax revenue consultants based on economic indicators and includes estimates on the continuing financial impacts of the pandemic and the phase in back to “normal” or life before the pandemic. Revenue estimates are summarized in the Forecast Section and reflected in the G/MU Fund five-year forecast.

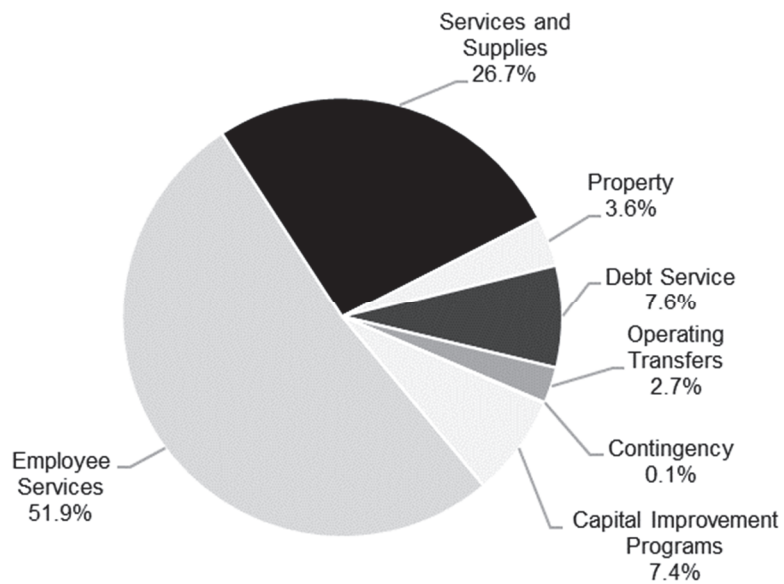
The Budget totals approximately \$1.3 billion from all funding sources and supports 4,883.15 full-time equivalent (FTE) positions. This includes \$678 million for G/MU Fund operations and capital projects, and \$611 million for operations and capital projects for the City’s enterprise and other fund activities.

Total Proposed City Budget: \$1.3 Billion

Revenues



Expenditures



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

Mission Critical Augmentations

The addition of ongoing positions/costs was limited, to the extent possible, to areas of critical operational need offset by increased revenues or cost recovery to minimize growth in G/MU Funds. Limited use of one-time resources for one-time expenses has also been proposed to address critical needs in several Departments, invest in the City's infrastructure, and continued investment in energy and technology improvements focused on streamlining processes and implementing efficiencies.

A summary of the significant program and service improvements included in the Budget for the G/MU Funds and the enterprise funds is provided below and additional information is provided in Department sections.

G/MU Funds

Department	Description	FTE Change	Net Budget Change
Mayor/Council	Funding to provide resources (\$50,000 per District) to address neighborhood, community, and business needs.	-	450,000
City Attorney	Add a position (1.0 FTE Chief Assistant City Attorney) to oversee critical operational functions of the department and provide oversight over the various divisions, programs, and functions of the Office.	1.00	342,972
City Clerk	Add a position (1.0 FTE Administrative Analyst) to support the recent growth in the number of Boards and Commissions.	1.00	125,921
City Manager	Add staffing and services and supplies to support Continuous Quality Improvement (CQI) for Youth. FY2021/22 costs will be offset by the \$6 million funding committed during FY2020/21 Midyear for CQI for Youth. Future costs (\$585,084) will be covered by the G/MU Fund beginning in FY2022/23.	4.00	-
City Treasurer	Increase revenues to recognize Pool A interest earning from CARES, Emergency Rental Assistance Program, and bond proceeds (one-time) and a large contribution from participating agencies without near-term withdraw plans.	-	(520,000)
Finance	Add a position (1.0 FTE Principal Budget Analyst) to address the increased workload in the Budget Office and provide additional management oversight over Measure U and other critical projects/programs.	1.00	164,015
Information Technology	Delete a vacant position (1.0 FTE Senior Applications Developer) and add two new positions (2.0 FTE IT Trainees) to provide an entry level path into a highly technical career, and add a position (1.0 FTE Telecommunications Technician I) to address the increased workload associated with emergency response equipment and a vehicle.	2.00	160,215
Police	Eliminate Sacramento City Unified School District contract and Internet Crimes Against Children Task Force grant funding as contracts weren't renewed and realign the department's budget to address critical staffing needs at no additional cost to the General Fund.	5.00	-
Public Works	Add staffing to address commercial waste regulation due to the dissolution of the Solid Waste Authority and to implement organic waste disposal (Senate Bill 1383). Costs will be offset by fee revenues.	2.00	-
Citywide and Community Support	Funding for the City's agreement (2019-0520) with Visit Sacramento for the Sacramento Tourism Improvement District (STID) assessments on vacation rental owners, and funding for Downtown Sacramento Partnership to address increasing maintenance efforts for downtown and the Old Sacramento waterfront.	-	149,464
		16.00	\$ 872,587

FY2021/22 Approved Budget

Other Funds

Department (Fund)	Description	FTE Change	Net Budget Change
Community Development (Special Program Donation)	Add a vehicle in Animal Care to address the need to expand the ability to transfer more animals to contract providers, other shelters and rescue organizations, and to provide more community outreach events. Costs will be offset by donations.	-	-
Community Development (Landscape & Lighting)	Add a vehicle for citywide graffiti abatement increasing capacity to improve efficiency and reduce response time. Cost with be offset by revenues.	-	-
Utilities (Water)	Funding for homeless encampment clean-up at drainage facilities and to add staffing to support implementation of the Department's innovation and water conservation programs. Staffing costs will be offset by a reduction in the services and supplies budget.	2.00	200,000
Utilities (Storm Drainage)	Funding for homeless encampment clean-up at drainage facilities.	-	200,000
		2.00	\$ 400,000

Multi-Year Operating Projects

Project Name (Number) (Fund Name)	Description	Net Budget Change
Creative Edge (102181100) (Measure U)	Funding for Cultural Equity Investment grants, artists in neighborhoods, creative economy, and arts education for youth.	2,640,000
PB Pilot Program (180001000) (Measure U)	Funding for the Participatory Budgeting (PB) Pilot Program.	1,000,000
Respite Center (123002000) (Measure U)	Funding for establishment of year-round respite centers throughout the City.	3,000,000
Transportation Planning (115221700) (Gas Tax)	Funding for support of transportation safety and mobility initiatives.	250,000
Total MYOPs		\$ 6,890,000

2021-2026 CIP

The 2021-2026 Proposed CIP totals \$395.2 million. The G/MU fund portion of the CIP is \$66.1 million. The FY2021/22 CIP Budget totals \$95.5 million, funding 111 projects in all program area in various geographic area in the City, including \$14.6 million in G/MU Funds.

Budget Hearings

On May 4, 2021, the Budget and Audit Committee will hold the first public hearing on the Budget. The Council will consider the budget in May and June with adoption scheduled for June 15, 2021. These meetings provide the Council and public with an opportunity to provide input on the Budget. The following reflects the planned budget hearing schedule. It is important to note that meeting dates may change as needed to address other City business.

FY2021/22 Approved Budget

2021 Budget Hearing Schedule¹

Date	Time	Legislative	
		Body	Subject
Wednesday, April 21, 2021	TBD	n/a	FY2021/22 Budget Release
Tuesday, May 4, 2021	3:00 PM	Budget and Audit Committee	FY2021/22 Proposed Budget Overview and Fees & Charges Report
Tuesday, May 18, 2021	5:00 PM	City Council	(1) FY2021/22 Proposed Budget Overview and (2) Consolidated Department Budgets
Tuesday, May 25, 2021	2:00 PM	City Council	(1) 2021-2026 Capital Improvement Program, (2) Citywide Fees and Charges, and (3) YPCE Department budget
Tuesday, May 25, 2021	5:00 PM	City Council	(1) Fire Department Budget, (2) Police Department Budget
Tuesday, June 1, 2021	5:00 PM	City Council	HOLD
Tuesday, June 8, 2021	2:00 PM	Budget and Audit Committee	Adoption of the FY2021/22 Budget
Tuesday, June 15, 2021	5:00 PM	City Council	Adoption of the FY2021/22 Budget

¹Schedule is subject to change, refer to agendas at: http://sacramento.granicus.com/ViewPublisher.php?view_id=21

On the Horizon – Future Fiscal Challenges

In addition to the economic impact of the pandemic and County health orders, there are ongoing challenges such as increasing labor costs and liabilities that continue to compete with the priorities and needs of our community. The following summarizes a few of the challenges ahead, which could impact not only the G/MU Fund but the enterprise funds as well.

Rising Labor Costs

The Sacramento City Exempt Employees Association contract expired in June 2020 and the Sacramento Area Firefighters Local 522 contract expired in December 2020. The labor contracts with the following seven units will expire in June 2021: International Association of Machinist and Aerospace; Stationary Engineers Local 39 (Miscellaneous, Plant Operators and General Supervisors); Plumbers and Pipefitters Local 447; Western Council of Engineers; and Sierra Building Trades. Additionally, the labor contracts with the Sacramento Police Officers Association and the Auto Marine and Specialty Painters Local 1176 will expire in September and December 2021, respectively. Assumptions for future labor increases have not been included in the FY2021/22 budget or five-year forecast.

Annual Pension Costs—California Public Employees’ Retirement System (CalPERS)

CalPERS employer retirement contribution rates have increased significantly as a result of lowered expectations for future investment returns (discount rate). Based on estimates provided by CalPERS, the City’s payment toward the pensions unfunded liability will increase by \$21.1 million over the term of the forecast, \$18.7 million in the G/MU Fund. This estimate does not account for the losses projected by CalPERS as a result of the pandemic. It is likely that the City will not know the full impact of the pandemic on contribution rates for another two years based on CalPERS’ actuarial reporting timelines.

FY2021/22 Approved Budget

Additionally, while there is currently no plan to lower the discount rate CalPERS launched the Asset Liability Management (ALM) process in June 2020. This formal process runs on a four-year cycle and includes a review of CalPERS' investment portfolios and retirement plan liabilities. Capital Market Assumptions are primarily based on expectations of future investment returns. Liability projections are based on demographic and economic factors and trends, including membership dynamics, future salary and payroll growth, retirement ages, inflation, and life expectancy. It is anticipated that the ALM will be completed by November 2021.

The goal of the ALM process is to balance the expected cost of future pension payments with the expected future investment returns. During the process, the CalPERS board reviews its overall risks, taking into consideration the long-term sustainability of the system. It is likely that we will not know the impact of the ALM on our rates until summer 2022.

General Liability and Auto Liability Insurance (GL&AL)

Insurance premiums continue to increase, primarily excess liability premiums resulting from the City's loss history, which has seen a substantial increase in large liability losses since FY2011/12. Additionally, the excess liability insurance market for public entities has tightened nationwide due to challenges related to recent highly publicized liability claims.

Consistent with Council's adopted Risk Management Funding and Reserve Policy, the General Fund contribution to the GL&AL Fund was increased from \$23.33 million in FY2020/21 to \$27.75 million (19% increase) in FY2021/22. The Forecast section of the Budget provides additional information on GL&AL cost increases.

Other Post-Employment Benefits (OPEB)

The City currently provides a medical insurance subsidy to retirees who meet certain longevity standards, on a pay as you go basis. This benefit was eliminated for all new hires between 2012 and 2014, except for Local 522 which eliminated the benefit in January 2020.

Several years ago, the Governmental Accounting Standards Board (GASB) set new standards (GASB Statement 45, subsequently updated by GASB Statement 75) that require reporting of the cost of the retiree medical benefit on an accrued actuarial basis and to put forward a plan to fund the benefit. At one point, the City's unfunded accrued liability for retiree benefits was projected to be \$452 million (June 2014). To address this liability, the City began including contributions to the City's OPEB Trust (Trust) in the FY2014/15 budget. In FY2015/16 the City adopted the OPEB Funding Policy. This policy directed staff to continue efforts to reduce and eventually eliminate this liability. Council also authorized the transfer of any available resources in the pension budget accounts at the end of the fiscal year to the Trust.

The total OPEB liability for all funds was approximately \$298 million as of June 30, 2020 and there is approximately \$70.2 million (as of March 30, 2021) in the Trust to fund this liability.

General Fund Revenues: Options and Opportunities

The following are budget sustainability measures for Council's consideration to ensure that the City's financial position is sustainable over the long-term:

- **American Rescue Plan (ARP):** On March 11, 2021 President Biden signed into law the ARP, which contains \$325 billion to provide relief for states and local governments that lost significant revenues due to the economic fallout from the pandemic while simultaneously continuing to provide needed services to the community. It is anticipated that the City will receive \$121.6 million of ARP in April or May 2021. As a part of Council's discussion on the use of these resources the City Manager will recommend that some of these revenues be used to close deficits due to revenue losses from the pandemic and to ensure that there are sufficient resources for debt obligations in the Community Center and Parking Funds which were significantly impacted by revenue losses.
- **Coronavirus Aid, Relief and Economic Security (CARES) Act:** Federal relief funding related to the pandemic also could affect the G/MU Fund. On March 27, 2020, President Trump signed into law the CARES Act, which contains \$150 billion in relief for states and certain local governments. In April, the City received \$89 million in federal relief funding related to the pandemic and allocated these resources for small business recovery and assistance, youth and workforce training programs, homelessness and rapid rehousing, the arts, and social services. Approximately 11% of the CARES Act funds were used to offset City costs for responses to the pandemic, which may result in G/MU Fund year-end savings in FY2020/21.
- **Negotiate additional cost sharing of CalPERS cost increases:** The majority of the City's current REO contracts include a requirement for employees to pay a portion of the City's increased costs to CalPERS. As costs continue to increase many cities have been successful in negotiating with their REOs for employees to share in the cost increases for this benefit.
- **Support state legislative efforts to maximize revenues for local government:** The City will continue to oppose legislation that calls for additional unfunded mandates on local governments. Further, the City will support legislation that increases and protects state-shared revenue, expands local opportunities for public-private partnerships, and collection of revenue from non-traditional vendors in the areas of transient occupancy taxes for online travel companies and Utility User Taxes (UUT). The City will also advocate for a solution to collect meter revenue lost due to ongoing abuse, while also ensuring access for those with disabilities.
- **Update Business Operation Tax (BOT) (requires voter approval):** In 2010 the national consulting firm Management Partners recommended that the City pursue changes to Sacramento's BOT. BOT rates have not been adjusted since 1991. During the 2010 budget hearings the changes were briefly considered but were subsequently withdrawn from consideration by the Council at the request of the business community. Management Partners also included this recommendation in

FY2021/22 Approved Budget

their updated review presented to Council in 2020. Options include, but are not limited to, providing for a cost-of-living adjustment, and resetting the BOT minimums and caps. However, consideration of this change may need to be deferred until our business community has had the opportunity to recover from the impacts of the pandemic.

Conclusion

Prior to the public health crisis, revenues continued to experience strong growth. While the full financial impact of the pandemic is unknown, long-term sustainability in the G/MU Fund will continue to be challenged with increasing pension costs and labor contract pressures.

It is possible that the City could be eligible for further funding in the future. The Biden administration is proposing a \$2 trillion infrastructure plan to improve infrastructure, fight climate change and reduce economic inequities. If passage of this plan is successful, there will be an opportunity for the City to receive additional funding to improve our transportation system, update our fleet and expand our technology capabilities. We will continue to monitor the progress of the proposed infrastructure plan, monitor economic data as nation comes out of its economic slump from the pandemic, and provide updates to Council as appropriate.

4

SECTION - 4 **Understanding the Budget**

Budget Information

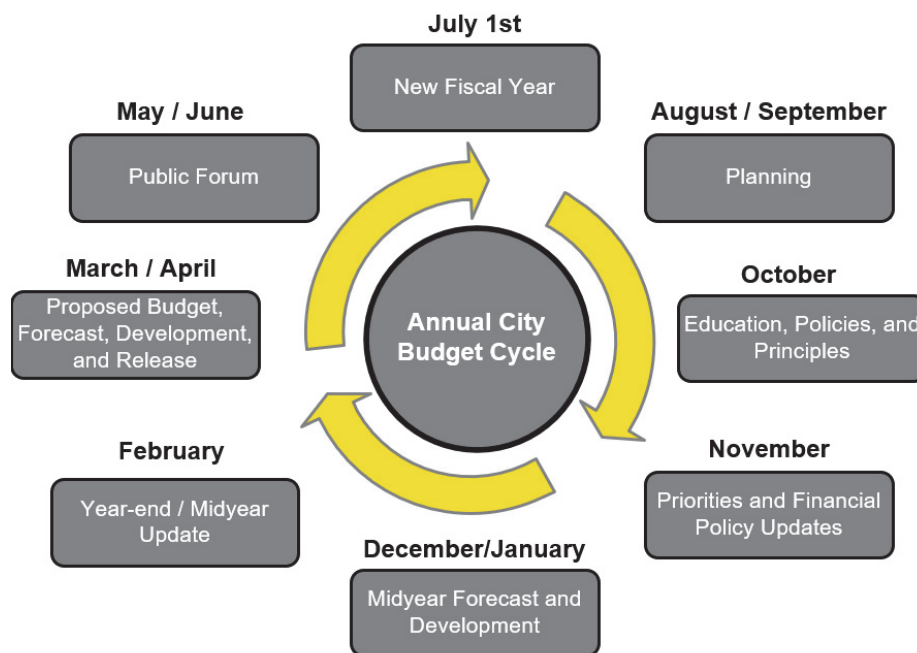
Budget Presentation

The presentation of the Budget includes both the FY2021/22 Proposed Operating Budget and the 2021-2026 Proposed Capital Improvement Program (CIP) Budget which includes the FY2021/22 CIP Budget. The Budget documents are available on the City’s website at: www.cityofsacramento.org/finance/budget.

The Budget includes technical information concerning operating departments and estimated citywide revenues and expenses. The Forecast Section provides an outline of anticipated revenue, including an explanation of assumptions, and a five-year G/MU Fund forecast (revenues and expenditures). The Budget Schedules include detailed information on staffing, revenue estimates, and proposed expenditures for the governmental funds, the enterprise, and other special revenue funds. The Staffing section provides a list of authorized positions for each department, by classification, including the changes in FTE.

The Budget Process

The Mayor and Council continued efforts to engage and educate the community on the budget process and the City’s financial challenges over the long-term by completing a community budget survey and facilitating discussions at the Budget and Audit Committee (Committee) and Council meetings in January and February. The following graphic represents the City’s budget/program planning cycle:



The City’s fiscal year is July 1 through June 30. As such, the Council adopts the City’s operating and capital budgets for a single fiscal year beginning July 1 and ending June 30 in the subsequent calendar year.

FY2021/22 Approved Budget

To establish the annual budget, the Budget, Policy and Strategic Planning Division of the Finance Department, in coordination with the City Manager and the City's operating departments, develops a proposed revenue and expenditure plan for the coming fiscal year. The existing approved expenditure plan is carried over from the prior year and:

- Labor costs are updated to reflect current salaries, minimum wage changes and adjustments for taxes as well as salary and benefit changes called for in union contracts. Estimates are also established for unrepresented employees.
- Cost Plan allocations which reimburse the General Fund for support provided to the enterprise funds are updated based on services (accounting, budget, facility maintenance, human resources, information technology [IT], payroll as well as Council and Charter Offices) provided.
- Debt service is updated to reflect the actual payments required.
- Fleet (City vehicles) expenditures including vehicle acquisition, fuel, operations and maintenance, and motor pool are updated based on established replacement schedules, prior year actual costs/usage and anticipated cost increases.
- General Liability and Auto Liability insurance costs are updated based on annual experience and exposure cost allocation studies in accordance with the adopted Risk Management Funding and Reserve Policy.
- Retiree health care costs and pension payments for the Sacramento City Employees' Retirement System (SCERS) are updated based on actuarial reports.

Departments are also provided with an opportunity to request budget changes to address ongoing initiatives like repair and replacement of aging equipment and infrastructure, utilities, and staffing needs. These requests are submitted and reviewed by the City Manager's Office. For FY2021/22 only mission critical augmentations are included in the Budget. The recommended augmentations are outlined in the Mission Critical Augmentations section of the Budget Overview.

A five-year revenue model has been developed based on prior year actual revenue receipts and economic and revenue indicators to determine what resources, tax revenues, and other discretionary revenues will be available to support operating requirements. Detailed information on the revenue forecast, including estimated ongoing impacts of the pandemic, is included in the Forecast Section. Capital improvement programs and projects are identified and funded with available G/MU Funds, enterprise funds, internal service funds, grants, transportation, and other funding sources as identified in Schedule 4 and detailed in the 2021-2026 CIP.

Council Priorities

On February 14, 2017, the Council adopted the following Core Budget Policies and Guidelines (Resolution 2017-0078) for the annual budget.

FY2021/22 Approved Budget

Core Budget Policies

1. City Council must adopt a balanced budget.
2. Funding decisions should be consistent with Council adopted policies.
3. The Economic Uncertainty Reserve shall be maintained at a minimum of 10% of budgeted General Fund revenues. Resources shall be added to maintain this level through the budget and midyear processes as necessary.

Budget Guidelines

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 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.

Financial Management Policies

The City of Sacramento develops its annual budget according to Council-adopted sustainable budget policies. These policies call for one-time funding sources to only be used for one-time operating and capital expenditures. Ongoing expenditures are to be matched with ongoing financing sources. Reserves are to be used in a planned and strategic manner. The five-year forecast of the G/MU Funds will be updated as new information becomes available. Full reviews of revenue receipts in comparison to the budgetary estimates are performed and corrective actions recommended, if necessary.

The ongoing core of the Council's budget philosophy continues to be sustainability. The Council has adopted the following financial management policies that guide the development of the Budget, financial decision making, and fund management. These policies are included in the Financial Policy Section of the document.

- Budget Control
- Debt Management and Debt Management Disclosure
- Development Stabilization Contingency Reserve (DSCR) and Development Services Fund Management
- Emergency Medical Services (EMS) Revenue Recovery

FY2021/22 Approved Budget

- Fees and Charges
- General/Measure U (G/MU) Fund Economic Uncertainty Reserve (EUR)
- Interfund Loans
- Investment
- Other Post-Employment Benefits (OPEB)
- Pension Funding
- Risk Management Funding and Reserve

Performance Measurement

A performance management program is an important tool in city management. It offers 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.

The National Performance Management Advisory Commission’s “*A Performance Management Framework for State and Local Government*,” provides a model for public sector performance management based on seven key principles, which can be applied to local government planning, budgeting, management, and evaluation to bring together critical processes and decision making to improve results. The seven principles ensure that:

1. ***A results focus permeates strategies, processes, the organization culture, and decisions.*** While compliance with prescribed processes can assure fairness, fiscal integrity, or adherence to the law, it does not necessarily result in substantial benefits to the public. Performance management assures that the organization’s culture and processes are aligned with the goals the organization wishes to achieve.
2. ***Information, measures, goals, priorities, and activities are relevant to the priorities and well-being of the government and the community.*** To achieve results, an organization must first establish goals and performance targets that are relevant to stakeholders. It then must ensure that all levels of the organization (e.g., policy makers, managers, staff, and others) understand how to implement performance management tools that will achieve those goals.
3. ***Information related to performance, decisions, regulations, and processes is transparent, i.e., easy to access, use, and understand.*** The transparency (i.e., completeness, organization, and understandability) of performance information is critical to fostering evidence-based planning, budget, and decision making.
4. ***Goals, programs, activities, and resources are aligned with priorities and desired results.*** Effective performance management systems ensure alignment among an organization’s goals, priorities, programs, activities, resources, and desired results.

5. **Decisions and processes are driven by timely, accurate, and meaningful data.** Collecting, storing, and applying performance data is essential to tracking and understanding results.
6. **Practices are sustainable over time and across organizational changes.** “Performance management is not an event, a program, or a quick fix...” Efforts must be sustainable, flexible, and adaptable enough to keep up with inevitable changes, whether those changes take place within the organization’s leadership or the community in which the organization is located.
7. **Performance management transforms the organization, its management, and the policy-making process.** An organization that has been truly transformed by performance management uses evidence-based planning and management, objective goal setting, and alignment of its structure, systems, and resources to achieve its desired results.

The City has been working on performance management with departments to identify measures that address these principles. While department sections include a few key measures, there are many additional measures being tracked citywide. The City Manager’s Office directly oversees this program and is working on strengthening existing measures and adding measures that are important to the Council, our community, and the operating departments/management. A public dashboard with these measures is being developed and should be available on the City’s website by early 2022.

FINANCIAL INFORMATION

Budget Basis

The City's annual budget is prepared on a modified accrual basis of accounting. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

Property taxes, franchise taxes, licenses, intergovernmental revenue, special assessments, charges for services, and interest associated with the current fiscal period are all considered to be susceptible to accrual, and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government.

Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Budgets are modified throughout the year when the tax base changes, fees are modified, new revenue sources are identified, or programs are changed. The City Manager is authorized to administratively amend the budget during the year for transactions less than \$250,000 without Council approval. All other appropriation adjustments during the year require Council approval. Unencumbered annual budget appropriations lapse at fiscal year-end except as specifically identified in the annual budget resolution. Multi-year budget appropriations are automatically carried over into the next fiscal year.

Fund Structure

The City uses fund accounting to assure and demonstrate compliance with finance-related legal requirements. A fund is defined as a separate accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities. Each fund was established for the purpose of accounting for specific activities in accordance with applicable regulations, restrictions, or limitations. The City has three types of funds:

- *Governmental Funds* — Account for activities which are primarily supported by taxes or other mandatory payments. Most of the City's basic services are included in governmental funds. There are three categories of Governmental Funds:
 - The General Fund is the primary operating fund of the City and accounts for all financial resources except for those that are required to be accounted for in separate funds. Sources of General Fund revenues include taxes, licenses, permits, fees, fines, intergovernmental revenues, and charges for services,

FY2021/22 Approved Budget

special assessments, interest income, and other resources available for discretionary funding.

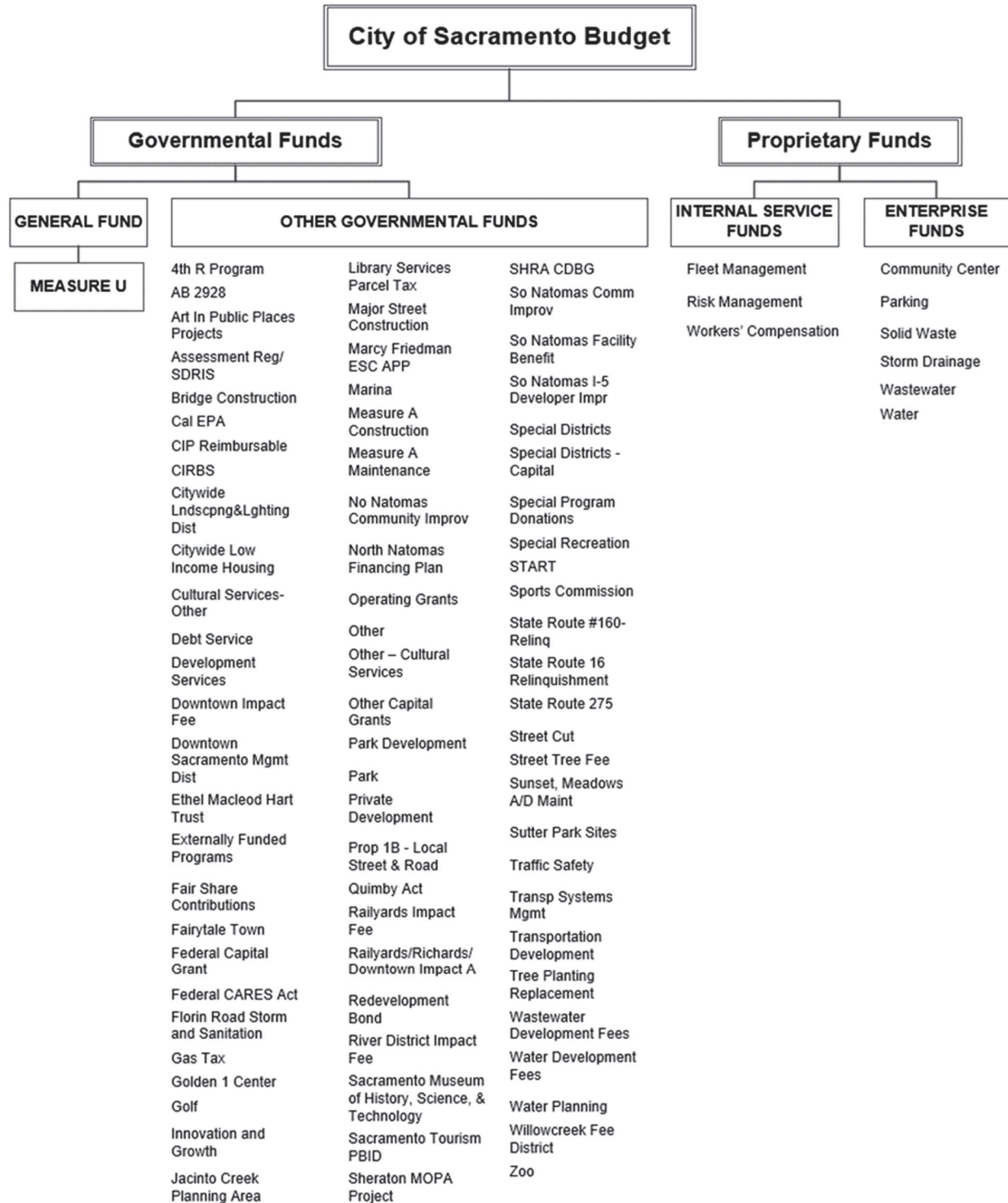
The G/MU Fund EUR was established to provide resources for the Mayor and Council to manage the impact of economic fluctuations that negatively impact the City's revenues.

- April 26, 2016 – Council-adopted the General Fund EUR Policy (Council Motion 2016-00440) establishing a minimum reserve level equal to 10% of annual General Fund revenues and a target reserve level equal to two months of regular ongoing 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.
- February 5, 2019 – Council adopted the General/Measure U Fund EUR Policy (Resolution 2019-0248) adding the Measure U Fund to the original EUR Policy.
- o The Measure U Fund was established to account for revenues collected from the half-cent transactions and use tax approved by voters in on November 6, 2012. On November 6, 2018, the voters approved a change to Measure U, increasing the tax to one cent. Measure U was approved as a general tax and can be used for any general government purpose. This tax is charged on each dollar of taxable sales of goods purchased from retailers within the City of Sacramento, and on the taxable storage, use, or consumption of goods purchased outside the City and delivered to a location within the City.
- o Other Governmental Funds include:
 - Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. These funds are generally required by statute, charter, or ordinance to finance specific governmental functions.
 - Debt Service Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest, or that are being accumulated for principal and interest maturing in future years.
 - Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for governmental capital assets.
- *Proprietary Funds* — Account for services for which customer fees are intended to finance the costs of operations. There are two types of Proprietary Funds:

FY2021/22 Approved Budget

- Enterprise Funds account for programs and services financed and operated similar to business-type activities which include services rendered to the general public on a fee basis.
 - Community Center Fund accounts for the operation and maintenance of the City's Convention Center Complex, including the Convention Center Theater, Memorial Auditorium, and the Community Center.
 - Parking Fund accounts for the operation and maintenance of five City parking garages and 43 surface parking lots (including lots owned by the State of California and numerous private owners).
 - Solid Waste Fund accounts for the collection and disposal of refuse throughout the City and for landfill closure.
 - Storm Drainage Fund accounts for the operation and maintenance of the City's surface drainage system.
 - Wastewater Fund accounts for the operation and maintenance of the City's wastewater system.
 - Water Fund accounts for the operation and maintenance of the City's water treatment and water transmission and distribution systems.
- Internal Service Funds, i.e., the City's Fleet Fund and Risk Management Fund, account for the activities that provide services delivered by one department to another department on a cost reimbursement basis.
- *Fiduciary Funds* — Account for activities that most closely resemble not-for-profit organizations, including trusts and agency activities. The City is:
 - *The trustee, or fiduciary*, for its closed (effective January 1977) defined benefit pension plan – Sacramento City Employees' Retirement System (SCERS).
 - Responsible for other assets, held on behalf of investors, in the City's investment pool and individual investment accounts.
 - Responsible for the assets received by the Successor Agency from the City's former Assembly Bill X1 26 which dissolved redevelopment agencies in California.
 - The agent for bonded assessment and community facilities districts and responsible for ensuring the assets reported in these funds are used for their intended purposes.

Annual budgets are adopted for the governmental funds, enterprise funds, special revenue funds, and internal service funds. Expenditures are appropriated on a modified accrual basis, except the commitments related to purchase orders and contracts are treated as expenditures in the year of commitment.



HOW TO READ THIS DOCUMENT

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

- Department mission statement (if available)
- Budget/staffing changes
- A department level budget summary table showing budget for:
 - FY2018/19 Actuals
 - FY2019/20 Actuals
 - FY2020/21 Approved Budget
 - FY2020/21 Amended Budget (as of February 2021)
 - FY2021/22 Approved Budget
 - Variance

The summary table shows for each year:

- Budgeted expenditures by category
- Funding sources and amounts
- A division level summary budget table:
 - FY2018/19 Actuals
 - FY2019/20 Actuals
 - FY2020/21 Approved Budget
 - FY2020/21 Amended Budget (as of February 2021)
 - FY2021/22 Approved Budget
 - Variance
- A division level summary staffing table:
 - FY2018/19 Actuals
 - FY2019/20 Actuals
 - FY2020/21 Approved Budget
 - FY2020/21 Amended Budget (as of February 2021)
 - FY2021/22 Approved Budget
 - Variance

DEPARTMENT BUDGET SUMMARY TABLE

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

Human Resources Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	9,303,391	9,468,914	11,080,116	11,080,116	11,198,617	118,501
Other Services and Supplies	28,814,162	38,305,427	35,871,432	35,682,432	40,189,341	4,506,909
City Property	26,513	92,120	43,200	43,200	43,200	-
Multi-Year Operating Projects	-	-	213,300	100,000	100,000	-
Transfers	(107,170)	(116,970)	-	-	-	-
Labor and Supply Offset	3,752,219	3,308,712	3,424,207	3,622,207	3,425,758	(196,449)
Total	41,789,115	51,058,203	50,632,255	50,527,955	54,956,916	4,428,961

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	3,539,795	3,191,549	4,349,527	4,358,527	4,341,932	(16,595)
Fleet Management	59,614	59,614	59,614	59,614	59,614	-
Interdepartmental Service	1,280,301	1,557,484	1,648,618	1,648,618	1,673,537	24,919
Recycling and Solid Waste	117,545	117,545	117,545	117,545	117,545	-
Risk Mgmt	23,687,806	29,089,131	29,559,311	29,446,011	33,546,734	4,100,723
Storm Drainage	45,189	45,189	45,189	45,189	45,189	-
Wastewater	18,585	18,585	18,585	18,585	18,585	-
Water	57,700	57,700	57,700	57,700	57,700	-
Worker's Compensation	12,982,581	16,921,406	14,776,166	14,776,166	15,096,080	319,914
Total	41,789,115	51,058,203	50,632,255	50,527,955	54,956,916	4,428,961

- Column 1 - FY2018/19 actual expenditures by category and funding amounts by source.
- Column 2 - FY2019/20 actual expenditures by category and funding amounts by source.
- Column 3 - FY2020/21 Approved Budget by category and funding amounts by source.
- Column 4 - FY2020/21 Amended Budget by category and funding amounts by source.
- Column 5 - FY2021/22 Approved Budget by category and funding amounts by source.
- Column 6 - The budget change between the FY2021/22 Approved and the FY2020/21 Amended budget.

DIVISION BUDGET SUMMARY TABLE

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

Human Resources Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Benefit Services Division	922,882	919,718	1,075,456	1,075,456	1,135,255	59,799
Employment, Classification and Dev. Divison	1,574,706	1,557,657	1,881,491	1,881,491	1,892,137	10,646
HR Administration Division	1,807,400	1,613,248	2,092,351	2,101,351	1,991,394	(109,957)
Labor Relations Division	1,031,923	1,181,126	1,471,514	1,471,514	1,519,350	47,836
Risk Management Administration Division	34,004,123	42,797,308	41,123,486	41,010,186	45,330,935	4,320,749
Workers' Compensation Division	2,448,081	2,989,146	2,987,957	2,987,957	3,087,845	99,888
Total	41,789,115	51,058,203	50,632,255	50,527,955	54,956,916	4,428,961

Column 1 - FY2018/19 actual expenditures by division.

Column 2 - FY2019/20 actual expenditures by division.

Column 3 - FY2020/21 Approved Budget by division.

Column 4 - FY2020/21 Amended Budget by division.

Column 5 - FY2021/22 Approved Budget by division.

Column 6 - The budget change between the FY2021/22 Approved and the FY2020/21 Amended Budget.

STAFFING LEVELS SUMMARY TABLE

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

Human Resources Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Benefit Services Division	9.00	9.00	9.00	9.00	9.00	-
Employment, Classification and Dev. Divison	15.00	15.00	15.00	15.00	15.00	-
HR Administration Division	10.00	10.00	10.00	10.00	9.00	(1.00)
Labor Relations Division	9.00	10.00	10.00	10.00	10.00	-
Risk Management Administration Division	17.00	17.00	17.00	17.00	17.00	-
Workers' Compensation Division	19.00	19.00	19.00	19.00	19.00	-
Total	79.00	80.00	80.00	80.00	79.00	(1.00)

- Column 1 – FTEs by division in FY2018/19.
- Column 2 – FTEs by division in FY2019/20.
- Column 3 – FTEs by division in the FY2020/21 Approved Budget.
- Column 4 – FTEs by division for the FY2020/21 Amended Budget.
- Column 5 – FTEs by division as Approved for FY2021/22.
- Column 6 – The budget change in FTEs by division between the FY2021/22 Approved and the FY2020/21 Amended Budget.

5

SECTION - 5 **The Forecast**

FY2021/22 Approved Budget

Revised Financial Forecast

General and Measure U (G/MU) Funds: The changes to the FY2021/22 Proposed Budget as summarized in the Budget Overview section resulted in changes to revenues and expenditures for the G/MU Funds. The forecast for these funds has been updated below to reflect the budget as approved.

FY2021/22 Approved Budget Forecast

(7/01/2021)

5-Year Forecast						
General (G) and Measure U (MU) Funds (\$ in 000s)	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
	Amended	Approved	Projection	Projection	Projection	Projection
Revenues						
Revenues	589,064	665,245	688,377	708,007	727,480	743,466
Other Sources	20,500	10,751	5,000	5,000	8,000	8,500
Total Revenues/Resources	609,564	675,996	693,377	713,007	735,480	751,966
Expenditures						
Department Operating, Debt and MYOPs	613,748	666,956	689,311	708,125	728,818	744,796
Capital Projects	11,280	14,623	12,690	12,840	12,940	13,040
Other Uses	1,000					
Total Expenditures/Uses	626,028	681,579	702,001	720,965	741,758	757,836
EUR Contribution		3,408	3,510	3,605	3,709	3,789
Net Resources (revenues less expenditures)	(16,464)	(8,991)	(12,134)	(11,563)	(9,987)	(9,659)
FY2019/20 Year-End Resources (General Fund)	49,205					
FY2019/20 Year-End Resources (Measure U Fund)	18,750					
Revised FY2020/21 Year-end Fund Balance		589				
Available G/MU Fund Balance	67,955					
FY2021/22 Approved Forecast	51,491	(8,402)	(12,134)	(11,563)	(9,987)	(9,659)
Strategic Use of One-Time Resources						
FY2020/21 Budget Adjustments (9-8-20 Rpt/ Midyear)	(5,094)					
Reserve for Budget Development	(5,500)	5,500				
FY2020/21 Midyear Council Adjustments	(3,385)					
Continuous Quality Improvement for Youth	(6,000)					
Housing Trust Fund (HTF) ¹	(31,500)	3,070				
Revised Forecast	12	168	(12,134)	(11,563)	(9,987)	(9,659)

¹HTF balance as of 7/1/2021 is \$11.9 million

Measure U Fund: The changes to the FY2021/22 Proposed Budget as summarized in the Budget Overview resulted in changes to Measure U programming to align with the original intent of the ballot measure. The Measure U forecast as shown below has been updated to reflect the budget as approved and includes the movement of funds from Public Safety into the following ongoing programs and services: Affordable Housing, Arts/Creative Edge, Climate Action, Community Investment, Community Response, Homelessness, Inclusive Economic Development, Library, and Youth. Detailed information on each program is included in the department sections.

FY2021/22 Approved Budget

FY2021/22 Measure U Programming

Revenues and Expenditures in (\$ in 000s)	FTE	FY2021/22 Approved	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
REVENUES		108,801	113,167	117,309	121,250	124,996
EXPENDITURES						
Affordable Housing						
Operations	18.00	1,764	1,830	1,884	1,938	1,963
Multi-Year Operating Projects		1,200	1,200	1,200	1,200	1,200
Affordable Housing Subtotal	18.00	2,964	3,030	3,084	3,138	3,163
Arts/Creative Edge						
Operations	18.20	3,759	3,839	3,909	3,981	4,027
Multi-Year Operating Projects		2,640	-	-	-	-
Arts/Creative Edge Subtotal	18.20	6,399	3,839	3,909	3,981	4,027
Climate Action						
Operations	2.00	20	25	28	31	31
Multi-Year Operating Projects		300	300	300	300	300
Climate Action Subtotal	2.00	320	325	328	331	331
Community Investment						
Operations	188.11	18,340	18,766	19,133	19,505	19,732
Multi-Year Operating Projects		1,000	-	-	-	-
Community Investment Subtotal	188.11	19,340	18,766	19,133	19,505	19,732
Community Response						
Operations	102.50	11,270	11,577	11,838	12,102	12,251
Multi-Year Operating Projects		4,835	4,866	4,898	4,930	4,963
Community Response Subtotal	102.50	16,105	16,443	16,736	17,032	17,214
Homelessness						
Operations	4.00	509	524	537	550	558
Multi-Year Operating Projects		5,826	5,146	5,146	5,146	5,146
Homelessness Subtotal	4.00	6,335	5,670	5,683	5,696	5,704
Inclusive Economic Development						
Operations	32.00	6,808	6,981	7,131	7,283	7,377
Multi-Year Operating Projects		750	750	750	750	750
Inclusive Economic Development Subtotal	32.00	7,558	7,731	7,881	8,033	8,127
Library						
Operations	-	13,572	14,272	14,272	14,772	14,772
Multi-Year Operating Projects		400	400	400	400	400
Capital Improvements		2,500	-	-	-	-
Library Subtotal	-	16,472	14,672	14,672	15,172	15,172
Public Safety						
Community Development						
Operations	12.00	1,488	1,531	1,568	1,606	1,632
Community Development Subtotal	12.00	1,488	1,531	1,568	1,606	1,632
Fire						
Operations	7.00	8,590	8,718	8,849	8,982	9,117
Fire Subtotal	7.00	8,590	8,718	8,849	8,982	9,117
Police						
Operations	63.50	5,665	5,821	5,956	6,093	6,179
Capital Improvements		(500)	-	-	-	-
Police Subtotal	63.50	5,165	5,821	5,956	6,093	6,179
Youth Parks & Community Enrichment (YPCE)						
Operations	13.00	1,608	1,655	1,695	1,736	1,761
YPCE Subtotal	13.00	1,608	1,655	1,695	1,736	1,761
Public Safety Subtotal	95.50	16,851	17,725	18,068	18,417	18,688
Youth						
Operations	371.74	23,226	23,766	24,263	24,766	25,145
Multi-Year Operating Projects		3,643	3,473	3,448	3,448	3,448
Youth Subtotal	371.74	26,868	27,239	27,711	28,214	28,593
Miscellaneous						
Operations	-	73	75	76	77	78
Miscellaneous Subtotal	-	73	75	76	77	78
Total Expenditures	832.05	119,283	115,512	117,280	119,595	120,829
Economic Uncertainty Reserve (EUR) Contribution (0.5% of Expenditures)		596	578	586	598	604
Net Resources (revenues less expenditures)		(11,078)	(2,923)	(557)	1,057	3,563
One-Time Resources						
Housing Trust Fund		3,070				
Prior Year-End Resources		2				
Prior Year Measure U Carryover						
Revised Forecast	832.05	\$ (8,006)	\$ (2,923)	\$ (557)	\$ 1,057	\$ 3,563

Summary of Measure U Programs:

Affordable Housing – \$3.0 million, 18.00 FTE

- Resources to focus on a citywide housing policy and opportunities to promote development of additional housing.

Arts/Creative Edge – \$6.4 million, 18.20 FTE

- Resources for the City’s Film Office and the Creative Edge program, which sets forth priorities for the cultural and creative life of the City. Resources for the Crocker Art Museum, the Metro Arts program, art stabilization program and arts education & outreach programs.

Climate Action – \$320,000, 2.00 FTE

- Resources for sustainability and cost-saving energy programs to reduce the City’s greenhouse gas emissions as required by state law.

Community Investment - \$19.3 million, 188.11 FTE

- Resources for the Participatory Budgeting Pilot Program, the Sacramento History Museum, and the Youth, Parks & Community Enrichment department to help deliver programs and events benefiting older adults and the community as well as maintaining the City’s cemetery, parks, and golf administration.

Community Response - \$16.1 million, 102.50 FTE

- Resources for the Office of Community Response that was established to provide an alternative response model for 911 calls that do not require a police officer response, the Office of Public Safety Accountability, FUEL Network that provides services to immigrant families, the City Attorney Office for the police video and document release in accordance with Senate Bill 1421, the animal shelter, the illegal dumping program, and the Sacramento City 311 Call Center.

Homelessness - \$6.3 million, 4.00 FTE

- Resources for the Homeless Housing Initiative and providing Respite Centers as temporary shelters.

Inclusive Economic Development - \$7.6 million, 32.00 FTE

- Resources for the Thousand Strong, Visit Sac, H St. Theatre programs and administration services for the Office of the Diversity and Equity, Economic Development, Community Investment, Community Engagement, and Railyards & Riverfront divisions to ensure they continue to provide services for the City.

Library - \$16.5 million

- Resources for library operations, maintenance, and the relocation of the North Sacramento Library.

Public Safety – Community Development - \$1.5 million, 12.00 FTE

- Resources to staff Animal Field Services and enforcement.

Public Safety – Fire - \$8.6 million, 7.00 FTE

- Resources for the Fire Diversity/Outreach/Recruitment Program and to staff Fire personnel.

FY2021/22 Approved Budget

Public Safety – Police - \$5.2 million, 63.50 FTE

- Resources for the Police Hiring Pipeline Program.

Public Safety – YPCE - \$1.6 million, 13.00 FTE

- Resources to staff Park Rangers for park safety services.

Youth - \$26.9 million, 371.74 FTE

- Resources for the Sacramento Zoo, Fairytale Town, the Powerhouse Science center, the Office of Violence Prevention to administer the gang prevention and intervention program, fare free transit, youth engagement and summer programs and the operation and maintenance of parks, community centers, aquatic facilities.

Miscellaneous - \$73,447

- Resources to expand technology support.

Enterprise Funds: The changes to the FY2021/22 Proposed Budget as summarized in the Budget Overview resulted in changes to the Water Fund. On May 18, 2021, Council authorized a \$2.2 million expenditure change in FY2020/21, which affected the Water Fund beginning fund balance for FY2021/22. The Water Fund forecast as shown below has been updated to reflect the budget as approved.

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

	FY2020/21 Estimated	FY2021/22 Approved	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
BEGINNING FUND BALANCE	128,669	132,400	128,597	114,795	98,957	90,632
REVENUES						
Charges, Fees, and/or Services	132,879	134,797	135,754	136,716	137,057	137,401
Interest	6,717	400	832	837	839	841
Other (Intergovernmental)	2,417	255	265	274	285	295
TOTAL REVENUES	142,013	135,452	136,851	137,828	138,180	138,537
EXPENDITURES						
Operating - Employee Services	42,743	46,697	49,031	51,483	54,057	56,760
Operating - Other	37,652	35,024	35,240	35,982	36,678	37,397
Debt Service	29,773	28,444	38,086	38,077	35,205	38,057
Multi-Year Operating Projects	3,724	2,510	2,853	2,845	2,563	3,186
Capital Improvements	30,968	23,759	25,442	25,280	18,003	28,001
TOTAL EXPENDITURES	144,860	136,434	150,653	153,666	146,506	163,401
ANNUAL SURPLUS/(DEFICIT)	(2,847)	(982)	(13,802)	(15,839)	(8,325)	(24,864)
Other Source/Use ⁽¹⁾	6,578	(2,821)	-	-	-	-
ENDING FUND BALANCE	132,400	128,597	114,795	98,957	90,632	65,768

⁽¹⁾ Other Sources in FY2020/21 include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability and interest only payments required by the DWSRF loan and not included in the FY2021/22 debt service budget.

Proposed Financial Forecast

(As written on April 21, 2021, with technical adjustments as necessary to reflect Council Intent.)

Financial Forecast

The financial forecast is a fiscal management tool that evaluates current and future fiscal trends and 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 Council's policies, strategic goals, and community programs and services.

General and Measure U (G/MU) Funds Overview

This section includes a five-year forecast for the G/MU Funds combined, a separate forecast for the Measure U Fund and the City's 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 in efforts to maintain both essential community services and fiscal stability.

As mentioned previously the City was well positioned with one-time resources to address the revenue losses faced since the beginning of the pandemic. Additionally, the major G/MU Fund Property Tax, General Sales and Use Tax, and the Transactions and Use Tax revenues were not impacted as much as originally predicted. However, as we consider the Budget it is important to note that Department revenues continue to face ongoing challenges and will likely need to be adjusted further as additional information on re-opening becomes available. We will continue monitoring the economic data as well as all available federal stimulus resources and provide updates to Council as appropriate.

The forecast of expenditures includes minimal growth to address increasing costs for insurance, janitorial, licensing, fleet, utilities, and library contributions. Additionally, the labor forecast assumptions include estimated increases for known pension costs and negotiated salary increases (steps) for employees. However, the forecast does not include future labor growth (e.g., cost-of-living [COLA], health insurance) and as mentioned in the Overview Section contracts with nine of the City's eleven recognized employee organizations (REOs) have already or will expire by June 2021.

The Five-Year G/MU Fund Forecast

Given the Council's sustainable budget policy, proposed fiscal actions are evaluated in both a short and longer-term context. The five-year forecast is an essential tool in the City's long-range financial planning process, providing 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 forecast is based on the most recent national, state, regional and local economic data and changes in both economic conditions and anticipated future costs are key components of the long-range forecasting process. The forecast is developed during the annual budget process and updated at midyear based on identified changes to revenue and expenditure indicators and trends. The five-year forecast allows the City to anticipate potential challenges and make course corrections through budget and operational

FY2021/22 Approved Budget

adjustments. Additionally, if there are significant changes to either revenues and/or expenditures during the year the impact for those changes would be reported to Council as soon as practicable.

The current five-year forecast is presented below:

FY2021/22 Proposed Budget Forecast

(updated 4/01/2021)

5-Year Forecast General (G) and Measure U (MU) Funds (\$ in 000s)	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
	Amended	Proposed	Projection	Projection	Projection	Projection
Revenues						
Revenues	589,064	665,245	688,377	708,007	727,480	747,694
Other Sources	20,500	10,750	5,000	5,000	8,000	8,500
Total Revenues/Resources	609,564	675,995	693,377	713,007	735,480	756,194
Expenditures						
Department Operating, Debt and MYOPs	613,748	663,385	686,678	704,488	724,163	738,986
Capital Projects	11,280	14,623	12,690	12,840	12,940	13,040
Other Uses	1,000					
Total Expenditures/Uses	626,028	678,008	699,368	717,328	737,103	752,027
EUR Contribution		3,390	3,497	3,587	3,686	3,760
Net Resources (revenues less expenditures)	(16,464)	(5,403)	(9,488)	(7,907)	(5,309)	407
FY2019/20 Year-End Resources (General Fund)	49,205					
FY2019/20 Year-End Resources (Measure U Fund)	18,750					
Revised FY2020/21 Year-end Fund Balance		589				
Available G/MU Fund Balance	67,955					
Subtotal	51,491	(4,814)	(9,488)	(7,907)	(5,309)	407
Strategic Use of One-Time Resources						
FY2020/21 Budget Adjustments (9-8-20 Rpt/ Midyear)	(5,094)					
Reserve for Budget Development	(5,500)	5,500				
FY2020/21 Midyear Council Adjustments	(3,385)					
Continuous Quality Improvement for Youth	(6,000)					
Housing Trust Fund (HTF)	(31,500)					
Revised Forecast	12	686	(9,488)	(7,907)	(5,309)	407

With the use of the \$5.5 million commitment to address future budget challenges established with the FY2020/21 Midyear, the proposed FY2021/22 Budget is balanced. While the Budget is balanced, increasing cost pressures in the out-years of the forecast will need to be addressed.

Additional challenges in the G/MU forecast are similar to what has previously been discussed with Council:

- CalPERS pension costs will increase by \$16.8 million (14%) over the next four years.
- Liability insurance premium increases: FY2021/22 costs are \$4.4 million (19%) higher than FY2020/21.
- Workers' compensation insurance cost increases: FY2021/22 costs are \$700,000 (5%) higher than FY2020/21.
- Uncertainty with labor expenditures given all eleven labor contracts will be negotiated during 2021 and the forecast does not include increases for COLAs or health insurance.
- Sacramento Public Library Authority (SPLA): additional funding is needed to address increasing costs.

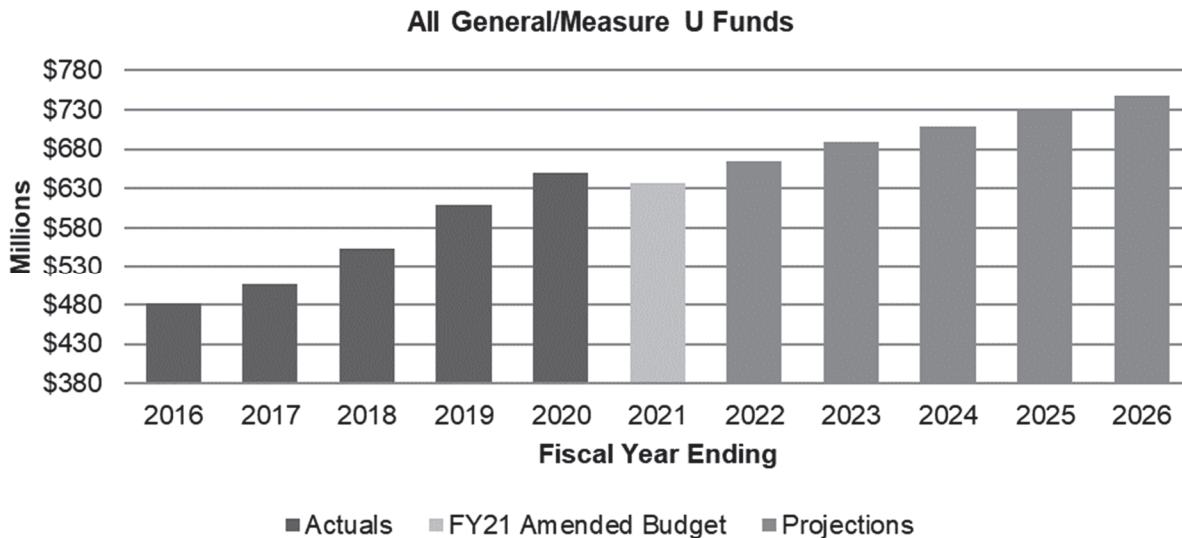
Except for the labor contracts being negotiated and additional increases for the SPLA, estimates for the above challenges have been included in the forecast as presented.

General/Measure U Fund Revenues

Despite the ongoing pandemic, the City’s G/MU Fund revenues continue to experience growth across most revenue sources with the exception of Parking and Transient Occupancy Tax Revenues. Both revenue sources are detailed below in the “Pandemic Impact on Local Revenues” section. The following table highlights the top four G/MU revenue sources representing 69% of all G/MU revenues.

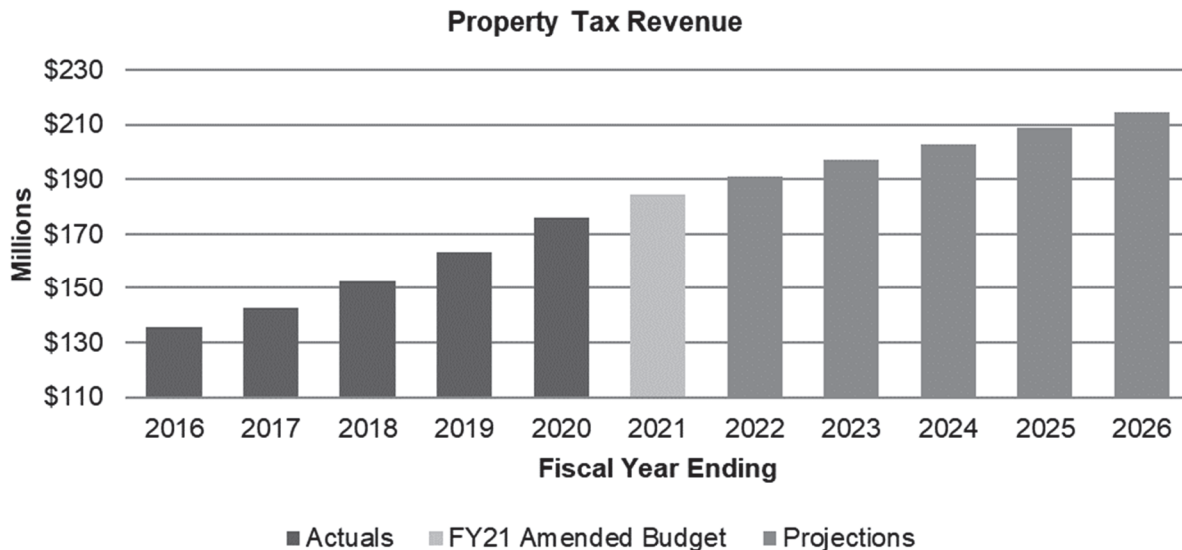
Revenue Source (\$ in 000s)	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
	Amended	Proposed	Projected	Projected	Projected	Projected
Property Tax	184,652	191,062	197,154	202,823	208,670	214,698
Measure U Transaction & Use Tax	101,605	108,801	113,167	117,309	121,250	124,996
General Sales & Use Tax	84,297	96,411	104,245	109,038	113,528	117,853
Utility User Tax	61,288	61,594	61,902	62,212	62,523	62,835
Other Revenue/Other Sources	157,222	207,377	211,909	216,625	221,509	227,312
Total General/Measure U Revenue	589,064	665,245	688,377	708,007	727,480	747,694

The chart below provides an eleven year look at G/MU revenue growth. Despite the pandemic, property tax and sales tax growth continue to be the catalyst for revenue growth within the City. Revenues are projected to increase by 56% from FY2015/16 through the term of the forecast in FY2025/26.



Property Tax

Property taxes account for 29% 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.



According to a Realtor.com article about the top 10 housing markets of 2021, Sacramento ranks number one in the nation as a reasonably priced alternative 90 miles from San Francisco. As inventory in the region remains scarce, Bay Area residents continue to push Sacramento home values higher as they look for suburban alternatives without the ultra-expensive price tag.

Overall Real Estate Activity for the Sacramento Region

Category	2/2021 vs 2/2020
Average Price per Square Foot	16.1%
Median Sales Price	15.7%
Sales Volume	2.0%
Median Days on the Market	-40.0%
Active Inventory	-41.0%
Data provided by a Sacramento Association of REALTORS, February 2021 report	

From January 2015 through September 2020, the Sacramento Business Review reported the cost of housing per square foot in the Sacramento region (region) has increased from \$170 to \$270 (59%) and the median home price has increased from \$250,000 to \$450,000 (80%). The increase in demand is primarily coming from outside the market as people from the Bay Area look to relocate to the region. Redfin.com ranked Sacramento as the top destination in the country for people looking to leave their current metropolitan area, with most interested individuals coming from the Bay Area. As employers continue to reevaluate their workplace strategy and shift towards a remote work model, more people are expected to relocate to the Sacramento region.

Consistent with current Council budget guidelines, property tax growth in the former redevelopment areas will accrue to the Innovation and Growth Fund, except for the amount required for the possessory interest tax paid on the Golden 1 Center, which will be used for the associated debt service payment. However, consistent with prior direction these resources are being transferred back to the General Fund to provide necessary resources to address the ongoing structural budget shortfalls.

FY2021/22 Approved Budget

Total assessed value for Sacramento County's FY2020/21 secured and unsecured roll surpassed \$181 billion, an increase of 5.8% countywide. Additionally, the Sacramento County Assessor's (Assessor) 2020 Annual Report and monthly reports have highlighted several positive barometers for the City of Sacramento as follows:

- Total gross assessed value of secured/unsecured properties in the City grew 6.8% from FY2019/20 to FY2020/21.
- Proposition 8 assessments (temporary reduction in property taxes due) continued to return to their full Proposition 13 values, adding \$391 million to the City's secured roll over the past twelve months.
- City properties with Proposition 8 assessments decreased from 9,376 in March 2020 to 8,269 in March 2021, an 11.8% decrease.

The graph below illustrates the assessed roll value that remains to be restored as a result of the housing crash during The Great Recession. Restoration of Proposition 13 values happens annually, while reductions as the result of a Proposition 8 appeals 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	2,165,490,222	2,654,344,692	82%
Commercial	1,738,608,883	2,312,370,403	75%
Multi-Family Residence	272,892,334	403,533,444	68%
Industrial	238,327,807	293,184,015	81%
Others	84,565,163	142,248,683	59%
City Total	4,499,884,409	5,805,681,237	78%

On January 8, 2021, the California State Board of Equalization (BOE) directed the County Assessor to apply a 1.036% inflation factor (CCPI – California Consumer Price Index) to property values for taxation, falling below the 2% cap. Because the Assessor does not complete 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 FY2021/22 Midyear Budget Report. The property tax secured roll forecast for FY2021/22 is 4.0% higher than the FY2020/21 Amended Budget which included 8.7% growth over the FY2019/20 Budget. Estimates over the term of the forecast include 3.5% growth in FY2022/23 and annual growth of 3% from FY2023/24 through FY2024/26, assuming the application of the full 2% for the 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.

Property Tax In-Lieu of Vehicle License Fees (VLF)

The State's 2004 property tax for VLF swap permanently reduced the VLF rate from 2% to 0.65%, shifted the VLF revenue to the State General Fund to make up for reduced

property taxes to schools and shifted property taxes from the school share to property tax in-lieu of VLF to cities/counties. As part of the FY2020/21 Midyear Report, staff recommended a \$1.4 million revenue budget increase based on information provided by the County of Sacramento Audit-Controller Division during November 2020 which indicated that the City will receive higher than estimated revenues, 6.9% compared to FY2019/20 collections. After revising the FY2020/21 base, 4% growth was applied to the new baseline FY2021/22 with 3.0-3.5% growth in FY2022/23-2025/26.

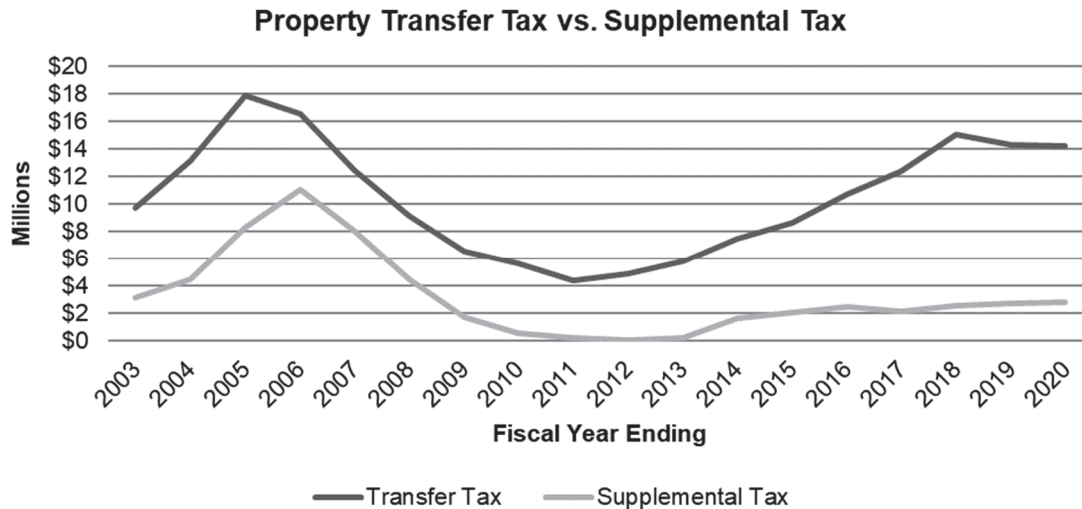
Property Transfer Tax and Supplemental Property Tax

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 (0.00275%). 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 can be very volatile, fluctuating with the housing market, reaching a combined high of \$27.7 million in FY2005/06 and a low of \$4.6 million in FY2010/11. While real estate transactions increased by 2.3% during the first seven months of FY2020/21, the value of these transactions has decreased by 17% compared to the same period in the prior fiscal year. The largest contributing factor is a 59% reduction in the value of commercial properties sold during FY2020/21. The pandemic has had a significant impact on the commercial market because of the economic shutdown. This has resulted in a decreased demand for commercial space throughout the third and fourth quarters of 2020. The residential market remains strong, but property tax growth cannot be sustained without the benefit of increasing commercial values. Based on the downward trend in commercial transactions, the Supplemental Property Tax projections have been reduced to address the variance between the pre-sale assessed value and the post-sale assessed value which is much smaller than it was in the housing boom in the early 2000's. Both revenue streams have experienced significant growth since FY2010/11 but remain just 62% of their highs in FY2005/06.

The following graph reflects the significant effect The Great Recession had on these revenue sources and the gradual rebound over the past few years. Given the volatility of these revenues it is especially important to be aware of market trends and adjust the forecast early should overall sales volume and price decrease dramatically.



Sales Tax

General Sales and Use 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. General Sales and Use tax accounts for 14% of all G/MU revenue. The General Fund receives only 1 cent of every 8.75 cents of sales tax paid per dollar sale in Sacramento.

Measure U Transactions and Use tax applies to most transactions subject to sales tax and can be collected on purchases made by residents outside of the City such as automobiles. Measure U Transactions and Use tax revenues account for 16% of all G/MU revenue. Measure U generates 1 cent on every 8.75 cents of sales tax paid per dollar sale in the City and on major purchases delivered within the City.

The biggest catalyst for growth in G/MU Funds continues to be sales tax which accounts for 31% of G/MU revenues. On November 6, 2018, voters approved a new version of the City’s Measure U sales tax, extending it and raising it from a half-cent to a full cent. The full cent tax went into effect on April 1, 2019. As consumers changed their purchasing habits during the pandemic, sales tax was minimally impacted as consumers shifted their purchasing power to online sales. The table below lists the percentage breakdown of each economic segment of the G/MU sales tax forecasted in FY2021/22.

G/MU Sales Tax Breakdown by Economic Segment	
General Retail	25.9%
Business to Business	19.4%
Transportation	15.3%
Food Products	15.0%
Construction	12.8%
County Pool	9.1%
Miscellaneous	2.5%
Total	100.0%

FY2021/22 Approved Budget

The pandemic has had varying levels of impact on different regions of the state. The Sacramento region overall has not declined to the same extent as the rest of the state. Part of this is due to Sacramento's smaller reliance on tourism, entertainment, and hospitality spending which have had a larger impact in other areas of the state. Large fiscal stimulus packages have increased disposable income and helped maintain overall consumer spending. Housing prices and monetary policies have also had a stabilizing influence on wealth and spending. Overall consumption has not declined as much as originally expected as the transfer in spending has shifted from services (non-taxable) to goods (taxable) and online instead of traditional brick and mortar.

Avenu Insights & Analytics, the City's sales tax consultant revised their "most likely" scenario for FY2021/22-FY2025/26 sales tax collections in late March 2021. The base General Sales and Use Tax is projected to generate \$96.4 million of revenue while the Measure U Transactions and Use Tax is projected to generate \$108.8 million during FY2021/22, respectively. Over the term of the five-year forecast, Measure U Transactions and Use Tax is projected to bring in \$44 million more than the base General Sales and Use Tax. Roughly a third of the difference comes from new, used, and the leasing of automobiles. While options to purchase vehicles inside of the City are limited, we are able to benefit from purchases outside the City because of Measure U.

Another large difference is in the Business-to-Business category including office equipment and electronic equipment which are largely related to Sacramento being a net importer of IT equipment purchases coming from outside the City. Industrial equipment and construction goods are also imported into the City resulting in a net imported amount subject to only the Measure U Transactions and Use Tax.

The California Department of Tax and Fee Administration (CDTFA) notified jurisdictions about Amazon's business structure and reviewed how local tax should be sourced which possibly will affect the local tax currently being reported by destination through the countywide pools. At this point, there is no information as to what the reporting changes will be and how it will impact local jurisdictions going forward. As this change could result in a significant revenue loss for the City, we will continue to monitor the issue and provide an update as part of the FY2021/22 Midyear Report.

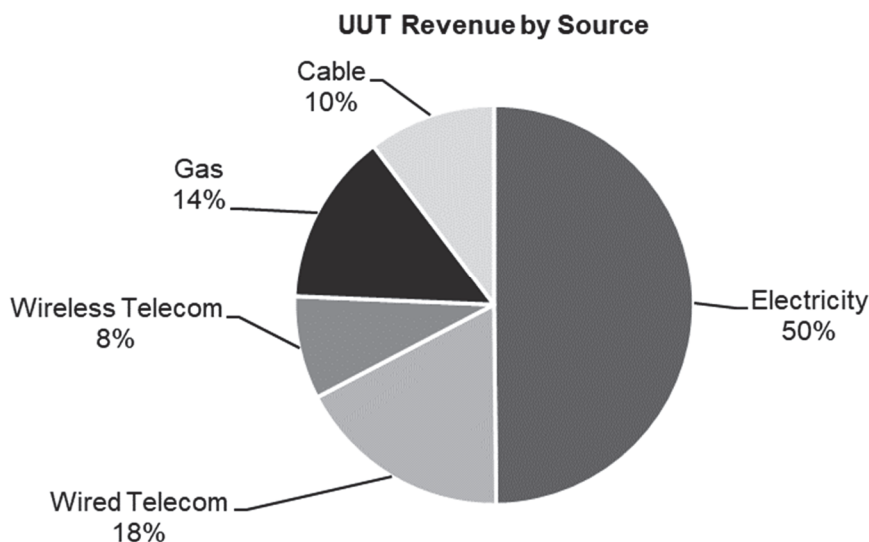
Based on the most recent information from Avenu Insights & Analytics, growth projections are estimated at 10.4% in FY2021/22, 5.9% in FY2022/23 and 3.4% - 4.1% annually from FY2023/24 through FY2025/26.

Utility User Tax (UUT)

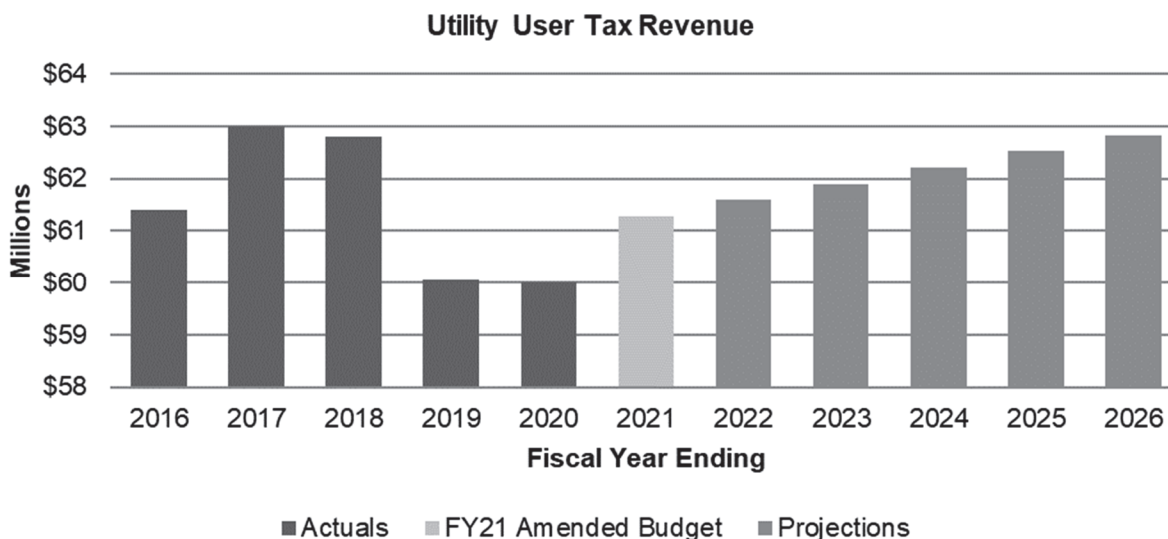
UUT is a usage tax on communication, electric, and gas charges billed to a billing or service address in the City as authorized in the City Code (Section 3.32). Measure O was approved by the voters in November 2008, reducing the 7.5% tax rate to 7% on telecommunication services, but was expanded to include Voice over Internet Protocol (VoIP), text messaging, and many other previously excluded technologies. The 7.5% tax rate continues to be in effect for gas, electric, and cable services. UUT is the City's third largest revenue source, accounting for 9% of all General Fund revenue. UUT has been the most consistent revenue stream over the past five years but also faces the most adversity with industry regulation and the market

FY2021/22 Approved Budget

growth of unregulated media platforms. The following graph represents the UUT revenues by source:



Cable, wireless and wired telecom revenue components continue to face regulatory and fiscal pressure across their respective industries. The City has reduced UUT revenue projections in previous fiscal years to address the underperforming sectors. However, electricity and gas now account for over 60% of all UUT revenue, providing overall growth despite continued losses by the other components. Based on revenues collected during the first seven months of FY2020/21 UUT is projected to increase by 0.4% in FY2020/21, therefore FY2021/22-FY2025/26 include 0.5% annual growth reflected in the following chart.



We will continue to monitor this revenue stream closely and recommend midyear adjustments if significant changes are identified. Details on each of the five components that comprise the UUT is provided below.

Cable Subscriptions – Despite the ongoing decline in traditional cable subscribers “cord-cutting” through 2020, the combination of increased cable rates and reduced promotional

FY2021/22 Approved Budget

discounts have led to a slight increase in cable revenues in 2020 compared to 2019 across the industry. The City's cable revenue has increased by \$325,000 through the first seven months of FY2020/21, versus the same period in FY2019/20. Cable accounts for \$6.2 million (10%) of all UUT revenue.

Electricity – According to the most recent data from the Energy Information Administration (EIA), the average U.S. retail price of electricity to the residential sector is projected to be 13.22 cents per kilowatt hours (kWh) in 2021 compared to 13.10 cents in 2019, a 1% increase. During the first seven months of FY2020/21, the City's electricity UUT revenue increased by 6.1% compared to the same period in FY2019/20. Electricity is the largest component of UUT revenue, accounting for approximately 50% of the revenue stream. SMUD announced rate increases of 3.0% in October 2020, 2.5% in January 2021 and 2.0% in October 2021 which should create stability within this UUT revenue segment and provide growth as people continue to work from home. Electricity accounts for \$30 million (50%) of all UUT revenue.

Natural Gas – Natural gas continues to surpass coal as the number one source of fuel generation and the gap will continue to increase in 2021. The wildfires in Northern California continue to create potential financial challenges for PG&E. The company increased rates effective March 1, 2021 by an average of 4.6%. The company plans to invest the resources in its electrical system against climate risks, increased vegetation management, improved technology to monitor fire-danger weather, and power shutoff program improvements. UUT gas collections were up \$396,000 during the first seven months of FY2020/21 compared to FY2019/20. Gas accounts for \$8.4 million (14%) of all UUT revenue.

Wired Telecommunications – Wired telecom revenues are forecasted to reflect a continued decrease for 2020 due to increased competition among existing and new providers and the lack of product and service differentiation. Existing residential customers will continue to migrate towards wireless providers or move to cable providers (via phone, cable, and internet bundles) for VoIP as less expensive alternatives. In the business sector, wireline companies will continue to face aggressive competition from the cable operators which are building their market share by modernizing their underlying infrastructure through cable and/or fiber placement and software updates. Wired UUT revenue accounts for approximately 17% of the total UUT base; however, the revenue stream has decreased by 42% since FY1999/00. Through the first seven months of FY2020/21 wired telecom revenue is down \$318,000 (5.2%) compared to the same period in FY2019/20. Wired telecom accounts for \$10.5 million (18%) of all UUT revenue.

Wireless Telecommunications – Wireless revenue decreased by 22% in FY2019/20 or \$1.2 million. For 2021, the outlook is a continuation of developments that took place in 2020 such as intensified market competition as services are indistinguishable between providers. The regulatory environment favoring more competition will limit industry consolidation and market share imbalances will prevent significant improvements in short-term industry profitability. Throughout 2020, major providers have updated their respective allocations of their bundled packages which consist of voice, text, and data. The updated allocations have led to a greater weight towards data which is not taxable. During the first seven months of FY2018/19, wireless UUT revenues have decreased by \$505,000 (19.3%) versus the same period in FY2019/20. Wireless telecom accounts for \$4.5 million (18%) of all UUT revenue.

Cannabis Business Operations Tax (CBOT)

After increasing CBOT by \$7.5 million during FY2020/21 the forecast for FY2021/22 includes a 20% increase above the FY2020/21 base. FY2022/23-FY2025/26 includes 5% annual growth. Cannabis tax revenue increases are attributed to several factors. The acceleration of the post-pandemic economy and a corresponding rise in employment is providing additional amounts of discretionary income for consumers to spend on cannabis products, similar to what was seen with alcohol sales after the last recession. Additionally, over \$5 million in state grant funding for cannabis equity start-up costs must be expended within a year. It is believed that this funding assistance will enable a number of the local equity cannabis businesses operating permit applicants to open their businesses.

Fees and Charges

Local government has the ability to implement fees to fund City facilities, infrastructure, and services. There are five main categories of fees that the City currently implements:

- Impact/Development fees
- Penalties/Fines
- Regulatory fees
- Rental fees
- Service fees

On February 7, 2006 (Resolution 2006-106), the Council formally adopted a citywide Fees and Charges Policy. This policy ensures that fees and charges reflect the Council's direction regarding recovery of costs related to providing programs and services. The policy sets the guidelines for cost recovery goals, determines the categories of cost recovery levels, and allows for the establishment and modification of fees and charges. If a fee is not adjusted in the budget process, to the extent feasible and/or appropriate, it should be increased biennially by a consumer price index (CPI) factor to keep pace with inflation.

Beginning in FY2014/15 the City used the State of California Department of Industrial Relations CPI, which is the same index used by the County Assessor to adjust the annual property tax roll for inflation. The annual review of citywide fees and charges helps to ensure that the City's recovery of costs for services keeps pace with changes in the cost-of-living index, as well as changes in methods or levels of service delivery. Fees and charges make up approximately 10% of G/MU Fund revenues. As part of the annual budget process, the Finance Department will be taking the annual Fees and Charges Update to Council for adoption in May 2021.

Pandemic Impact on Local Revenues

In reaction to the pandemic, the City reached out to other local jurisdictions and experts over the past year to compile the best information available when generating a G/MU five-year forecast. By most measures, the revenue picture turned out to be better than initially forecasted. However, there are two revenue sources that have been significantly impacted and both have put the City's future debt financing ability into question.

FY2021/22 Approved Budget

TOT collections for FY2020/21 are estimated to be just 43% of FY2018/19 collections due to the ongoing pandemic. For FY2021/22, TOT is estimated to be about 63% of FY2018/19 actual collections. This estimated growth assumes that we will be able to host events at all convention facilities in FY2021/22. The pandemic has lowered tourism, cancelled events, and temporarily closed hotels in the Sacramento region. This challenges the fund's ability to meet all of its required obligations, including debt service for the SAFE Credit Union Convention and Performing Arts District. Staff will discuss addressing these projected deficits as part of the City's funding strategy for the recently passed federal ARP.

Revenue from parking fees collected at City garages is projected to increase by 21% in FY2021/22 as operations begin to recover from the impacts from the ongoing pandemic, which lowered the usage of City-owned parking garages. The City is anticipating an additional 20% recovery in FY2022/23 and a modest growth in subsequent years as the parking system's usage returns to pre-pandemic levels. However, the recovery forecast was completed prior to the fire at the City Hall garage. Information on the cost of repairs and timeline for reopening the garage is not yet available and could have a significant impact on these projections.

The Parking Fund is projected to be negative throughout the five-year forecast. This challenges the fund's ability to meet all of its required obligations, including debt service for the Golden 1 Center. Staff will discuss addressing these projected deficits as part of the City's funding strategy for the recently passed federal ARP.

The full economic impact of the pandemic will not be known for many months to years. As with the disease itself new information is available daily and staff are continuously evaluating and managing the City's financial situation. The forecast and information as presented in this Budget is based on the best information available to date. Staff will continue to monitor the impacts to the City's revenue streams as well as opportunities for state and federal relief and provide updates to Council as new information is available.

General and Measure U Fund Expenditures

The single largest expenditure in the G/MU is the cost of our employees who support department operations through the delivery of programs and services to the community. The Budget and forecast include scheduled step increases for employees based on existing labor agreements. However, as mentioned above, the forecast does not include future labor cost growth related to upcoming contract negotiations. In FY2021/22 labor costs increased by approximately 3.7% compared to the FY2020/21 Approved Budget as a result of approved salary increases, movement of employees through salary steps, and pension cost increases.

CalPERS

The City participates in the CalPERS pension plan managed by the State of California. Contributions to the plan consist of the normal cost rate which is determined by looking at the annual cost of providing benefits to active employees for the upcoming fiscal year. The normal cost should be viewed as the long-term contribution rate which both the City and the employees contribute toward.

FY2021/22 Approved Budget

The second part is a payment for the unfunded accrued liability (UAL) which is determined by looking at the Market Value of Assets of the City's two defined benefit plans (Miscellaneous and Safety) and comparing it with the accrued liability of that plan. To the extent that the assets are different from the liability, the City is required to make a payment (determined by CalPERS) toward the UAL. The purpose of the UAL payment is to get the assets and liabilities back to even over time. The City's current UAL with CalPERS is \$1.1 billion.

The total employer contribution is the sum of the normal cost rate applied to an employer's reported payroll plus the UAL payment. These two components are the required contribution amount that employers pay CalPERS to fund their employees' pension benefits.

California Public Employees' Pension Reform Act (PEPRA): On January 1, 2013, PEPRA changed the way CalPERS retirement and health benefits are applied, and placed compensation limits on members. PEPRA employees share (50/50) in the normal cost of the defined benefit plan with the City. Whereas the normal cost contribution for classic members (employees or CalPERS members prior to 2013) was capped at 7% for miscellaneous members and 9% for safety members, unless REOs agreed to pick up a portion of the employer's cost. In response to The Great Recession our REOs have agreed to pick up a portion of the employer's normal cost (1% for miscellaneous members and 3% for safety members).

For PEPRA members the cost sharing of the normal cost as well as the benefit changes has resulted in a reduced financial burden for the City. As Classic members continue to transition to retirement, PEPRA employees have become a larger portion of the City's workforce. The graph below illustrates the increase in PEPRA employees over the past five years.

PERS Type	Approved FY2017/18	Approved FY2018/19	Approved FY2019/20	Approved FY2020/21	Proposed FY2021/22
Classic	76%	69%	67%	61%	56%
PEPRA	24%	31%	33%	39%	44%

CalPERS Discount Rate (earnings assumption)

On December 21, 2016, the CalPERS Board of Administration (Board) voted to lower their earnings assumption from 7.5% to 7.0%. This change was approved by the Board to address the funded status of the retirement system and was based on projected investment return rates over the next decade, an overview of CalPERS assets and liabilities, and discussions with stakeholders. The CalPERS Board had last lowered the discount rate in 2012 from 7.75% to 7.5%.

The reduction plan approved is as follows, with each change phased in over five years:

FY2018/19: 7.375%

FY2019/20: 7.250%

FY2020/21: 7.000%

FY2021/22 Approved Budget

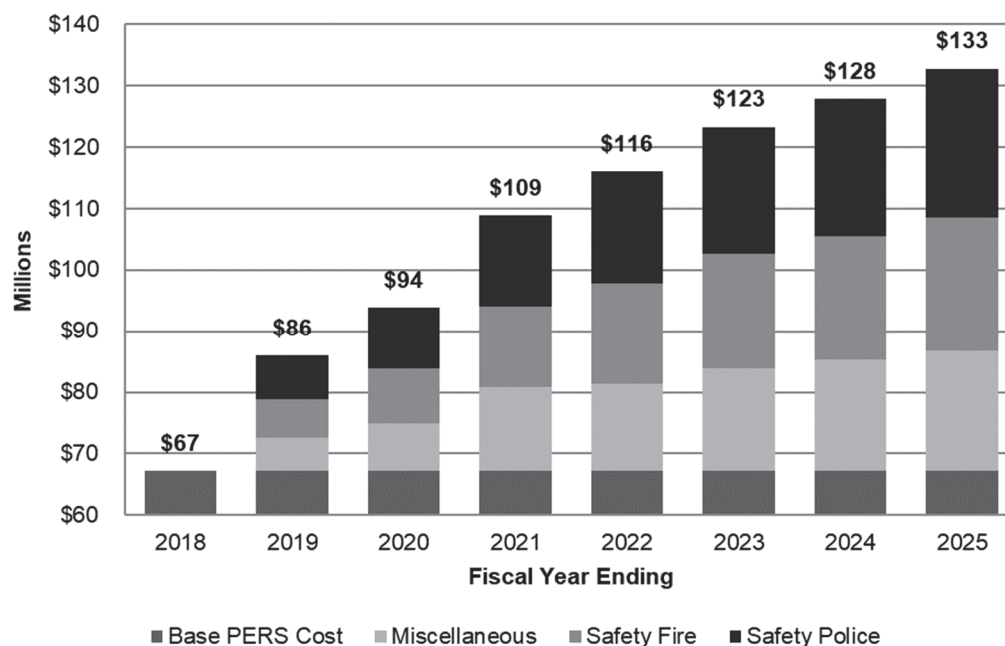
The effect of these changes has been an increase in employer rates, and the associated cost increases have been phased in over an eight-year period. The total employer contribution in the G/MU alone is projected to be \$133 million in FY2024/25 when the rate change is completely phased in. This reflects an increase of more than \$65.7 million (98% increase) from FY2017/18 to FY2024/25.

In addition, in February 2018, CalPERS changed their amortization policy effective June 30, 2019. These changes are summarized below:

- The period over which actuarial gains and losses are amortized will be shortened from 30 years to 20 years. This change applies only to new gains/losses established on or after the effective date of the policy change.
- Amortization payments for the UAL bases will be computed to remain a level dollar amount throughout the amortization period. This change applies only to new UAL bases established on or after the effective date of the policy change.
- The five-year ramp-up and ramp-down on UAL bases attributable to assumption changes and non-investment gains/losses established on or after the effective date of the policy change will be removed.
- The five-year ramp-down on investment gains/losses established on or after the effective date of the policy change will be removed.

The following chart reflects the anticipated G/MU Fund cost increases for the City's CalPERS pension benefit based on the City's latest actuarial reports.

**Approved CalPERS Increases in Pension Costs
for City of Sacramento Employees**



FY2021/22 Approved Budget

Pension cost increases continue to be unsustainable despite significant revenue growth over the past few fiscal years. Increasing employer contribution levels continue to put financial stress on many employers. In addition to the overall level of the contributions, sudden sharp increases in employer contribution rates remain a concern as well. The greatest risk to the system continues to be the ability of employers to make their required contributions.

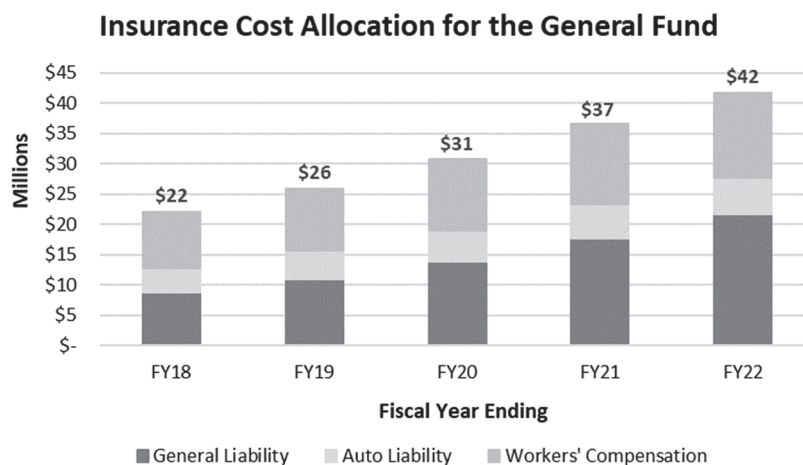
General Liability, Auto Liability, and Workers' Compensation

The City contracts with Bickmore Risk Services (Bickmore) to develop an actuarial estimate which establishes the appropriate amount to budget for claim costs for the coming fiscal year as well as the program's liability for outstanding claims. Bickmore utilizes historical City loss data to forecast the upcoming fiscal year's cost of claims and expenses and the City utilizes the actuary's forecast at the recommended 80% confidence level when budgeting for claim costs and expenses. This means that the calculated amounts should be sufficient 80% of the time to cover the fiscal year's costs for the Workers' Compensation (WC) and GL&AL Funds. Consistent with Council's adopted policy to maintain this funding level, the General Fund contribution to the GL&AL Fund was increased from \$23.33 million in FY2020/21 to \$27.75 million (19%) in FY2021/22.

Insurance premiums have been rising in recent years, primarily excess liability premiums. These increases are driven by a tightening insurance market and by the City's loss history, which has seen an increase in large liability losses since FY2011/12. Property insurance rates are also on the increase due to years of catastrophic events such as the wildfires in California. There is also uncertainty surrounding pandemic claims for all lines of coverage.

Workers' Compensation claims cost increases were driven by adverse loss development in recent years primarily driven by a few expensive claims. The General Fund contribution to the Workers' Compensation Fund increased from \$13.25 million in FY2020/21 to \$13.9 million (5%) in FY2021/22.

The graph below details the general liability, auto liability and workers' compensation cost allocations for the General Fund over the past five fiscal years.



FY2021/22 Approved Budget

On February 11, 2021, Public Risk Innovation, Solutions, and Management (PRISM), the member directed risk sharing pool where the City currently purchases excess liability and workers' compensation insurance, published a letter regarding the state of the liability market with the following information. The excess liability insurance market for public entities continues to tighten nationwide driven by increases in plaintiff demands, rising jury verdicts and liability settlements. For example, the frequency of claims of \$1 million or higher has more than doubled in the last five years. Additionally, there are many recent jury verdicts or settlements against California public entities in excess of \$10 million. The number of companies offering public entity insurance policies in California has reduced to about one third of what it was in 2015, resulting in fewer options for excess insurance and higher premiums. There is concern that the pandemic will also have an impact on the excess insurance coverage market. Concerns regarding potential exposure to loss, that may have been less concerning until recently, will likely yield coverage restrictions, new exclusions, and/or reduction in limits. PRISM is projecting a 10-30% renewal cost increase in FY2021/22 and this trend is expected to continue for the foreseeable future.

Measure U Programming and Forecast - \$116.2 million

Voter approval of the City of Sacramento Essential Services Protection Measure (Measure U) in November 2018 authorized the extension and expansion of the City's Measure U Transaction and Use Tax from a half-cent to a full cent effective April 1, 2019 and can be used for any general government purpose. This one-cent tax is charged on each dollar of taxable sales of goods purchased from retailers within the City of Sacramento, and on the taxable storage, use, or consumption of goods purchased outside of the City and delivered to a location within the City. Measure U is projected to generate approximately \$108.8 million in revenues for FY2021/22.

The G/MU Funds were presented separately in prior fiscal year financial forecasts. However, in FY2019/20, the Council directed staff to combine the two funds (G/MU) and present them in a single forecast. While the Measure U Fund is included in the G/MU five-year forecast, the following forecast is included to provide additional transparency and details on the revenue estimates and budgeted expenditures. The Measure U Fund is projecting a deficit at the end of FY2021/22 as the growth in expenditures for ongoing programs, especially labor costs and service and supplies, is higher than revenue growth due to the pandemic. The proposed FY2021/22 revenues are based on the most likely scenario as provided by the City's sales tax consultant.

The forecast has been revised from prior years to provide additional transparency on the alignment of spending with the original intent of the ballot measure. Moving to a programmatic focus instead of a Department focus provides a better representation of Council's priorities for Measure U. As presented, the Measure U Fund provides \$116.2 million for ongoing programs and services for Affordable Housing, Arts/Creative Edge, Climate Action, Community Investment, Community Response, Homelessness, Inclusive Economic Development, Public Safety, and Youth. Detailed information on each program is included in the department sections.

FY2021/22 Approved Budget

FY2021/22 Proposed Measure U Programming

Revenues and Expenditures in (\$ in 000s)	FY2021/22 Proposed FTE	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
REVENUES		108,801	113,167	117,309	121,250	124,996
EXPENDITURES						
Affordable Housing						
Operations	1.00	209	222	229	236	226
Multi-Year Operating Projects		0	0	0	0	0
Capital Improvements		0	0	0	0	0
Affordable Housing Subtotal	1.00	209	222	229	236	226
Arts/Creative Edge						
Operations	1.00	159	169	174	180	172
Multi-Year Operating Projects		2,640	0	0	0	0
Capital Improvements		0	0	0	0	0
Arts/Creative Edge Subtotal	1.00	2,799	169	174	180	172
Climate Action						
Operations	0.00	300	303	306	309	312
Multi-Year Operating Projects		0	0	0	0	0
Capital Improvements		0	0	0	0	0
Climate Action Subtotal	0.00	300	303	306	309	312
Community Investment						
Operations	51.98	5,167	5,398	5,526	5,657	5,514
Multi-Year Operating Projects		1,000	0	0	0	0
Capital Improvements		0	0	0	0	0
Community Investment Subtotal	51.98	6,167	5,398	5,526	5,657	5,514
Community Response						
Operations	15.00	1,654	1,730	1,772	1,815	1,774
Multi-Year Operating Projects		2,300	2,300	2,300	2,300	2,300
Capital Improvements		0	0	0	0	0
Community Response Subtotal	15.00	3,954	4,030	4,072	4,115	4,074
Homelessness						
Operations	0.00	0	0	0	0	0
Multi-Year Operating Projects		6,711	6,742	6,774	6,806	6,840
Capital Improvements		0	0	0	0	0
Homelessness Subtotal	0.00	6,711	6,742	6,774	6,806	6,840
Inclusive Economic Development						
Operations	15.00	2,731	2,884	2,965	3,048	2,938
Multi-Year Operating Projects		1,200	1,200	1,200	1,200	1,200
Capital Improvements		0	0	0	0	0
Inclusive Economic Development Subtotal	15.00	3,931	4,084	4,165	4,248	4,138
Public Safety						
Operations	379.50	67,066	70,674	72,670	74,972	75,592
Multi-Year Operating Projects		0	0	0	0	0
Capital Improvements		3,176	0	0	0	0
Public Safety Subtotal	379.50	70,242	70,674	72,670	74,972	75,592
Youth						
Operations	150.45	15,116	16,387	16,690	17,499	17,095
Multi-Year Operating Projects		4,223	4,198	4,198	4,198	4,198
Capital Improvements		2,500	0	0	0	0
Youth Subtotal	150.45	21,839	20,585	20,887	21,696	21,292
Miscellaneous						
Operations	0.00	73	74	75	76	76
Multi-Year Operating Projects		0	0	0	0	0
Capital Improvements		0	0	0	0	0
Miscellaneous Subtotal	0.00	73	74	75	76	76
Total Expenditures	613.93	116,225	112,282	114,878	118,295	118,236
EUR Contribution (0.5% of Expenses)		581	561	574	591	591
Net Resources (revenues less expenditures)		(8,005)	324	1,856	2,364	6,169
One-Time Resources						
Prior Year-End Resources		2				
Revised Forecast		(8,003)	324	1,856	2,364	6,169

Summary of Measure U Programs:

Affordable Housing – \$208,877, 1.0 FTE

- Resources to focus on a citywide housing policy and opportunities to promote development of additional housing.

Arts/Creative Edge – \$2.8 million, 1.0 FTE

- Resources for the City’s Film Office and the Creative Edge program, which sets forth priorities for the cultural and creative life of the City.

Climate Action – \$300,000

- Resources for sustainability and cost-saving energy programs to reduce the City’s greenhouse gas emissions as required by state law.

Community Investment - \$6.2 million, 51.98 FTE

- Resources for the Participatory Budgeting Pilot Program, park maintenance and operations, security, recreation programming for older adult residents, and extension of hours and programs at the City’s community centers for youth and older adults.

Community Response - \$4.0 million, 15.0 FTE

- Resources for the Office of Community Response that was established to provide an alternative response model for 911 calls that do not require a police officer response, FUEL Network that provides services to immigrant families, the animal shelter, and the Sacramento City 311 Call Center.

Homelessness - \$6.7 million

- Resources for the Homeless Housing Initiative, providing Respite Centers as temporary shelters and increased cleanup services.

Inclusive Economic Development - \$3.9 million, 15.0 FTE

- Resources for Community Engagement, Specific Plans, and Long-Range Planning.

Public Safety - \$70.2 million, 379.50 FTE

- Resources to staff Police and Fire, run recruitment academies, training, equipment, fleet technology, and capital investments in technology including the Body-Worn Camera, Police Observation Device (POD) programs, and Unmanned Aerial System Programs (UAS).

Youth - \$21.8 million, 150.45 FTE

- Resources for the operation of 12 City swimming pools and five stand-alone wading pools, children’s summer programs, youth and older adult programs, library maintenance, gang intervention and violence prevention, and the North Sacramento Library relocation.

Miscellaneous - \$73,447

- Resources to expand technology support.

Enterprise Funds

Enterprise funds are government facilities or services that are self-supporting through the fees associated with operating that particular service. Revenues and expenditures are expected to sustain operational needs, maintenance, and replacement of aging infrastructure, comply with regulatory mandates, and maintain the financial stability of the funds.

The following chart provides an overview of the proposed changes included in the FY2021/22 Budget for the enterprise funds:

Department	Description	Fund	Expenditure Change	FTE Change
Utilities	Funding for homeless encampment clean-up at drainage facilities and to add staffing to support implementation of the Department's innovation and water conservation programs. Staffing costs will be offset by a reduction in the services and supplies budget.	Water/ Storm Drainage	400,000	2.00
Total Change			\$ 400,000	2.00

Additional information on 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 following chart summarizes the status of the enterprise funds.

Fund	Status
Community Center	The ongoing pandemic has and will continue impacting Community Center Fund revenues. The TOT is estimated to be 43% of FY2018/19 actual collections for FY2020/21 and is projected to be about 63% of FY2018/19 actual collections for FY2021/22. The User Fees collected for events held at the SAFE Credit Union Convention and Performing Arts District is projected to be about 56% of FY2018/19 actual collections for FY2021/22.
Parking	Revenue from parking fees collected at city garages and lots is projected to increase from the severe decline in the previous year as operations begin to recover from the impact of the ongoing pandemic.
Solid Waste	A rate increase is not included in the five-year forecast. There are sufficient resources to support operations through FY2024/25, however, the fund is projected to be in a deficit position beginning in FY2025/26. The projected deficit is the result of a new state law (Senate Bill 1383) requiring changes to the collection and disposal of organic waste. The new law targets a 50% reduction in the landfill of organic waste in 2022 and a 75% reduction by 2025.

FY2021/22 Approved Budget

Fund	Status
Storm Drainage	A rate increase is not included in the five-year forecast. As such, the budget continues to rely on the use of reserves to cover expenditures that exceed revenues. Pursuant to Proposition 218, a voter-approved ballot measure is required to increase rates, which will be necessary in order to sustain operational, capital, and regulatory requirements as fund reserves are depleted.
Wastewater	A rate increase is not included in the five-year forecast. The anticipated revenues will provide sufficient resources to continue critical infrastructure repair and rehabilitation, as well as to ensure compliance with state and federal regulations.
Water	A rate increase is not included in the five-year forecast. The anticipated revenues and reserves will provide sufficient resources to continue critical infrastructure repair and rehabilitation, as well as to ensure compliance with state and federal regulations.

FY2021/22 Approved Budget

The following tables provide a snapshot of the five-year forecast for each of the enterprise funds. The FY2020/21 Estimated column includes other sources added to fund balance for prior reductions related to outstanding short-term portion of debt liability. Additional information for each of the forecasts can be found in the following pages.

Community Center Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	8,657	17,824	4,603	(5,117)	(9,096)	(8,782)
Revenue	14,763	24,935	30,528	37,330	42,738	45,858
Expenditures	41,882	37,906	39,998	41,059	42,174	43,136
Other Source/(Use)	36,286	(250)	(250)	(250)	(250)	(250)
Ending Funding Balance	17,824	4,603	(5,117)	(9,096)	(8,782)	(6,310)

Parking Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	(21)	2,943	(2,736)	(5,984)	(7,932)	(8,998)
Revenue	10,880	12,866	15,294	16,784	17,776	18,410
Expenditures	13,631	18,545	18,542	18,731	18,843	18,885
Other Source/(Use)	5,715	-	-	-	-	-
Ending Funding Balance	2,943	(2,736)	(5,984)	(7,932)	(8,998)	(9,473)

Solid Waste Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	33,434	28,685	25,322	19,727	12,541	3,323
Revenue	74,423	75,529	76,170	76,818	77,471	78,129
Expenditures	80,240	78,892	81,765	84,004	86,689	90,543
Other Source/(Use)	1,068	-	-	-	-	-
Ending Funding Balance	28,685	25,322	19,727	12,541	3,323	(9,091)

Storm Drainage Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	29,867	32,971	28,973	29,269	28,539	26,562
Revenue	39,839	38,581	38,888	39,188	39,278	39,367
Expenditures	40,632	42,578	38,592	39,918	41,255	43,173
Other Source/(Use)	3,897	-	-	-	-	-
Ending Funding Balance	32,971	28,973	29,269	28,539	26,562	22,756

Wastewater Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	18,400	25,017	23,185	25,613	27,593	28,250
Revenue	43,610	43,310	43,749	44,362	44,484	44,607
Expenditures	40,551	45,143	41,321	42,382	43,826	45,577
Other Source/(Use)	3,558	-	-	-	-	-
Ending Funding Balance	25,017	23,185	25,613	27,593	28,250	27,280

Water Fund

(\$ in 000s)	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
Beginning Fund Balance	128,669	134,614	130,811	117,009	101,171	92,846
Revenue	142,013	135,452	136,851	137,828	138,180	138,537
Expenditures	142,646	136,434	150,653	153,666	146,506	163,401
Other Source/(Use)	6,578	(2,821)	-	-	-	-
Ending Funding Balance	134,614	130,811	117,009	101,171	92,846	67,982

Community Center Fund

The Community Center Fund supports the operations, debt service, and capital improvements for the SAFE Credit Union (SCU) Convention & Performing Arts District (SCU District), which includes the SAFE Credit Union Convention Center, the SAFE Credit Union Performing Arts Center, and the Memorial Auditorium. This fund also provides support to cultural partners and the General Fund. The operational and 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 downtown and the Sacramento region.

On September 25, 2018, Council authorized the issuance of TOT revenue bonds to finance the Convention Center Complex Renovation and Expansion Project. A total of \$285.2 million in tax-exempt TOT revenue bond funding was received and debt service payments for these bonds started in May 2019. Construction on the SAFE Credit Union Convention Center and SAFE Credit Union Performing Arts Center began in late July 2019, with reopening anticipated in summer 2021.

TOT revenues account for over two-thirds of the revenues collected in the Community Center Fund. For FY2020/21, TOT is estimated to be just 43% of FY2018/19 actual collections due to the ongoing pandemic. For FY2021/22, TOT is estimated to be about 63% of FY2018/19 actual collections. This estimated growth is based on the reopening of the tourism and hospitality industry and the ability to hold events at the District facilities in FY2021/22. The pandemic has lowered tourism, cancelled events, and temporarily closed hotels in the Sacramento region. This in turn has lowered room-nights and room rates at hotels, thereby reducing the FY2020/21 TOT revenues collected.

Additionally, in 1997, to maintain the financial integrity of the Community Center Fund, the 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 FY2021/22 with payments continuing in future years. As of the beginning of FY2020/21, there was a remaining outstanding balance on this loan of approximately \$5.1 million.

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

	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
BEGINNING FUND BALANCE	8,657	17,824	4,603	(5,117)	(9,096)	(8,782)
REVENUES						
TOT	13,494	18,713	23,252	28,505	33,130	36,109
Charges, Fees, and/or Services	1,069	5,258	6,356	7,925	8,708	8,849
Interest	200	64	20	-	-	-
Other (Facility Fee)	-	900	900	900	900	900
TOTAL REVENUES	14,763	24,935	30,528	37,330	42,738	45,858
EXPENDITURES						
Operating - Employee Services	4,183	6,964	9,152	9,609	10,090	10,594
Operating - Other	8,682	9,624	10,250	10,906	11,491	11,999
Debt Service	27,119	19,218	19,221	19,219	19,218	19,218
Multi-Year Operating Projects	-	-	-	-	-	-
Capital Improvements	1,898	2,100	1,375	1,325	1,375	1,325
TOTAL EXPENDITURES	41,882	37,906	39,998	41,059	42,174	43,136
ANNUAL SURPLUS/(DEFICIT)	(27,119)	(12,971)	(9,470)	(3,729)	564	2,722
Other Source/Use ⁽¹⁾	36,286	(250)	(250)	(250)	(250)	(250)
ENDING FUND BALANCE	17,824	4,603	(5,117)	(9,096)	(8,782)	(6,310)

⁽¹⁾ Other Sources include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability, and release of funding from capital projects.

The Community Center Fund is projected to be negative in FY2022/23 and FY2023/24 as a result of the impact of the ongoing pandemic on TOT revenue. This challenges the fund's ability to meet all its required obligations, including debt service for the SCU District. Opportunities to address the projected deficits will be presented to Council for consideration during discussions on the City's use of the ARP funding recently approved by the federal government.

Parking Fund

The City of Sacramento operates five City parking garages and 12 surface lots, as well as 40 garages and surface parking lots that are managed for private owners to increase parking availability for residents and visitors. The Parking Services Division also manages over 60,000 square feet of retail space servicing 20 tenants within the various City parking structures.

Revenue from parking fees collected at City garages is projected to increase by 21% in FY2021/22 as the operation begins to recover from the impacts from the ongoing pandemic, which lowered the usage of City-owned parking garages. The City is anticipating an additional 20% recovery in FY2022/23 and a modest growth in subsequent years as the parking system's usage returns to pre-pandemic levels. However, the recovery forecast was completed prior to the fire at the City Hall garage. Information on the cost of repairs and timeline to reopen the garage is not yet available and could have a significant impact on these projections.

Rental revenue is based on current and anticipated leases of commercial spaces. A 50% increase is projected for FY2021/22 as businesses recover from the pandemic closures. The outer years reflect anticipated recovery based on current leases and new agreements as well as CPI increases.

Expenses have a 36% increase in FY2021/22 predominately due to one-time interfund support of approximately \$5.2 million received in FY2020/21 from the General Fund, which offset Parking Fund operating expenses. Additional support is not included in the FY2021/22 Budget. Labor costs are budgeted to increase 26% over FY2020/21 estimated costs due to labor savings realized in FY2020/21, while debt service has an 8% decrease as debt and capital leases were retired in FY2020/21. The forecast includes a less than 1% change annually for expenses for the out years of the forecast beginning in FY2022/23.

Funding for anticipated technology upgrades and replacement/upgrades of current infrastructure is included in the CIP. Funding for these projects was increased in FY2021/22 to address critical needs.

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

	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
BEGINNING FUND BALANCE	(21)	2,943	(2,736)	(5,984)	(7,932)	(8,998)
REVENUES						
Parking Fees	9,635	11,641	13,971	15,228	16,142	16,788
Administrative Fees	478	424	424	424	424	424
Interest (Operating Funds)	432	300	300	275	250	225
Real Property Rental	335	501	599	856	960	973
TOTAL REVENUES	10,880	12,866	15,294	16,784	17,776	18,410
EXPENDITURES						
Operating - Employee Services	4,502	5,690	5,832	5,978	6,127	6,280
Operating - Other	(3,611)	942	1,344	1,590	1,775	1,917
Debt Service	11,909	10,976	10,280	10,077	9,781	9,577
Multi-Year Operating Projects	304	150	321	321	395	346
Capital Improvements	527	787	765	765	765	765
TOTAL EXPENDITURES	13,631	18,545	18,542	18,731	18,843	18,885
ANNUAL SURPLUS/(DEFICIT)	(2,751)	(5,679)	(3,248)	(1,947)	(1,067)	(475)
Other Source/Use ⁽¹⁾	5,715	-	-	-	-	-
ENDING FUND BALANCE	2,943	(2,736)	(5,984)	(7,932)	(8,998)	(9,473)

⁽¹⁾ Other Sources include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability.

The Parking Fund is projected to be negative throughout the five-year forecast. This challenges the fund's ability to meet all its required obligations, including debt service for the Golden 1 Center. Opportunities to address the projected deficits will be presented to Council for consideration during discussions on the City's use of the ARP funding recently approved by the federal government.

Solid Waste Fund

The revenues in the Solid Waste Fund are generated through user service fees collected for residential solid waste management services.

Recycling and Solid Waste (RSW) Division manages the collection of garbage, yard waste, and recyclables. In addition to direct solid waste services, the Division provides ongoing post-closure monitoring of landfills, street sweeping, hazardous waste disposal services, code enforcement services, and illegal dumping cleanups. To meet the state-mandated waste diversion requirements, RSW provides public outreach to educate residents on recycling standards to reduce contamination, composting, and proper disposal of household hazardous waste.

New and changing requirements that will increase costs include the following:

- The new state organic waste regulation, Senate Bill 1383 (2016) (S.B. 1383), will go into effect on January 1, 2022. This will increase cost pressures on solid waste and disposal costs because of the need for expanded collection programs and the lack of associated infrastructure.
- The cost of processing recyclables is increasing substantially because of tightened contamination standards and increased quality control requirements on acceptable recyclables.
- The increasing general inflation cost on items vital to providing solid waste services such as vehicles, operations and maintenance, fuel, and in-region disposal fees.

The cost of solid waste and recycling operations continue to rise as the state and federal government adds more stringent regulations. RSW will continue to evaluate opportunities and collaborate with regional solid waste agencies to increase efficiencies and reduce costs by implementing timely organizational reroutes, procuring compressed natural gas vehicles, exploring electric refuse truck opportunities, and maintaining a robust safety training program.

The following chart provides a five-year forecast for the Solid Waste Fund. While the rate adjustment approved by Council on December 9, 2019 helped address short-term increases in operational costs, expenditures will continue to exceed revenue without a longer-term adjustment, resulting in an increased reliance on available fund balance. Without action, the fund balance is projected to be negative beginning in FY2025/26.

RSW will continue to work with the Utility Rate Advisory Commission (URAC) and the Council on opportunities to reduce costs and/or increase revenues.

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

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
	Estimated	Proposed	Projection	Projection	Projection	Projection
BEGINNING FUND BALANCE	33,434	28,685	25,322	19,727	12,541	3,323
REVENUES						
Charges, Fees, and/or Services	73,083	74,464	75,105	75,753	76,406	77,064
Interest	750	750	750	750	750	750
Other (Intergovernmental)	590	315	315	315	315	315
TOTAL REVENUES	74,423	75,529	76,170	76,818	77,471	78,129
EXPENDITURES						
Operating - Employee Services	19,666	19,639	21,809	22,681	23,588	24,532
Operating - Other	39,766	46,096	46,557	48,419	50,356	52,370
Debt Service	1,688	1,677	1,677	1,678	1,677	1,674
Multi-Year Operating Projects	12,427	8,964	9,874	9,878	9,970	10,869
Capital Improvements	6,693	2,516	1,848	1,348	1,098	1,098
TOTAL EXPENDITURES	80,240	78,892	81,765	84,004	86,689	90,543
ANNUAL SURPLUS/(DEFICIT)	(5,817)	(3,363)	(5,595)	(7,186)	(9,218)	(12,414)
Other Source/Use ⁽¹⁾	1,068	-	-	-	-	-
ENDING FUND BALANCE	28,685	25,322	19,727	12,541	3,323	(9,091)

⁽¹⁾ Other Sources include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability.

Storm Drainage Fund

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. These 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 CIP and multi-year operating projects. Challenges facing the fund include the following:

- Declining reserves, as the existing 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.
- Uncertainty surrounding the pandemic, and the potential impact on revenue streams.

Unlike the water and wastewater utilities, any rate adjustments for the storm drainage utility are subject to a citizen vote. Storm drainage user charges have not been increased since 1996, 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 to bridge these funding shortfalls.

The following chart provides a five-year forecast, which assumes no rate adjustments and reliance on existing fund reserves. Continued reliance on reserves will impact the Department’s ability to address critical infrastructure needs. However, as stated previously a public vote is required to increase storm drainage rates.

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

	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
BEGINNING FUND BALANCE	29,867	32,971	28,973	29,269	28,539	26,562
REVENUES						
Charges, Fees, and/or Services	38,886	38,144	38,445	38,740	38,823	38,907
Interest	582	422	427	433	438	443
Other (Intergovernmental)	371	15	16	16	17	17
TOTAL REVENUES	39,839	38,581	38,888	39,188	39,278	39,367
EXPENDITURES						
Operating - Employee Services	15,303	17,151	17,754	18,642	19,574	20,553
Operating - Other	15,777	18,738	18,132	18,612	19,084	19,572
Debt Service	3,242	235	235	235	233	232
Multi-Year Operating Projects	1,749	1,475	2,220	2,178	2,113	2,565
Capital Improvements	4,561	4,979	250	250	250	250
TOTAL EXPENDITURES	40,632	42,578	38,592	39,918	41,255	43,173
ANNUAL SURPLUS/(DEFICIT)	(793)	(3,998)	296	(730)	(1,977)	(3,805)
Other Source/Use ⁽¹⁾	3,897	-	-	-	-	-
ENDING FUND BALANCE	32,971	28,973	29,269	28,539	26,562	22,756

⁽¹⁾ Other Sources include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability.

Wastewater Fund

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 much more prominent. Green infrastructure strives to prevent and reduce stormwater 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 will 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% 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. 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.

FY2021/22 Approved Budget

- Uncertainty surrounding the pandemic, and the potential impact on revenue streams.

In the past, CSS 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.

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

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
	Estimated	Proposed	Projection	Projection	Projection	Projection
BEGINNING FUND BALANCE	18,400	25,017	23,185	25,613	27,593	28,250
REVENUES						
Charges, Fees, and/or Services	42,341	42,118	42,655	43,235	43,327	43,419
Interest	930	392	266	269	270	270
Other (Intergovernmental)	339	800	828	857	887	918
TOTAL REVENUES	43,610	43,310	43,749	44,362	44,484	44,607
EXPENDITURES						
Operating - Employee Services	12,581	12,557	13,185	13,844	14,536	15,263
Operating - Other	16,659	20,263	20,738	21,420	21,988	22,576
Debt Service	4,031	3,911	3,908	3,499	3,910	3,913
Multi-Year Operating Projects	1,535	1,389	1,485	1,493	1,389	1,823
Capital Improvements	5,745	7,024	2,006	2,126	2,003	2,003
TOTAL EXPENDITURES	40,551	45,143	41,321	42,382	43,826	45,577
ANNUAL SURPLUS/(DEFICIT)	3,059	(1,832)	2,428	1,979	658	(970)
Other Source/Use ⁽¹⁾	3,558	-	-	-	-	-
ENDING FUND BALANCE	25,017	23,185	25,613	27,593	28,250	27,280

⁽¹⁾ Other Sources include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability.

Water Fund

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 (CCOMWP), and capital improvements. Fund expenditures are summarized and reflected as operating costs, debt service, multi-year operating projects, and capital improvement costs.

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

- Ongoing replacement and maintenance of aging infrastructure to provide safe and reliable drinking water to the community and meet state and federal standards.
- Accelerated implementation of the Residential Water Meter Installation Program in support of full meter installation by June 2022, ahead of the state mandated date of 2025.
- 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.
- Uncertainty surrounding the pandemic, and the potential impact on existing revenue.

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

- Capital spending reflects continued implementation of the mandated water meter program and ongoing infrastructure repair and rehabilitation. Financing from the State Revolving Fund (SRF) loan program and bond proceeds will fund the water meter program. The pay go funding will fund

FY2021/22 Approved Budget

other needed infrastructure, repair, and rehabilitation projects, and smooth the rate increases required to implement these projects.

- Due to the nature of the SRF loan, debt service payments consist of interest only through FY2021/22. Estimated debt service payments including principal are estimated to be \$10.3 million annually from FY2022/23 through FY2041/42. Proceeds from this loan are based on reimbursements of actual costs. Accordingly, the Water Fund has to cover the cost of these projects until reimbursement has been received.
- While prior rate adjustments have helped address operational costs, the water meter retrofit program and some level of capital replacement, they have not provided sufficient resources to fund major capital replacement projects.
- Costs for items that are vital to the collection, purification, and delivery of water, and to meet levels of service, continue to rise. The most significant cost increases are for chemicals, utilities, and replacement and maintenance of water meters.

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

	FY2020/21 Estimated	FY2021/22 Proposed	FY2022/23 Projection	FY2023/24 Projection	FY2024/25 Projection	FY2025/26 Projection
BEGINNING FUND BALANCE	128,669	134,614	130,811	117,009	101,171	92,846
REVENUES						
Charges, Fees, and/or Services	132,879	134,797	135,754	136,716	137,057	137,401
Interest	6,717	400	832	837	839	841
Other (Intergovernmental)	2,417	255	265	274	285	295
TOTAL REVENUES	142,013	135,452	136,851	137,828	138,180	138,537
EXPENDITURES						
Operating - Employee Services	42,743	46,697	49,031	51,483	54,057	56,760
Operating - Other	35,439	35,024	35,240	35,982	36,678	37,397
Debt Service	29,773	28,444	38,086	38,077	35,205	38,057
Multi-Year Operating Projects	3,723	2,510	2,853	2,845	2,563	3,186
Capital Improvements	30,968	23,759	25,442	25,280	18,003	28,001
TOTAL EXPENDITURES	142,646	136,434	150,653	153,666	146,506	163,401
ANNUAL SURPLUS/(DEFICIT)	(633)	(982)	(13,802)	(15,839)	(8,325)	(24,864)
Other Source/Use ⁽¹⁾	6,578	(2,821)	-	-	-	-
ENDING FUND BALANCE	134,614	130,811	117,009	101,171	92,846	67,982

⁽¹⁾ Other Sources in FY2020/21 include additions to fund balance for prior reductions related to outstanding short-term portion of debt liability and interest only payments required by the DWSRF loan and not included in the FY2021/22 debt service budget.

6

SECTION - 6 Budget Schedules

FY2021/22 Approved Budget

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
Governmental Funds						
General Fund	\$ 420,518	\$ 447,366	\$ 527,390	\$ 537,337	\$ 549,673	\$ 12,336
Measure U	506	765	86,360	87,260	117,283	30,023
Subtotal Governmental Funds	421,024	448,132	613,750	624,596	666,956	42,360
Enterprise Funds						
Community Center	51,551	35,194	41,932	41,832	35,806	(6,026)
Parking	19,284	19,350	19,454	14,280	17,757	3,477
Solid Waste	51,650	54,500	79,324	68,208	76,376	8,169
Storm Drainage	31,688	32,577	37,642	37,196	37,599	403
Wastewater	29,982	30,978	37,131	35,959	38,119	2,160
Water	81,990	103,284	111,578	115,001	112,676	(2,325)
Subtotal Enterprise Funds	266,144	275,882	327,060	312,475	318,333	5,858
Internal Service Funds						
Fleet Management	41,437	43,960	54,712	58,424	52,691	(5,733)
Risk Management	37,732	49,115	45,558	45,445	49,906	4,461
Subtotal Internal Service Funds	79,169	93,075	100,271	103,869	102,598	(1,271)
Other Governmental Funds						
4th R Program	6,113	4,820	7,550	5,950	3,156	(2,794)
Assessment Reg and SDRIS	3	11	-	-	-	-
Cal EPA	1	-	-	-	-	-
CIP Reimbursable	80	137	-	-	-	-
Citation I-5 Maintenance	28	38	40	40	40	-
Citywide Low Income Housing	2,823	4,724	3,050	3,050	2,530	(520)
Cultural Services - Other	76	101	149	149	149	-
Debt Service Funds	42,724	9,611	17,099	11,999	10,070	(1,929)
Development Services	756	751	2,000	2,000	2,000	-
Downtown Impact Fee	-	-	-	-	25	25
Downtown Management District	3,208	3,239	3,210	3,482	3,482	-
Ethel Macleod Hart Trust	-	-	-	-	800	800
Externally Funded Programs	116	144	-	-	-	-
Fairytale Town	56	29	50	50	50	-
Gas Tax	8,155	4,759	8,074	7,395	10,769	3,373
Golf	1,054	1,076	1,069	1,069	339	(730)
Greenbriar Impact Fee	-	(2,558)	-	-	-	-
Innovation and Growth	(1,365)	8,254	5,106	11,236	7,135	(4,100)
Jacinto Creek	35	2	-	-	-	-
Land Park	179	122	192	192	172	(20)
Library Services Parcel Tax	7,846	8,231	8,640	8,640	8,775	135
Landscaping and Lighting	15,569	16,369	19,826	19,506	18,286	(1,220)
Marina	1,795	1,702	1,861	1,861	2,043	183
Measure A Maintenance	10,683	11,929	13,529	13,529	11,737	(1,792)
Museum of History, Science, & Tech	-	21	-	-	-	-
North Natomas Financing Plan	6,679	10,164	1,258	2,645	1,593	(1,052)
Operating Grants	136	16	-	-	-	-
Other	210	258	101	101	102	1
Park Development	266	1,979	173	428	428	-
Private Development	(180)	679	-	-	-	-
Quimby Act	5	8	10	10	10	-
Railyards Impact Fee	-	-	-	-	25	25
Redevelopment Bond Funds	(31)	9	9	9	9	-
Sheraton MOPA Project	319	297	-	-	-	-
SHRA CDBG	-	-	29	29	29	-
So Natomas Comm Improv	-	-	-	-	-	-
So Natomas Facility Benefit	-	26	-	-	-	-
Special Districts	19,722	18,245	23,960	20,701	21,282	581
Special Districts - Capital	12	31,622	50	50	50	-
Special Program Donations	13	21	250	250	318	68

FY2021/22 Approved Budget

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
Other Governmental Funds (continued)						
START	764	618	1,561	788	1,303	515
65th Street Area Impact Fee	-	39	50	50	-	(50)
Transportation Development Impact Fee	53	89	-	-	-	-
Traffic Safety	429	462	436	436	429	(7)
Water Planning	1,399	1,150	1,600	1,548	1,534	(14)
Zoo	56	27	50	50	50	-
Subtotal Other Governmental Funds	129,550	139,219	120,981	117,243	108,720	(8,523)
Total	\$ 895,887	\$ 956,308	\$ 1,162,061	\$ 1,158,183	\$ 1,196,607	\$ 38,424

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
Mayor Offices						
Mayor/Council	\$ 6,637	\$ 5,737	\$ 6,429	\$ 7,920	\$ 7,416	\$ (504)
Subtotal Mayor Offices	6,637	5,737	6,429	7,920	7,416	(504)
Charter Offices						
City Attorney	8,874	9,067	9,998	9,998	10,999	1,001
City Auditor	-	1,167	1,495	1,527	1,595	68
City Clerk	2,293	2,346	3,054	3,014	3,218	205
City Manager	7,444	7,669	10,773	12,257	22,330	10,073
City Treasurer	1,886	1,810	2,623	2,753	2,682	(70)
Subtotal Charter Offices	20,498	22,058	27,942	29,548	40,824	11,276
Operating Offices						
Community Development	36,017	39,600	45,685	45,578	48,775	3,198
Community Response	-	-	-	-	13,045	13,045
Convention and Cultural Services	28,818	14,791	18,869	18,983	23,495	4,512
Finance	9,424	9,648	11,860	11,744	12,463	719
Fire	110,275	129,163	138,089	137,921	167,349	29,428
Human Resources	41,789	51,058	50,632	50,528	54,957	4,429
Information Technology	20,225	20,512	25,607	25,630	27,393	1,763
Police	131,223	135,327	157,503	156,470	211,307	54,837
Public Works	145,034	148,123	195,392	187,004	195,219	8,215
Utilities	105,144	123,053	150,723	152,529	157,543	5,014
Youth, Parks, and Community Enrichment	34,378	34,419	43,499	41,241	57,115	15,873
Subtotal Operating Offices	662,328	705,695	837,859	827,628	968,660	141,032
Other Offices						
Citywide and Community Support	86,519	93,630	197,858	199,727	107,913	(91,814)
Debt Service	139,636	116,022	117,016	118,403	97,829	(20,574)
Non-Appropriated	(19,731)	13,166	(25,042)	(25,042)	(26,035)	(993)
Subtotal Other Offices	206,424	222,818	289,831	293,088	179,707	(113,381)
Total	\$ 895,887	\$ 956,308	\$1,162,061	\$1,158,183	\$1,196,607	\$ 38,424

FY2021/22 Approved Budget

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
Mayor/Council						
Mayor/Council	45.00	36.00	36.00	37.00	37.00	-
Subtotal Mayor Offices	45.00	36.00	36.00	37.00	37.00	-
Charter Offices						
City Attorney	54.00	59.00	59.00	59.00	60.00	1.00
City Auditor	-	10.00	10.00	10.00	10.00	-
City Clerk	17.00	19.00	19.00	19.00	20.00	1.00
City Manager	49.00	72.00	70.00	87.00	71.00	(16.00)
City Treasurer	14.00	14.00	14.00	14.00	14.00	-
Subtotal Charter Offices	134.00	174.00	172.00	189.00	175.00	(14.00)
Operating Departments						
Community Development	283.00	290.00	290.00	290.50	288.50	(2.00)
Community Response	-	-	-	-	23.00	23.00
Convention and Cultural Services	115.19	116.19	117.19	123.50	123.50	-
Finance	91.00	91.00	91.00	91.00	92.00	1.00
Fire	681.00	711.50	712.50	712.50	717.50	5.00
Human Resources	79.00	80.00	80.00	80.00	79.00	(1.00)
Information Technology	191.50	195.50	197.50	198.50	200.50	2.00
Police	1,040.46	1,099.46	1,097.96	1,097.96	1,102.96	5.00
Public Works	738.35	736.35	744.35	747.35	749.35	2.00
Utilities	561.90	574.90	569.90	569.90	571.90	2.00
Youth, Parks, and Community Enrichment	651.64	704.16	705.02	724.54	723.94	(0.60)
Subtotal Operating Offices	4,433.04	4,599.06	4,605.42	4,635.75	4,672.15	36.40
Other						
Citywide and Community Support	5.00	5.00	7.00	7.00	7.00	-
Subtotal Other Offices	5.00	5.00	7.00	7.00	7.00	-
Total	4,617.04	4,814.06	4,820.42	4,868.75	4,891.15	22.40

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
Governmental Funds						
General Fund						
Mayor/Council	45.00	36.00	36.00	37.00	32.00	(5.00)
City Attorney	54.00	59.00	59.00	59.00	60.00	1.00
City Auditor	-	10.00	10.00	10.00	10.00	-
City Clerk	17.00	19.00	19.00	19.00	20.00	1.00
City Manager	46.00	69.00	67.00	85.00	28.00	(57.00)
City Treasurer	14.00	14.00	14.00	14.00	14.00	-
Citywide and Community Support	1.00	1.00	1.00	1.00	1.00	-
Community Development	283.00	290.00	290.00	290.50	179.00	(111.50)
Convention and Cultural Services	25.20	25.20	26.20	26.20	5.00	(21.20)
Finance	91.00	91.00	91.00	91.00	92.00	1.00
Fire	681.00	711.50	712.50	712.50	710.50	(2.00)
Human Resources	43.00	44.00	44.00	44.00	43.00	(1.00)
Information Technology	191.50	195.50	197.50	198.50	200.50	2.00
Police	1,040.46	1,099.46	1,097.96	1,097.96	1,039.46	(58.50)
Public Works	421.00	420.00	421.00	425.00	427.00	2.00
Youth, Parks, and Community Enrichment	500.95	553.57	554.43	573.95	12.00	(561.95)
Subtotal General Fund	3,454.11	3,638.23	3,640.59	3,684.61	2,873.46	(811.15)
Measure U Fund						
Mayor/Council	-	-	-	-	5.00	5.00
City Manager	-	-	-	-	41.00	41.00
Police	-	-	-	-	63.50	63.50
Fire	-	-	-	-	7.00	7.00
Convention and Cultural Services	-	-	-	-	21.20	21.20
Youth, Parks, and Community Enrichment	-	-	-	-	561.85	561.85
Community Development	-	-	-	-	109.50	109.50
Community Response	-	-	-	-	23.00	23.00
Subtotal Measure U Fund	-	-	-	-	832.05	832.05
Subtotal Governmental Funds	3,454.11	3,638.23	3,640.59	3,684.61	3,705.51	20.90
Enterprise Funds						
Community Center						
Convention and Cultural Services	89.99	90.99	90.99	97.30	97.30	-
Parking						
Public Works	61.25	61.25	61.25	61.25	61.25	-
Solid Waste						
Public Works	164.30	165.30	172.30	171.30	171.30	-
Storm Drainage						
Utilities	136.00	114.00	123.18	123.18	123.18	-
Wastewater						
Utilities	81.18	83.18	94.36	94.36	94.36	-
Water						
Utilities	344.72	377.72	352.36	352.36	354.36	2.00
Subtotal Enterprise Funds	877.44	892.44	894.44	899.75	901.75	2.00
Internal Service Funds						
Fleet Management						
Public Works	85.00	83.00	83.00	83.00	83.00	-
Risk Management						
Human Resources	17.00	17.00	17.00	17.00	17.00	-
Workers' Compensation						
Human Resources	19.00	19.00	19.00	19.00	19.00	-
Subtotal Internal Service Funds	121.00	119.00	119.00	119.00	119.00	-

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

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change Amended/ Approved
<u>Other Government Funds</u>						
4th R Program						
Youth, Parks, and Community Enrichment	134.45	134.35	134.35	134.35	133.85	(0.50)
City/Cnty Office-Water Planning						
Citywide and Community Support	4.00	4.00	6.00	6.00	6.00	-
Innovation and Growth						
City Manager	3.00	3.00	3.00	2.00	2.00	-
Marina						
Public Works	6.80	6.80	6.80	6.80	6.80	-
START Fund						
Youth, Parks, and Community Enrichment	16.24	16.24	16.24	16.24	16.24	-
Subtotal Other Governmental Funds	164.49	164.39	166.39	165.39	164.89	(0.50)
Total	4,617.04	4,814.06	4,820.42	4,868.75	4,891.15	22.40

Schedule 1E
Current Operations – Staffing and Appropriations by Department (in 000s)

	Total FTE	FY2021/22 Approved Operating	FY2021/22 Approved MYOP*	Total Operating Budget
Mayor Offices				
Mayor/Council	37.00	\$ 7,246	\$ 170	\$ 7,416
Subtotal Mayor Offices	37.00	7,246	170	7,416
Charter Offices				
City Attorney	60.00	10,999	-	10,999
City Auditor	10.00	1,595	-	1,595
City Clerk	20.00	3,218	-	3,218
City Manager	71.00	13,163	9,167	22,330
City Treasurer	14.00	2,682	-	2,682
Subtotal Charter Offices	175.00	31,658	9,167	40,824
Operating Offices				
Community Development	288.50	44,734	4,041	48,775
Community Response	23.00	3,496	9,549	13,045
Convention and Cultural Services	123.50	20,741	2,754	23,495
Finance	92.00	12,238	225	12,463
Fire	717.50	166,851	498	167,349
Human Resources	79.00	54,857	100	54,957
Information Technology	200.50	26,963	430	27,393
Police	1,102.96	206,367	4,940	211,307
Public Works	749.35	180,899	14,320	195,219
Utilities	571.90	147,525	10,018	157,543
Youth, Parks, and Community Enrichment	723.94	55,669	1,446	57,115
Subtotal Operating Offices	4,672.15	920,338	48,321	968,660
Other Offices				
Citywide and Community Support	7.00	100,141	7,773	107,913
Debt Service	-	97,829	-	97,829
Non-Appropriated	-	(26,035)	-	(26,035)
Subtotal Other Offices	7.00	171,934	7,773	179,707
Total	4,891.15	\$1,131,176	\$ 65,431	\$1,196,607

*See schedule 9 for Multi-Year Operating Projects (MYOPs) included in the Department Budget charts.

Schedule 2A
Summary of Revenues, Appropriations, & Changes in Fund Balance (in 000s)

	Governmental** Funds	Enterprise Fund	Internal Service	Other Gov't Funds	Gross Total	Net Total
Current Resources						
Revenues						
Taxes	\$ 508,438	\$ 18,710	-	\$ 27,890	\$ 555,038	\$ 555,038
Licenses and Permits	30,666	95	-	5,330	36,091	36,091
Fines, Forfeitures, and Penalties	7,029	3	-	400	7,432	7,432
Interest, Rents, and Concessions	2,854	3,259	1,130	8,040	15,283	14,153
Intergovernmental	14,205	1,880	-	26,870	42,955	42,955
Charges, Fees, and Services	64,266	305,860	6,100	57,452	433,677	427,577
Contributions from Other Funds	37,007	-	-	-	37,007	37,007
Miscellaneous Revenue	780	866	96,532	411	98,589	2,057
Total Current Resources	665,245	330,673	103,762	126,393	1,226,072	1,122,310
Current Requirements						
Current Operations						
Employee Services	570,980	108,697	14,060	4,352	698,090	684,029
Other Services and Supplies	153,090	79,079	58,369	29,751	320,289	261,920
City Property	2,779	2,263	22,446	215	27,703	5,257
Multi-Year Operating Projects	35,702	19,132	215	10,381	65,431	65,216
City Debt Service	16,431	64,460	46	16,892	97,829	97,783
Transfers	(2,113)	1,756	158	200	-	(158)
Labor and Supply Offset	(116,482)	13,604	7,304	47,684	(47,891)	(55,195)
Contingency	1,000	-	-	-	1,000	1,000
Operating Transfers	5,570	29,343	-	(755)	34,157	34,157
Subtotal Current Operations	666,956	318,333	102,598	108,720	1,196,607	1,094,010
Capital Improvements	14,623	41,165	209	39,534	95,531	95,322
Total Current Requirements	681,579	359,498	102,807	148,254	1,292,138	1,189,331
Other Fund Sources (Uses)	15,913	(3,071)	(1,597)	(658)	10,588	12,184
Total Surplus (Deficit)	(421)	(31,896)	(641)	(22,520)	(55,478)	(54,837)
Beginning Fund Balance	589	239,840	2,646	161,403	404,478	401,832
Ending Fund Balance	\$ 168	\$ 207,944	\$ 2,005	\$ 138,883	\$ 349,000	\$ 346,995

* Net Total excludes Internal Service Funds (ISF).

** Governmental Funds reflect General and Measure U Funds combined.

Schedule 2B
Detail of 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	
Governmental Funds									
General Fund	\$ 556,444	\$ 549,673	\$ 12,623	\$ 562,296	\$ 13,439	\$ 7,587	\$ 587	\$ 8,174	
Measure U	108,801	117,283	2,000	119,283	2,474	(8,008)	2	(8,006)	
Subtotal Governmental Funds	665,245	666,956	14,623	681,579	15,913	(421)	589	168	
Enterprise Funds									
Community Center	24,935	35,806	2,100	37,906	(250)	(13,221)	17,824	4,603	
Parking	12,866	17,757	787	18,545	-	(5,679)	2,943	(2,736)	
Solid Waste	75,529	76,376	2,516	78,892	-	(3,363)	28,685	25,322	
Storm Drainage	38,581	37,599	4,979	42,578	-	(3,998)	32,971	28,973	
Wastewater	43,310	38,119	7,024	45,143	-	(1,832)	25,017	23,185	
Water	135,452	112,676	23,759	136,434	(2,821)	(3,803)	132,400	128,597	
Subtotal Enterprise Funds	330,673	318,333	41,165	359,498	(3,071)	(31,896)	239,840	207,944	
Internal Service Funds									
Fleet Management	52,259	52,691	209	52,900	-	(641)	2,646	2,005	
Risk Management	51,503	49,906	-	49,906	(1,597)	-	-	-	
Subtotal Internal Service Funds	103,762	102,598	209	102,807	(1,597)	(641)	2,646	2,005	
Other Governmental Funds									
4th R Program	3,156	3,156	-	3,156	-	-	651	651	
Art in Public Places Projects	-	-	-	-	-	-	75	75	
Assessment Reg and SDRIS	-	-	-	-	-	-	170	170	
Cal EPA	188	-	-	-	-	188	934	1,122	
CIP Reimbursable	-	-	21	21	21	-	-	-	
15_CIRBS	-	-	-	-	-	-	93	93	
Citation I-5 Maintenance	-	40	-	40	-	(40)	725	685	
Citation I-5 Improvements	-	-	-	-	-	-	8	8	
Citywide Low Income Housing	2,530	2,530	-	2,530	-	-	998	998	
Cultural Services - Other	155	149	-	149	-	6	997	1,003	
Debt Service Funds	9,513	10,070	-	10,070	557	-	2,969	2,969	
Development Services	3,451	2,000	1,451	3,451	-	-	-	-	
Downtown Impact Fee	-	25	-	25	-	(25)	829	804	
Downtown Management District	3,482	3,482	-	3,482	-	-	125	125	
Ethel Macleod Hart Trust	-	800	-	800	-	(800)	1,203	403	
Fair Share Contributions	-	-	-	-	-	-	5,499	5,499	
Federal Capital Grant	-	-	9,514	9,514	9,514	-	-	-	
Florin Road Storm and San	-	-	-	-	-	-	7	7	
15_GasTax	12,000	10,769	1,026	11,794	-	206	5,929	6,135	
Fairytale Town	50	50	-	50	-	-	4	4	
Golf	816	339	-	339	-	477	(5,222)	(4,745)	
Innovation and Growth	11,185	7,135	-	7,135	(10,750)	(6,700)	7,104	404	
Jacinto Creek	-	-	-	-	-	-	1,662	1,662	
Land Park	23	172	-	172	-	(149)	193	44	
Library Services Parcel Tax	8,775	8,775	-	8,775	-	-	-	-	
Landscaping and Lighting	18,377	18,286	665	18,951	-	(575)	3,194	2,620	
Major Street Construction	1,500	-	1,400	1,400	-	100	6,729	6,829	
Marcy Friedman ESC APP	-	-	-	-	-	-	11	11	
Marina	1,678	2,043	100	2,143	-	(465)	989	524	
Measure A Maintenance	12,062	11,737	325	12,062	-	-	3	3	
NMA Traffic Control & Safety	1,206	-	1,380	1,380	-	(174)	620	446	
NMA Safety, Streets, Ped, Bic	1,699	-	1,814	1,814	-	(115)	226	111	
North Natomas Financing Plan	-	1,593	12	1,605	-	(1,605)	32,239	30,635	
Other	-	102	-	102	-	(102)	1,196	1,094	
Park Development	766	428	4,667	5,094	-	(4,328)	18,022	13,694	
Quimby Act	100	10	-	10	-	90	2,220	2,310	
Railyards Impact Fee	50	25	-	25	-	25	2,331	2,356	
Redevelopment Bond Funds	-	9	-	9	-	(9)	3,987	3,978	
River District Impact Fee	-	-	-	-	-	-	777	777	
SHRA CDBG	29	29	-	29	-	-	-	-	
So Natomas Comm Improv	-	-	-	-	-	-	20	20	
So Natomas Facility Benefit	-	-	-	-	-	-	4,234	4,234	
So Natomas I-5 Developer Impr	-	-	-	-	-	-	611	611	
Special Districts	20,277	21,282	-	21,282	-	(1,005)	6,984	5,979	
Special Districts - Capital	-	50	-	50	-	(50)	1,882	1,832	
Special Program Donations	318	318	-	318	-	-	907	907	
START	658	1,303	-	1,303	-	(645)	146	(499)	
Street Cut	100	-	100	100	-	-	-	-	
Transportation Development	400	-	400	400	-	-	-	-	
65th Street Area Impact Fee	-	-	-	-	-	-	1,026	1,026	
Transportation Development Impact Fee	1,000	-	-	-	-	1,000	3,569	4,569	
Traffic Safety	400	429	-	429	-	(29)	29	-	
Transportation System Management	-	-	-	-	-	-	14	14	
Tree Planting Replacement	120	-	120	120	-	-	-	-	

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

	<u>Resources</u>		<u>Requirements</u>			<u>Other Sources (Uses)</u>	<u>Surplus/ (Deficit)</u>	<u>Fund Balance</u>	
	<u>Total Revenues</u>	<u>Current Operations</u>	<u>CIP</u>	<u>Total</u>	<u>Beginning</u>			<u>Ending</u>	
<u>Other Governmental Funds (continued)</u>									
Road Maint and Rehabilitation	9,153	-	10,342	10,342	-	(1,189)	2,612	1,423	
Wastewater Development Fees	-	-	-	-	-	-	3,739	3,739	
Water Development Fees	-	-	6,200	6,200	-	(6,200)	37,731	31,531	
Water Planning	1,127	1,534	-	1,534	-	(407)	1,599	1,192	
Willowcreek Fee District	-	-	-	-	-	-	792	792	
Zoo	50	50	-	50	-	-	-	-	
Sunset, Meadows A/D Maint	-	-	-	-	-	-	128	128	
Subtotal Other Governmental Funds	126,393	108,720	39,534	148,254	(658)	(22,520)	161,403	138,883	
Total	\$ 1,226,072	\$ 1,196,607	\$ 95,531	\$ 1,292,138	\$ 10,588	\$ (55,478)	\$ 404,478	\$ 349,000	

Schedule 2C
Summary of Revenues, Expenditures, and Budgeted Fund Balances (in 000s)

	FY2017/18 Approved	FY2018/19 Approved	FY2019/20 Approved	FY2020/21 Approved	FY2021/22 Approved
Governmental Funds*					
Revenues	\$ 509,846	\$ 530,092	\$ 609,072	\$ 589,064	\$ 665,245
Total Resources	509,846	530,092	609,072	589,064	665,245
Expenses					
Operations	498,073	526,076	579,019	613,750	666,956
CIP	23,937	9,105	23,988	11,280	14,623
Total Requirements	522,010	535,181	603,007	625,030	681,579
Other Fund Sources (Uses)	(5,000)	(11,600)	19,990	19,500	15,913
Beginning Fund Balance	34,676	24,537	9,363	17,042	589
Ending Fund Balance	17,512	7,848	35,418	577	168
Enterprise Funds					
Revenues	303,659	323,524	336,792	329,402	330,673
Total Resources	303,659	323,524	336,792	329,402	330,673
Expenses					
Operations	269,457	285,611	303,898	327,060	318,333
CIP	23,935	27,144	17,354	42,810	41,165
Total Requirements	293,393	312,754	321,252	369,870	359,498
Other Fund Sources (Uses)	(250)	(1,008)	(250)	(2,727)	(3,071)
Beginning Fund Balance	120,183	127,998	207,997	212,227	239,840
Ending Fund Balance	130,199	137,759	223,287	169,032	207,944
Other Governmental Funds					
Revenues	97,236	113,994	122,989	126,148	126,393
Total Resources	97,236	113,994	122,989	126,148	126,393
Expenses					
Operations	102,845	105,380	114,139	120,981	108,720
CIP	43,358	48,132	38,875	68,563	39,534
Total Requirements	146,203	153,512	153,014	189,544	148,254
Other Fund Sources (Uses)	27,500	31,468	15,257	32,845	(658)
Beginning Fund Balance	159,235	124,721	142,104	163,527	161,403
Ending Fund Balance	137,768	116,670	127,336	132,975	138,883
Internal Service Funds					
Revenues	80,657	83,276	89,897	100,253	103,762
Total Resources	80,657	83,276	89,897	100,253	103,762
Expenses					
Operations	83,599	85,124	90,887	100,271	102,598
CIP	445	302	202	202	209
Total Requirements	84,043	85,426	91,089	100,473	102,807
Other Fund Sources (Uses)	3,628	2,279	708	(262)	(1,597)
Beginning Fund Balance	3	518	1,432	1,083	2,646
Ending Fund Balance	\$ 245	\$ 647	\$ 948	\$ 601	\$ 2,005

*Governmental Funds reflect General and Measure U Funds combined.

FY2021/22 Approved Budget

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	
	FY2020/21	FY2021/22	FY2020/21	FY2021/22	FY2020/21	FY2021/22	FY2020/21	FY2021/22
Enterprise Funds								
Community Center	\$ 1,508	\$ 1,739	\$ 461	\$ 456	\$ 576	\$ 990	-	-
Parking	1,324	1,200	242	244	1,682	1,164	-	-
Solid Waste	3,895	4,596	-	-	-	-	7,257	8,165
Storm Drainage	2,232	2,850	-	-	-	-	4,146	4,141
Wastewater	2,533	3,001	-	-	-	-	4,727	4,576
Water	7,850	6,906	-	-	-	-	15,222	14,421
Total Enterprise Funds	19,342	20,292	703	700	2,258	2,154	31,352	31,303
Internal Service Funds								
Fleet Management	2,312	2,254	-	-	-	-	-	-
Risk Management	3,388	3,205	-	-	-	-	-	-
Total Internal Service Funds	5,700	5,459	-	-	-	-	-	-
GRAND TOTAL	\$ 25,042	\$ 25,751	\$ 703	\$ 700	\$ 2,258	\$ 2,154	\$ 31,352	\$ 31,303

***COST ALLOCATION PLAN**

Most of the City's centralized services reside in the General Fund. Each year a study is conducted to identify and assign each fund's fair share of these centralized service costs on a reasonable and consistent manner. Then these charges are incorporated in non-General Fund departments Budget.

FY2021/22 Approved Budget

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

Fund	Description	Budget Through 02/2021	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	Total Five-year Funding
1001	General Fund	\$ 172,162	\$ 12,623	\$ 12,690	\$ 12,840	\$ 12,940	\$ 13,040	\$ 64,133
2001	Sacto Transp.Sales Tax-Cip.	2,396	-	-	-	-	-	-
2002	Gas Tax 2106	14,903	1,026	1,026	1,026	1,026	1,026	5,128
2007	Major Street Construction	25,041	1,400	1,400	1,400	1,400	1,400	7,000
2008	Street Cut	107	100	100	100	100	100	501
2012	Transportation System Management	403	-	-	-	-	-	-
2013	Transportation Development	1,641	400	400	400	400	400	2,000
2016	Development Services	16,034	1,451	1,378	1,378	1,378	1,378	6,963
2019	Citation I-5 Improvements	404	-	-	-	-	-	-
2020	So Natomas Comm Improv	1,965	-	-	-	-	-	-
2021	So Natomas Facility Benefit	3	-	-	-	-	-	-
2023	New Measure A Specific Project	12,334	-	-	-	-	-	-
2025	New Measure A Construction	3,950	-	-	-	-	-	-
2026	New Measure A Maintenance	2,675	325	325	325	325	325	1,625
2028	Prop 1B - Local Street & Road	21	-	-	-	-	-	-
2030	Sheraton MOPA Project	1,500	-	-	-	-	-	-
2031	Innovation and Growth	2,470	-	-	-	-	-	-
2032	Fair Share Contributions	1,276	-	-	-	-	-	-
2035	Tree Planting Replacement	921	120	120	120	120	120	600
2036	Road Maint and Rehabilitation	12,952	10,342	10,342	10,342	10,342	10,342	51,709
2038	NMA Traffic Control & Safety	5,871	1,380	1,380	1,380	1,380	1,380	6,898
2039	NMA Safety, Streets, Ped, Bic	7,861	1,814	1,814	1,814	1,814	1,814	9,068
2220	Sunset, Meadows A/D Maint	1,600	-	-	-	-	-	-
2230	N Natomas Lands CFD 3	892	-	-	-	-	-	-
2232	Landscaping and Lighting	6,584	665	665	665	665	665	3,325
2235	Florin Road Storm and San	90	-	-	-	-	-	-
2401	Measure U	42,268	2,000	-	-	-	-	2,000
2504	Special Recreation	842	-	-	-	-	-	-
2507	Land Park	53	-	-	-	-	-	-
2508	Quimby Act	7,580	-	-	-	-	-	-
2601	Old Sac Market	30	-	-	-	-	-	-
2603	Golf	93	-	-	-	-	-	-
2605	Zoo	1	-	-	-	-	-	-
2607	Art In Public Places Projects	26	-	-	-	-	-	-
2608	Marina Fund	1,001	100	60	60	60	60	340
2609	Marcy Friedman ESC APP	1,000	-	-	-	-	-	-
2700	Block Grant/Housing & Redev	5,354	-	-	-	-	-	-
2701	Disaster Relief Act	3	-	-	-	-	-	-
2702	Operating Grants	2,294	-	-	-	-	-	-
2703	Externally Funded Programs	691	-	-	-	-	-	-
2801	Cal EPA	809	-	-	-	-	-	-
3001	1993 Series B Cop	600	-	-	-	-	-	-
3002	2002 Capital Improv. Revenue Bonds	2	-	-	-	-	-	-
3003	2003 Capital Improv. Revenue Bonds	42	-	-	-	-	-	-
3004	2006 CIRB - Tax Exempt	3,693	-	-	-	-	-	-
3005	2006 CIRB - Taxable	361	-	-	-	-	-	-
3006	2006 CIRBs Ser C Cap Projs	115	-	-	-	-	-	-
3008	Willowcreek Fee District	788	-	-	-	-	-	-
3020	Golden 1 Center	223,130	-	-	-	-	-	-
3201	N. Natomas Financial Plan	171	-	-	-	-	-	-
3202	Railyards/Richards/Downtown	359	-	-	-	-	-	-
3204	Park Development	26,925	4,667	-	-	-	-	4,667
3206	NNFP Public Facilities Fee	18,396	12	12	12	12	12	58
3210	Downtown Impact Fee	907	-	-	-	-	-	-
3212	River District Impact Fee	350	-	-	-	-	-	-
3215	Transportation Development Impact Fee	3,943	-	1,000	-	-	-	1,000
3216	Greenbriar Impact Fee	2,600	-	-	-	-	-	-
3311	N Laguna Creek Park CFD	77	-	-	-	-	-	-
3314	N Natomas Drng CFD 97-01	418	-	-	-	-	-	-
3323	CFD 97-01 Series C	68	-	-	-	-	-	-
3328	N Natomas Drng 2005 CFD 97-01	551	-	-	-	-	-	-

FY2021/22 Approved Budget

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

Fund	Description	Budget Through 02/2021	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	Total Five-year Funding
3333	CFD 97-01 Construction	247	-	-	-	-	-	-
3701	Sacto Housing & Redev Agency	3,853	-	-	-	-	-	-
3702	CIP Reimbursable	42,422	21	21	21	21	21	105
3703	Federal Capital Grant	39,867	9,514	9,114	10,359	8,171	-	37,158
3704	Other Capital Grants	16,739	-	-	-	-	-	-
3801	2003 Alkali Flat TE	386	-	-	-	-	-	-
3802	2006 Army Depot TA	1,479	-	-	-	-	-	-
3803	2006 Army Depot TE	715	-	-	-	-	-	-
3810	2002 ML Downtown TE	2	-	-	-	-	-	-
3811	2005 TAB Downtown CIP TE	27	-	-	-	-	-	-
3812	2005 TAB Downtown CIP TA	78	-	-	-	-	-	-
3818	2006 River Dist TA	600	-	-	-	-	-	-
3820	800K/L Merged Downtown TE	2,096	-	-	-	-	-	-
6001	Water Development Fees	30,024	6,200	3,700	11,150	8,000	-	29,050
6004	Parking	36,347	787	765	765	765	765	3,847
6005	Water	108,597	23,759	25,442	25,280	18,003	28,001	120,484
6006	Wastewater	40,341	7,024	2,006	2,126	2,003	2,003	15,161
6007	Recycling and Solid Waste	31,700	2,516	1,848	1,348	1,098	1,098	7,908
6008	Landfill Closure	5,195	-	-	-	-	-	-
6009	Sacramento Marina	874	-	-	-	-	-	-
6010	Community Center	28,746	2,100	1,375	1,325	1,375	1,325	7,500
6011	Storm Drainage	17,924	4,979	250	250	250	250	5,979
6012	4th R Program	642	-	-	-	-	-	-
6205	Water Grant Reimbursement	4,134	-	-	-	-	-	-
6206	Wastewater Grant Reimbursement	171	-	-	-	-	-	-
6207	Solid Waste Grant Reimbursement	721	-	-	-	-	-	-
6310	Water Revenue Bonds	148,840	-	-	-	-	-	-
6311	Water Revenue Bonds Ser. 2017	8,503	-	-	-	-	-	-
6312	Drinking Water SRF Loan	109,054	-	-	-	-	-	-
6320	Wastewater Revenue Bonds	482	-	-	-	-	-	-
6321	Wastewater Revenue Bonds 2019	19,973	-	-	-	-	-	-
6330	2018 TOT Revenue Bonds, Tax Exempt	285,200	-	-	-	-	-	-
6331	2018 TOT Revenue Bonds, Taxable	15,000	-	-	-	-	-	-
6332	2019 STID Revenue Bonds	53,000	-	-	-	-	-	-
6501	Fleet Management	8,501	209	202	202	202	202	1,017
6502	Risk Mgmt	10	-	-	-	-	-	-
Total		\$1,704,086	\$ 95,531	\$ 77,433	\$ 84,686	\$ 71,848	\$ 65,725	\$395,222

Schedule 5
Article XIII B Appropriation Limit Calculation (in 000s)

"GANN" Appropriations Limit

In November 1979, the voters of the State of California approved Proposition 4, commonly known as the "Gann Initiative." The Proposition created Article XIII B of the State Constitution, placing certain limits on the amount of revenue that can be appropriated each fiscal year. The limit is based on actual appropriations during FY1978/79 (base year) and is recalculated each fiscal year based on certain inflation and population factors. Only those revenues that are considered "proceeds of taxes" are subject to the limit. Proceeds of taxes are, however, allowed to be spent on several types of appropriations that do not count against the limit, including voter approved debt, the costs of complying with court orders and federal mandates, and expenditures for qualified capital outlays. The City is in compliance with Article XIII B for each of the fiscal years as shown below.

APPROPRIATION LIMIT (Section 1)	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Prior year limit	\$ 728,551	\$ 766,162	\$ 805,638	\$ 849,122	\$ 890,747
Multiply by:					
Change in CPI or Per Capita Personal Income	1.0369	1.0367	1.0385	1.0373	1.0573
Change in Population	1.0142	1.0143	1.0149	1.0113	1.0040
Total Appropriation Limit	\$ 766,162	\$ 805,638	\$ 849,122	\$ 890,747	\$ 945,554
PROCEEDS OF TAXES (Section 2)					
Total governmental revenue	\$ 607,082	\$ 644,086	\$ 731,951	\$ 715,212	\$ 791,638
Add taxes in enterprise funds:					
Transient Occupancy Tax	22,477	25,948	28,433	12,589	18,628
Add user fees in excess of cost:	-	-	-	-	-
Deduct:					
Non-proceeds of tax revenue	(220,766)	(251,415)	(256,436)	(265,669)	(251,937)
General obligation debt service	-	-	-	-	-
Qualified capital outlay	(15,570)	(18,544)	(12,005)	(6,962)	(7,793)
Total Proceeds of Taxes	\$ 393,223	\$ 400,075	\$ 491,943	\$ 455,170	\$ 550,536
APPROPRIATIONS SUBJECT TO LIMIT (Section 3)					
Total Governmental Funds:					
Operating appropriations	\$ 600,917	\$ 631,456	\$ 693,158	\$ 734,731	\$ 775,676
CIP appropriations	67,295	57,237	62,863	79,843	54,157
Add:					
Enterprise fund tax appropriation	22,477	25,948	28,433	12,589	18,628
User fees in excess of cost	-	-	-	-	-
Current proceeds of taxes appropriated to reserves	18,351	20,535	38,590	7,385	7,922
Deduct:					
Non-proceeds of tax revenue	(220,766)	(251,415)	(256,436)	(265,669)	(251,937)
General obligation debt service	-	-	-	-	-
Qualified capital outlay	(15,570)	(18,544)	(12,005)	(6,962)	(7,793)
Total Appropriations Subject to Limit	\$ 472,704	\$ 465,217	\$ 554,603	\$ 561,917	\$ 596,653

**Schedule 6
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Governmental Funds					
Taxes					
Property Taxes - Current Secured	\$ 108,941	\$ 116,680	\$ 121,331	\$ 124,364	\$ 129,339
Property Taxes - Current Unsecured	4,089	4,443	3,669	3,669	3,669
Property Taxes - In Lieu VLF	44,752	48,458	50,397	51,836	53,363
Property Taxes - Prior Secured	967	1,073	970	970	1,009
Property Taxes - Prior Unsecured	43	56	37	37	38
Property Taxes - Redevelopment Passthrough	2,076	2,532	1,751	1,751	1,821
Property Taxes - Supplemental	2,752	2,855	2,025	2,025	1,823
Subtotal Property Taxes	163,620	176,097	180,180	184,652	191,062
Business Operations Taxes (BOT)	8,111	9,142	5,935	5,935	7,509
Cannabis Business Operations Tax (CBOT)	11,480	14,857	9,709	17,209	20,651
General Sales & Use Taxes	87,713	84,968	70,535	84,297	96,411
Measure U Transactions & Use Taxes	64,047	103,899	80,179	101,605	108,801
Property Taxes - Resident Development	792	1,096	387	387	368
Public Safety Sales Tax	6,057	6,002	5,476	5,476	5,640
Real Property Transfer Taxes	14,325	14,245	14,066	14,066	12,659
Transient Occupancy Tax	5,877	4,222	2,509	2,509	3,743
Transient Occupancy Tax - Prior	26	39	-	-	-
Utility Users Tax - Current	60,042	60,007	61,288	61,288	61,594
Utility Users Tax - Prior	86	32	-	-	-
Subtotal Other Taxes	258,556	298,509	250,083	292,771	317,376
Total Taxes	422,176	474,607	430,263	477,423	508,438
Licenses and Permits					
Alley Parking Permit	13	36	-	-	-
Alley Parking Permits	2	2	7	7	7
Animal Licenses	589	494	520	520	520
Building Trades Certification	-	-	1	1	1
Burglar Alarm Permits	1,082	965	1,000	1,000	1,000
Business Permits and Licenses	353	397	353	353	353
Cellular Revocable Permits	1,735	1,621	1,714	1,464	1,482
Construction Permits	12,984	10,944	11,708	11,708	11,716
Dance Permits	33	20	10	10	10
Emergency Permits	7	7	7	7	7
Excavation Permits	49	53	25	25	25
Home Occupation Permits	191	197	200	200	156
Marijuana Cultivation Permit	655	685	971	971	1,360
Marijuana Delivery Permit	190	188	252	252	535
Marijuana Dispensary Permit	605	596	603	603	624
Marijuana Manufacturing Permit	314	183	263	263	234
Marijuana Other Business Permit	497	260	281	281	425
Miscellaneous Licenses and Permits	8	8	-	-	-
Neighborhood Responsibility	157	1,861	-	-	-
On-Site Plan Review Permit	55	50	87	87	87
Plan Check Fees	8,585	8,762	8,656	8,656	8,656
Public Works Review	88	43	-	-	-
Sign and Billboard Permit	75	63	87	87	63
Sign and Billboard Permits	240	285	240	240	240
Special Event Permits	366	282	367	192	122
Special Use Permits	1,932	2,135	2,664	2,664	2,962
Street Vendor Permits	41	29	19	19	5
Taxi Permits	84	32	142	142	32
Towing Vehicle Permits	36	33	45	45	45
Tree Fee	1	1	-	-	-
Subtotal Licenses and Permits	30,969	30,229	30,224	29,798	30,666
Fines, Forfeitures, and Penalties					
Delinquency Charges	271	(91)	-	-	-
Fines and Penalties	15,692	12,849	8,991	7,073	7,029
Transient Occupancy Tax - Penalty	1	1	-	-	-
Subtotal Fines, Forfeitures, and Penalties	15,964	12,759	8,991	7,073	7,029

Schedule 6
Revenue Budget (in 000s)

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Governmental Funds (continued)					
Interest, Rents, and Concessions					
Interest on Investments	2,964	3,249	300	300	2,500
Interest on Receivables	348	325	125	125	125
Real Property Rental	403	372	229	229	229
Subtotal Interest, Rents, and Concessions	3,714	3,946	654	654	2,854
Intergovernmental					
Fire District Reimbursement	4,919	4,521	4,870	4,870	4,870
Miscellaneous Governmental Revenue	5,625	4,618	3,212	4,250	3,545
Miscellaneous Other Federal	5,015	4,646	1,210	1,210	1,210
Other Agency Payments	1,386	1,488	1,716	2,582	1,232
Other Agency Training Reimbursement	9	10	-	-	-
Other County Payments	389	408	425	425	425
Other Recoveries	152	186	130	130	130
Other State Payments	1,602	1,612	76	76	76
P.O.S.T. Reimbursement	46	73	167	167	167
Planning Technology Fee	1	-	-	-	-
Redevelopment Agency Services	594	488	680	680	680
Sacramento County Support - Metro Arts	100	436	-	-	-
Sacramento County Support - Museums	459	459	459	459	459
State Government Grants - Op - Ncat	11	-	-	-	-
State Homeowners Property Tax	1,098	1,095	1,200	1,200	1,200
State Mandated Reimbursement SB 90	178	283	212	212	212
State Motor Vehicle In Lieu Tax	241	402	-	-	-
Subtotal Intergovernmental	21,824	20,724	14,357	16,260	14,205
Charges, Fees, and Services					
Administrative Fee	826	523	542	542	508
ALS Fees	25,928	28,153	29,541	29,541	29,541
Animal Shelter Fees and Charge	254	231	230	230	230
Appeal Fees	52	180	-	-	-
City Attorney Fees	6	18	-	-	-
Code Enforcement Fee	3,553	3,500	3,476	3,476	3,473
Community Services Fees	1,956	1,373	2,612	2,165	754
Compliance Fee	132	143	472	472	3,528
Concessions	127	91	130	130	104
Concessions - Golf	-	1	-	-	-
Demolition Charges	518	293	599	599	599
DUI Fees	85	100	67	67	2
Facility Use Fees	2,306	1,691	1,338	1,793	931
Fire Permit Fees	1,073	896	1,244	1,244	1,244
Fire Report Fees	6	1	-	-	-
Franchise Fees	5,507	6,525	5,731	5,731	4,331
Housing and Dangerous Buildings	147	113	182	182	182
Insurance Fee	1	-	-	-	-
Jail Booking Fee Recovery	173	105	210	210	40
Miscellaneous Proprietary Revenue	48	53	32	32	32
Other Departmental Service	11,111	10,445	9,630	9,630	8,986
Other Fees	189	146	-	-	-
Other General Fees and Charges	197	177	133	133	138
Parking Fees	4	3	1	1	1
Parking Meter Receipts	12,624	10,318	8,140	6,840	6,919
Parking Meter Removal Fees	465	780	282	282	370
Recyclables Sales	5	1	15	15	15
Registration Fees	141	101	277	336	135
Service Fees	90	86	35	35	35
Special Assessments - Administ	356	341	74	74	74

**Schedule 6 (continued)
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Governmental Funds					
Charges, Fees, and Services (continued)					
Street Sidewalk and Curb Repair	2,446	1,597	1,525	1,525	1,525
Subdivision Map Processing - Planning	-	-	30	30	30
Swimming Pool Fees	176	117	200	200	133
Third Party Recoveries - Property	251	-	-	-	-
Third Party Recoveries - Vehicle	233	85	-	-	-
Tour Fees	26	-	-	-	-
Vehicle Abatement SAVSA	386	594	405	405	405
Subtotal Charges, Fees, and Services	71,396	68,783	67,152	65,919	64,266
Contributions from Other Funds					
Enterprise Fund General Tax Co	29,140	31,373	31,352	31,080	31,303
In-Lieu Franchise Fee	3,187	2,225	2,258	2,258	2,154
In-Lieu Property Tax	691	703	703	703	700
Investment Fees	3,009	3,495	2,600	2,600	2,850
Special Item Revenue	7,000	-	-	-	-
Subtotal Contributions from Other Funds	43,027	37,796	36,913	36,641	37,007
Miscellaneous Revenues					
Capital Contributions	58	-	-	-	-
Escheat	460	963	154	154	154
Gifts and Donations	10	20	-	-	-
One-time Budgeted Revenue Adj	-	-	-	(3,299)	270
Other Departmental Services	-	-	357	357	357
Sale of Real or Personal Property	75	11	-	-	-
Subtotal Miscellaneous Revenue	603	994	510	(2,789)	780
Total General Fund	\$ 609,674	\$ 649,837	\$ 589,064	\$ 630,980	\$ 665,245

**Schedule 6 (continued)
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Enterprise Funds					
Community Center					
Box Office Fees	\$ 698	\$ 367	\$ 166	\$ 166	\$ 739
Catering Fees	1,063	20	300	300	400
Concessions	952	7	100	100	200
Facility Use Fees	3,814	485	732	732	2,126
Insurance Fee	-	-	1	1	1
Interest on Investments	5,240	6,060	200	200	64
Miscellaneous Governmental Revenue	86	5	12	12	37
Other Bonds Issued	283,315	50,465	-	-	-
Other Fees	703	262	513	513	900
Premium on Bond Sales	32,555	4,892	-	-	-
Real Property Rental	837	85	149	149	430
Registration Fees	3	-	-	-	-
Royalties	-	838	866	866	866
Service Fees	390	165	183	183	459
Transient Occupancy Tax	29,346	21,310	12,589	12,589	18,628
Transient Occupancy Tax - Penalty	3	-	3	3	3
Transient Occupancy Tax - Prior	128	193	83	83	83
Subtotal Community Center	359,132	85,154	15,896	15,896	24,935
Parking					
Administrative Fee	508	515	424	424	424
Delinquency Charges	(2)	4	-	-	-
Facility Use Fees	14	22	-	-	-
Interest on Investments	553	508	300	300	300
Interest on Receivables	(1)	-	-	-	-
Miscellaneous Governmental Revenue	3	2	-	-	-
Other Agency Payments	1	-	-	-	-
Other Departmental Services	1	1	-	-	-
Other Fees	36	26	-	-	-
Other General Fees and Charges	(3)	(3)	-	-	-
Other Recoveries	207	499	-	-	-
Parking Fees	18,076	15,122	16,820	16,820	11,640
Real Property Rental	729	865	685	685	501
Royalties	66	40	-	-	-
Sale of Real or Personal Property	4	-	-	-	-
Vehicle or Equipment Rental	48	49	-	-	-
Subtotal Parking	20,238	17,649	18,229	18,229	12,866
Solid Waste					
Facility Use Fees	175	162	170	170	170
Fines and Penalties	16	50	-	-	-
Interest on Investments	1,050	857	750	750	750
Interest on Receivables	2	-	-	-	-
Miscellaneous Governmental Revenue	177	150	-	-	-
Miscellaneous Proprietary Revenue	13	6	-	-	-
Other Agency Payments	266	494	33	33	33
Other Departmental Services	30	14	-	-	-
Recyclables Sales	261	132	100	100	100
Sale of Real or Personal Property	51	35	-	-	-
Service Fees	119	100	12	12	12
Utility Service Extensions	22	-	-	-	-
Utility Services Charges	62,618	65,941	74,464	74,464	74,464
Subtotal Solid Waste	64,801	67,942	75,529	75,529	75,529

FY2021/22 Approved Budget

**Schedule 6 (continued)
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Enterprise Funds (continued)					
Storm Drainage					
Capital Contributions	-	156	-	-	-
Compliance Fee	117	102	100	100	100
Drainage Impact Fee	38	-	-	-	-
Interest on Investments	904	890	-	-	-
Interest on Receivables	67	56	422	422	422
Miscellaneous Governmental Revenue	8	-	10	10	10
Miscellaneous Proprietary Revenue	7	3	15	15	15
Other Fees	37	25	40	40	40
Plan Check Fees	35	39	40	40	40
Public Works Review	1	-	-	-	-
Service Fees	45	47	25	25	25
Subdivision Map Processing - Engineering	5	2	-	-	-
Third Party Recoveries - Property	36	-	-	-	-
Utility Service Extensions	7	-	-	-	-
Utility Services Charges	38,371	38,908	38,354	37,929	37,929
Vehicle or Equipment Rental	-	15	-	-	-
Subtotal Storm Drainage	39,677	40,244	39,006	38,581	38,581
Wastewater					
Interest on Investments	1,081	1,554	-	-	-
Interest on Receivables	9	6	392	392	392
Miscellaneous Governmental Revenue	1	1	-	-	-
Miscellaneous Proprietary Revenue	14	6	20	20	20
Other Bonds Issued	25,960	-	-	-	-
Other Recoveries	-	10	-	-	-
Premium on Bond Sales	6,045	-	-	-	-
Regional Sanitation District	1,090	1,032	800	800	800
Service Fees	86	79	60	60	60
Sewer Permits	1,658	71	-	-	-
Subdivision Map Processing - Engineering	5	2	-	-	-
Utility Service Extensions	36	-	50	50	50
Utility Services Charges	39,475	43,311	42,968	41,988	41,988
Subtotal Wastewater	75,458	46,072	44,290	43,310	43,310
Water					
Capital Contributions	-	263	-	-	-
Cellular Revocable Permits	66	58	55	55	55
Fire Hydrant Use Fee	89	198	125	125	125
Fire Permit Fees	-	1	-	-	-
Firearms Dealer Permits	-	1	-	-	-
Interest Income - LAIF	(15)	-	-	-	-
Interest on Investments	2,599	1,767	-	-	-
Interest on Receivables	-	-	400	400	400
Miscellaneous Governmental Revenue	118	112	100	100	100
Miscellaneous Proprietary Revenue	22	17	50	50	50
Other Agency Payments	121	66	100	100	900
Other Bonds Issued	13,861	27,210	-	-	-
Other Fees	-	17	-	-	-
Other General Fees and Charges	-	(1)	-	-	-
Other Recoveries	17	134	-	-	-
Public Works Review	-	3	-	-	-
Residential Construction Water	235	201	100	100	100
Sale of Real or Personal Property	1,743	-	-	-	-
Service Fees	145	162	100	100	100
Special Item Revenue	2,552	206	-	4,473	-
Subdivision Map Processing - Engineering	5	2	-	-	-
Third Party Recoveries - Property	-	(1)	-	-	-

Schedule 6 (continued)
Revenue Budget (in 000s)

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Enterprise Funds					
Water (continued)					
Utility Service Extensions	37	4	36	36	36
Utility Services Charges	125,461	139,416	134,441	134,441	132,191
Utility Shut-Off Fee	98	6	95	95	95
Vehicle or Equipment Rental	-	18	-	-	-
Water Flow Test Fee	211	205	100	100	100
Water Tap Sales	1,575	1,389	750	750	1,200
Subtotal Water	148,938	171,451	136,452	140,925	135,452
Total Enterprise Funds	\$ 708,245	\$ 428,513	\$ 329,402	\$ 332,470	\$ 330,673

Schedule 6 (continued)
Revenue Budget (in 000s)

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Internal Service Funds					
Fleet Management					
Fleet Charges Accident Repair	\$ 765	\$ 917	\$ 763	\$ 763	\$ 581
Fleet Charges O & M	20,042	21,830	22,549	22,549	22,647
Fleet Vehicle Revenue	21,024	21,146	22,492	26,363	22,404
Gasoline and Oil Sales	7,042	6,629	7,657	7,657	5,750
Interest on Investments	312	361	-	-	-
Miscellaneous Governmental Revenue	8	4	-	-	-
Other Recoveries	38	46	-	-	-
Sale of Real or Personal Property-Salvage	649	1,016	461	461	317
Vehicle or Equipment Rental	572	537	511	511	559
Subtotal Fleet Management	50,451	52,486	54,433	58,304	52,259
Risk Management					
Interest on Investments	2,385	2,160	500	500	500
Interest on Receivables	-	-	71	71	71
Other Departmental Services	1,897	1,175	-	-	-
Other Recoveries	3	15	-	-	-
Risk Fund In-Lieu Insurance	34,193	39,599	44,899	44,899	50,582
Service Fees	-	-	100	-	100
State Mandated Reimbursement SB 90	19	20	-	-	-
Third Party Recoveries - Property	356	163	250	250	250
Third Party Recoveries Workers' Compensation	(18)	3	-	-	-
Subtotal Risk Management	38,836	43,134	45,820	45,720	51,503
Total Internal Service Funds	\$ 89,287	\$ 95,621	\$ 100,253	\$ 104,024	\$ 103,762

**Schedule 6 (continued)
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Other Governmental Funds					
15_CIRBS	\$ 81	\$ 7	-	-	-
15_GasTax	10,660	11,967	12,239	12,239	12,000
4th R Program	7,204	5,393	5,950	5,950	3,156
65th Street Area Impact Fee	50	867	-	-	-
Art In Public Places Projects	12	11	-	-	-
Assessment Reg and SDRIS	4	4	-	-	-
Cal EPA	238	270	188	188	188
CIP Reimbursable	80	137	-	-	-
Citation I-5 Improvements	9	8	-	-	-
Citation I-5 Maintenance	18	16	-	-	-
Citywide Low Income Housing	3,214	4,132	3,050	3,050	2,530
Cultural Services - Other	184	148	155	155	155
Debt Service Funds	37,734	3,723	8,477	8,477	9,513
Development Services	2,502	4,344	3,451	1,451	3,451
Downtown Impact Fee	49	745	-	-	-
Downtown Management District	3,226	3,297	3,342	3,482	3,482
Ethel Macleod Hart Trust	155	426	-	-	-
Externally Funded Programs	116	144	-	-	-
Fair Share Contributions	1,113	812	-	-	-
Fairytale Town	56	29	50	50	50
Florin Road Storm and San	1	1	-	-	-
Golden 1 Center	96	8	-	-	-
Golf	1,124	708	987	987	816
Greenbriar Impact Fee	-	39	-	-	-
Greenbriar Traffic Congestion	905	-	-	-	-
I-5 Subregional Corridor Mitig	3	3	-	-	-
Innovation and Growth	9,588	10,950	8,128	8,128	11,185
Jacinto Creek	189	76	-	-	-
Land Park	121	68	91	91	23
Landscaping and Lighting	17,142	17,765	18,145	18,145	18,377
Library Services Parcel Tax	7,846	8,231	8,640	8,640	8,775
Major Street Construction	4,248	4,962	2,095	2,095	1,500
Marcy Friedman ESC APP	1	1	-	-	-
Marina	1,934	2,059	1,590	1,590	1,678
Measure A Maintenance	12,142	12,070	12,583	12,583	12,062
Museum of History, Science, & Tech	7	7	-	-	-
NMA Safety, Streets, Ped, Bic	1,799	1,792	1,805	1,805	1,699
NMA Traffic Control & Safety	1,281	1,264	1,286	1,286	1,206
North Natomas Financing Plan	16,506	15,466	-	-	-
Operating Grants	136	16	-	-	-
Other	646	874	-	-	-
Park Development	9,399	11,323	229	766	766
Private Development	185	171	-	-	-
Quimby Act	1,095	704	100	100	100
Railyards Impact Fee	(2)	(3)	50	50	50
Redevelopment Bond Funds	931	294	-	-	-
River District Impact Fee	182	21	-	-	-
Road Maint and Rehabilitation	9,214	8,901	8,240	8,240	9,153
Sheraton MOPA Project	319	297	-	-	-
SHRA CDBG	-	-	29	29	29
So Natomas Comm Improv	21	14	-	-	-
So Natomas Facility Benefit	1,114	702	-	-	-
So Natomas I-5 Developer Impr	13	12	-	-	-
Special Districts	20,492	20,757	21,110	17,708	20,277
Special Districts - Capital	413	3,685	-	-	-
Special Program Donations	15	22	250	-	318
START	548	740	658	658	658

FY2021/22 Approved Budget

**Schedule 6 (continued)
Revenue Budget (in 000s)**

	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved
Other Governmental Funds (continued)					
State Route 16 Relinquishment	10	10	-	-	-
State Route 160	1	-	-	-	-
State Route 275	1	-	-	-	-
Street Cut	198	69	157	157	100
Sunset, Meadows A/D Maint	36	34	-	-	-
Traffic Safety	440	417	400	400	400
Transportation Development	413	476	378	378	400
Transportation Development Impact Fee	1,859	3,063	1,000	1,000	1,000
Transportation System Management	4	2	-	-	-
Tree Planting Replacement	134	144	120	120	120
Wastewater Development Fees	510	2,711	-	-	-
Water Development Fees	5,892	7,342	-	-	-
Water Planning	1,265	1,190	1,124	1,124	1,127
Willowcreek Fee District	366	45	-	-	-
Zoo	56	27	50	50	50
Total Other Governmental Funds	\$ 197,543	\$ 176,007	\$ 126,148	\$ 121,171	\$ 126,393

FIRE DEPARTMENT - \$1,222,631

Urban Search and Rescue (US&R) \$1,222,631

The National US&R system is a cooperative effort between the Department of Homeland Security (DHS), Federal Emergency Management Agency, 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 events, victims of major flooding 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 is the sponsoring agency of California Task Force 7 (CA-TF7). DHS provides financial support in the form of grants/cooperative agreements to each of the sponsoring agencies. The Department is solely responsible for the administrative management of CA-TF7. As required by the cooperative agreement, the Department 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: one Battalion Chief, one Administrative Analyst, one Administrative Technician, and two Cache Logisticians. Funding for this program varies annually and is provided on an annual basis from DHS.

POLICE DEPARTMENT - \$7,921,813

FY2019/20 Urban Area Security Initiative \$2,687,750

FY2020/21 Urban Area Security Initiative \$2,894,500

This program provides funding from the U.S Department of Homeland Security through the State of California to enhance the five mission areas of the National Preparedness Goal: Prevention, Protection, Mitigation, Response and Recovery.

FY2019/20 Citizens' Option for Public Safety \$436,881

FY2020/21 Citizens' Option for Public Safety \$776,144

This state-mandated program provides funding to local law enforcement jurisdictions to support law enforcement activities. Annual allocations are determined by population, based on the most recent January estimate provided by the California Department of Finance.

FY2019/20 Edward Byrne Memorial Justice Assistance Program \$220,111

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. This grant will support the Department's Air Operations Program. Expenses include fuel, regular inspections and repair, and the overhaul and replacement of equipment.

FY2019/20 Gang Violence Suppression \$361,293

This state-mandated program provides funding to local law enforcement jurisdictions to support a comprehensive, cohesive, strategic, and tactical plan to effectively address

FY2021/22 Approved Budget

issues associated with or contributing to gang involvement and violent criminal activities. Some of the funding is awarded to local criminal justice partners such as the Sacramento County's District Attorney's Office, the Sacramento County Probation Department, the Sacramento City Unified School District, as well as non-profit partners such as Another Choice, Another Chance and the La Familia Counseling Center.

FY2020/21 Surrendered & Abandoned Vessel Exchange **\$160,134**

This state-funded program mitigates and prevents marine debris caused by abandoned recreational vessels in the City's waterways. The Department's Marine Unit coordinates with marinas, residents, and other stakeholders to remove derelict vessels and ensure proper disposal to avoid environmental hazards.

FY2020/21 Selective Traffic Enforcement Program **\$385,000**

This is a federal grant program, passed through the State of California's Office of Traffic Safety. The grant objectives are to reduce the number of traffic-related injuries and fatalities. Funded strategies include traffic safety enforcement, outreach, and engagement activities to reduce motorist, bicyclist, and pedestrian injuries and fatalities attributable to driving under the influence (DUI) and unsafe driving (e.g., speed, texting, etc.).

UTILITIES - \$690,200

Sacramento Regional County Sanitation District and Sacramento Area Sewer District (SRCSD-SASD) FY21 Confluence Regional Partnership Grant **\$140,000**

This SRCSD-SASD FY21 Confluence Regional Partnership Grant is being used to fund a study to collect and analyze water samples from Paradise Beach to Sutter's Landing to investigate sources and levels of bacteria along the Lower American River during the 2020 and 2021 dry seasons.

Department of Water Resources, FY21 Flood Maintenance Assistance Program (FMAP) **\$550,200**

The FMAP is a program providing state funds to Local Maintaining Agencies (LMAs) for eligible maintenance activities to help obtain acceptable maintenance levels of the State Plan of Flood Control facilities (levees, channel, and structures). As an LMA, the DOU Wastewater and Drainage Division Levee Maintenance Section is responsible for the maintenance and inspection of 3.66 miles of levee on the Sacramento River and 19 miles of levees in the South Sacramento Streams Group (Morrison Creek). This is the City's third award for FMAP.

YOUTH, PARKS, & COMMUNITY ENRICHMENT - \$928,715

START (Students Today Achieving Results for Tomorrow) **\$657,759**

START has funding of \$657,759 from the California Department of Education (DOE) After School Education and Safety (ASES) grant for this after-school literacy and enrichment program that serves over 415 elementary school children daily in the Robla Unified School District.

Workforce Innovation and Opportunity Act/Youth Program Development **\$77,206**

The 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.

ASES Program **\$193,750**

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). The school district is the “grantee” who contract with the City for the delivery of the program.

Schedule 7B
City Grant Awards

This section provides an overview of grants awarded by the City of Sacramento, to non-profits, businesses, community-based organizations, or other entities to support essential City programs. The information provided is a general summary of the grants awarded during calendar year 2020 and includes the program's name, grantee, grant amounts, and funding source.

Department Grant Program Name	Grantee	Amount Awarded	
City Manager			
Black Child Legacy Program	Sierra Health Foundation: Center for Health Program Management	\$ 1,250,000	
Central Labor Council Hotline	Central Labor Council	250,000	
Citywide Operational Response	Universal Protection Service	90,634	
Community Outreach	Runyon Saltzman, Inc	500,000	
Domestic Violence Intervention	City of Refuge	147,500	
	Coffee and Conversation Foundation, Inc	74,580	
	My Sisters House	312,589	
	Sac Connect LLC	178,670	
	Sacramento Regional Family Justice Center	269,574	
	St John's Program for Real Change	233,579	
	University Enterprises, Inc	67,634	
	WEAVE, Inc	562,987	
	Economic Relief to Small Business	Five Star Bank	472,400
	Family Mental Health Initiatives	TLCS, Inc	250,000
	Farm to Fork AI Fresco Dining	Downtown Sacramento Partnership, Inc	94,500
	Financial Empowerment	International Rescue Committee	77,126
	Food Insecurity	Sacramento Food Bank & Family Services	749,900
Sierra Health Foundation: Center for Health Program Management		100,000	
Homelessness: Meth Detox	Wellspace Health	1,178,000	
Homelessness: Response Plan	County of Sacramento	4,533,834	
	Sacramento Housing and Redevelopment Agency	5,366,166	
	St. John's Program for Real Change	1,302,500	
Homelessness: River District Restrooms	WEAVE, Inc	947,500	
	Sacramento Food Bank & Family Services	692,861	
Homelessness: St Johns/City of Refuge	City of Refuge	266,822	
	St. John's Program for Real Change	715,711	
Housing for Essential Staff	Sacramento Hotel Partners	2,800	
Rental Mediation	California Lawyers for the Arts, Inc	150,000	
Small Business Technical Assistance	Berkeley Strategy Advisors	62,337	
	Black Small Business Association	61,250	
	California Black Chamber of Commerce	500,000	
	California Capital Small Business Financial Development	133,992	
	Downtown Sacramento Partnership, Inc	86,625	
	Sacramento Asian-Pacific Chamber of Commerce	540,000	
	Sacramento Convention and Visitors Bureau	5,431,621	
	25th and Jazz	90,000	
	Asian Resources, Inc	300,000	
	Bridge Network Corporation	27,500	
	California Employers Association	99,883	
	California Mobility Center	1,468,406	
Visit Sacramento	Community Against Sexual Harm	48,600	
	Community Resource Project Inc	104,700	
	Cyber Proud Inc	281,100	
	E49 Corporation	136,680	
	Fresh Producers	66,211	
	Goodwill Industries of Sacramento Valley & Northern Nevada Inc	100,000	
	Greater Sacramento Area Economic Council	787,650	
	Grid Alternatives	217,524	
	Hacker Labb Inc	313,534	
	Workforce Development Recovery		

Schedule 7B (continued)
City Grant Awards

Department Grant Program Name	Grantee	Amount Awarded
City Manager (continued)		
	Highlands Community Charter and Technical Schools	91,248
	Improve Your Tomorrow	114,482
	La Familia Counseling Center	400,000
	North State Building Industry Foundation	353,915
	Northern California Construction & Training, Inc	97,269
	PWT United, Inc	675,000
	Sac Connect LLC	82,830
	Sacramento Chinese Community Services Center, Inc	146,455
	Sacramento Employment & Training Agency	1,178,837
	Valley Vision, Inc	162,800
	Wind Youth Services, Inc	169,013
	World Relief Corporation of National Association of Evangelicals	43,000
Youth Job Training and Development*	Pro Youth and Families, Inc	1,298,792
Youth Mental Health	Social Changery, LLC	25,000
Youth PopUps	Sierra Health Foundation: Center for Health Program Management	1,300,000
	Subtotal CARES Act Fund \$	37,834,121
	City Manager Total \$	37,834,121
Convention and Cultural Services		
Creative Economy	Bigger than Us Arts	\$ 199,736
	BIM Tech Inc	88,658
	Brazilian Center for Cultural Exchange of Sacramento	77,405
	Broadway Sacramento	504,713
	California State Railroad Museum Foundation	78,235
	Capital Public Radio, Inc	75,000
	Capital Stage Company	125,000
	Capsity, Inc	90,834
	Chico Community Publishing Inc	80,000
	Crocker Art Museum Association	621,911
	Department of Sound	65,768
	Downtown Sacramento Partnership, Inc	75,000
	Elizabeth Ercila dbs Fancy Feet Dance	80,000
	Eric Bianchi	104,094
	Fairytale Town	261,093
	Five Star Bank	73,000
	Freedom Bound Center DBA Sol Collective	219,564
	Funderland, Inc	58,004
	Future Development Youth Center	204,973
	GD Theatres	180,000
	Greater Sacramento Urban League	1,922,450
	Hacker Lab Inc	180,000
	Improve Your Tomorrow	74,400
	Instituto Mazatlan Bellas Arts De Sacramento	70,895
	Jimboo Presents, LLC	180,000
	Johnathan M Knudsen	66,375
	Katie Jo McCleary dba Paper Wings Creative Counseling	60,798
	KVIE	50,000
	La Familia Counseling Center	150,000
	Latino Center of Art and Culture	402,944
	Manadrins of Sacrameto, Inc	96,636
	Midnite Events, LLC	75,077
	Nakana Kato dba Nakaana Kato Consulting	9,750
	National Academic Youth Corps	156,944
	Natomas Arts & Education Foundation	13,291
	Neketia Brown aka Neketia Henry	6,500
	Nicole McKeever DBA "McKeever School of Irish Dance"	19,795

Schedule 7B (continued)
City Grant Awards

Department		Amount
Grant Program Name	Grantee	Awarded
Convention and Cultural Services (continued)		
	Noemi Camino	7,899
	Nu Art Education dba Northern California School of the Arts	272,756
	NUMAN BEGOVIC dba ARTSPACE 1616	15,198
	OccupyLove WorldWide, Inc.	26,936
	Ohana Dance Group	14,389
	Ome Arts and Cultural Consultant	11,193
	Oscar Arriaga	5,774
	Outword Magazine Inc	25,000
	P Tuohy Novinsky	2,821
	Patrick Fretwell Promotions	10,000
	Patrick L. Hilligan DBA Move! Studio	16,853
	Patrick Sweeney	29,550
	Patris Miller	9,875
	Paul V Lockett	10,000
	Peter A Petty dba Peter Petty	6,675
	Peter Story	8,651
	Phil Tulga	31,944
	Poet Tree Inc (The Sacramento Poetry Center)	3,109
	Powerhouse Science Center	367,363
	Pro Youth and Families, Inc	62,177
	Process Theatre dba OnStage	5,805
	Prosper Design Studio	19,203
	Puppet Art Theater Co. LLC	15,052
	Queen Diefenbacher	1,000
	R. Leiblum Art	15,000
	Rachel Glabe Taylor	11,930
	Rachel Tindall	1,350
	Ranita Harris	2,236
	Richard B. Lotter	13,986
	Richard D. Glazier	16,181
	Richard Hughes	1,000
	Rincones de mi Tierra Grupo Folklorico	11,208
	River City Chorale	14,604
	Robert Owens dba Sugar Skull Art	9,865
	Ronald Dumonchelle	8,694
	Ronald Florente	6,222
	Rosario Rosas	2,775
	Ross Hammond	13,299
	Rossi Sculptural Designs	28,671
	Ruby Jaye Fradkin	22,363
	Rudy Meyers	35,553
	Ryan A. Bowen	2,950
	Ryan Harbert dba Dell'Arte Productions	16,599
	Ryan McKee	1,304
	Ryan Stark	7,400
	Sacramento Area Regional Theatre Alliance (SARTA)	10,347
	Sacramento Ballet Association	280,086
	Sacramento Baroque Soloists	1,635
	Sacramento Blues Society	6,224
	Sacramento Bronze Art Foundry, Inc. dba. Frostad Atelier	124,948
	Sacramento Children's Chorus	29,556
	Sacramento Choral Society and Orchestra	58,333
	Sacramento Comedy Spot	42,129
	Sacramento Community Concert Association	1,991
	Sacramento Helping Hands	77,564
	Sacramento History Alliance, Inc	157,134
	Sacramento LGBT Community Center	75,000
	Sacramento Men's Chorus (DBA Sacramento Gay Men's Chorus)	29,588

Schedule 7B (continued)
City Grant Awards

Department		Amount
Grant Program Name	Grantee	Awarded
Convention and Cultural Services (continued)		
	Sacramento Office of Education	511,200
	Sacramento Performing Arts Conservatory	2,924
	Sacramento Preparatory Music Academy	56,644
	Sacramento Region Performing Arts Alliance	242,138
	Sacramento Regional Association of Malayalees	2,211
	Sacramento Shines, inc. DBA the Sacramento Walk of Stars	11,781
	Sacramento Theate Company	137,202
	Sacramento Torch Club, Inc	42,486
	Sacramento Youth Symphony	53,397
	Sacramento Zoological Society	643,078
	Safiya Neal	3,948
	Samantha Ward	4,613
	Samuel R. Parkinson	3,000
	Sarah Marie Hawkins	10,250
	Sariah Crull	22,114
	SBL Entertainment, Inc.	29,022
	Sea Stand Productions LLC	11,055
	Seyed Ali Setayesh	22,606
	Shaun Turner	25,000
	Shawn Thwaites	3,545
	Sheilagh McCafferty dba Sheilagh Studio	3,084
	Sheilagh.McCafferty	2,000
	Shelley Blanton-Stroud dba STORIES ON	629
	Shira Lane dba Unleashed Productions	1,387
	Shonna McDaniels	7,434
	Square Root Academy	232,666
	Step I Dance & Fitness, LLC	41,446
	Studios for the Performing Arts Operating Company	53,419
	Sunny Side Theatre Co	4,587
	Sunshine Studios LLC	18,500
	Susan J. Lamb dba Susan Lamb Cook	10,257
	Sweaty Shelly LLC	15,000
	Sweet Adelines Internationa Sacramento Valley Chorus	7,410
	Tamaira Sandifer DBA Studio T Urban	242,804
	Tana Vivian Art and Design, Blu Nile Art	32,380
	Tanecia Nicole Nesbitt dba The Bamboo Tree	3,160
	Tavarus Blackmon	5,784
	Tavarus Blackmon DBA Creative Foundations	25,216
	Taylor Mesich	4,013
	Teresa Honaker dba Airaligned Aerial	7,013
	Terry Moore	18,022
	The American Mercury Inc.	13,736
	The Library of MusicLandria	44,237
	The Party Concierge Inc.	169,948
	The Spread Love Project	3,000
	Thea Renfrew	84,775
	Theatre for Children's DBA B Street Theatre	487,649
	Therese Hardesty	2,000
	Thomas O Phillips	6,869
	Thomas Ramey	38,604
	Thomas Rance	1,470
	Thomas V. Derthick	6,681
	Tiffany Rachael Allen	14,000
	Timothy John Snoke	21,512
	Tina Harding	1,819

Schedule 7B (continued)
City Grant Awards

Department		Amount
Grant Program Name	Grantee	Awarded
Convention and Cultural Services (continued)		
	Tonae Diefenbacher	1,000
	Tracy A. Walton	7,110
	Trinnette Watson	6,452
	Unseen Heroes	180,000
	Up Kindness dba The Atrium	219,430
	Urban Strategies Inc.	1,465
	Uuganbayar Lkhagvasuren	4,620
	Verge Center for the Arts	198,932
	Viewpoint Photographic Art Center	21,300
	Vincent Damyanovich dba Vanguard Fx	15,000
	Vincent Harrill	3,750
	Vincent Salvitti	1,100
	Vox Musica	1,994
	Waking the Village	17,856
	Warren Cain	369
	Washington Neighborhood Center	14,876
	Wellspring Women's Center	12,660
	Whitney G Peterson	1,000
	Women's Wisdom Art	20,266
	Yeshayah Yisrael	2,475
	Young Actors Stage, LLC	29,834
	Zackery T Sapunor	6,278
	Zen Martial Arts Center LLC	23,460
	Subtotal CARES Act Fund \$	13,177,743
	Convention and Cultural Services Total \$	13,177,743
Information Technology		
Digital Divide	AT&T Mobility	\$ 187,697
Digital Equity Response	AT&T Mobility	300,000
	United Way California Capital Region	445,000
	Subtotal CARES Act Fund \$	932,697
	Information Technology Total \$	932,697
Police		
Anti-Drug and Gang Prevention Youth Programs	City of Refuge	\$ 22,892
	Improve Your Tomorrow	5,000
	KopsNKids	10,000
	Neighborhood Wellness Foundation	25,000
	Sacramento Police Foundation	62,892
	Subtotal Externally Funded Programs \$	125,784
Gang Violence Suppression Grant	Another Choice, Another Chance	35,000
	Brother to Brother Mentoring	10,000
	La Familia Counseling Center	10,000
	Sacramento City Unified School District	75,000
	Sacramento County District Attorney's Office	70,000
	Sacramento County Probation Department	20,000
Regional Threat Assessment Center	County of Sacramento	592,400
	Subtotal Operating Grants \$	812,400
	Police Total \$	938,184
Public Works		
Emergency Homeless Encampment Cleanup	Forensiclean	\$ 1,169,999
	Subtotal CARES Act Fund \$	1,169,999
	Public Works Total \$	1,169,999

Schedule 7B (continued)
City Grant Awards

Department		Amount
Grant Program Name	Grantee	Awarded
Youth, Parks & Community Enrichment		
Natomas Unified School District Day Camp	Natomas Unified School District	\$ 500,000
Youth Enrichment	Elk Grove Unified School District	70,831
	Pro Youth and Families, Inc	240,000
	Sacramento City Unified School District	297,856
	Sacramento County Office of Education	134,493
	Subtotal CARES Act Fund	\$ 1,243,180
	Youth, Parks & Community Enrichment Total	\$ 1,243,180
	Grand Total	\$ 55,295,924

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

The City is currently undergoing a citywide classification and compensation study as approved by Council. Until this is completed individual reclassification requests are not being considered. The following summarizes the next steps in this study.

- **Citywide Classification and Compensation Study**
The Human Resources Department is authorized to work with the Finance Department and all represented unions to review existing job classifications and compensation structures for positions in the City to ensure they are internally equitable and externally competitive.

Schedule 9
Multi-year Operating Projects (MYOPs)

This section provides an overview of FY2021/22 appropriations to existing and new MYOPs. Appropriations will be transferred to the respective project July 1, 2021. The information is a general summary of MYOPs in each department by fund, project number, project name, budget as of March 2021, balance as of March 2021, and FY2021/22 funding amount.

Department Fund	Project Numer	Project Name	Total Project Budget as of March 2021	Estimated Balance as of March	FY2021/22 Funding
City Manager's Office					
General Fund	I06420000	Cannabis Policy and Enforcement	\$ 21,458,931	\$ 14,787,793	\$ 1,641,579
Innovation and Growth	E18000400	Powerhouse Science Center	2,200,000	186,584	400,000
	I02001500	City Hall Tech Program	375,000	170,255	125,000
	I02180100	Centene Emp Incentive	5,400,000	5,400,000	2,700,000
	I02180400	Forgivable Loan	1,600,000	1,251,250	500,000
	I02183000	Sacramento Entrepreneur Dev Academy Ph 1	1,500,000	1,299,006	750,000
	I18000100	RAILS Grant Program	3,970,709	1,692,214	1,000,000
Measure U	I01000300	Thousand Strong	774,000	617,210	750,000
	I02001800	Youth-Pop Up	-	-	1,300,000
City Manager's Office Total			37,278,640	25,404,312	9,166,579
Community Development					
Development Services	I22000000	General Plan Update	12,438,009	5,220,046	2,000,000 ¹
General Fund	I06000999	Fleet Acquisitions	-	-	77,000
	I22000000	General Plan Update	490,472	275,154	76,000
Measure U	I06000999	Fleet Acquisitions	-	-	280,750
	I22000100	Specific Plans	120,877	120,877	1,200,000
Special Program Donations	I13000400	F.O.C.A.S.	3,107,187	776,456	317,800 ¹
Citywide Landscaping & Lighting District	I06000999	Fleet Acquisitions	-	-	89,700
Community Development Total			16,156,545	6,392,533	4,041,250
Community Response					
Measure U	I02000200	Homeless Housing Initiative	470,102	72,261	2,826,098
	I02000600	Gang Prevention and Intervention	1,229,268	-	1,422,528
	I23000100	Community Outreach	-	-	2,300,000
	I23002000	Respite Center	-	-	3,000,000
Community Response Total			1,699,370	72,261	9,548,626
Convention and Cultural Services					
General Fund	I17000700	Cultural Arts Awards	2,014,000	118,626	114,000
Measure U	I02181100	Creative Edge	-	-	2,640,000
Convention and Cultural Services Total			2,014,000	118,626	2,754,000
Finance					
Downtown Impact Fee	I06132110	Central City Fee District	50,000	2,617	25,000
NNFP Drainage Fee	I22200100	N Natomas Admin Control	234,940	-	25,000
NNFP Pub Land Acquisition	I22200100	N Natomas Admin Control	360,000	59,036	50,000
NNFP Public Facilities Fee	I22200100	N Natomas Admin Control	1,589,002	213,992	50,000
NNFP Reg Park Land Acquisition	I22200100	N Natomas Admin Control	85,000	54,676	25,000
NNFP Transit Fee	I22200100	N Natomas Admin Control	100,000	64,450	25,000
Railyards Impact Fee	I06132100	Railyards Fee District	50,000	(16,440)	25,000
Finance Total			2,468,942	378,331	225,000
Fire					
General Fund	I06000999	Fleet Acquisitions	-	-	498,045
Fire Total			-	-	498,045
Human Resources					
Risk	E08000100	Driver Training Facility	1,539,000	565,687	100,000 ¹
Human Resources Total			1,539,000	565,687	100,000
Information Technology					
General Fund	I06000999	Fleet Acquisitions	-	-	130,198
	I07000900	Webgrant Restructuring Program	789,558	168,866	100,000
	I07001100	Digital Equity	200,000	200,000	200,000
Information Technology Total			989,558	368,866	430,198
Mayor/Council					
Measure U	I01000100	Youth Engagement and Summer Programs	-	-	170,000 ²
Mayor/Council Total			-	-	170,000
Police					
General Fund	I06000999	Fleet Acquisitions	-	-	3,561,287
	I11002300	Police Observation Devices (PODs)	75,000	-	29,795
	I11002400	Police Impact Teams	2,275,000	438,608	561,000
	I11002500	Police ShotSpotter Gunshot Detection System	138,000	21,833	314,600
	I11002700	Police Information Technology Infrastructure	-	-	473,281
Police Total			2,488,000	460,441	4,939,963

¹These are reimbursable projects and have corresponding revenue budgets.

²New MYOPs

* Effective FY2021/22 Approved Budget, Department's Measure U MYOPs that were originally budgeted in Citywide are now being appropriated in the Department's budget.

FY2021/22 Approved Budget

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

Department Fund	Project Numer	Project Name	Total Project Budget as of March 2021	Estimated Balance as of March	FY2021/22 Funding
Public Works					
Gas Tax 2106	I06000999	Fleet Acquisitions	-	-	726,910
	I15221700	Transportation Planning	-	-	250,000 ²
General Fund	I06000999	Fleet Acquisitions	-	-	683,083
	I13000100	Electrical Safety Program	700,000	173,595	100,000
Measure U	I15200200	Illegal Dumping	-	-	2,534,500
	I15220300	Sustainability Program (PW)	-	-	300,000 ²
Parking	I15001000	SVS Operations and Management	713,000	117,726	150,000
Solid Waste	I06000999	Fleet Acquisitions	-	-	7,463,821
	I14120200	Solid Waste Outreach	3,068,834	1,036,902	200,000
	I14120500	Solid Waste Container Replacement	12,593,245	1,452,571	1,300,000
Citywide Landscaping & Lighting District	I06000999	Fleet Acquisitions	-	-	496,838
Fleet Management	I06000999	Fleet Acquisitions	-	-	115,000
Public Works Total			17,075,079	2,780,794	14,320,152
Utilities					
Storm Drainage	I06000999	Fleet Acquisitions	-	-	1,579,467
	I14100000	Storm Drainage Planning and Management	13,203,488	2,434,290	1,475,098
Wastewater	I06000999	Fleet Acquisitions	-	-	1,502,580
	I14600000	Wastewater Planning and Management	6,838,584	3,142,174	1,388,900
Water	I06000999	Fleet Acquisitions	-	-	1,561,904
	I14400000	Water Planning and Management	8,415,848	1,660,473	2,510,288
Utilities Total			28,457,920	7,236,937	10,018,237
Youth, Parks, and Community Enrichment					
Ethel McLeod Hart Trust	I19122000	Hart Trust Project	-	-	800,000 ²
General Fund	I19101100	Oak Park Clinic Building Maintenance	100,800	100,800	53,469
	I19101200	Cesar Chavez Park Maintenance	29,190	29,190	32,735
Measure U	I06000999	Fleet Acquisitions	-	-	559,782
Youth, Parks, and Community Enrichment Total			129,990	129,990	1,445,986
Citywide and Community Support					
General Fund	E18000400	Powerhouse Science Center	2,560,000	642,724	600,000
	I14130100	Utility Rate Assistance Program	12,756,806	1,262,818	3,772,720
	I80005010	Successor Agency (RASA) Support	1,000,000	762,851	500,000 ¹
	I80310000	Citywide Litigation Project	2,215,401	1,471,266	250,000
Measure U	I02181400	Fare Free Transit for Youth	1,000,000	-	750,000
	I80010000	Participatory Budgeting	-	-	1,000,000
	I15220100	SPLA Maintenance Program	-	-	400,000 ²
General Fund	I02000800	FUEL Network	300,000	-	500,000
Citywide and Community Support Total			19,832,207	4,139,659	7,772,720
Grand Total			\$ 130,129,251	\$ 48,048,437	\$ 65,430,756

¹These are reimbursable projects and have corresponding revenue budgets.

²New MYOPs

* Effective FY2021/22 Approved Budget, Department's Measure U MYOPs that were originally budgeted in Citywide are now being appropriated in the Department's budget.

Schedule 10
Five-Year Projected Net Debt Service by Fund (in 000s)

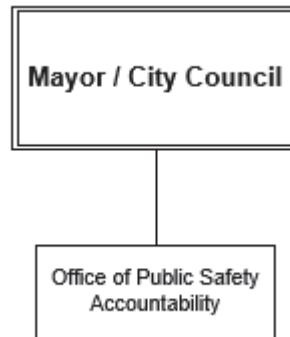
Fund Type	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<u>Governmental Funds</u>					
General Fund	\$ 16,431	\$ 17,095	\$ 16,639	\$ 16,578	\$ 16,567
Subtotal Governmental Funds	16,431	17,095	16,639	16,578	16,567
<u>Enterprise Funds</u>					
Community Center	19,218	19,222	19,219	19,219	19,218
Parking	10,976	10,280	10,077	9,781	9,577
Solid Waste	1,677	1,678	1,677	1,674	1,667
Storm Drainage	235	235	235	233	232
Wastewater	3,911	3,908	3,911	3,910	3,913
Water	28,444	27,838	27,829	27,817	27,809
Subtotal Enterprise Funds	64,460	63,161	62,948	62,634	62,417
<u>Internal Service Funds</u>					
Fleet Management	46	46	46	45	45
Worker's Compensation	71	66	60	54	48
Subtotal Internal Service Funds	117	112	106	99	93
<u>Other Governmental Funds</u>					
2006 CIRBs, Series B (CRCIP)	2,718	2,723	2,715	2,713	2,708
2006 CIRBs (Refunding), Series E	207	503	463	462	462
2015 Golden 1 Center Revenue Bonds	15,312	16,149	16,581	17,121	17,565
2016 Lease Financing-H Street	1,345	1,347	1,339	1,349	1,339
Golf	442	435	435	435	435
Marina	1,121	1,152	1,182	1,207	1,257
NNFP Public Facilities Fee	581	586	587	573	577
NNFP Reg Park Land Acquisition	837	843	846	825	831
Subtotal Other Governmental Funds	26,404	27,579	27,989	28,529	29,016
Total	\$ 107,412	\$ 107,947	\$ 107,682	\$ 107,840	\$ 108,092

7

SECTION - 7 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 financially sound.



The **Mayor and City Council (Council)** pass City ordinances, provide administrative direction and authority by resolution, approve new programs, and approve the annual budget. The Council acts as Sacramento’s Financing Authority, Housing Authority, Public Financing Authority, and Redevelopment Agency Successor Agency. They also appoint the City’s Charter Officers (City Attorney, City Auditor, City Clerk, City Manager, and City Treasurer) and the Director of the Office of Public Safety Accountability.

- **Mayor and City Council:** The governing body of the City. The Mayor is elected by all city voters and Councilmembers are elected by voters in each specific Council District. The Mayor appoints Councilmembers to serve on various regional boards, commissions, and joint powers authorities.
- **Office of Public Safety Accountability:** 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.

PROGRAMS/SERVICE HIGHLIGHTS

- Provide work experience opportunities in the Mayor’s and City Council Offices to high school and college youth through the City’s volunteer internship program, Thousand Strong program, and various university and fellowship programs.
- Sponsor and/or organize community events such as movie nights, musical entertainment, holiday celebrations, cultural celebrations, community resources, and farmer’s markets to enhance the communities’ experience of living in the City.
- Financially support community organizations that provide services to City residents in the areas of racial equity, health and wellness, homelessness, teen learning, arts and culture, and youth sports.

FY2021/22 Approved Budget

- Hold ongoing community meetings throughout the City to share information and gather ideas that support and connect residents to one another and local government.
- Through the ceremonial resolution process, recognize community-oriented civic celebrations, causes, issues, companies, organizations, and individual residents that have achieved notable milestones or made contributions to the city and/or community. Also, to honor and recognize the passing of residents.
- Issue Keys to the City via the Mayor’s Office for residents reaching the 100-year milestone birthday or who have demonstrated remarkable service to the City throughout their life.

DEPARTMENT EFFICIENCIES

- Utilizing the 311 system and integrated constituent management system to support constituents in tracking neighborhood complaints and requests for service.

OBJECTIVES FOR FY2021/22

- Continue evaluating and incorporating new and existing information technology tools to achieve sustainable services, increase transparency, and strengthen community engagement.
- Continue using websites and social media to share information and to communicate in a timely fashion with the community on issues of interest and impact.
- Continue providing work experience opportunities (internships) to college and high school students focused on building meaningful skill sets that will aid the student in obtaining full-time employment.
- Continue using electronic communications whenever possible to limit the use of printed materials. Printed materials will be made available to constituent communities, as necessary.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Mayor/Council	Increase Mayor/Council District funding by \$50,000 each to provide resources to address neighborhood, community, and business needs.	General	-	450,000	-
Mayor/Council	Provide funding for youth field use with a release from the Housing Trust Fund commitment. Youth Engagement and Summer Programs (I01000100)	Measure U		170,000	
Total Change			\$ -	\$ 620,000	-

FY2021/22 Approved Budget

Department Budget Summary

Mayor/Council Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended*	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$6,061,915	\$5,198,564	\$5,303,263	\$5,363,996	\$6,040,105	\$ 676,109
Other Services and Supplies	646,671	564,213	1,123,412	2,554,270	1,204,287	(1,349,983)
City Property	15,763	17,152	2,000	2,000	2,000	-
Multi-Year Operating Projects	-	-	-	-	170,000	170,000
Transfers	-	(1,416)	-	-	-	-
Labor and Supply Offset	(86,875)	(41,566)	-	-	-	-
Total	\$6,637,475	\$5,736,948	\$6,428,675	\$7,920,266	\$7,416,392	\$ (503,874)

*The Amended FY2020/21 Budget includes carryover of unspent FY2019/20 Budget and/or transfers to capital projects.

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended*	FY2021/22 Approved	More/(Less) Approved/Amended
General Fund	\$4,750,342	\$4,155,022	\$4,985,500	\$6,477,091	\$4,930,917	\$ (1,546,174)
Interdepartmental Service	1,775,341	1,581,926	1,443,175	1,443,175	1,433,202	(9,973)
Measure U	-	-	-	-	1,052,273	1,052,273
Storm Drainage	24,594	-	-	-	-	-
Wastewater	21,241	-	-	-	-	-
Water	65,957	-	-	-	-	-
Total	\$6,637,475	\$5,736,948	\$6,428,675	\$7,920,266	\$7,416,392	\$ (503,874)

*The Amended FY2020/21 Budget includes carryover of unspent FY2019/20 Budget and/or transfers to capital projects.

Division Budget Summary

Mayor/Council Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended*	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of the Mayor	\$1,542,798	\$1,606,251	\$1,727,577	\$1,916,794	\$1,792,542	\$ (124,252)
City Council District 1	426,076	447,725	513,964	725,103	592,697	(132,406)
City Council District 2	425,490	493,114	235,567	306,185	592,697	286,512
City Council District 3	503,808	486,507	513,964	673,449	592,697	(80,752)
City Council District 4	416,021	457,949	235,567	355,177	592,697	237,521
City Council District 5	459,805	472,068	513,964	689,331	592,697	(96,635)
City Council District 6	469,572	446,151	513,964	776,447	592,697	(183,750)
City Council District 7	391,318	419,616	513,964	700,236	592,697	(107,539)
City Council District 8	454,050	498,701	235,567	285,567	592,697	307,130
Independent Budget Analyst Division	271,910	-	-	-	-	-
Mayor Council Operations Division	-	-	835,191	835,191	-	(835,191)
Office of City Auditor Division	783,873	-	-	-	-	-
Office of Public Safety Accountability Division	492,754	408,865	589,386	656,786	882,273	225,487
Total	\$6,637,475	\$5,736,948	\$6,428,675	\$7,920,266	\$7,416,392	\$ (503,874)

*The Amended FY2020/21 Budget includes carryover of unspent FY2019/20 Budget and/or transfers to capital projects.

Staffing Levels

Mayor/Council Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of the Mayor	12.00	12.00	12.00	12.00	12.00	-
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	-	-	-	-	-
Office of City Auditor Division	6.00	-	-	-	-	-
Office of Public Safety Accountability Division	4.00	4.00	4.00	5.00	5.00	-
Total	45.00	36.00	36.00	37.00	37.00	-

MEASURE U

The following chart summarizes the Office’s Measure U programs.

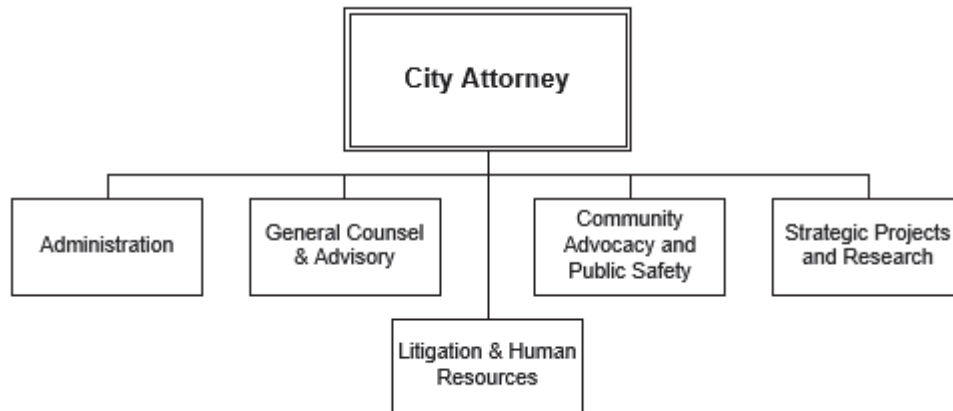
Funding Category	Program Name	FTE	FY2021/22 Approved
Community Response			
Operations	Office of Public Safety Accountability	5.00	882,273
Youth			
MYOP	Youth Engagement and Summer Programs	-	170,000
Grand Total		5.00	\$ 1,052,273

8

SECTION - 8 **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 **Office of the City Attorney** serves as legal counsel to the City Council, City Officers and Department staff, boards, and commissions as well as the Administration, Investment and Fiscal Management Board, Sacramento City Financing Authority, and Sacramento Regional Arts Facilities Financing Authority. The 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 its related entities. The City Attorney's Office is organized into four operational divisions and an administration division.

- **Administration:** Develop and implement office policies and procedures; monitor overall office performance; prepare and administer the office budget; develop and implement education and training; handle all hiring, evaluation, and other personnel matters; assemble and analyze office productivity data, including the production of an annual report; and engage in long-range planning.
- **General Counsel & Advisory Division:** Provide advisory and transactional advice and support to Charter Offices and City Departments on all aspects of municipal law including: Brown Act; Public Records Act; California Environmental Quality Act (CEQA) and NEPA; water law; Propositions 26 and 218; public bidding, construction, and procurement; contract negotiation, drafting and review; prevailing wages; transportation modes; real estate procurement, conveyance, and leasing; solid waste disposal; landfill regulation; and various other areas of municipal law.

FY2021/22 Approved Budget

- **Litigation & Human Resources Division:** Defend and prosecute civil litigation cases on behalf of the City and its officers and employees acting in the course and scope of employment; and provide legal support to Human Resources.
- **Community Advocacy & Public Safety Division:** Work collaboratively with City Departments on 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 advise staff on enforcement matters.
- **Strategic Projects & Research Division:** Provide strategic support to the City Council's policymaking function by providing legal advice and response on multi-departmental projects and Council initiatives, including issues of homelessness, economic development, cannabis regulations, and emergency management.

PROGRAMS/SERVICE HIGHLIGHTS

General Counsel & Advisory

- Drafted an ordinance establishing a process for the City to review and authorize, through an administrative permit, small temporary residential shelters, and encampments, including safe parking lots, during a shelter crisis declared by the Council. This ordinance makes it easier for private parties to establish shelters while also ensuring basic health and safety standards are met for the protection of residents.
- Prepared and reviewed documents to facilitate a water transfer between the City and its regional partners and several state water contractors. These include agreements between the Sellers and the Buyers, agreements with the State of California, petitions to the State Water Resources Control Board, CEQA compliance, and monitoring plans and agreements for the distribution of third-party administrative costs. The water transfer resulted in approximately \$2.1 million in revenue for the City.
- Drafted an ordinance that created a new commercial compliance division with the Recycling and Solid Waste Division (RSW) of Public Works as it will assume responsibility for oversight, regulation, and enforcement of commercial solid waste collections services within the City on July 1, 2021. RSW also required legal advice on several additional topics related to this transition. This is a significant change and undertaking by the City. For the past thirty years, commercial solid waste collections services have been overseen by the Sacramento Regional Solid Waste Authority (SWA) which is a joint powers authority (JPA) between the City and Sacramento County. The County elected to withdraw from the JPA leaving the City responsible for creating this new compliance division.

FY2021/22 Approved Budget

- Continued working with staff on drafting and revising ordinances concerning new building electrification and modifications to requirements for electric vehicles. This work involves reviewing various provisions of the California State Building Standards Code and the rules that provide for local modifications to state requirements. This work also included reviewing the various means that other local jurisdictions have utilized concerning local modifications.
- CARES Act: Our CARES Act team evaluated hundreds of community proposed projects and internal City expenditures for CARES Act eligibility and provided guidance on the expenditure of \$89.6 million, consistent with the priorities established by the Council and CARES Act expenditure guidelines. Our team created a CARES Act Grants Management program, multiple checklists, CARES Act compliant grant agreement templates, grant solicitation documents, purchasing contract templates, requests for proposals, and reviewed and approved more than fifteen hundred CARES Act related agreements.

Litigation & Human Resources

- Initiated litigation with allegations of defective construction at the Sacramento Valley train station. The architect, general contractor, and the general contractor's construction manager eventually settled the City's claims for \$7 million, an amount sufficient to make the necessary repairs.
- Argued a landmark case brought pursuant to the California Public Records Act (PRA) before the Third District Court of Appeals. Plaintiffs obtained records that the City believed were subject to the attorney-client privilege. Since the privilege was asserted by another entity, the appellate court held that the City was not obligated to pay those attorney's fees. This was an important, precedent setting opinion that will have significant impacts on PRA processing statewide.
- Successfully defended a civil rights case brought by owners of a muffler shop that the City believed had purchased illegally obtained catalytic converters. The plaintiffs alleged false arrest and constitutional violations. The case proceeded to trial, but after several days of evidence favorable to the City, the plaintiffs agreed to dismiss the case before a verdict was entered.
- Filed an eminent domain action to acquire property rights from a private landowner necessary for a school improvement project known as the Babcock School Access Project. The City is now moving forward with construction that will enhance safety at Babcock Elementary School.
- For over a year, an individual went from being disruptive at City Council meetings to making threats of violence against elected officials and police officers. Division attorneys filed a Petition for a Workplace Violence Restraining Order against this individual. The order was granted, barring the individual from disrupting future meetings for three years.

Community Advocacy & Public Safety

- Enforced the illegal cannabis grow house ordinance to combat and close illegal residential grow houses and collected a substantial amount of administrative and civil penalties.
- Led the Justice for Neighbors team to abate social and physical nuisance properties throughout the City.
- Prosecuted a significant number of receivership actions to repair residential properties and return them to productive housing stock.
- Assisted the Police Department in developing protocols and procedures for responding to new state laws that require the production of certain peace officer personnel records related to officer involved shootings and use of deadly force.

Strategic Projects & Research

- Stadium Area Enhanced Infrastructure Financing District (EIFD) – Formed the first EIFD within the jurisdictional boundaries of the City to support the infrastructure for the proposed MLS soccer stadium.
- Entertainment and Sports Complex Sign District – Drafted the ordinance establishing a special sign district for the Entertainment and Sports Complex which enables the usage of cutting-edge signage around the Downtown Commons and the Golden 1 Center area.
- Emergency Eviction Moratorium – Provided legal advice and drafted the ordinance prohibiting evictions caused by the pandemic.
- Emergency Loan Program – Drafted loan documents and provided legal advice for the pandemic emergency loan program that provided \$1 million in interest-free loans to small businesses.
- Sacramento Worker Protection, Health, and Safety Act – Drafted an ordinance to mitigate the spread and effect of the pandemic, protect employees in the workplace, and ensure fair employment practices during the economic upheaval due to the pandemic as well as to reduce the demand on government-funded services.

DEPARTMENT EFFICIENCIES

- Incorporated pandemic-related protocols into office policies and practices in preparation for return to work in city spaces.
- Provided office equipment to remote staff to maintain seamless support of department mission.

OBJECTIVES FOR FY2021/22

- Continue to guide the Council and Departments through the changing laws and regulations related to cannabis, pandemic protocols on enforcement programs, and the expansion and evolution of the Cannabis Opportunity Reinvestment and Equity program.
- Assist the Council and City Manager by researching and advising on options available to the City for securing additional resources and opportunities to provide services and housing for the City’s unsheltered population.
- Assist the Council and City Manager by analyzing, researching, and advising on issues related to the pandemic, including the health and safety of employees and citizens, economic recovery, access to available funding, and return to city spaces protocols.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
City Attorney	Add a position (1.0 FTE Chief Assistant City Attorney) to take over critical operational functions of the department and provide oversight over the various divisions, programs, and functions of the Office.	General		342,972	1.00
Total Change			\$ -	\$ 342,972	1.00

Department Budget Summary

City Attorney Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$8,604,556	\$9,791,704	\$10,893,160	\$10,893,160	\$11,691,949	\$ 798,789
Other Services and Supplies	515,895	412,556	301,391	301,391	320,696	19,305
City Property	11,015	11,910	13,750	13,750	13,750	-
Labor and Supply Offset	(257,310)	(1,149,306)	(1,210,613)	(1,210,613)	(1,027,825)	182,788
Total	\$8,874,157	\$9,066,863	\$ 9,997,688	\$ 9,997,688	\$10,998,570	\$ 1,000,882

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$5,738,428	\$6,523,092	\$ 7,381,885	\$ 7,381,885	\$ 8,088,179	\$ 706,294
Cty/Cnty Office-Water Planning	10,000	10,000	10,000	10,000	12,457	2,457
Interdepartmental Service	2,915,638	2,323,681	2,395,712	2,395,712	2,432,221	36,509
Measure U	-	-	-	-	229,033	229,033
Storm Drainage	42,018	42,018	42,018	42,018	42,602	584
Wastewater	42,018	42,018	42,018	42,018	47,336	5,318
Water	126,055	126,055	126,055	126,055	146,742	20,687
Total	\$8,874,157	\$9,066,863	\$ 9,997,688	\$ 9,997,688	\$10,998,570	\$ 1,000,882

Division Budget Summary

City Attorney Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Attorney Division	\$8,874,157	\$9,066,863	\$9,997,688	\$9,997,688	\$10,998,570	\$ 1,000,882
Total	\$8,874,157	\$9,066,863	\$9,997,688	\$9,997,688	\$10,998,570	\$ 1,000,882

FY2021/22 Approved Budget

Staffing Summary

City Attorney Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Attorney Division	54.00	59.00	59.00	59.00	60.00	1.00
Total	54.00	59.00	59.00	59.00	60.00	1.00

MEASURE U

The following chart summarizes the Office's Measure U programs.

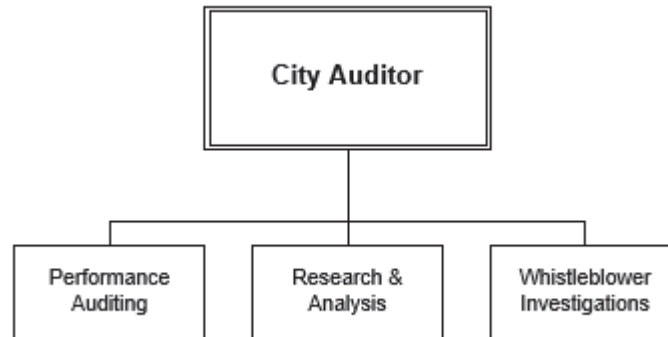
Funding Category	Program Name	FTE	FY2021/22 Approved
Community Response			
Operations	City Attorney Department - Police Video & Document Release - S.B. 1421 (2018)	-	229,033
Grand Total		-	\$ 229,033

9

SECTION - 9 **City Auditor**

City Auditor

The mission of the Office of the City Auditor is to provide a catalyst for improvements of municipal operations, promote credible, efficient, effective, fair, focused, transparent, and a fully accountable City Government.



The **Office of the City Auditor** is an essential element of the City of Sacramento's public accountability, built on the standards of independence, objectivity, and technical accuracy. The audit process involves verifying compliance with laws and regulations, identifying internal control weaknesses and failures, and assessing whether the City has acquired and used its resources efficiently. The Office of the City Auditor conducts performance audits in accordance with Generally Accepted Government Auditing Standards and has strict quality assurance programs to ensure that staff exercise due professional care, adequately plan audits, and prepare work papers that contain sufficient and compelling evidence to support any statements of fact in its audit reports. The Office of the City Auditor consists of the following operations:

- **Performance Auditing:** Provides independent, objective, and reliable information regarding the City's ability to meet its goals and objectives and establish an adequate system of internal controls.
- **Research and Analysis:** Provides independent research and analysis related to fiscal issues, including the City's past, current, and proposed revenues and expenditures.
- **Whistleblower Investigations:** Investigates allegations of potential fraud, waste, and abuse reported through the City's whistleblower hotline.

PROGRAMS/SERVICE HIGHLIGHTS

- Developed an Annual Audit Plan using several techniques, sources, and stakeholder input to identify areas of high audit and research potential that can be completed or initiated during the fiscal year with the resources available.

FY2021/22 Approved Budget

- Continued to partner with City management to assess revenues and expenses associated with the City's pandemic response. Conducted resident and business surveys related to the City's pandemic response to gather community feedback.
- Continued to be a leader in providing diversity information related to the City's workforce. Issued an Audit of City Employee Workforce Diversity and Salary Trends. Conducted a workplace survey of City employees to gather feedback on workplace climate, leadership opportunities, and discrimination in relation to the City's diversity and inclusion efforts.
- Issued an Audit of the City's Cannabis Storefront Dispensary Permitting Process to evaluate ownership consolidation of storefront dispensary permits. This audit made six recommendations aimed at clarifying the city code and considering beneficial ownership interests.
- Issued an Audit of the City's Green Efforts which reviewed the policies, procedures and plans used to govern the City's green efforts and evaluated program effectiveness. This audit made 26 recommendations aimed at improving the City's sustainability efforts.
- Issued Contract Compliance Audits of the Roberts Family Development Center and Downtown Streets Team, Inc. This audit evaluated vendor compliance with contract terms and made 22 recommendations aimed at improving grant recordkeeping and monitoring.
- Monitored the status of over 150 open audit recommendations by conducting follow-up reviews every six months.
- Investigated several whistleblower allegations regarding fraud, waste, and abuse.

DEPARTMENT EFFICIENCIES

- Continued our agreement with Missionmark to explore the potential for developing audit software that will streamline internal audit processes and reduce processing time. Areas for improvement currently under review include report indexing, supporting documentation referencing, and supervisory review.
- Developed and maintained an online Recommendation Follow Up Dashboard that provides the public with information on the status of audit recommendations.
- Developed and maintained an online Gender and Ethnic Diversity Dashboard that provides the public with interactive data on the gender and ethnic composition of City employees.

OBJECTIVES FOR FY2021/22

- Continue to improve the efficiency and effectiveness of City operations by performing audits, conducting independent analysis and research, and investigating whistleblower allegations.
- Provide work experience opportunities (internships) to college and high school students focused on building meaningful skill sets that will aid the students in obtaining full-time employment.

Department Budget Summary

Office of the City Auditor Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	-	\$ 1,118,243	\$ 1,480,672	\$ 1,480,672	\$ 1,581,895	\$ 101,223
Other Services and Supplies	-	83,786	131,581	163,581	163,581	-
City Property	-	129	5,000	5,000	5,000	-
Labor and Supply Offset	-	(35,512)	(122,326)	(122,326)	(155,217)	(32,891)
Total	-	\$ 1,166,646	\$ 1,494,927	\$ 1,526,927	\$ 1,595,259	\$ 68,332

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	-	\$ 735,461	\$ 921,585	\$ 953,585	\$ 1,006,603	\$ 53,018
Interdepartmental Service	-	431,185	449,428	449,428	455,925	6,497
Storm Drainage	-	-	27,261	27,261	23,892	(3,369)
Wastewater	-	-	23,544	23,544	26,546	3,002
Water	-	-	73,109	73,109	82,293	9,184
Total	-	\$ 1,166,646	\$ 1,494,927	\$ 1,526,927	\$ 1,595,259	\$ 68,332

Division Budget Summary

Office of the City Auditor Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Performance Auditing Division	-	\$ 777,930	\$ 1,001,644	\$ 1,001,644	\$ 1,033,143	\$ 31,499
Research & Analysis Division	-	388,716	493,283	525,283	562,117	36,834
Total	-	\$ 1,166,646	\$ 1,494,927	\$ 1,526,927	\$ 1,595,259	\$ 68,332

Staffing Levels

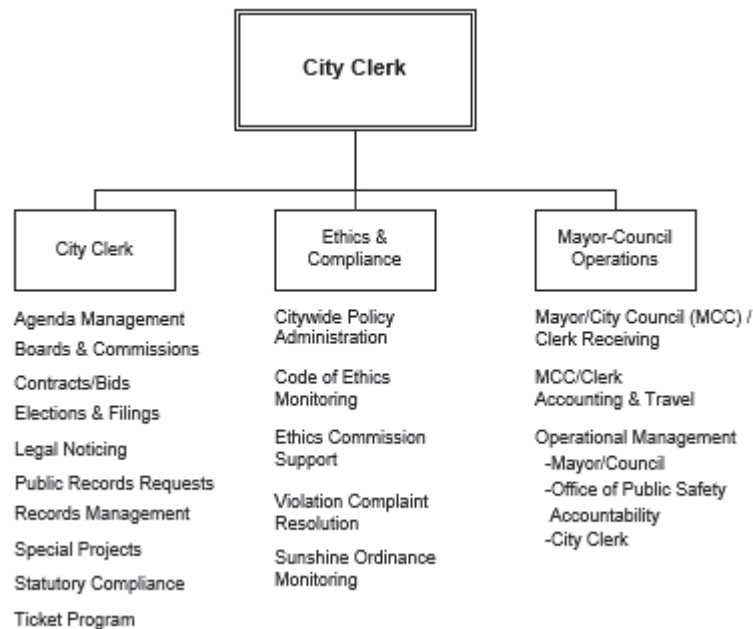
Office of the City Auditor Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Performance Auditing Division	-	7.00	7.00	7.00	7.00	-
Research & Analysis Division	-	3.00	3.00	3.00	3.00	-
Total	-	10.00	10.00	10.00	10.00	-

10

SECTION - 10 **City Clerk**

City Clerk

The mission of the City Clerk's Office is to provide quality public service and connect the public with the legislative process. We strive to ensure that the City's legislative processes are open and public by providing a link between citizens and government with processes aimed toward transparency. Through efficient use of City resources, we can ensure the preservation of Sacramento's legislative history.



The **City Clerk** serves as the Clerk of the 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.

- **Office of the City Clerk:** The office through which the Council, City Departments, and 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 PRA requests, administers the City ticket policy and regulatory ticket distribution filings, 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, registers lobbyists, manages online campaign filings and campaign finance submissions, administers City board and commission files, administers oaths of office, presides as the Elections Official for the City and the Filing Officer for Fair Political Practices Commission requirements, and serves as the official custodian of the City Seal.

FY2021/22 Approved Budget

- Mayor-Council Operations: Manages the administrative, personnel, and fiscal operations of the City Clerk's Office and Offices of the Mayor and Council, including the Office of Public Safety Accountability.
- Ethics and Compliance: This office supports the Ethics Commission and focuses on reviewing existing City codes and policies, and educating and training staff, public officials, and the community to ensure compliance. These guidelines are found in the City Code and in adopted citywide policies.

PROGRAMS/SERVICE HIGHLIGHTS

- Continued to hire and train a diverse staff in the responsibilities and requirements of the City Clerk's Office.

DEPARTMENT EFFICIENCIES

- Continued the review of operations in the City Clerk's Office and Offices of the Mayor and Council for implementation of "best practices" for a more efficient workflow and accurate deliverables.
- Continued utilization of the Citywide Content Management System (CCM) as a tool in the implementation of a records management program focused on moving 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.
- Provided training opportunities to City staff on procedures and resources associated with the Clerk's Office to maintain institutional knowledge and provided training on new policy and legal requirements to ensure compliance.
- Continued evaluation and implementation of new and existing information technology tools to achieve sustainable services, increase transparency, and provide new records and data to the public with an emphasis on virtual access.
- Utilized Microsoft Teams for better collaboration and accountability between both in office and remote workers.

OBJECTIVES FOR FY2021/22

- Continue to utilize social media to communicate in a timely fashion with citizens on issues managed by the Clerk's Office.
 - Develop training objectives for the Good Governance program.
 - Utilize new functionality in the Office 365 suite to reduce duplication and improve responses to PRA requests.
-

FY2021/22 Approved Budget

- Continue to expand utilization of the CCM.
- Refine and expand our Boards and Commissions recruiting, onboarding, and ongoing training.
- Develop a system to accept online payments for Lobbyist registrations.
- Optimize webpages associated with the Office of the City Clerk.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
City Clerk	Add a position (1.0 FTE Administrative Analyst) to support the recent growth in the number of Boards and Commissions.	General		125,921	1.00
Total Change			\$ -	\$ 125,921	1.00

POSITION CHANGES

- A vacant position (1.0 FTE Ticket Policy & Event Services Manager) was deleted, and a new position (1.0 FTE Administrative Analyst) was added to support the office restructuring.

Department Budget Summary

City Clerk Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$1,890,212	\$1,959,636	\$2,432,385	\$2,432,385	\$2,589,608	\$ 157,223
Other Services and Supplies	391,814	411,534	619,340	579,340	626,840	47,500
City Property	6,398	55,585	2,000	2,000	2,000	-
Labor and Supply Offset	4,366	(81,114)	-	-	-	-
Total	\$2,292,790	\$2,345,640	\$3,053,725	\$3,013,725	\$3,218,448	\$ 204,723

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$1,343,065	\$1,244,298	\$2,094,590	\$2,054,590	\$2,224,706	\$ 170,116
Interdepartmental Service	949,725	1,101,342	959,135	959,135	993,742	34,607
Total	\$2,292,790	\$2,345,640	\$3,053,725	\$3,013,725	\$3,218,448	\$ 204,723

Division Budget Summary

City Clerk Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Clerk Division	\$1,656,755	\$1,790,291	\$2,776,210	\$2,776,210	\$2,940,933	\$ 164,723
Mayor-Council Operations Division	375,211	414,942	89,720	89,720	89,720	-
Office of Ethics & Compliance Division	260,824	140,408	187,795	147,795	187,795	40,000
Total	\$2,292,790	\$2,345,640	\$3,053,725	\$3,013,725	\$3,218,448	\$ 204,723

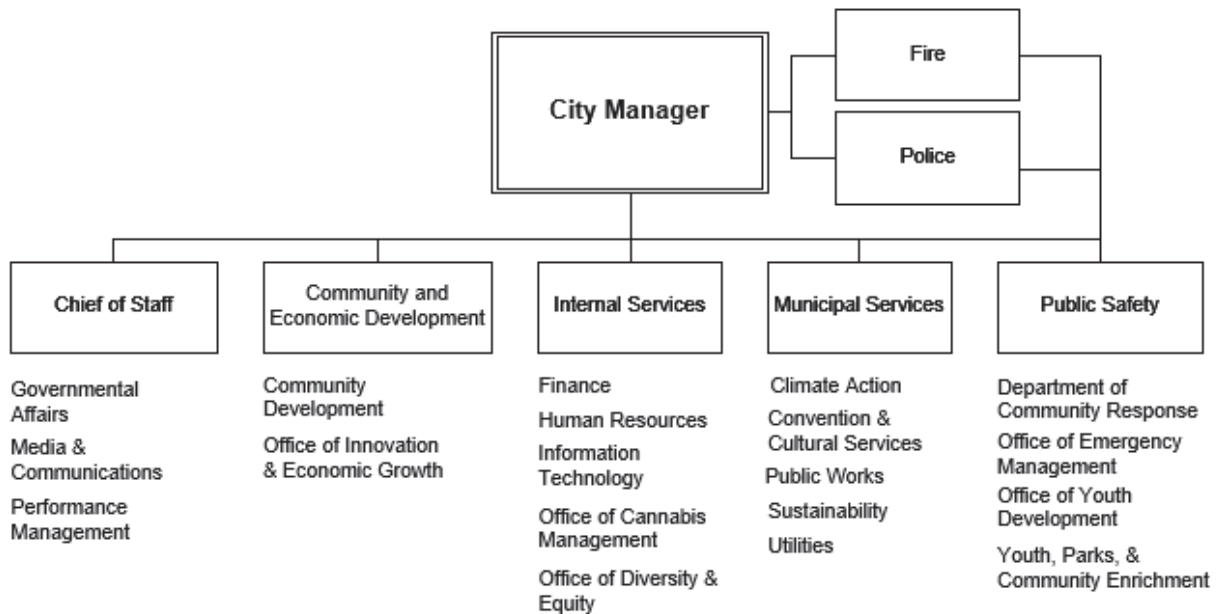
Staffing Levels

City Clerk Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Clerk Division	13.00	14.00	19.00	19.00	20.00	1.00
Mayor-Council Operations Division	3.00	4.00	-	-	-	-
Office of Ethics & Compliance Division	1.00	1.00	-	-	-	-
Total	17.00	19.00	19.00	19.00	20.00	1.00

11

SECTION - 11 City Manager

City Manager



The **City Manager** is the Chief Executive Officer of the City and is responsible for the leadership and direction of all operations, programs, and services, per City Charter. The City Manager facilitates the implementation of Council’s policies and priorities, provides policy recommendations to the Council concerning the annual budget, future needs of the City, and oversight of all City Departments. The City Manager’s Office (CMO) contains a wide-range of high-profile programs that handle issue-specific needs such as: Innovation and Economic Development, Media and Communications, Cannabis Management, Government Affairs, Emergency Management, Youth Development, Diversity and Equity, Performance Management, and Climate Action and Sustainability.

It has been over a year since the beginning of the global pandemic and unprecedented health crisis. During this time, the Office has coordinated the allocation of \$89.6 million in Coronavirus Relief Funding. This includes leading the monitoring of regulations and federal reporting in coordination with the City Attorney and Auditor’s Offices. The Office has and will continue to lead through the response and recovery. The impacts of the pandemic and the subsequent “stay-at-home orders” issued by the Sacramento County Public Health Officer have greatly impacted City operations, businesses, and the community. Many of Department’s programs served integral roles in providing relief through the provision of grants, the implementation of relief programs, operating and supporting the city’s emergency response and continued preparedness, lobbying efforts, economic recovery, and internal/external communications.

PROGRAMS/SERVICE HIGHLIGHTS

Chief of Staff

- The Office of Governmental Affairs provides oversight and coordinates and develops policies for local, state, and federal legislative activities including management of the City's contract lobbyists. The office serves as staff to Council's Law and Legislation Committee, is responsible for the design and implementation of the annual state and federal legislative and policy platform and all Fair Political Practice Commission reporting.
- Media and Communications coordinated with all departments to share information, support events, and engage with citizens about City services and projects. This year, the team informed and engaged citizens about important initiatives including the City's ongoing pandemic relief efforts. This included managing a \$500,000 contract with a third-party service provider to create a new website, translating outreach materials into multiple languages, placing local media ads, and hosting multiple virtual community workshops and events. Materials created and disseminated fostered neighborhood/community involvement, promoted access to recreational and educational resources, and encouraged a safe environment for all.
- The Performance Management program infuses accountability into City services at every level of the organization, increases transparency, and supports data-based decision-making informing City's operations and serves the community in the most effective and efficient way possible. All Departments track performance management data on their core operations and have developed dashboards to track high level outcomes. The dashboards have been added to a website which is intended for public consumption in 2021.

Community and Economic Development

- The Office of Innovation and Economic Growth focuses on opportunities to support and increase job creation, business growth, and development activities. Accomplishments for the office in the last fiscal year include awarding nearly \$50 million in federal funding to deliver projects and programs in response to the pandemic including: the Small Business Forgivable Loan Program; Great Plates Delivered; Food Access; Al Fresco Dining; Small Business Technical Assistance; Workforce Development; Housing, Emergency Rental Assistance; Temporary Housing for Critical Employees; Tenant Eviction Moratorium and Mediation Services; Financial Empowerment Center Expansion; and Outreach and Engagement. The office also finalized the schematic design for the Sacramento Waterfront and financed the renovation of a commercial space in Oak Park that will become a new employee-owned supermarket.
- The Office will continue to lead the City's efforts on the SCU District which is currently under construction and will be completed in 2021. The remodeling of Phase I of the Memorial Auditorium is complete, and the design of Phase 2 is

underway and scheduled to be constructed this year. These projects will increase economic vitality in our city and enhance our public art portfolio.

Internal Services

- The Office of Cannabis Management (OCM) coordinates cannabis policy and outreach. OCM administers the local cannabis equity program, reviews, and processes cannabis business permits, which includes the oversight and coordination of an interdepartmental team to ensure the safe and legal operation of cannabis businesses and provides logistical support for cannabis administrative appeal hearings. OCM will be creating and administering a local cannabis equity start-up business grant and loan program with \$5.6 million in state funding. OCM is seeking to make the local equity program a permanent rather than pilot program and will be comprehensively revising the cannabis program ordinances per Council direction.
- The Office of Diversity and Equity continues the finalization and begins implementation of the Race and Gender Equity Action Plan (RGEAP) 2020-2025. The RGEAP will utilize assessment measures based on the Global Diversity and Inclusion Benchmark Model framework and Government Alliance on Race & Equity Race Equity tool to build a systemic approach to produce positive outcomes that inform our equity efforts along the workforce continuum. Beginning in May 2021, all departments will have established equity core teams, begun department assessments, and will identify yearly goals based on the 14 outcomes and action strategies of the RGEAP for year one.

Municipal Services

- The newly formed Climate Action & Sustainability program directs and accelerates City efforts to address climate change and supports organizational capacity to achieve climate resiliency and carbon neutrality. Responsibilities include providing City leadership and accountability for climate efforts, evaluating, and reporting on progress towards greenhouse gas emission reduction goals, and building department capacity for implementation.

Public Safety

- The Youth Development Policy Manager (YDPM) continues to facilitate greater cohesion across multiple systems and priorities that touch young people through increased stakeholder collaboration and integration of the Citywide Youth Development Plan & Framework (Plan). Over the past year, the YDPM has built and maintained multiple inter/intra-agency strategic partnerships; designed and launched elements of a Continuous Quality Improvement system for youth investments to support broad integration of the Plan; designed and launched multiple citywide programs and projects in-line with Plan goals and in response to pandemic impacts/emergent youth needs, including the highly successful #SacYouthWorks program - administered through a network of nearly 50 citywide neighborhood-based youth providers who connected over 1,300 vulnerable youth and young adults ages 12-24 to more than 52,000 hours of work-readiness

FY2021/22 Approved Budget

training; pandemic community service relief projects, mentorships, and financial support; and designed, launched and managed a \$4.1 million City of Sacramento Youth Development Plan Funding Request for Proposal (RFP) based on Council's FY2020/21 Midyear commitment of \$6 million for this initiative.

- The Office of Emergency Management (OEM) coordinates internal communication, planning, preparedness, response, and recovery during all hazards affecting the City including managing the Emergency Operations Center. During the last fiscal year, staff responded to three declared emergencies within the City due to pandemic, civil unrest, and severe weather. Additionally, staff activated cooling centers, cleaner air centers, and responded regionally to support allied agencies during the worst wildfire season in state history. OEM implemented and utilized access and functional needs partnerships to ensure support to vulnerable persons and utilized translation and American Sign Language specialists to communicate effectively across the entire community.

OBJECTIVES FOR FY2021/22

- Develop and implement the five-year Race and Gender Equity Action Plan to increase diversity and inclusion using a systemic approach.
- Continue to build infrastructure to support high-quality, data-informed children and youth program investments.
- Introduce and implement a set of policies including practices and programs that enable equitable, research-based supports, opportunities, and pathways for young people to succeed.
- Introduce and implement a set of priorities to grow Sacramento's economy, which includes a refocus on strengthening Sacramento's workforce and neighborhoods, while increasing inclusive approaches and local capacity.
- Implement the 2021 Climate Implementation Work Plan and fill critical staff vacancies.
- Create processes for department engagement and capacity building, while strengthening community collaboration.
- Explore and implement policies to streamline housing development and increase the stock of housing opportunities at all levels.
- Continue to work closely with the Council in developing sound policies related to the cannabis industry and local cannabis equity, administer a local cannabis equity no-interest revolving loan and grant program to fund business start-up costs, and greatly extend youth education and community outreach programs.
- Educate and inform parents and young people about the potential hazards of cannabis use by adolescents and teens.

BUDGET CHANGE

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Executive Office	Add staffing and services and supplies to support Continuous Quality Improvement (CQI) for Youth. FY2021/22 costs will be offset by the \$6 million funding committed during FY2020/21 Midyear for CQI for Youth. Future costs (\$585,084) will be covered by the G/MU Fund beginning in FY2022/23.	General	575,161	575,161	4.00
Office of Cannabis Management	Add an Administrative Analyst position (1.0 FTE) to the City Manager's Office, Office of Cannabis Management (OCM), to support the Cannabis Opportunity Reinvestment and Equity (CORE) Program, policy development, and implementation of youth outreach and education. Funding for the position is being transferred from the OCM MYOP (106420000).	General	-	125,921	1.00
Total Change			\$ 575,161	\$ 701,082	5.00

REORGANIZATION

- In 2020, in an effort to develop an alternative response model for 911 calls that do not require traditional emergency services, including mental health, homelessness, school response, youth and family crisis as well as substance issues, the Office of Community Response was established, and the duties of the Homeless Services and the Violence Prevention were combined. As part of the FY2021/22 Budget a new Department was created, and 23.0 FTE positions and associated budgets were moved from the City Manager's Office to the Department of Community Response.

POSITION CHANGES

- Two vacant positions (1.0 FTE Code Enforcement Officer and 1.0 FTE Building Inspector I) were deleted in the Community Development Department and a new position (1.0 FTE Senior Staff Assistant) was added to provide support for the Cannabis Program.
- A position (1.0 FTE Program Specialist) was transferred from the Department of Human Resources to the City Manager's Office to oversee and provide support for volunteer programs.

FY2021/22 Approved Budget

Department Budget Summary

City Manager Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$7,112,843	\$8,496,884	\$11,296,829	\$12,553,835	\$11,680,800	\$ (873,035)
Other Services and Supplies	1,570,799	1,186,281	2,243,242	2,747,856	2,454,837	(293,019)
City Property	31,835	49,785	27,826	27,826	24,326	(3,500)
Multi-Year Operating Projects	-	-	-	-	9,166,579	9,166,579
Transfers	5,950	(33,319)	-	-	-	-
Labor and Supply Offset	(294,384)	(1,734,278)	(2,794,546)	(3,072,654)	(996,813)	2,075,841
Operating Transfers	(982,739)	(296,702)	-	-	-	-
Total	\$7,444,304	\$7,668,651	\$10,773,351	\$12,256,863	\$22,329,729	\$ 10,072,866

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$5,484,990	\$5,725,308	\$ 8,031,379	\$ 9,514,891	\$ 5,808,464	\$ (3,706,427)
2003 North Sac TE TABS	-	9,000	9,000	9,000	9,000	-
2006 North Sacramento TE	-	217	-	-	-	-
800K/L Merged Downtown TE	(63,590)	-	-	-	-	-
Block Grant/Housing & Redevelopment	-	-	29,250	29,250	29,250	-
Innovation and Growth	234,549	154,171	794,669	794,669	6,035,232	5,240,563
Interdepartmental Service	1,788,355	1,779,954	1,909,053	1,909,053	2,023,052	113,999
Measure U	-	-	-	-	8,424,731	8,424,731
Total	\$7,444,304	\$7,668,651	\$10,773,351	\$12,256,863	\$22,329,729	\$ 10,072,866

Division Budget Summary

City Manager Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Cannabis Management Division	\$ 833,357	\$ 802,931	\$ 1,238,046	\$ 1,238,046	\$ 3,194,000	\$ 1,955,954
Office of Climate Action Initiatives Division	-	-	-	-	20,000	20,000
Office of Community Response Division	-	-	-	1,608,350	-	(1,608,350)
Office of Diversity and Equity Division	-	-	-	-	462,256	462,256
Office of Economic Growth Division	1,715,316	2,424,843	4,150,690	3,982,390	12,621,572	8,639,182
Office of Emergency Management Division	500,484	396,085	564,664	564,664	575,612	10,948
Office of Homeless Services Division	419,818	81,430	452,191	452,191	-	(452,191)
Office of Media & Communications Division	392,388	385,331	474,125	474,125	495,050	20,925
Office of the City Manager Division	3,400,435	3,445,939	3,588,896	3,709,516	3,408,645	(300,871)
Office of Violence Prevention Division	182,506	132,093	304,739	227,581	-	(227,581)
Office of Youth Development Division	-	-	-	-	1,552,594	1,552,594
Total	\$7,444,304	\$7,668,651	\$10,773,351	\$12,256,863	\$22,329,729	\$ 10,072,866

Staffing Levels

City Manager Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Cannabis Management Division	6.00	8.00	7.00	7.00	9.00	2.00
Office of Climate Action Initiatives Division	-	-	-	-	2.00	2.00
Office of Community Response Division	-	-	-	13.00	-	(13.00)
Office of Diversity and Equity Division	-	-	-	-	3.00	3.00
Office of Economic Growth Division	16.00	33.00	32.00	31.00	32.00	1.00
Office of Emergency Management Division	4.00	4.00	3.00	3.00	3.00	-
Office of Homeless Services Division	5.00	9.00	9.00	8.00	-	(8.00)
Office of Media & Communications Division	3.00	3.00	4.00	4.00	4.00	-
Office of the City Manager Division	13.00	13.00	13.00	19.00	12.00	(7.00)
Office of Violence Prevention-CMO Division	2.00	2.00	2.00	2.00	-	(2.00)
Office of Youth Development Division	-	-	-	-	6.00	6.00
Total	49.00	72.00	70.00	87.00	71.00	(16.00)

MEASURE U

The following chart summarizes the Office's Measure U programs.

Funding Category		Program Name	FTE	FY2021/22 Approved
Affordable Housing				
Operations	Housing		1.00	208,877
Climate Action				
Operations	Office of Climate Action Initiatives		2.00	20,000
Inclusive Economic Development				
MYOP	Thousand Strong		-	750,000
Operations	Community Engagement		8.00	1,370,878
	Community Investment		7.00	1,158,990
	Economic Development		11.00	2,396,173
	Office of Diversity and Equity		3.00	462,256
	Railyards & Riverfront		3.00	504,963
Youth				
MYOP	Youth-Pop Up		-	1,300,000
Operations	Office of Youth Development		6.00	252,594
Grand Total			41.00	\$ 8,424,731

PERFORMANCE MEASURES

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of businesses in the city*	17,968	18,147	21,511	21,279	21,491

The Office of Innovation and Economic Development 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 Analyst**

	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of jobs in the city	281,907	284,726	276,858	272,403	275,127

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 Analyst**

	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Employment rate	95.4%	95.9%	86.8%	91.1%	92.0%

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

FY2021/22 Approved Budget

	FY18	FY19	FY20	FY21	FY22
	Actuals	Actuals	Actuals	Estimate	Target
Total investments made in Sacramento, by building permit valuation	\$1.4 billion	\$1.5 billion	\$1.35 billion	\$1.34 billion	\$1.226 billion

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.

**Number 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.*

***ERSI is an international supplier of geographic information software system, geodatabase management, and business analytics data. ERSI extracts its business data from Dunn & Bradstreet.*

12

SECTION - 12 **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 Council informed regarding the status of investments and City funds. Additionally, Council has directed that the City Treasurer shall also provide public finance and debt issuance services for the City.

PROGRAMS/SERVICE HIGHLIGHTS

Banking

- Ensured deposits with financial institutions were fully secured and/or insured by the Federal Deposit Insurance Corporation (FDIC) as mandated by the California Government Code and City Charter.
- Provided and supported banking services for all City Departments, Visit Sacramento, and Gifts to Share.
- Assisted four business units in establishing new e-commerce payment methods, adding to increased sales and a better customer experience. This includes bringing Camp Sacramento online for Camp Reservations.
- Coordinated and co-led the team to another Clean Report of Compliance, using established Payment Card Industry Data Security Standard (PCI DSS) Policy and Procedures.
- Worked with HR to launch as a pilot offering, the annual PCI Awareness Training via the City's new learning management system "Acumen."

Debt Management

- Analyzed and compared alternative debt structures and other financing instruments, as well as obligations that the City assumed with debt financing, and provided other as-needed financial analyses.
- Ensured compliance with post-issuance regulatory and disclosure matters and covenants of debt obligations to ensure investment-grade ratings and/or outlooks are maintained or upgraded.

FY2021/22 Approved Budget

- Continued to evaluate the feasibility of refinancing opportunities that would benefit the General Fund, enterprise funds, or constituents in parts of the City (Mello-Roos Districts) to achieve debt service savings. Successfully issued various series of refunding bonds for the City's Water and Wastewater Funds in late FY2019/20 and early FY2020/21; savings of which helped to provide funding for additional capital improvements.
- Provided debt financing services for the City as well as for various Community Facilities Districts, which provided funding for facility development, land purchases, improvements, and the acquisition of equipment. Successfully issued various series of bonds for McKinley Village and Greenbriar Community Facilities Districts in FY2020/21; proceeds of which were used towards the acquisition of eligible capital improvements.
- Provided various ad hoc feasibility analysis and guidance to other City Departments – such as analysis and guidance provided to the Department of Utilities regarding their Long-Term Control Plan and various master plans.

Investments

- In response to the pandemic, enhanced a community investment program with local banks that pledge to invest 50% of our deposits within the city limits of Sacramento. Deposits were placed with four local community banks for a total of \$95 million. Expanded the limit to up to 10% of Pool A funds. These banks are required to pledge assets over 100% of the City's deposits to ensure against default for all funds in excess of the FDIC limits as per the California Government Code.
- Managed the cash flow for the City, SCERS, SHRA, SPLA, and other trust funds between the bank and the investment pools to gain interest earnings and provide liquidity in a prudent manner. Consistently one of the top performing municipalities in the State of California.
- Automated trade processing for options trades in the SCERS portfolios from fax-based processing to encrypted email transactions reporting. Transitioned this procedure to the work from home model with electronic signatures successfully.
- Successfully transitioned the entire investment staff to remote work in response to the pandemic. Staff is effectively managing all investment duties remotely and cooperatively.

DEPARTMENT EFFICIENCIES

- Automated the daily cash flow process that links the City and banking data in real-time, thus improving accuracy and efficiencies.
- Streamlined trade processing and implemented new reconciliation methods and procedures to ensure validity and reliability of investment records.
- Worked with the Finance Department to establish, implement, and streamline a wire transfer process for City Department requests.

- Utilized a third-party consultant to proactively monitor on an ongoing basis the credit ratings and outlook of outstanding bonds, thereby freeing up City staff to focus on other debt management-related responsibilities.

OBJECTIVES FOR FY2021/22

- Continue to provide training and support to Departments to ensure appropriate cash and non-cash handling controls are in place.
- In conjunction with IT, develop and automate the City's PCI program to streamline the annual audit and improve monitoring and compliance gaps, while continuing to produce a Report on Compliance audit that ensures the City remains compliant with all new and ongoing payment card regulations.
- Implement Early Warning Services as a fraudulent transaction detection system for Automated Clearing House (ACH) originations mandated by National Automated Clearing House Association's (NACHA) WEB Debit Account Validation Rule.
- Develop citywide banking policies and procedures that will complement existing procedures for Departments. Continue to evaluate and establish a citywide Credit Card Fee Policy.
- Continue to maintain investor and rating agency relations of outstanding bonds issued by the City, Sacramento City Financing Authority, Sacramento Public Financing Authority, and the Redevelopment Agency Successor Agency (RASA) to maintain or improve applicable credit ratings. Continue to comply with all bond covenants and regulatory requirements to maintain the City's tax-exempt status of bonds and loans.
- Continue to support (as needed) the United Way's efforts to expand banking access for consumers outside the financial mainstream through the Bank On program and the City's Financial Empowerment Center (FEC).
- Continue to work with Departments in performing feasibility analyses or obtaining cost-effective financing to pay for infrastructure or equipment acquisition costs, including the development of long-term finance and master plans. Evaluate refinancing opportunities.
- Continue to work with the City Attorney's Office and Real Estate Division to establish a second master lease program that will enable new lease revenue bonds to be issued to finance capital improvements, with the issuance of bonds contingent upon the results of the in progress General Fund stress test analysis (if favorable) by the City's financial advisor, as well as the consideration of other financial and non-financial factors.
- Work on the formation of various community facilities districts (CFD) – Aggie Square and Natomas Crossing and the issuance of bonds for various community facilities districts – Delta Shores CFD (Improvement Area 2) and Railyards to acquire infrastructure from the respective developers.

FY2021/22 Approved Budget

- Work with Human Resources and their consultants to determine the correct departmental classifications and compensation structures to enhance effectiveness and retain and attract highly skilled staff.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
City Treasurer	Increase administration revenues as a result of increased contributions by SHRA, SCERS and the Capital Area Development Authority with no plans for withdrawals in the foreseeable future.	General	250,000	-	-
City Treasurer	Increase interest earnings based on Pool A investment earnings.	General	270,000	-	-
Total Change			\$ 520,000	-	-

Department Budget Summary

City Treasurer Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$1,816,321	\$1,730,107	\$2,333,685	\$2,333,685	\$2,393,323	\$ 59,638
Other Services and Supplies	258,800	180,085	278,547	408,547	278,547	(130,000)
City Property	10,734	22,454	10,000	10,000	10,000	-
Labor and Supply Offset	(199,538)	(122,805)	350	350	350	-
Total	\$1,886,318	\$1,809,841	\$2,622,582	\$2,752,582	\$2,682,220	\$ (70,362)

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$1,574,280	\$1,558,086	\$2,232,930	\$2,362,930	\$1,999,862	\$ (363,068)
Interdepartmental Service	312,038	251,755	389,652	389,652	682,358	292,706
Total	\$1,886,318	\$1,809,841	\$2,622,582	\$2,752,582	\$2,682,220	\$ (70,362)

Division Budget Summary

City Treasurer Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Treasurer Division	\$1,886,318	\$1,809,841	\$2,622,582	\$2,752,582	\$2,682,220	\$ (70,362)
Total	\$1,886,318	\$1,809,841	\$2,622,582	\$2,752,582	\$2,682,220	\$ (70,362)

Staffing Levels

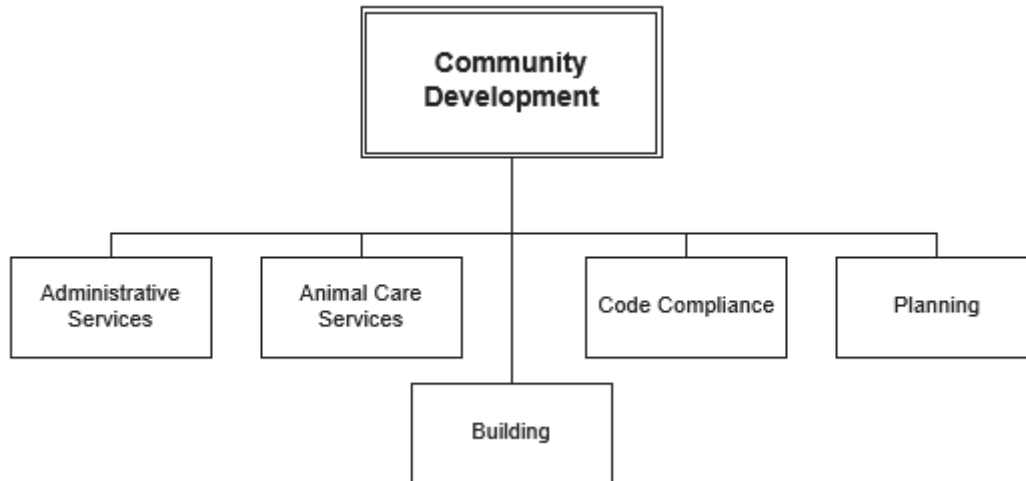
City Treasurer Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
City Treasurer Division	14.00	14.00	14.00	14.00	14.00	-
Total	14.00	14.00	14.00	14.00	14.00	-

13

SECTION - 13 **Community Development**

Community Development

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



The **Community Development Department** plans for growth, development, and prosperity in 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 Department consists of the following service areas.

- **Administrative Services:** Provide centralized support for Department budgeting, accounting, personnel services, procurement, boards and commissions, and marketing and communications.
- **Animal Care Services:** Provide animal care services through enforcement of City codes with emphasis on public safety, cruelty, and abuse investigations, sheltering, adoption, and community outreach, along with a robust volunteer program affording a high level of community engagement.
- **Building:** Protect public health and safety by regulating construction and development through provision of permits, plan review, and building inspections. Provide planning application and building permit services and development project management services.
- **Code Compliance:** Promote and maintain a safe and desirable living and working environment through enforcement of City and state codes. Programs and services include neighborhood and business code compliance, graffiti abatement, weed abatement, substandard/

dangerous building inspections, vacant building monitoring and residential rental housing inspections.

- Planning: Provide a vision for a great city by leading the City's planning, development, urban design, and historic preservation efforts. Guide development for public and private sector investment throughout our community.

PROGRAMS/SERVICE HIGHLIGHTS

- Animal Care Services increased the percentage of animals placed into foster care by 19%, resulting in 51% of the animals impounded at Front Street being housed in foster homes. Housing animals in foster homes results in improved health and behavior of the animals, cost savings, and more time for staff to focus on the animals housed in the shelter.
- Current Planning staff is on track to process nearly 700 private development applications by the end of FY2020/21, including residential development in the River District and Railyards, continued commercial and residential development in Natomas, and 500,000 sq. ft. of warehouse development within Depot Park in South Sacramento.
- Code Compliance Appeals staff developed and implemented processes to facilitate virtual meetings for the Code Compliance and Cost Recovery Appeal hearings and for the Housing Code Appeals and Advisory Board.
- The Building Division developed and implemented the Al Fresco Building Guidelines in November 2020. Under these guidelines, businesses are able to provide temporary outdoor structures, allowing them to stay open and continue serving customers.

DEPARTMENT EFFICIENCIES

- The Front Street Shelter began offering online payment and contract processing for all shelter business activities.
- The Front Street Shelter now offers all services by appointment, resulting in decreased wait times and improved customer satisfaction.
- The Planning Division implemented its electronic planning application process, which has helped keep the City open for business during the pandemic and resulted in a reduction in time and cost for our customers.
- The Rental Housing Inspection Program developed and implemented virtual inspections of residential rental properties.

FY2021/22 Approved Budget

- The Building Division improved our Insurance Services Office rating by standardizing plan check comments for both commercial and residential projects. This rating is used for insurance underwriting and premium development programs for residential and commercial properties.

OBJECTIVES FOR FY2021/22

- Strive to reach an overall Live Release Rate of 90% for dogs and cats.
- Prepare the Draft 2040 General Plan, Climate Action Plan, and Draft Master Environmental Impact Report for public review and adoption.
- Adopt the 2021-2029 Housing Element, the City's housing strategy for the next eight years.
- Continue development and implementation of digital and virtual technologies to enhance current inspection processes for housing and dangerous buildings.
- Implement Electronic "Over the Counter" building permit service for our customers.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Animal Care	Add a vehicle in Animal Care to address the need to expand the ability to transfer more animals to contract providers, other shelters and rescue organizations, and to provide more community outreach events. Costs will be offset by donations.	Special Program Donations	67,800	67,800	0.00
Animal Care	Add a vehicle for citywide graffiti abatement increasing capacity to improve efficiency and reduce response time. Cost with be offset by revenues.	Landscaping and Lighting	89,700	89,700	0.00
Total Change			\$ 157,500	\$ 157,500	-

POSITION CHANGES

- Vacant positions (1.0 FTE Code Enforcement Officer and 1.0 FTE Building Inspector) were eliminated from the Cannabis enforcement program. Labor expenses will be monitored, and resources will be added if needed in the future.

Department Budget Summary

Community Development Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$27,154,451	\$28,832,931	\$34,493,527	\$34,496,192	\$35,149,601	\$ 653,409
Other Services and Supplies	9,943,291	13,633,052	10,906,444	11,245,779	10,939,280	(306,499)
City Property	274,954	86,215	147,457	147,457	153,466	6,009
Multi-Year Operating Projects	-	-	2,795,450	2,346,000	4,041,250	1,695,250
Transfers	225,316	165,839	288,340	288,340	304,030	15,690
Labor and Supply Offset	(1,581,091)	(3,117,997)	(2,946,114)	(2,946,114)	(1,812,232)	1,133,882
Total	\$36,016,923	\$39,600,041	\$45,685,104	\$45,577,654	\$48,775,395	\$ 3,197,741

FY2021/22 Approved Budget

Department Budget Summary (continued)

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$33,048,785	\$32,751,143	\$40,185,104	\$40,077,654	\$32,198,303	\$ (7,879,351)
Citywide Low Income Housing	2,822,887	4,723,842	3,050,000	3,050,000	2,530,000	(520,000)
Development Services	-	-	2,000,000	2,000,000	2,000,000	-
Landscaping and Lighting	145,251	200,000	200,000	200,000	329,700	129,700
Measure U	-	-	-	-	11,399,593	11,399,593
Risk Mgmt	-	1,925,056	-	-	-	-
Special Program Donations	-	-	250,000	250,000	317,800	67,800
Total	\$36,016,923	\$39,600,041	\$45,685,104	\$45,577,654	\$48,775,395	\$ 3,197,741

Division Budget Summary

Community Development Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Administration Division	\$ 1,907,004	\$ 2,162,139	\$ 2,510,410	\$ 2,510,410	\$ 2,520,091	\$ 9,681
Animal Care Services Division	5,951,547	5,934,217	6,349,906	6,224,906	6,709,982	485,076
Building Division	13,487,819	14,475,196	16,705,066	16,658,716	16,690,822	32,106
Code Compliance Division	8,921,701	8,562,382	10,759,313	10,881,213	11,765,976	884,763
Planning Division	5,748,852	8,466,106	9,360,409	9,302,409	11,088,524	1,786,115
Total	\$36,016,923	\$39,600,041	\$45,685,104	\$45,577,654	\$48,775,395	\$ 3,197,741

Staffing Levels

Community Development Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Administration Division	15.00	15.00	15.00	15.00	15.00	-
Animal Care Services Division	54.50	54.50	54.50	55.00	55.00	-
Building Division	81.00	82.00	82.00	82.00	82.00	-
Code Compliance Division	86.50	86.50	86.50	86.50	84.50	(2.00)
Planning Division	46.00	52.00	52.00	52.00	52.00	-
Total	283.00	290.00	290.00	290.50	288.50	(2.00)

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Affordable Housing			
MYOP	Specific Plans	-	1,200,000
Operations	Long Range	12.00	886,720
	Zoning	5.00	667,997
Community Response			
Operations	Animal Care Administration	13.00	915,326
	Animal Care/Shelter	30.00	3,079,738
	Neighborhood Code Compliance	37.50	3,161,936
Public Safety - Community Development			
Operations	Animal Enforcement/Field Services	12.00	1,487,876
Grand Total		109.50	\$ 11,399,593

PERFORMANCE MEASURES

Animal Care Services Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of animals that are adopted, transferred, sent to rescue, or returned to owner (live release rate)	86%	85%	83%	88%	90%

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.

Building Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of development inspections performed on the day scheduled	97%	97%	98.6%	97%	97%

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of residential building permits issued within two days	82%	85%	86.5%	85%	85%

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Vehicle cases closed within 21 days	83%	70%	83.9%	89%	90%

Abandoned or inoperable vehicles are 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 days to remove the vehicle, or it may be towed.

Planning Division

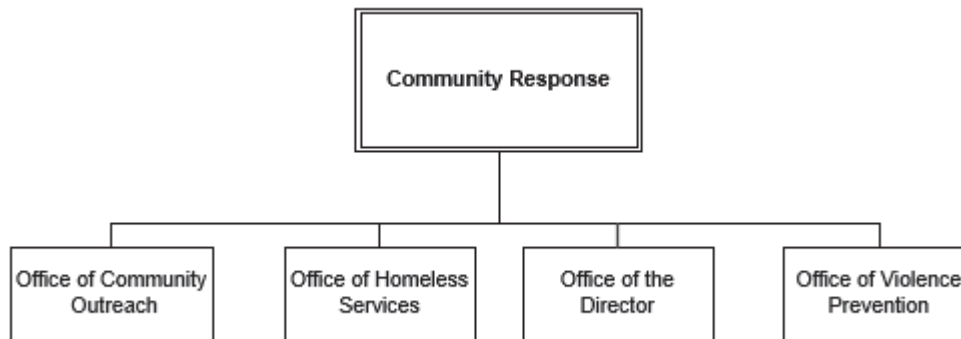
Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of director-level planning files completed within 90 days	29%	26%	30.9%	40%	40%

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.

14

SECTION - 14 **Community Response**

Community Response



On July 1, 2020, the City Council directed the City Manager to develop an alternative response model for 911 calls that do not require traditional emergency services. This Office was originally created as a Division in the City Manager’s Office. The Budget includes the transfer of the staff and budgets from the City Manager’s Office to the new **Department of Community Response (DCR)** effective July 1, 2021.

The Department will deploy social workers and outreach specialists who are trained to resolve certain crises such as behavioral health, homelessness, youth and family disturbances, school response, and substance use issues. The goal of the Department is to divert entry into jails and emergency departments by connecting individuals with appropriate services and treatment options to better resolve such crises.

To facilitate the shift toward this alternative response model, the Department is comprised of the following four offices:

- Office of Community Outreach: Responsible for responding to calls for service by deploying teams of social workers and outreach specialists who will use evidence-based practices such as cultural competency, motivational interviewing, and strengths-based approaches that are not typically found within traditional emergency response models.
- Office of Homeless Services: Responsible for the City’s response to homelessness, which includes coordinating with various federal, state, local, nonprofit, and faith-based entities to end homelessness and administering millions in contracts to fund emergency shelter, wraparound services, and housing projects.
- Office of the Director: Responsible for the strategic planning, fiscal, human resources, and administrative management of the Department.
- Office of Violence Prevention: Responsible for the City’s response to gang and gun violence which includes administering a gang prevention and intervention grant program and overseeing the implementation of other evidence-based violence prevention activities.

PROGRAMS/SERVICE HIGHLIGHTS

- The Department granted \$2.25 million in Coronavirus Relief Funds to support domestic violence intervention and mental health programming with the aim of addressing the uptick in calls for service due to the pandemic.
- The Office of Homeless Services (OHS) oversaw the City's response to homelessness, including working with the City's internal and external stakeholders to implement innovative and effective solutions. This past fiscal year, continued implementation for the Pathways to Health + Home, which is a multi-year pilot to improve the health, quality of life, and housing stability for the City's most vulnerable individuals experiencing, or at-risk of experiencing, homelessness. Since inception in late 2017, Pathways has permanently or transitionally housed 922 medically vulnerable people experiencing homelessness. In addition, the OSH has expanded sheltering programs throughout the City by opening several overnight warming center locations and establishing a motel voucher program as well as an isolation trailer project, both of which provided needed non-congregate sheltering options during the pandemic.
- The Office of Violence Prevention (OVP) continued to implement a multi-pronged approach to reduce gang violence. Key accomplishments during FY2020/21 included: granting \$2 million to support the Sierra Health Foundation's Black Child Legacy Campaign Healing the Hood Initiative, securing a \$1.5 million California Violence Intervention and Prevention Grant to deter at-risk youth from becoming gang-involved, and establishing a mentoring program for gang-involved individuals with Brother-to-Brother.

OBJECTIVES FOR FY2021/22

- Hire enough social workers and outreach specialists to establish a 24/7/365 response model to calls for service.
- Develop and implement a robust response to homelessness in the City, considering the needs of the unsheltered population, the impacts on businesses and neighborhoods, and leveraging the strengths of non-profit providers.
- Working with collaborative partners (Sacramento County, Sacramento Steps Forward and SHRA), develop standards for delivery of outreach, sheltering, and rehousing programs throughout Sacramento, ensure that City projects meet or exceed these standards, and develop a regular, public facing report on the City's investments in and impact on efforts to prevent and end homelessness.
- Continue successful implementation of the City's Gang Prevention and Intervention Taskforce Grant by administering another award cycle.

FY2021/22 Approved Budget

REORGANIZATION

- The DCR was established to develop an alternative response model for 911 calls that do not require traditional emergency services, including mental health, homelessness, school response, youth, and family crisis as well as substance issues, and the duties of the Homeless Services and the Violence Prevention were combined into this Department. As part of the FY2021/22 Budget, 23.0 FTE positions and associated budgets were moved from the City Manager’s Office to the Department of Community Response.

Department Budget Summary

Community Response Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	-	-	-	-	\$ 2,738,916	\$ 2,738,916
Other Services and Supplies	-	-	-	-	461,937	461,937
City Property	-	-	-	-	420,000	420,000
Multi-Year Operating Projects	-	-	-	-	9,548,626	9,548,626
Labor and Supply Offset	-	-	-	-	(124,541)	(124,541)
Total	-	-	-	-	\$13,044,938	\$ 13,044,938

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Measure U	-	-	-	-	\$13,044,938	\$ 13,044,938
Total	-	-	-	-	\$13,044,938	\$ 13,044,938

Division Budget Summary

Community Response Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Community Outreach Division	-	-	-	-	\$ 4,237,449	\$ 4,237,449
Office of DCR Division	-	-	-	-	\$ 768,550	\$ 768,550
Office of Homeless Services Division	-	-	-	-	\$ 6,334,714	\$ 6,334,714
Office of Violence Prevention Division	-	-	-	-	\$ 1,704,225	\$ 1,704,225
Total	-	-	-	-	\$13,044,938	\$ 13,044,938

Staffing Levels

Community Response Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Community Outreach Division	-	-	-	-	11.00	11.00
Office of DCR Division	-	-	-	-	6.00	6.00
Office of Homeless Services Division	-	-	-	-	4.00	4.00
Office of Violence Prevention Division	-	-	-	-	2.00	2.00
Total	-	-	-	-	23.00	23.00

* Prior year information on budget and staffing can be found in the City Manager section of the document.

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Community Response			
MYOP	Community Outreach	-	2,300,000
Operations	Office of Community Outreach	11.00	1,937,449
	Office of Director	6.00	768,550
Homelessness			
MYOP	Homeless Housing Initiatives	-	2,826,098
	Respite Center	-	3,000,000
Operations	Office of Homeless Services	4.00	508,616
Youth			
MYOP	Gang Prevention and Intervention	-	1,422,528
Operations	Office of Violence Prevention	2.00	281,697
Grand Total		23.00	\$ 13,044,938

PERFORMANCE MEASURES

Community Response

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of behavioral health calls for service	-	-	13,374	12,705	12,705
Number of homeless related calls for service	-	-	34,121	32,415	32,415
Number of family disturbance calls for service	-	-	13,416	12,745	12,745
Number of juvenile related calls for service	-	-	307	292	292
Number of school related calls for service	-	-	6,773	6,434	6,434

DCR anticipates reducing the number of calls for service in the areas of behavioral health, homeless related, family disturbance, juvenile related, and school related by connecting individuals with appropriate services and treatment options. Source: Sacramento Police Department, Crime Analysis Unit.

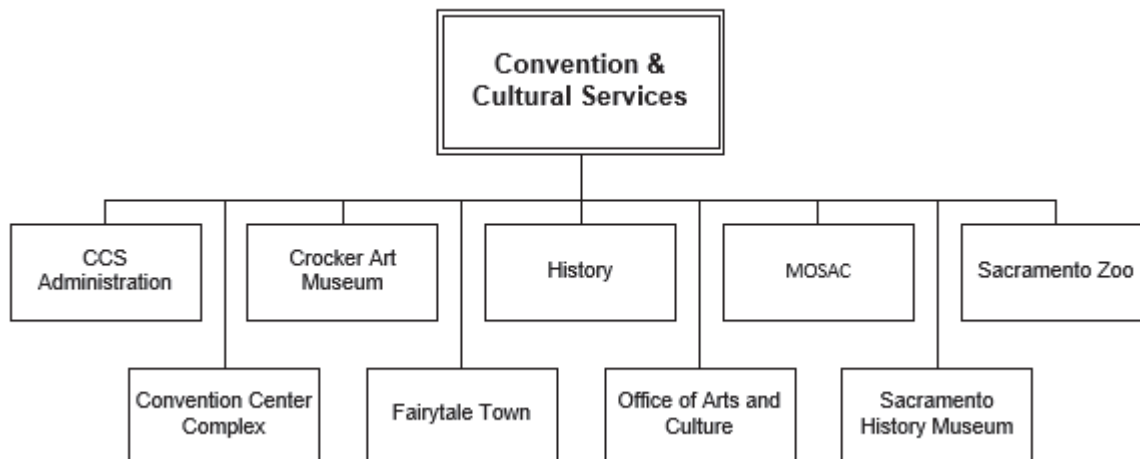
15

SECTION - 15

Convention and Cultural Services

Convention and Cultural Services

The mission of the Convention and Cultural Services Department is to promote and preserve our unique culture and heritage by delivering accessible arts, leisure, and educational experiences to enrich people's lives and enhance the metropolitan area.



The **Convention and Cultural Services Department (CCS)** provides exceptional cultural, artistic, and leisure opportunities that enrich the quality of life and contribute to a vibrant metropolitan region. As key contributors to the region's quality of life, our "Sacramento Treasures" serve both residents and visitors. Significant economic impact can be attributed directly to the numerous educational, cultural, and recreational events offered. These experiences are provided by our divisions and nonprofit partners. The Department includes the following operations and programs/services:

- **CCS Administration:** Provides overall Department policy, oversees financial transactions, and assists divisions with human resources functions.
- **Convention Center Complex:** Consists of the SAFE Credit Union Convention Center, SAFE Credit Union Performing Arts Center, and Memorial Auditorium. This complex is the venue for a variety of events including major conventions, trade shows, performing arts, concerts, sporting events, seminars, weddings, banquets, and high school graduations.
- **Crocker Art Museum:** Features the world's foremost display of California art and is renowned for its holdings of master drawings. Other major collection areas include international ceramics, European, Asian, African, and Oceanic artworks. The Museum serves as the primary regional resource for the study and appreciation of fine art and offers a diverse spectrum

of exhibitions, events, and programs to augment its collections, including films, concerts, studio classes, lectures, children's activities, and more.

- **Fairytale Town:** At Fairytale Town, children and families enjoy a magical, safe place to imagine, play, and learn. This nonprofit storybook park and education center promotes the imagination, creativity, and education of children. More than 250,000 visitors laugh and learn in a typical year at the main park while at-risk youth benefit from hands-on exploration at the Sacramento Adventure Playground located in South Sacramento.
- **History:** The Center for Sacramento History (CSH) is the official repository and research center for City and County historical collections. The Center collects, preserves, and makes accessible the region's vast cultural heritage to the public, academics, students, genealogists, filmmakers, and more. The division also serves as the administrator for the Old Sacramento Riverfront Historic District, which is the City's largest tourist attraction. The Center's collections are displayed in exhibitions created by Center staff at the Sacramento History Museum and City Hall.
- **Office of Arts and Culture:** The Office of Arts and Culture (OAC) is dedicated to elevating the influence of arts, culture, and the broader creative economy throughout the City and the region. The OAC advances its strategic imperatives, manifesting as the six goals of the Creative Edge cultural plan, through five key functions: 1) information gathering and dissemination; 2) workforce development; 3) investment; 4) law, legislation, and policy; and 5) convening and community coordination. The OAC has specific subject matter expertise in arts education, grantmaking, public art, collections management, and film and media.
- **SMUD Museum of Science and Curiosity (formerly Powerhouse Science Center):** With a targeted opening date in late 2021, the new SMUD Museum of Science and Curiosity (MOSAC) will be a premier institution for informal science education in Sacramento and the Northern California Region. The Museum will pique curiosity and spark imagination with hands-on interactive exhibits and programming that explores the wonders of science,

technology, engineering, art, and math (STEAM). The new state-of-the-art exhibits will address global and local issues and topics relating to energy, water, health, nature, space, and design engineering. The digital dome theater will screen a variety of spectacular film and star shows. The rotating gallery will feature special exhibitions that will continually bring new experiences and ideas to the Sacramento region.

- **Sacramento History Museum:** The Sacramento History Museum is dedicated to Sacramento's rich and diverse history. The Museum explores the stories of the area's first inhabitants, from the native peoples who originally lived here to the thousands of immigrants who came from around the world to seek their fortune in California's gold fields, and ultimately creating an "indomitable city". With engaging educational programs serving thousands of students each year, public programming and tours of The Old Sacramento Riverfront District, the Museum brings Gold Rush history to life for visitors of all ages.
- **Sacramento Zoo:** The Sacramento Zoo is one of the region's top attractions, with an annual attendance of 500,000. The Zoo's collection consists of more than 500 animals, diverse botanical life, and several specialized gardens.

PROGRAMS/SERVICE HIGHLIGHTS

- The SCU District facilities have all received the prestigious Global Biorisk Advisory Council certification, indicating to our customers the commitment to provide facilities with the highest level of cleaning and disinfection standards in the industry.
- The OAC awarded \$19.5 million in grants to nearly 400 individual artists, arts and cultural nonprofits, and creative businesses through five different programs via funding from the CARES Act creative economy recovery program.
- The CSH increased revenue through licensing of film and generated the largest amount ever received resulting in nearly \$175,000 or a 60% increase from the previous fiscal year, all while being on lockdown due to the ongoing pandemic.
- Despite pandemic closures the Zoo provided excellent daily care to nearly 500 native, rare, and endangered animals. While open, over 277,000 visitors enjoyed a safe day out at the Zoo and were entertained, educated, and connected to wildlife. Alligators and squirrel monkeys were among the new arrivals that became

FY2021/22 Approved Budget

guest favorites. In addition, the zoo celebrated the birth of a baby giraffe, and the “Behind-The-Scenes Tour” program, which takes guests one step closer to the animals, continues to be popular.

- While the Crocker Art Museum closed for a good portion of FY2020/21 due to the ongoing pandemic, the museum served nearly 200,000 people when open. During closure, audiences continued to be served through a variety of virtual programs, community activities and publications.

DEPARTMENT EFFICIENCIES

- The Sacramento History Museum transitioned to online with both existing and new programs using cell phones, microphones, lighting, and Zoom accounts purchased with Creative Economy Grant funds.
- The OAC deployed new software for: 1) streamlining client scheduling with staff and mentors; 2) designing communications materials; and 3) deploying online application systems.
- Fairytale Town achieved significant new cost efficiencies by streamlining its software strategies, re-evaluating banking relationships, and installing a video security system, while introducing new fundraising efforts that helped offset the debilitating revenue loss inflicted by the pandemic.
- MOSAC executed a renaming and rebranding of the organization from Powerhouse Science Center to the SMUD Museum of Science and Curiosity. A new website was completed and launched in preparation for reopening. Work has continued development of educational and operational planning for the new Center.
- The Zoo transitioned to touchless online advance ticket sales and enhanced all cleaning and safety protocols to minimize congestion and maintain a safe family environment for the Sacramento community. In addition, security cameras were added to key areas of the property.

OBJECTIVES FOR FY2021/22

- The SAFE Credit Union Convention Center, SAFE Credit Union Performing Arts Center, and Memorial Auditorium combined to create the SAFE Credit Union Convention and Performing Arts District (SCU District). When conventions, theater productions, and special events open at the SCU District, it will become a central hub that attracts hundreds of thousands of visitors and generates millions of dollars in local economic impact.
- CSH aims to complete design and construction of the cold storage vault which will allow for proper storage of the film collection.
- MOSAC construction is projected to be complete in March 2021, and staff will be on-site by April or as pandemic protocols allow. A membership program to MOSAC

FY2021/22 Approved Budget

launched in February, and in-person summer camps are planned. Currently, MOSAC is estimated to open to the public in fall 2021. There will be a full offering of both on-site and outreach STEAM educational programs for K-12 grade levels across Northern California, including adult evening programs and public programs and events on weekends.

- Fairytale Town will build its long-awaited Story Center to promote child creativity, revitalize the longstanding Children’s Theater program delivering musical theater to elementary school kids, and bolster program offerings at both Fairytale Town and the Sacramento Adventure Playground. Encouraging all segments of the community to benefit from Fairytale Town programming is a top priority.
- The Zoo will continue to inspire appreciation and respect for wildlife and nature through education, recreation, and conservation at the Zoo. Due to the pandemic and increased demand, the Zoo has added virtual programming as a delivery platform and will continue to seek to maximize its educational and entertainment value to the public while exploring strategic opportunities to reach even more people within the Sacramento region and beyond.

Department Budget Summary

Convention and Cultural Services Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$ 7,297,836	\$ 6,729,691	\$ 9,161,271	\$ 9,135,786	\$10,065,151	\$ 929,365
Other Services and Supplies	6,862,717	5,906,026	7,547,385	7,822,870	7,870,015	47,145
City Property	40,753	41,745	138,000	138,000	138,000	-
Multi-Year Operating Projects	-	-	135,951	-	2,754,000	2,754,000
Transfers	(204,662)	(166,878)	-	-	-	-
Labor and Supply Offset	1,195,910	1,192,780	849,172	849,172	1,221,647	372,475
Operating Transfers	13,625,877	1,088,008	1,036,800	1,036,800	1,445,800	409,000
Total	\$28,818,430	\$14,791,373	\$18,868,579	\$18,982,628	\$23,494,613	\$ 4,511,985

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$ 1,113,172	\$ 4,874,658	\$ 5,333,465	\$ 5,547,514	\$ 1,309,212	\$ (4,238,302)
Community Center	31,200,575	9,579,071	13,119,521	13,019,521	14,880,966	1,861,445
Fairytale Town	55,640	28,589	50,000	50,000	50,000	-
H Street Theater	-	33,175	45,000	45,000	45,000	-
Innovation and Growth	(3,800,000)	-	-	-	-	-
Measure U	-	-	-	-	6,886,083	6,886,083
Museum of History, Science, & Tech	-	21,000	-	-	-	-
Old Sac Market	75,679	68,321	104,000	104,000	104,000	-
Old Sacto Maint Dist	65,781	63,816	65,246	65,246	67,190	1,944
Winchester G & Mary Alice Felt	51,901	95,417	101,347	101,347	102,163	816
Zoo	55,681	27,324	50,000	50,000	50,000	-
Total	\$28,818,430	\$14,791,373	\$18,868,579	\$18,982,628	\$23,494,613	\$ 4,511,985

Division Budget Summary

Convention and Cultural Services Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
CCS Administration Division	\$ 1,597,714	\$ 1,150,061	\$ 2,024,273	\$ 2,024,273	\$ 1,756,577	\$ (267,696)
Convention Center Complex Division	21,506,437	8,125,486	10,642,776	10,542,776	12,671,917	2,129,141
Crocker Art Museum Division	1,983,279	1,925,597	2,299,739	2,299,739	2,260,029	(39,710)
Fairytale Town Division	68,587	63,799	62,245	62,245	62,245	-
History Division	2,102,986	2,248,429	2,404,217	2,618,266	2,357,404	(260,862)
Powerhouse Science Center Division	239,191	241,214	238,337	238,337	238,337	-
Sacramento History Museum Division	254,603	254,265	251,528	251,528	251,528	-
Sacramento Office of Arts & Culture Division	685,973	425,588	535,693	535,693	3,481,211	2,945,518
Sacramento Zoo Division	379,661	356,934	409,771	409,771	415,365	5,594
Total	\$28,818,430	\$14,791,373	\$18,868,579	\$18,982,628	\$23,494,613	\$ 4,511,985

FY2021/22 Approved Budget

Staffing Levels

Convention and Cultural Services Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
CCS Administration Division	8.00	8.00	8.00	8.00	8.00	-
Convention Center Complex Division	81.99	82.99	82.99	89.30	89.30	-
Crocker Art Museum Division	6.00	6.00	6.00	6.00	6.00	-
History Division	8.20	8.20	8.20	8.20	8.20	-
Sacramento Office of Arts & Culture Division	8.00	8.00	9.00	9.00	9.00	-
Sacramento Zoo Division	3.00	3.00	3.00	3.00	3.00	-
Total	115.19	116.19	117.19	123.50	123.50	-

MEASURE U

The following chart summarizes the Department's Measure U programs:

Row Labels	Program Name	FTE	FY2021/22 Approved
Arts/Creative Edge			
MYOP	Creative Edge	-	2,640,000
Operations	Arts Education & Outreach	2.00	223,902
	Crocker Art Museum	6.00	2,048,126
	History	8.20	1,180,068
	Metro Arts-Prog Contrib	1.00	70,617
	Sacramento Film & Media	1.00	159,306
Community Investment			
Operations	Sacramento History Museum	-	127,267
Youth			
Operations	Fairytale Town	-	12,245
	Powerhouse Science Center	-	129,077
	Sacramento Zoo	3.00	295,473
Grand Total		21.20	\$ 6,886,083

PERFORMANCE MEASURES

Convention Center Complex Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Total events and performances	454	353	81	0	161
Number of tickets sold	316,583	250,813	113,347	0	90,000

The SAFE Credit Union Convention and Performing Arts District 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 SAFE Credit Union Convention and Performing Arts District, which includes the Performing Arts Center and Memorial Auditorium, continues to grow. Beginning in June 2018, the Memorial Auditorium closed for renovations and reopened for events in June 2019. In July-August 2019, the Convention Center and Performing Arts Center both closed for renovations and are scheduled to reopen in FY2020/21. Additionally, in FY2019/20 and FY2020/21 there have been events/performances cancelled due to the ongoing pandemic.

FY2021/22 Approved Budget

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Total revenue of in-house vendors	11,246,325	13,508,420	1,465,650	0	3,000,000

The SAFE Credit Union Convention Center has followed a national trend in awarding exclusive contracts for many services provided at the facility. Currently, the City has contracts with Centerplate for food and beverage; Encore for audio-visual; Smart City Networks for telecommunications; Ticketmaster for ticketing; and Boingo for wireless communications. 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. The revenue generated is an indicator of the strength of our Convention Center business primarily with conventions, conferences, tradeshows, 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. Beginning in June 2018, the Memorial Auditorium closed for renovations and reopened for events in June 2019. In July-August 2019, the Convention Center and Performing Arts Center closed for renovations and are scheduled to reopen in FY2020/21. Additionally, in FY2019/20 and FY2020/21 there have been events/performances cancelled due to the ongoing pandemic.

Crocker Art Museum Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Attendance	274,488	257,674	177,617	25,000	175,000
Membership	13,359	12,654	11,585	8,500	9,500

The attendance figures are a direct reflection of the exhibition and programmatic schedule. The decrease in attendance and membership figures are a direct reflection of the museum being closed to the public because of the pandemic.

Center for Sacramento History Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of researchers assisted	118,713	142,554	87,302	40,000	87,000

As of FY2016/17, CSH is now tracking digital assets and how they are being used. The Center for Sacramento History is an important source of accurate information about Sacramento and its past. The Center continues to respond to increasing research requests and anticipates those requests will grow due to exposure from events and digitization projects placing more of our collections on national databases. By providing prompt and accurate research, Sacramento history is featured in films and on HBO, HLN, NBC and in local, news reporting, academic papers, raising the profile of the city both nationally and internationally. Due to the pandemic, both in-person and online researchers are significantly lower than projected for FY2019/20 and FY2020/21. Most online visits are often the result of an in-person research appointment, which are significantly lower due to the pandemic.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of items in collection's databases	115,115	125,024	130,426	134,000	138,000

The inventory in the CSH 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 to in-house researchers looking for information. The CSH is currently working with the University of California digitizing multiple collections including our increasingly used KCRA film collection. Due to the pandemic, staff, volunteers, and interns are not in the office to process collections resulting in lower projections for FY2019/20 and FY2020/21. It is unclear when staff, volunteers, and interns will be able to safely return to the office.

Office of Arts and Culture Division

Public Art Program

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of exhibitions produced	13	13	10	10	10
Number of artworks conserved, maintained, or repaired	42	31	15	15	25
Number of public art projects completed (installed)	11	10	10	10	10
Number of permanent public art projects in progress	36	35	30	30	30

The Art in Public Places program is funded through an ordinance that requires at least two percent of eligible City and County capital improvement project budgets be set aside for public art. Several of the objects in the City and County public art collection have been recognized nationally. The number of projects in progress may significantly vary 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

FY2021/22 Approved Budget

by Arts Commission staff. 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 675 objects. Public artworks that are maintained or conserved year-to-year may vary due to funding and/or project complexity.

Any Given Child Program

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of arts education school assemblies organized	148	95	80	75	130
Number of participants reached through above events	38,901	34,660	18,500	18,000	30,000
Number of professional development events for artists and classroom teachers	8	10	10	12	10
Number of artists and classroom teachers served in professional development	130	222	224	314	300
Number of students served in six- or 10-week residences	1,925	1,542	811	750	1,500

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. Services offered under the program include in-class arts residencies, school assemblies delivered by local arts organizations, and professional development workshops for teachers, school administrators, and artists. The structure of the fees-for-service menu distributed to participating school districts changed. Districts now purchase a specific number of Teaching Artist Residencies, Arts Exposure Events (assemblies), and seats at Professional Development workshops, to be used throughout the year.

Cultural Arts Awards (CAA) Program

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of Cultural Arts Award (CAA) grantees	57	57	57	0	57
CAA grant allocation	\$485,950	\$493,122	\$500,000	0	\$450,000
Grantee operating budgets (CAA)	\$65,186,266	\$67,795,452	\$60,000,000	N/A	\$50,000,000
Number of Cultural Equity Grant grantees	0	0	13	0	15
Cultural Equity Grant allocation	0	0	\$115,000	0	125,000

The Grants and Cultural Program provides support to Sacramento City and County nonprofit arts and cultural organizations through a diverse grant program. The number of grants awarded varies due to the results of the panel process and City/County funding allocations.

The Cultural Arts Awards (CAA) grants, our premier grant, offers general operating support or project support with grants that typically range from \$1,000 to \$25,000. The CAA grant is funded by both the County and City of Sacramento through the annual Transient Occupancy Tax (TOT) allocation during the annual budget process. The amount available to grant will increase as the TOT allocation increases.

The Cultural Equity (CE) grant provides project support or capacity building support with grants that range from \$2,000 to \$20,000. The CE grant was funded by a one-time allocation in FY2015/16 and FY2020/21.

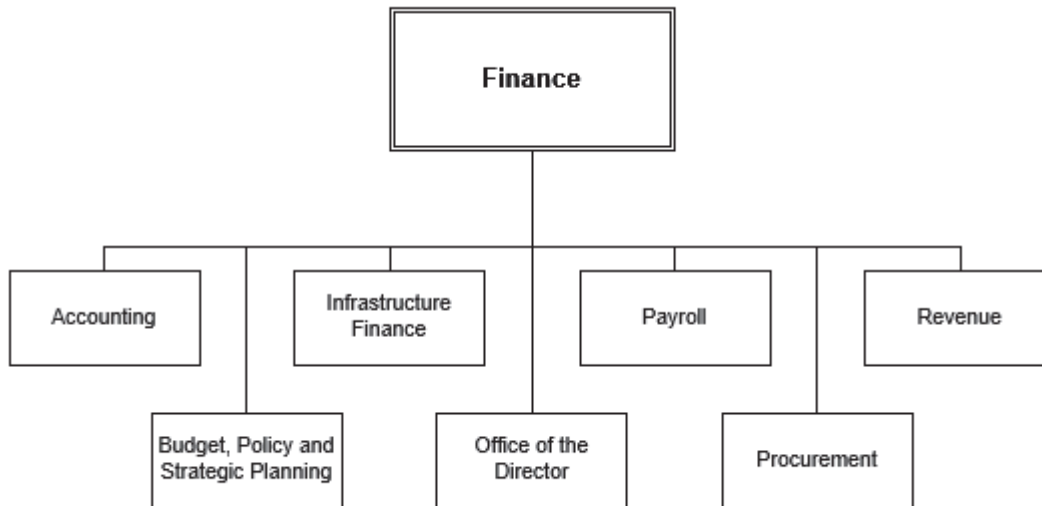
Per the Americans for the Arts & Economic Prosperity Calculator, the economic impact of the Arts Commission's nonprofit grantees is significant to the local economy, generating over \$2 million in local government revenue and providing over 1,700 full-time equivalent jobs in the region.

16

SECTION - 16 **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 Department currently provides accounting, billing, budgeting, collection, infrastructure finance, parking citation, payroll, procurement, and revenue collection services. Internal services and programs include strategic planning and policy analysis.

- **Accounting:** Responsible for providing oversight for the system of internal controls to safeguard City assets and preparing annual financial statements.
- **Budget, Policy and Strategic Planning:** Responsible for the development and preparation of the annual operating budget, five-year capital improvement program, midyear budget report, and quarterly financial reports. Supports the Council, charter offices, and operating departments with budgeting, financial support, forecasting, analysis on special projects, and labor negotiations.
- **Infrastructure Finance:** Responsible for the formation and administration of financing plans, assessment districts, tax districts and fee districts for development, and the continuance of services in support of goals to achieve sustainability and enhance livability.
- **Office of the Director:** Responsible for enhancing and maintaining the fiscal stability of the City.
- **Payroll:** Responsible for issuing bi-weekly paychecks for active employees, monthly paychecks for SCERS

retirees and for maintaining and monitoring internal controls to ensure transactions comply with current labor agreements, payroll policies, and state and federal laws and regulations.

- **Procurement Services:** Responsible for the development, implementation, and compliance with citywide policies for the acquisition of goods and services through competitive bidding, as well as contract and purchase order administration.
- **Revenue:** Responsible for the coordination and collection of citywide citations, fees, permits, and fees and taxes for the administration of the BOT and special business permit programs for over 22,000 businesses.

PROGRAMS/SERVICE HIGHLIGHTS

- Successfully pivoted to an all-virtual work environment maintaining full functionality and customer service levels, fast turnaround times for purchase order dispatching, and prompt payments to employees and vendors.
- Gained approval for a \$30 million Aggie Square EIFD to leverage \$1 billion of initial investment and \$5 million in future annual City revenues.
- Executed a contract for the replacement of the City's BOT system that will provide better reporting including the ability to collect information to support our Race and Gender Equity Action Plan.
- Worked with hosting platforms, including Airbnb and Expedia, to improve compliance with the City's short-term rental ordinance.
- Developed and implemented an electronic sole/single source justification form eliminating paper justifications and establishing an automated workflow.

DEPARTMENT EFFICIENCIES

- Implemented Automated Clearing House (ACH) payments with city vendors to reduce printing and processing time, improved productivity by automating a manual process, and realized cost savings by reducing check processing.
- Installed an online appointment scheduling application for cashiering appointments and cannabis business tax payments.
- Looked for ways to optimize the use of districts and finance plans to build priority public improvements, fund services, and encourage private investment in the City.

FY2021/22 Approved Budget

- Streamlined internal procurement processes and procedures using best practices to eliminate redundancies, increase staff effectiveness, and improve transparency.
- Worked with the City Treasurer to establish, implement, and streamline a wire transfer process for City Department requests.

OBJECTIVES FOR FY2021/22

- Complete installation of the new citywide point-of-sale (POS) cashiering system that will accept payments for most services, programs, fees, and charges. City Departments that collect revenue using in-person or online payments utilize a variety of software applications that impact cashiering operations. This system will streamline the process and ensure transactions are recorded properly in the citywide financial system.
- Complete Mello-Roos formation, bond issuance, and associated agreements to facilitating development projects: Delta Shores, The Railyards, Panhandle, and others.
- Develop training tools for citywide departments on business operations tax and accounts receivable write off procedures.
- Implement new accounting and financial reporting standards including Governmental Accounting Standards Board (GASB) Statements No. 84 (Fiduciary Activities), 87 (Leases), and 90 (Major Equity Interests).
- Provide departments and fund managers with the tools necessary to forecast labor growth, especially as it relates to retirement and other post-employment benefit costs.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Finance	Add a position (1.0 FTE Principal Budget Analyst) to address the increased workload in the Budget Office and provide additional management oversight in critical programs.	1001		164,015	1.00
Total Change			\$ -	\$ 164,015	1.00

POSITION CHANGES

- A vacant position (1.0 FTE Customer Service Representative) was deleted, and a new position (1.0 FTE Customer Service Specialist) was added to ensure proper oversight and training of entry level staff.

FY2021/22 Approved Budget

Department Budget Summary

Finance Budget Summary	FY2018/19	FY2019/20	FY2020/21	FY2020/21	FY2021/22	Change More/(Less)
	Actuals	Actuals	Approved	Amended	Approved	Approved/Amended
Employee Services	\$8,893,945	\$9,665,608	\$10,445,356	\$10,445,356	\$11,210,228	\$ 764,872
Other Services and Supplies	1,652,057	1,160,355	2,253,844	2,137,745	2,160,532	22,787
City Property	86,401	24,828	44,400	44,400	44,400	-
Multi-Year Operating Projects	-	-	250,000	250,000	225,000	(25,000)
Transfers	64,003	63,697	64,003	64,003	64,003	-
Labor and Supply Offset	(1,272,470)	(1,266,097)	(1,197,437)	(1,197,437)	(1,241,545)	(44,108)
Total	\$9,423,936	\$9,648,392	\$11,860,166	\$11,744,067	\$12,462,618	\$ 718,551

Funding Summary by Fund/Special District	FY2018/19	FY2019/20	FY2020/21	FY2020/21	FY2021/22	Change More/(Less)
	Actuals	Actuals	Approved	Amended	Approved	Approved/Amended
General Fund	\$5,178,065	\$5,361,323	\$ 7,509,421	\$ 7,509,421	\$ 8,209,262	\$ 699,841
12th Street Maint Benefit Area	3,237	4,404	4,556	4,556	2,966	(1,590)
16th St PBID	-	-	-	6,210	6,210	-
65th Street Area Impact Fee	-	39,248	50,000	50,000	-	(50,000)
Central Midtown Restaurant BID	82,575	67,913	96,000	64,484	64,484	-
City/Cnty Office-Water Planning	39,000	39,000	39,000	39,000	39,000	-
Curtis Park CFD 2013-03	3,179	3,203	3,270	3,270	3,133	(137)
Curtis Park Village CFD 2014-02	7,600	-	50,000	50,000	50,000	-
Del Paso Nuevo Landscaping CFD	2,595	2,861	2,866	2,866	3,064	198
Del Paso Prop & Business Imprv	3,617	2,714	2,714	2,937	2,937	-
Downtown Impact Fee	-	-	-	-	25,000	25,000
Downtown Management District	8,038	9,875	9,875	6,100	6,100	-
Franklin Blvd PBID	37,533	17,926	-	-	-	-
Franklin Boulevard PBID	3,383	2,422	2,422	2,255	2,255	-
Greater Broadway PBID	2,459	2,544	2,544	2,427	2,427	-
Handle BID No 2011-04	276,768	137,991	200,000	200,000	200,000	-
Interdepartmental Service	2,846,134	3,024,965	2,693,464	2,693,464	2,726,033	32,569
Laguna Creek Maint Dist	13,547	13,931	13,933	13,933	8,112	(5,821)
Landscaping and Lighting	319,912	347,569	330,239	330,239	344,324	14,085
Mack Road PBID	2,294	2,406	2,406	2,737	2,737	-
Midtown Sacramento PBID	5,713	5,756	5,756	5,694	5,694	-
N Nat Lndscp 99-02	20,641	27,942	28,504	28,504	29,234	730
N Natomas Lands CFD 3	34,975	52,657	52,850	52,850	54,811	1,961
N Natomas Transp Mgmt Assoc	28,898	44,098	44,106	44,106	45,384	1,278
Natomas Crossing CFD 2013-01	-	-	-	-	476	476
Neighborhood Lighting Dist	15,973	18,516	18,333	18,333	10,985	(7,348)
Neighborhood Park Maint CFD	30,024	37,981	43,788	43,788	45,973	2,185
Neighborhood Water Quality Dist	12,671	12,792	13,091	13,091	10,532	(2,559)
NNFP Drainage Fee	-	-	-	-	25,000	25,000
NNFP Public Facilities Fee	-	-	50,000	50,000	50,000	-
NNFP Public Land Acquisition Fee	-	-	50,000	50,000	50,000	-
NNFP Reg Park Land Acquisition	-	-	50,000	50,000	25,000	(25,000)
NNFP Transit Fee	-	-	50,000	50,000	25,000	(25,000)
Northside Subdiv Maint Dist	5,194	5,208	5,243	5,243	5,318	75
NW Land Park CFD 2013-02	5,797	20,913	7,493	7,493	9,796	2,303
Oak Park PBID	3,664	2,735	2,735	2,461	2,461	-
Old Sacto Maint Dist	4,279	6,244	4,814	4,814	2,870	(1,944)
Parkebridge CFD 2014-07	-	-	4,801	4,801	5,358	557
Parking	115	-	-	-	-	-
Power Inn Area Prop & Business	3,735	3,965	3,965	3,814	3,814	-
Power Inn Rd Md 2003-01	3,880	4,629	4,675	4,675	3,586	(1,089)
Private Development	50,000	-	-	-	-	-
Railyards Impact Fee	-	-	-	-	25,000	25,000
Railyards Maint CFD No 2014-04	3,671	4,667	6,214	6,214	8,012	1,798
Sac Services CFD 2018-05	-	-	-	-	8,664	8,664
Sac Tourism Marketing District	151,531	107,249	160,000	72,908	72,908	-
SacMaintCFD2014-04 Annex Areas	4,073	5,618	9,493	9,493	13,419	3,926
SacMaintCFD2014-04 Area 01	6,243	6,461	10,361	10,361	10,367	6
So Natomas Comm Improv	-	442	-	-	-	-
So Natomas Facility Benefit	-	26,081	-	-	-	-
Special District Info/Rpt Sys	3,437	10,717	-	-	-	-
Stockton Blvd BIA	8,382	3,983	-	-	-	-
Stockton Blvd PBID	2,438	2,508	2,508	2,589	2,589	-
Subdiv Lndscpng Maint Dist	25,162	28,093	28,872	28,872	29,605	733
Sutter Business Imprvmt Area	134,034	90,885	150,000	150,000	150,000	-
The River District PBID	2,031	2,517	2,517	2,727	2,727	-
Township 9 CFD No. 2012-06	5,176	5,176	6,358	6,358	9,893	3,535
Village Garden N.-Mce Dist #1	10,327	15,596	16,076	16,076	7,803	(8,273)
Willowcreek Assmnt Md	9,045	9,181	9,308	9,308	6,638	(2,670)
Willowcreek Lndscpng CFD	2,890	5,486	5,595	5,595	5,657	62
Total	\$9,423,936	\$9,648,392	\$11,860,166	\$11,744,067	\$12,462,618	\$ 718,551

FY2021/22 Approved Budget

Division Budget Summary

Finance Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Accounting Division	\$2,297,439	\$2,183,389	\$ 2,901,161	\$ 2,898,985	\$ 3,077,164	\$ 178,179
Budget Office Division	1,153,111	1,163,090	1,376,039	1,376,039	1,654,530	278,491
Infrastructure Finance Division	948,842	728,402	1,397,015	1,398,971	1,370,904	(28,067)
Office of the Director Division	593,486	700,919	599,210	599,210	618,410	19,200
Payroll Division	795,792	1,145,220	940,744	940,744	1,042,332	101,588
Procurement Division	763,482	717,552	921,936	921,936	1,007,117	85,181
Revenue Division	2,871,784	3,009,820	3,724,061	3,608,182	3,692,161	83,979
Total	\$9,423,936	\$9,648,392	\$11,860,166	\$11,744,067	\$12,462,618	\$ 718,551

Staffing Levels

Finance Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Accounting Division	20.00	20.00	20.00	20.00	20.00	-
Budget Office Division	7.00	7.00	7.00	7.00	8.00	1.00
Infrastructure Finance Division	6.00	6.00	6.00	6.00	6.00	-
Office of the Director Division	5.00	3.00	3.00	3.00	3.00	-
Payroll Division	7.00	8.00	8.00	8.00	8.00	-
Procurement Division	7.00	7.00	7.00	7.00	7.00	-
Revenue Division	39.00	40.00	40.00	40.00	40.00	-
Total	91.00	91.00	91.00	91.00	92.00	1.00

PERFORMANCE MEASURES

Accounting Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of vendors paid within 30 days	90%	77%	78%	80%	80%
Number of days for Accounting to review and approve a vendor invoice and process a payment	4	4	4	4	4
"Prompt Payment" discounts taken	\$235,000	\$109,213	\$100,000	\$100,000	\$100,000
"Prompt Payment" discounts lost	\$5,000	\$11,283	\$10,000	\$10,000	\$10,000
Percent of discounts taken	98%	91%	91%	91%	91%

Review and approval of vendor payments is centralized 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.

Finance Administration Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Obtain unmodified audit opinion on CAFR	Yes	Yes	Yes	Yes	Yes
Obtain GFOA Certificate of Achievement for CAFR	Yes	Yes	Yes	Yes	Yes
Proposed balanced budget presented to City Council 60 days prior to the beginning of the fiscal year	Yes	Yes	Yes	Yes	Yes
Obtain CSMFO Capital Budgeting Award	Yes	Yes	Yes	Yes	Yes

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Number of days for Procurement Services to review a requisition and issue a purchase order	3	3	3	3	3

Issuing centralized purchase orders ensures compliance with the City's procurement policies and procedures. Timely review and issuance of purchase orders is critical in fulfilling the program and service delivery needs of Departments.

FY2021/22 Approved Budget

Revenue Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Percent of delinquent receivables collected	43%	47%	50%	50%	50%

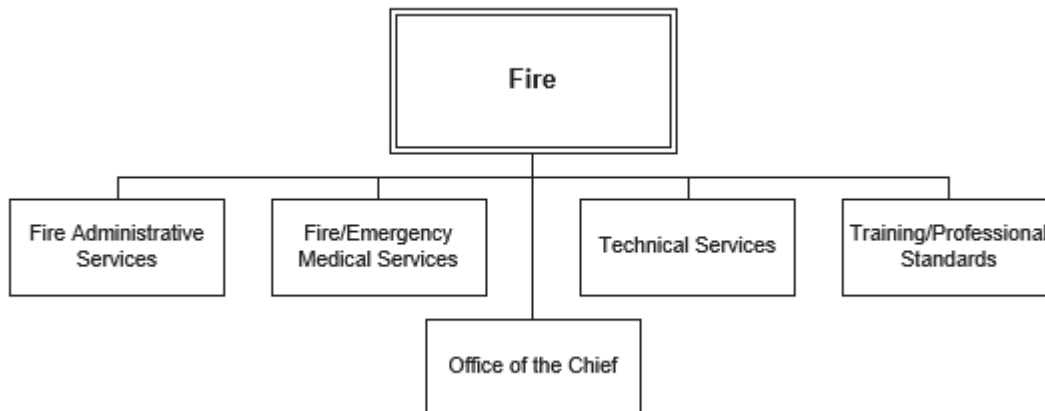
Collection of revenues associated with the provision of specific programs and services reflects prudent financial management and is necessary to achieve the resources included in the City's annual budget. Invoices unpaid for 30 days or longer are considered delinquent. Collection efforts on delinquent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

17

SECTION - 17 **Fire**

Fire

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



The **Fire Department** started serving the residents 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. The Department provides emergency services, fire code enforcement, public education, and fire investigations.

- **Fire Administrative Services:** Responsible for departmental support of budget, revenues, accounts payable, procurement, contracts, council reports and grants. Provides personnel services including hiring, payroll, workers' compensation, and testing.
- **Fire/Emergency Medical Services:** Responds to fires, technical (e.g., US&R, water, and heavy rigging), rescues, hazardous materials incidents, wildland fires, and other emergencies. Provides emergency medical services including advanced life support and transportation.
- **Office of the Chief** Responsible for developing and providing direction for the Department.
- **Technical Services:** Provides essential support functions to all divisions, which includes acquisition and repairs of necessary equipment, information technology; coordination of all facility maintenance, repairs, and construction; and fleet maintenance, repairs, and acquisition. Enforces codes and ordinances related to fire and life safety issues, completes plan reviews and conducts inspections of construction projects, coordinates annual life

- Training/Professional Standards: safety inspections of commercial buildings, and investigates fires.
- Responsible for essential fire recruit training including in-service, continuing education, and outreach/recruitment. Provides oversight and investigative services related to personnel and civilian complaints and disciplinary actions.

PROGRAMS/SERVICE HIGHLIGHTS

- Began the construction of new Fire Station 14.
- Upgraded and increased reserve ambulance fleet to have the capacity to respond to increasing 911 calls.
- Finished the installation of seventeen (17) turnout extractors to reduce firefighter exposure to carcinogens.
- Implemented a hood exchange program, which is the first of its kind in the Sacramento area. The hood is a garment that is worn by firefighters to protect areas not covered by structure turnouts or helmets, for example the neck and ears. This program allows firefighters to exchange hoods that are exposed to carcinogens during fires for clean hoods.
- Deployed the first Clean Cab Fire Engines in Northern California. This helps mitigate and provide an environment free of carcinogens and residue from combustible products.
- Deployed Fire television interface with ROKU devices, available in all stations and Department buildings, connecting a decentralized workforce with important information from the Chief, as well as safety, training, and departmental information.

DEPARTMENT EFFICIENCIES

- Continued remounting ambulance units (box) on a new chassis, which provides cost savings on each replacement medic unit. The remount process saves between 55 to 65% (per unit) compared to a full replacement.
- Started a care and maintenance exchange program for personal protective equipment (turnouts).
- Partnered with County of Sacramento Public Health to establish and deploy a mobile integrated health and pandemic response unit.
- Increased EMS quality assurance training program to provide the best quality patient services to our residents.

OBJECTIVES FOR FY2021/22

- Continue to assess and prioritize Department staff to support an increasing workload.
- Evaluate and implement outreach and recruitment programs to increase diversity in the applicant pool.
- Evaluate the security at all active stations.
- Review the utilities and technology usage across all divisions.
- Review the centralized logistics functions and how to further maximize the mechanism of delivery while decreasing drive times.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Training and Professional Standards	Add positions and associated budgets to address diversity, outreach, and recruitment with a release from the Housing Trust Fund Commitment.	Measure U	-	2,220,543	7.00
Total Change:			\$ -	\$ 2,220,543	7.00

POSITION CHANGES

- Vacant positions (8.0 FTE Firefighters) were deleted, and new positions (3.0 FTE Captains and 3.0 FTE Fire Engineers) were added to establish a needed detail pool to address daily staffing needs.

Department Budget Summary

Fire Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$111,612,686	\$133,148,402	\$145,160,122	\$145,160,122	\$149,175,117	\$ 4,014,995
Other Services and Supplies	15,120,321	16,089,190	14,361,986	14,492,848	17,885,124	3,392,276
City Property	480,218	296,378	482,113	482,113	482,113	-
Multi-Year Operating Projects	-	-	298,700	-	498,045	498,045
Transfers	1,228	23,380	-	-	-	-
Labor and Supply Offset	(16,939,771)	(20,394,792)	(22,213,652)	(22,213,652)	(691,202)	21,522,450
Total	\$110,274,682	\$129,162,559	\$138,089,269	\$137,921,431	\$167,349,197	\$ 29,427,766

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$109,774,682	\$128,662,559	\$137,589,269	\$137,421,431	\$158,259,697	\$ 20,838,266
Measure U	-	-	-	-	8,589,500	8,589,500
Risk Mgmt	500,000	500,000	500,000	500,000	500,000	-
Total	\$110,274,682	\$129,162,559	\$138,089,269	\$137,921,431	\$167,349,197	\$ 29,427,766

Division Budget Summary

Fire Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Fire Administrative Services Division	1,385,451	1,506,855	1,882,465	1,882,465	1,860,183	(22,282)
Fire Ops/EMS Division	88,451,757	104,646,774	112,469,091	112,469,091	135,715,503	23,246,412
Office of the Fire Chief Division	476,438	456,324	625,028	625,028	776,111	151,083
Tech Services Division	18,101,578	19,305,376	20,587,502	20,419,664	22,255,468	1,835,804
Training/Professional Standards Division	1,859,457	3,247,229	2,525,183	2,525,183	6,741,932	4,216,749
Total	\$110,274,682	\$129,162,559	\$138,089,269	\$137,921,431	\$167,349,197	\$ 29,427,766

FY2021/22 Approved Budget

Staffing Levels

Fire Division Budgets	FY2018/19	FY2019/20	FY2020/21	FY2020/21	FY2021/22	Change
	Actuals	Actuals	Approved	Amended	Approved	More/(Less) Approved/Amended
Fire Administrative Services Division	14.00	14.00	14.00	14.00	14.00	-
Fire Ops/EMS Division	607.00	616.00	616.00	616.00	614.00	(2.00)
Office of the Fire Chief Division	2.00	3.00	3.00	3.00	3.00	-
Tech Services Division	47.00	51.00	51.00	51.00	51.00	-
Training/Professional Standards Division	11.00	27.50	28.50	28.50	35.50	7.00
Total	681.00	711.50	712.50	712.50	717.50	5.00

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Public Safety - Fire Operations	Diversity/Outreach/Recruitment	7.00	2,220,543
	Fire Suppression	-	6,368,957
Grand Total		7.00	\$ 8,589,500

PERFORMANCE MEASURES

Emergency Operations Division

Key Measure	FY18	FY19	FY20	FY21	FY22
	Actuals	Actuals	Actuals	Estimate	Target
Average Response Time	5 minutes 25 seconds	5 minutes 0 seconds	5 minutes 42 seconds	5 minutes 30 seconds	5 minutes 30 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 until time leaving the station.

Key Measure	FY18	FY19	FY20	FY21	FY22
	Actuals	Actuals	Actuals	Estimate	Target
Unit Hour Utilization (UHU)	0.54	0.50	0.40	0.45	0.45

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 number of hours the medic units are available. For example, a UHU of 0.50 indicates that a unit was utilized 50% 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
0.35-0.25	Average Utilization
0.25-0.15	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 EMS deployment model. 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.

FY2021/22 Approved Budget

Fire Administration Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of fire plan reviews completed on time	94%	95%	94%	95%	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%. 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Development Services Fire Inspections conducted	9,300	9,500	9,967	9,800	9,900

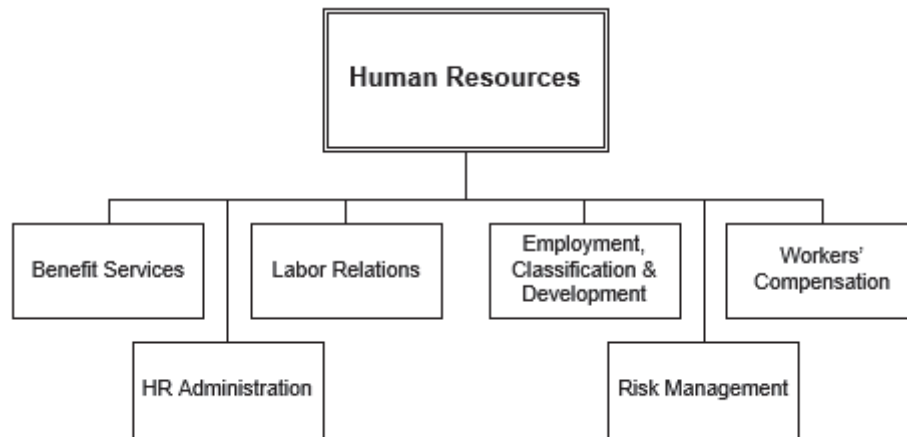
The Fire Prevention Division is responsible for inspecting new construction and tenant improvement projects. This year the department is projected to increase the number of inspections conducted as the construction forecast continues to accelerate. By 2022, the Division is projected to have higher inspection numbers due to the volume of new construction projects and the improved local economy.

18

SECTION - 18 **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 (HR)** 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 comprehensive human resources services and programs to enhance efficiency and effectiveness of the organization.

- **Benefits Services:** Provide employee and retiree benefit administration, new employee benefit orientations, and budgeting for the department.
- **HR Administration:** Provide support for exempt hires, contracting support, board, commission, and legislative support, special projects, and development of policies and procedures.
- **Labor Relations:** Provide employee contract negotiations, implementation of labor agreements, discipline, grievance administration, citywide leave policies, equal employment opportunity, and Americans with Disabilities Act (ADA) coordination for employees.
- **Employment, Classification & Development (formerly Recruitment/Organizational Development):** Provide employment services, recruiting, testing, classification, compensation, and citywide training and organizational development.

- Risk Management/
Workers' Compensation: Provide environmental health and safety, insurance, workers' compensation, and liability claims management.

PROGRAMS/SERVICE HIGHLIGHTS

- Initiated the citywide classification study by finalizing the RFP process, selecting a vendor, and developing communications to City employees and stakeholder groups.
- Labor Relations, Leave Administration, and Environmental Health and Safety continue to serve as primary points of contact for departments, employees, and labor organizations for the City's ongoing response to pandemic related impacts on the city workforce.
- Initiated the development of a citywide mentoring program, with a lens on diversity, equity, and inclusion.
- Assisted in the development and implementation of the Site-Specific Pandemic Prevention Plan and the Pandemic Prevention Program.
- Coordinated the office trailer replacement and asphalt improvement projects at the Sacramento Driver Regional Training Facility.

DEPARTMENT EFFICIENCIES

- Continued transferring civil service examinations to an online format, posted 341 job recruitments, and received and screened 16,167 applications.
- Transitioned employment related medical exam scheduling to most Departments, to streamline the process.
- Completed annual open enrollment for employees and retirees using all web-based solutions due to the pandemic.
- Implemented online Personnel Action Requests (PAR) for hire and rehire transactions. Processed 1,070 hire and rehire transactions since implementation and processed 620 hire and rehire transactions for the period of July 1, 2020 to March 16, 2021.
- The Equal Employment Office (EEO) investigated 57 allegations of discrimination, harassment, or retaliation for calendar year 2020 and processed over 100 formal discipline cases and 19 formal grievances in the Labor Relations Division.

OBJECTIVES FOR FY2021/22

- Continue to develop online civil service examinations to promote efficiency and greater accessibility and outreach for applicants.

FY2021/22 Approved Budget

- Kick off the City's Race & Gender Equity Action Plan (RGEAP) and establish a core Human Resources Team to lead the RGEAP in partnership with the City Manager's Office and the Office of Diversity & Equity.
- Kick off the first year of the citywide classification study by working with departments to ensure position description questionnaires are completed.
- With assistance from IT, install upgrades to workers' compensation claims system to improve efficiency and support.
- Update the Driver Training Plan, in coordination with the Vehicle Review Committee, to increase participation by identifying additional resources for effective driver training.

POSITION CHANGES

- A vacant position (1.0 FTE Administrative Analyst) was deleted, and a new position (1.0 FTE Personnel Analyst) was added to align with the Recruitment and Organizational Development Division's workforce plan.
- A position (1.0 FTE Program Specialist) was transferred from the Department of Human Resources to the City Manager's Office to oversee and provide support for volunteer programs.

Department Budget Summary

Human Resources Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$ 9,303,391	\$ 9,468,914	\$11,080,116	\$11,080,116	\$11,198,617	\$ 118,501
Other Services and Supplies	28,814,162	38,305,427	35,871,432	35,682,432	40,189,341	4,506,909
City Property	26,513	92,120	43,200	43,200	43,200	-
Multi-Year Operating Projects	-	-	213,300	100,000	100,000	-
Transfers	(107,170)	(116,970)	-	-	-	-
Labor and Supply Offset	3,752,219	3,308,712	3,424,207	3,622,207	3,425,758	(196,449)
Total	\$41,789,115	\$51,058,203	\$50,632,255	\$50,527,955	\$54,956,916	\$ 4,428,961

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$ 3,539,795	\$ 3,191,549	\$ 4,349,527	\$ 4,358,527	\$ 4,341,932	\$ (16,595)
Fleet Management	59,614	59,614	59,614	59,614	59,614	-
Interdepartmental Service	1,280,301	1,557,484	1,648,618	1,648,618	1,673,537	24,919
Recycling and Solid Waste	117,545	117,545	117,545	117,545	117,545	-
Risk Mgmt	23,687,806	29,089,131	29,559,311	29,446,011	33,546,734	4,100,723
Storm Drainage	45,189	45,189	45,189	45,189	45,189	-
Wastewater	18,585	18,585	18,585	18,585	18,585	-
Water	57,700	57,700	57,700	57,700	57,700	-
Worker's Compensation	12,982,581	16,921,406	14,776,166	14,776,166	15,096,080	319,914
Total	\$41,789,115	\$51,058,203	\$50,632,255	\$50,527,955	\$54,956,916	\$ 4,428,961

FY2021/22 Approved Budget

Division Budget Summary

Human Resources Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Benefit Services Division	\$ 922,882	\$ 919,718	\$ 1,075,456	\$ 1,075,456	\$ 1,135,255	\$ 59,799
Employment, Classification and Dev. Division	1,574,706	1,557,657	1,881,491	1,881,491	1,892,137	10,646
HR Administration Division	1,807,400	1,613,248	2,092,351	2,101,351	1,991,394	(109,957)
Labor Relations Division	1,031,923	1,181,126	1,471,514	1,471,514	1,519,350	47,836
Risk Management Administration Division	34,004,123	42,797,308	41,123,486	41,010,186	45,330,935	4,320,749
Workers' Compensation Division	2,448,081	2,989,146	2,987,957	2,987,957	3,087,845	99,888
Total	\$41,789,115	\$51,058,203	\$50,632,255	\$50,527,955	\$54,956,916	\$ 4,428,961

Staffing Levels

Human Resources Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Benefit Services Division	9.00	9.00	9.00	9.00	9.00	-
Employment, Classification and Dev. Division	15.00	15.00	15.00	15.00	15.00	-
HR Administration Division	10.00	10.00	10.00	10.00	9.00	(1.00)
Labor Relations Division	9.00	10.00	10.00	10.00	10.00	-
Risk Management Administration Division	17.00	17.00	17.00	17.00	17.00	-
Workers' Compensation Division	19.00	19.00	19.00	19.00	19.00	-
Total	79.00	80.00	80.00	80.00	79.00	(1.00)

PERFORMANCE MEASURES

HR Administration Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of EEO and ADA complaints resolved without resulting in cause and/or monetary settlements	67%	79%	61%	90%	95%

The percentage of Equal Employment Opportunity (EEO) or Americans with Disabilities Act (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. The City has required all employees to receive in-person EEO training, and it will continue to provide in-person training to comply with state law as well as to provide training to new employees on at least a quarterly basis.

Labor Relations Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of grievances that come to the Department and are resolved internally	90%	95%	90%	90%	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 to achieve 100 percent resolution rate.

Risk Management Administration Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Maintain number of City-owned vehicle related claims filed against the City to under 110.	110	140	111	110	109

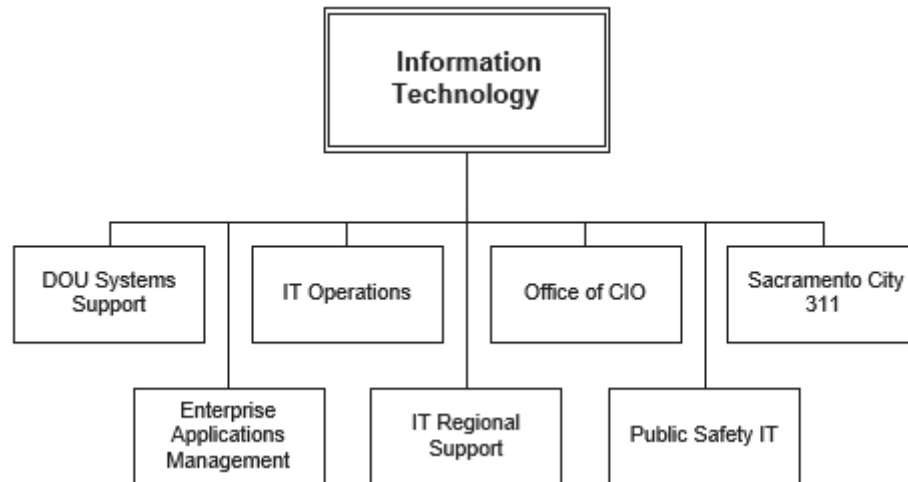
One of the most significant risks of injury to Sacramento citizens and employees is vehicle accidents. With the support of City leadership and effective driver training through the Sacramento Regional Driver Training Facility, the number of City-owned vehicle liability claims have been reduced even as 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.

19

SECTION - 19 **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 Departments and the public 24 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 seven areas:

- **Department of Utilities IT Systems Support:** Responsible for providing a full range of IT services to support the Department of Utilities.
- **Enterprise Applications Management:** Responsible for the development and management of citywide software systems, data, and applications.
- **IT Operations:** Responsible for IT infrastructure services such as security, networks, telecommunications, servers, storage, and backup to support City business functions.
- **IT Regional Support:** Responsible for managing the centralized IT help desk, desktop support operations and departmental systems.
- **Office of the Chief Information Officer (CIO):** Responsible for the strategic planning, fiscal, human capital resources, and administrative management of the Department.
- **Public Safety Information Technology:** Responsible for applications development, network infrastructure, and help desk and

desktop support for the Sacramento Fire and Police Departments.

- Sacramento City 311: Responsible for assisting the public and internal departments with all non-public safety service requests, and questions regarding City services and policies.

PROGRAMS/SERVICE HIGHLIGHTS

- Established the Sacramento COVID-19 Digital Equity Response program using CARES Act funding to provide 2,900 qualifying Sacramento City households impacted by the pandemic with digital resources and training. The program provided 1,800 households with Wi-Fi hotspots and internet connectivity, 1,000 laptop computers to individuals and families, and digital literacy training and outreach to approximately 100 community members and individuals.
- In the wake of the global pandemic, many City employees had to rapidly transform their daily work from an onsite city facility to a remote work environment. IT quickly procured, configured, and distributed over 650 laptop computers and rolled out technology tools to allow for seamless remote connectivity to business systems and online council and staff meetings that allowed for a more comprehensive citywide work from home strategy.
- Upgraded the City's IT security posture by replacing our existing firewalls with Next Generation Firewalls that included additional security features, filtering, advanced threat prevention, and virtual private network (VPN) to protect critical data and systems, and support for the City's remote workforce.
- Developed a Wireless Master Plan to leverage City 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, bridging the digital divide, and ensuring that our communities have access to information.
- Implemented a state-of-the-art utility billing software system that has industry best practices built in, technical and security support to provide city customers accurate volumetric billing, more flexibility in the billing cycles, and reduced call wait times at customer service contact centers. This system ensures a flexible, scalable, and maintainable software suite to manage customer accounts, calculate and generate billing, track revenue and delinquencies, and schedule operational work.

DEPARTMENT EFFICIENCIES

- Implemented a 311/CRM system replacement that allows for expanded access to information, improved automation, and increased efficiency to better process service requests and inquiries from residents, visitors, and employees.

FY2021/22 Approved Budget

- Implemented an online PAR process for hire and re-hire actions and other workflow based online processes that resulted in faster PAR processing with audit capabilities by reducing errors and improving overall efficiency.
- The Department is committed to improving energy consumption and supporting the City's green initiatives. IT has reduced the number of physical servers by 92%, resulting in significant savings.
- Transitioned to an enterprise campus network architecture design that improved reliability, flexibility, and cost effectiveness of City network services. The cost to migrate to the equipment needed in the campus design was less than half of the cost to replace the end-of-life equipment from the former design which saved the City close to \$150,000 over the life of the equipment.

OBJECTIVES FOR FY2021/22

- Implementation of a Grants Management Information System that will administer the end-to-end lifecycle of all City grants (awarded and received), improve business efficiencies, and more effectively manage grants citywide. The system will streamline the grants requesting and tracking process and will generate analytics based on grant related data.
- Implementation of a 311 Workforce Management System to support shift scheduling and work assignments to ensure 311 is properly resourced with the right amount of staffing during peak operational times.
- Expand the Digital Equity Response program to sustain and achieve equitable access to digital services, devices, training, and the knowledge necessary for Sacramento residents to connect to essential community, education, medical, and government services by leveraging City and private funding sources.
- Upgrade the City's budgeting enterprise performance management software system to streamline the budget development and reporting processes.
- Complete installation of the new citywide Point-of-Sales (POS) cashiering system that will accept payments for most services, programs, fees, and charges. City Departments that collect revenue using in-person or online payments utilize a variety of software applications that impact cashiering operations. This system will streamline the process and ensure transactions are recorded properly in the citywide financial system.
- Modernize the City's public website to provide additional functionality, improved look/feel, and enhancements to better serve the public.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Enterprise & Applications Management	Delete a vacant position (1.0 FTE Senior Applications Developer) and add two new positions (2.0 FTE IT Trainees) to provide an entry level path into a highly technical career field that is in high demand.	General	-	-	1.00
Public Safety IT	Add a position (1.0 FTE Telecommunications Technician I) to address the increased workload associated with highly technical emergency response equipment in the Fire Department and a vehicle (Ford Transit 250).	General	-	160,215	1.00
Total Change \$			-	\$ 160,215	2.00

Department Budget Summary

Information Technology Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$20,812,472	\$22,575,392	\$26,518,717	\$26,540,967	\$27,468,437	\$ 927,470
Other Services and Supplies	768,472	129,697	422,992	424,005	554,126	130,121
City Property	74,060	(30,124)	369,195	369,195	369,195	-
Multi-Year Operating Projects	-	-	-	-	430,198	430,198
Transfers	(837,987)	(744,467)	(752,998)	(752,998)	(768,688)	(15,690)
Labor and Supply Offset	(592,511)	(1,418,081)	(951,167)	(951,167)	(660,550)	290,617
Total	\$20,224,505	\$20,512,418	\$25,606,739	\$25,630,002	\$27,392,718	\$ 1,762,716

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$10,819,849	\$10,771,683	\$14,758,178	\$14,781,441	\$15,516,190	\$ 734,749
4th R Program	20,000	16,000	16,000	16,000	16,000	-
Community Center	9,003	2,355	1,053	1,053	-	(1,053)
Gas Tax 2106	114,849	98,272	119,689	119,689	104,042	(15,647)
Interdepartmental Service Measure U	7,560,104	7,965,791	8,778,131	8,778,131	9,368,683	590,552
Parking	-	-	-	-	489,277	489,277
Recycling and Solid Waste	65,596	59,813	73,708	73,708	12,260	(61,448)
START	1,279,971	1,209,833	1,361,897	1,361,897	1,423,498	61,601
Storm Drainage	5,000	5,000	5,000	5,000	5,000	-
Wastewater	81,340	40,519	71,149	71,149	40,427	(30,722)
Water	71,050	58,568	77,545	77,545	75,907	(1,638)
Worker's Compensation	197,743	158,744	219,028	219,028	183,652	(35,376)
Total	\$20,224,505	\$20,512,418	\$25,606,739	\$25,630,002	\$27,392,718	\$ 1,762,716

Division Budget Summary

Information Technology Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
DOU Systems Support Division	\$ 3,412,102	\$ 3,416,460	\$ 3,878,952	\$ 3,878,952	\$ 4,027,505	\$ 148,553
Enterprise Applications Management Division	3,057,815	4,266,978	5,659,316	5,659,316	5,789,844	130,528
IT Operations Division	3,712,724	3,819,369	4,342,274	4,368,274	4,775,189	406,915
IT Regional Support Division	2,854,856	2,107,497	2,638,408	2,638,408	2,587,073	(51,335)
Office of CIO Division	1,338,616	811,883	1,722,027	1,719,290	2,157,002	437,712
Public Safety IT Division	3,609,892	3,456,499	4,180,708	4,180,708	4,486,814	306,106
Sacramento City 311 Division	2,238,500	2,633,732	3,185,054	3,185,054	3,569,290	384,236
Total	\$20,224,505	\$20,512,418	\$25,606,739	\$25,630,002	\$27,392,718	\$ 1,762,716

FY2021/22 Approved Budget

Staffing Levels

Information Technology Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
DOU Systems Support Division	30.00	27.00	27.00	27.00	27.00	-
Enterprise Applications Management Division	32.00	43.00	45.00	45.00	45.00	-
IT Operations Division	29.00	28.00	28.00	30.00	30.00	-
IT Regional Support Division	25.00	20.00	20.00	20.00	20.00	-
Office of CIO Division	5.00	7.00	7.00	6.00	7.00	1.00
Public Safety IT Division	29.00	29.00	29.00	29.00	30.00	1.00
Sacramento City 311 Division	41.50	41.50	41.50	41.50	41.50	-
Total	191.50	195.50	197.50	198.50	200.50	2.00

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Community Response			
Operations	Sacramento City 311	-	295,830
Miscellaneous			
Operations	IT Regional Support	-	35,000
	Systems Support	-	38,447
Youth			
Operations	IT Internship	-	120,000
Grand Total		-	\$ 489,277

PERFORMANCE MEASURES

IT 311 Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of 311 calls that are answered	66%	70%	80%	79.6%	80%

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.

IT Regional Support Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Respondents rating the quality of IT service as good or excellent	66%	70%	80%	97%	99%

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Network services available					
Public Safety systems	99%	99%	99%	99%	99%
All other systems	99%	99%	99%	99%	99%

FY2021/22 Approved Budget

The IT Operations Division and Public Safety IT 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Data published on OpenData	74%	74%	85%	81%	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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Enterprise database system available	99.9%	99.9%	99.9%	99.9%	99.9%

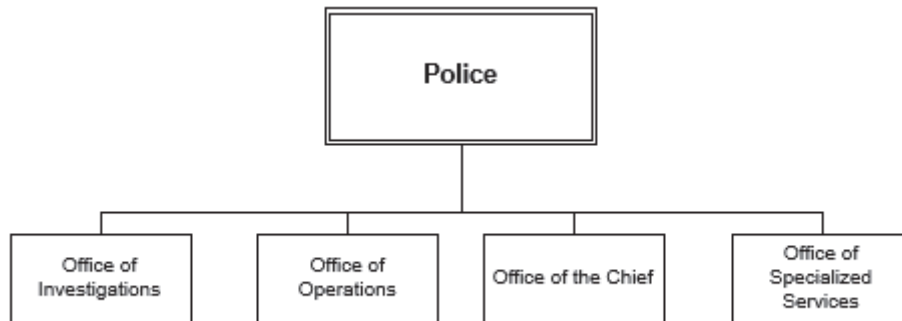
The Enterprise Applications Management Division manages and maintains a wide variety of data and systems that house critical mission information for City business systems. This performance measure tracks the system uptime/availability percentage rate for the enterprise database systems.

20

SECTION - 20 **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** (PD) is dedicated to the philosophy and principles of community policing and endeavors to build public trust with all members of the community, including children, youth, and adults. The Department is committed to transparency, fairness, and impartiality and supports accountability at all levels of the organization. The men and women of the PD are a professional and well-trained police force (756 sworn positions and 347 professional staff positions). All PD employees value the diversity of the public they serve and strive to provide a strong fabric of public safety through the implementation of best practices and dedicated service.

- **Office of Investigations:** Responsible for the development of information leading to the arrest of criminal offenders. This office encompasses the following divisions: Forensics, Evidence and Property, Records, Emergency Services, Administrative Services, Human Resources, Research, Development and Training.
- **Office of Operations:** Responsible for providing frontline police services, including the Patrol Division (located among three neighborhood substations) and the Communications Division (911 Center).
- **Office of the Chief:** Responsible for developing and communicating the Department's vision. This office oversees the Public Information Office, Government Affairs, Internal Affairs, Professional Standards, Public Safety Information Technology, and Special Projects units.

- Office of Specialized Services: Responsible for Outreach and Engagement, Support Services, Contract Services, and the Metro Division which includes specialty teams such as the K9, Special Weapons and Tactics (SWAT), and Air Operations units.

PROGRAMS/SERVICE HIGHLIGHTS

- Continued to focus training efforts that provide the Department employees with the knowledge, tools, and skills necessary to be successful. This training includes crisis intervention, less-lethal tools and tactics, implicit bias, critical decision making, and de-escalation. A list of courses and curriculum can be found on the department website under the transparency tab.
- Continued to focus on building trust with our community. As the pandemic affected our community, the Department re-affirmed its commitment to building healthy neighborhoods through transparency efforts. Transparency encourages inclusion, keeps residents better informed about department operations, and encourages collaboration between the Department and community stakeholders to co-produce community safety outcomes. The Department uses a variety of delivery methods including social media, the Department website, and face-to-face contact through regular and special meetings with community members.
- Continued to invest in the health of Department employees through a comprehensive wellness program. An enhanced Employee Services Unit (ESU) focuses on building employee and organizational resiliency through physical, emotional, and financial wellbeing. The Department hopes to give employees access to knowledge, training, and tools that focus on anxiety reduction techniques, healthy work-life balance, mindfulness, physical fitness, financial fitness, and creating supportive employee systems. The Department believes that investment in employee wellness will assist officers in making better work-related decisions resulting in better outcomes for our community.
- Continued recruiting efforts to include print, digital, radio, and social media, while focusing messaging on topics pertinent to the emerging workforce. These efforts are focused on numerous audio/visual components, highlighting the production of a Department-specific recruitment rap video centered around the recruiting slogan “Be the Difference.” These efforts have resulted in a significant increase in traffic to the Department’s recruitment web page.
- Released results of a survey conducted by the California Endowment, California State University Sacramento (CSUS), and the University of San Diego. The survey asked questions of Sacramento community members and Department sworn employees, gauging the attitude of each group toward the other. The results of this survey are helping guide the Department’s efforts towards trust and relationship building and enhancing employee satisfaction.

DEPARTMENT EFFICIENCIES

- Continued to evaluate and implement improvements to the hiring process. The Department collaborated with the Department of Human Resources and the State Commission on Peace Officer Standards and Training (POST) to propose an electronic Police Entry Level Law Enforcement Test. This computerized test has replaced the current paper tests and has significantly reduced the wait time for test results.
- Established the Inspection and Standards Team (IST). The IST is composed of 1.0 FTE Police Sergeant and 3.0 FTE Police Officers assigned to the Professional Standards Unit. The team is responsible for various audits and administrative investigations to ensure superior customer service and proper policy compliance for the Department. The IST conducts audits at the direction of the Chief of Police or designee. The team is also responsible for the administrative review of use of force incidents.
- Continued to expand the use of video technology to prevent and solve crimes. PODs equipped with a combination of surveillance cameras and License Plate Readers are 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.
- Continued to work diligently to redact and release video, audio, and other records related to incidents which fall under the release requirements mandated by state law (S.B. 1421) (2018). The Department has also published a comprehensive index of incidents meeting the criteria for public disclosure which is now posted to the Department's transparency website. This index will be continually updated, and additional materials will be added as they become available to provide accountability and transparency to the public.
- Expanded the UAS or drone program which will assist with area searches, rooftop checks, yard searches, searches for missing persons, and scene assessment. The program will enhance both community and officer safety while increasing employee efficiency. This program will be an additional layer of de-escalation for officers to utilize.

OBJECTIVES FOR FY2021/22

- Build a trusting, collaborative relationship between the community and the Department through:
 - The "Walk in My Shoes" program for Field Training Officers and recruits graduating from the academy;
 - The Academy community engagement program;
 - Transparency by maintaining, enhancing, and expanding the department transparency webpage;

FY2021/22 Approved Budget

- The release of videos that are of public interest in addition to videos involving officer involved shootings;
- The implementation of an annual community survey;
- The addition of professional staff to expedite S.B. 1421 and other Public Records Act requests; and
- Continued collaboration with the Sacramento Community Police Review Commission.
- Increase staffing that represents the community by:
 - Continuing the SacPDStrong Bootcamp program at various locations throughout the City;
 - Continuing the CSUS Law Enforcement Scholars' Program and expand it to include Sacramento City College and Cosumnes River College;
 - Continuing the pre-hire and Community Service Officer Academies; and
 - Improving the efficiency and effectiveness of the recruitment, background, and hiring process.
- Implement an implicit bias training program within the department by:
 - Developing a curriculum with the American Leadership Forum (ALF), Sierra Health Foundation, and various universities, including UC Berkeley and Stanford;
 - Developing a "train the trainer" program for Department personnel as well as community members; and
 - Providing training for all Department personnel and community groups.
- Improve morale within the Department by valuing employees and providing the best possible training, resources, and leadership by:
 - Identifying and promoting employee appreciation;
 - Providing mentoring for employees at all levels;
 - Increasing transparency within the Department and community; and
 - Invest in technology and staffing models that support efforts to increase community engagement, safety, and trust.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Office of the Chief/ Office of Investigations/ Office of Specialized Services	Eliminate Sacramento City Unified School District contract and Internet Crimes Against Children Task Force grant funding as contracts weren't renewed and realign the Department's budget to address critical staffing needs at no additional cost to the General Fund, adding: (a) Background Division support (2.0 FTE Police Officers) (b) Professional Standards Unit oversight (1.0 FTE Police Lieutenant) and (c) Internal Affairs support (1.0 FTE Police Officer and 1.0 FTE Police Sergeant).	General	(661,348)	(661,348)	5.00
Total Change:			\$ (661,348)	\$ (661,348)	5.00

POSITION CHANGES

- Vacant position (1.0 FTE Fingerprint Clerk) was deleted, and a new position (1.0 FTE Forensic Investigator I) was added to better align with Department needs.
- Vacant positions (four 1.0 FTE Media Production Specialist I) were deleted, and new positions (four 1.0 FTE Police Records Specialist II) were added to support retention in the Professional Standards Unit.

Department Budget Summary

Police Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$148,012,199	\$163,766,148	\$188,423,395	\$188,423,395	\$196,746,806	\$ 8,323,411
Other Services and Supplies	12,372,979	11,083,797	10,898,612	13,406,112	12,761,671	(644,441)
City Property	604,509	683,601	502,614	502,614	502,614	-
Multi-Year Operating Projects	490	-	3,540,312	-	4,939,963	4,939,963
Transfers	(214,456)	(529,096)	-	-	-	-
Labor and Supply Offset	(29,552,229)	(39,677,798)	(45,862,105)	(45,862,105)	(3,644,434)	42,217,671
Total	\$131,223,491	\$135,326,651	\$157,502,828	\$156,470,016	\$211,306,620	\$ 54,836,604

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$130,709,804	\$134,815,214	\$156,942,621	\$155,909,809	\$205,080,406	\$ 49,170,597
Measure U	-	-	-	-	5,665,435	5,665,435
Risk Mgmt	513,688	511,437	560,207	560,207	560,780	573
Total	\$131,223,491	\$135,326,651	\$157,502,828	\$156,470,016	\$211,306,620	\$ 54,836,604

Division Budget Summary

Police Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Investigations Division	\$ 40,188,379	\$ 41,093,168	\$ 47,304,858	\$ 43,764,546	\$ 51,142,333	\$ 7,377,787
Office of Operations Division	61,984,408	64,143,588	74,322,838	76,830,338	116,348,233	39,517,895
Office of Specialized Services Division	21,360,832	22,943,768	25,953,211	25,953,211	31,304,505	5,351,294
Office of the Chief Division	7,689,873	7,146,127	9,921,921	9,921,921	12,511,549	2,589,628
Total	\$131,223,491	\$135,326,651	\$157,502,828	\$156,470,016	\$211,306,620	\$ 54,836,604

FY2021/22 Approved Budget

Staffing Levels

Police Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Office of Investigations Division	245.30	249.30	252.80	251.80	266.80	15.00
Office of Operations Division	625.50	681.50	657.00	657.00	597.00	(60.00)
Office of Specialized Services Division	127.66	128.66	147.16	148.16	193.16	45.00
Office of the Chief Division	42.00	40.00	41.00	41.00	46.00	5.00
Total	1,040.46	1,099.46	1,097.96	1,097.96	1,102.96	5.00

MEASURE U

The following chart summarizes the Department’s Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Public Safety - Police Operations	Hiring Pipeline	63.50	5,665,435
Grand Total		63.50	\$ 5,665,435

PERFORMANCE MEASURES

Department-wide

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Part 1 Crimes Reported per 1,000 Residents	38.25	39.72	39.96	37.34	38.82

Ranking*	City	Part 1 Crimes Reported per 1,000 Residents
1	San Diego	20.61
2	San Jose	27.41
3	Los Angeles	28.70
4	Long Beach	32.53
5	Riverside	33.31
6	Sacramento	34.28
7	Fresno	37.42
8	Bakersfield	45.38
9	San Francisco	49.38
10	Oakland	64.57

*Top 10 California Cities by Population, source: <https://crime-data-explorer.app.cloud.gov/explorer/national/united-states/prelim-quarter>, FBI Uniform Crime Report, January –December 2020

FY2021/22 Approved Budget

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Part 1 Crimes Reported per Sworn FTE Position	28.24	29.00	28.28	25.95	27.87

Workload Measure Ranking*	City	Part 1 Crimes Reported per Sworn FTE**	Sworn FTE per 1,000 Residents**
1	Los Angeles	11.71	2.45
2	San Diego	15.93	1.29
3	Long Beach	18.67	1.74
4	San Francisco	19.81	2.49
5	Fresno	25.56	1.46
6	Sacramento	25.94	1.32
7	San Jose	26.47	1.04
8	Riverside	30.75	1.08
9	Oakland	38.53	1.68
10	Bakersfield	43.61	1.04

*Top 10 California Cities by Population, source: <https://crime-data-explorer.app.cloud.gov/explorer/national/united-states/prelim-quarter>, FBI Uniform Crime Report, January – December 2020

**Participating Agency Staffing Report, source: https://post.ca.gov/Portals/0/post_docs/hiring/le-employment-stats.pdf, January 2021

The measure of crime is an indicator of safety in a community. Safe neighborhoods and safe public spaces create a sense of wellbeing for residents and visitors. Crime rate comparisons to California's other large cities provide a baseline to measure progress in managing 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 above Part 1 crime statistics were retrieved from the Federal Bureau of Investigation's Crime Data Explorer and contain data received from law enforcement agencies across the country on a period basis. The data reflected in these tables is from 12,974 of 18,592 reporting agencies from January to December 2020. Sworn FTE data is from the California Commission on Peace Officer Standards and Training's (POST) Participating Agency Staffing Report, January 2021.

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage sworn SPD employees who are women or minorities	38%	39%	42%	42%	43%
Percentage of new hires into sworn or Hiring Pipeline Program vacancies that are women or minorities	59%	72%	72%	70%	71%

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 continuing the Hiring Pipeline Program. The first measure reflects the percentage diversity among all PD employees. Currently, approximately 42 percent of sworn employees are women or minorities. The second measure reflects the percentage of new hires into sworn and Hiring Pipeline vacancies. In FY2021/22, the PD will continue targeting an increase the number of women and minority new hires into sworn and Hiring Pipeline vacancies.

Field Services Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Key Measure in minutes					
Median response time for priority 2 and 3 calls (mm:ss)	11:00	11:00	10:55	11:27	11:06

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 Crime Analysis Unit. The projections

FY2021/22 Approved Budget

for the remainder of FY2020/21 and FY2021/22 are based on current trends. The PD 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of 911 calls answered within 15 seconds	98%	98%	97%	97%	95%

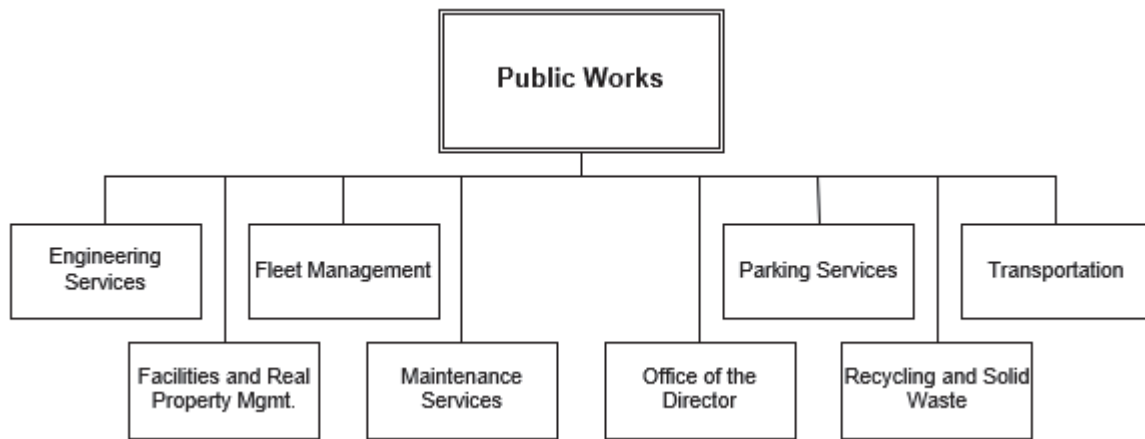
The faster a call to 911 is answered the faster units can be dispatched and made available at the scene of an emergency. The State standard is answering 95% of all 911 calls within 15 seconds. Call answer times are tracked by the SPD Communications Center. The projection for the remainder of FY2020/21 is based on prior month averages. The projection for FY2021/22 is based on the minimum State standard. Actual results will vary depending on the call volume and available staffing.

21

SECTION - 21 Public Works

Public Works

We keep the City of Sacramento operating and moving forward.



The **Public Works Department** focuses on delivering public projects in a timely manner, managing parking resources to meet the needs of residents, businesses, employers, and visitors, 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 providing recycling and solid waste services. These services are the responsibility of the following divisions:

- **Engineering Services:** Responsible for transportation funding support, project development, design and construction, survey and inspection, private development encroachment permits for work in public right-of-way, and map review and approval.
- **Facilities and Real Property Management:** Responsible for facility maintenance, design and construction, real estate, ADA barrier removal, multi-use building management, and citywide mail services.
- **Fleet Management:** Responsible for purchases, maintenance, and management of all fleet assets and citywide fueling infrastructure.
- **Maintenance Services:** Responsible for maintenance of roads and bridges, sidewalks, curbs, gutters, and streetscapes, tree health and maintenance, and right-of-way coordination.
- **Office of the Director:** Responsible for policy, legislative support, funding, special projects, sustainability efforts, employee enrichment, and department-wide support.

- **Parking Services:** Responsible for curb management, 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 maintenance and operations of streetlights and traffic signals, entitlements, traffic studies and investigations, traffic control devices, and long-range transportation planning including active transportation and design for traffic safety.

PROGRAMS/SERVICE HIGHLIGHTS

- Secured \$27 million in grant awards to implement key transportation and electric vehicle infrastructure improvements and submitted an additional 20 applications for a total request of \$55 million dollars to the Sacramento Area Council of Governments (SACOG) for new transportation improvements.
- Responded to the pandemic emergency by supporting and facilitating over 100 requests for permits to local businesses for the Al Fresco Outdoor Dining Program and implementing the pilot Slow Active Street Project. Parking teams provided support to local restaurants and retail establishments with installation of over 100 drive-up parking spaces for curbside delivery service and customer takeout orders.
- Completed or made progress on construction of critical public infrastructure and facilities, including traffic safety improvements, roadway rehabilitation, and bikeway improvements; the North Natomas Community Center and Aquatics Center; two Navigation centers to serve unsheltered individuals, and a new fire station.
- Surpassed 2 million electric miles for the Sacramento electric vehicle car sharing program.
- Installed 253 bike racks and drop zones at a total of 149 locations throughout the City.
- Increased the number of waste collection routes to improve customer service and to prepare for implementation of state-mandated organics recycling as required by Senate Bill 1383 (2016) (S.B. 1383).
- Established a new Commercial Waste Compliance unit to regulate commercial haulers and generators after the dissolution of the Regional Solid Waste Authority.

FY2021/22 Approved Budget

- The Fleet Division manager was awarded Public Sector Fleet Manager of the Year by Government Fleet Magazine. The award is based on a peer review group of public-sector fleet managers from around the country and recognizes excellence in fleet management.

DEPARTMENT EFFICIENCIES

- Upgraded 2,400 street light fixtures from high pressure sodium to Light-emitting diode (LED) fixtures to reduce energy costs.
- Implemented a five-day waste collection schedule to reduce fatigue on operations staff, increase route efficiencies, assure compliance with Department of Transportation (DOT) vehicle weight standards, and increase longevity of vehicles by aligning operations with manufacturers daily usage recommendations.
- Replaced all fuel island dispensers for quicker fill up times.
- Discontinued physical vehicle permit stickers for the Residential Permit Parking program to start enforcing permits via License Plate Recognition that uses the vehicle's license plate number as the permit credential. This created efficiencies for Parking Enforcement by allowing easier cancellation of permits in the system and reducing fraudulent permit use by former residents.
- Updated the City's Standard Specifications for Public Infrastructure.
- Established a standardized process for governing telecommunication facilities through a City Code ordinance change (Ordinance No. 2020-0018) approved by Council City Code ordinance change approved by Council.

OBJECTIVES FOR FY2021/22

- Continue to address changing parking needs and services as the nation emerges from the effects of the pandemic.
- Implement state mandated organic waste collection requirements (S.B. 1383) by providing food waste recycling collection service to residents, thereby diverting organics from landfills, and reducing methane gas emissions.
- Complete the Urban Forest Master Plan.
- Complete the Stockton Boulevard Corridor Study.
- Complete construction of the North Natomas Community Center and Aquatics Complex, Fire Station 14, and the W/X Navigation Center for unsheltered individuals.
- Conduct meaningful public outreach and discussions for a Transportation Priorities Plan.
- Construct the 12th Street Complete Streets Project.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Recycling & Solid Waste	Add positions (2.0 FTE Code Enforcement Officer) to address commercial waste regulation due to the dissolution of the Solid Waste Authority and to implement organic waste disposal (S.B. 1383). Costs will be offset by fee revenues.	General	257,528	257,528	2.00
Total Change			\$ 257,528	\$ 257,528	2.00

POSITION CHANGES

- A vacant position (1.0 FTE Administrative Analyst) was deleted, and a new position (1.0 FTE Media & Communications Specialist) was added for education and outreach to the public on proper waste disposal, including organic waste as required by a new state law (S.B. 1383).

Department Budget Summary

Public Works Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$ 66,069,062	\$ 68,216,218	\$ 81,572,929	\$ 82,074,979	\$ 84,620,527	\$ 2,545,548
Other Services and Supplies	74,834,744	76,649,803	88,053,057	88,297,283	84,918,298	(3,378,985)
City Property	12,799,655	13,757,763	22,887,128	26,758,304	22,799,584	(3,958,720)
Multi-Year Operating Projects	-	-	13,929,854	1,200,000	14,320,152	13,120,152
Transfers	693,353	888,760	400,655	400,655	400,655	-
Labor and Supply Offset	(18,972,327)	(21,440,964)	(20,632,361)	(20,908,411)	(21,413,210)	(504,799)
Operating Transfers	9,609,409	10,051,710	9,181,000	9,181,000	9,573,200	392,200
Total	\$145,033,897	\$148,123,290	\$195,392,262	\$187,003,810	\$195,219,206	\$ 8,215,396

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$ 11,322,229	\$ 9,301,604	\$ 13,890,041	\$ 24,379,208	\$ 22,224,170	\$ (2,155,038)
12th Street Maint Benefit Area	8,214	6,865	8,400	8,400	8,400	-
Cal EPA	1,172	177	-	-	-	-
Citation I-5 Maintenance	28,094	37,878	40,000	40,000	40,000	-
Del Paso Nuevo Landscaping CFD	9,101	3,137	9,000	9,000	19,500	10,500
Fair Share Contributions	(50,000)	-	-	-	-	-
Fleet Management	40,792,901	43,338,019	54,141,694	57,853,319	52,136,097	(5,717,222)
Gas Tax 2106	8,036,370	4,656,483	7,954,366	7,275,722	10,664,843	3,389,121
Greenbriar Impact Fee	-	(2,600,000)	-	-	-	-
Interdepartmental Service	1,221,701	2,069,268	2,401,352	2,401,352	2,331,646	(69,706)
Laguna Creek Maint Dist	34,327	46,870	46,500	46,500	51,580	5,080
Land Park	40,203	32,850	52,850	52,850	32,850	(20,000)
Landscaping and Lighting	11,641,169	11,980,973	15,255,902	14,935,977	13,472,311	(1,463,666)
Marina	885,030	891,069	939,655	939,655	922,154	(17,501)
Measure U	-	-	-	-	2,834,500	2,834,500
N Nat Lndscp 99-02	470,617	510,958	570,190	570,190	588,936	18,746
N Natomas Lands CFD 3	445,835	509,500	580,000	580,000	615,000	35,000
Neighborhood Lighting Dist	25,009	25,009	25,009	25,009	25,009	-
Neighborhood Water Quality Dist	29,860	34,902	48,136	48,136	47,980	(156)
New Measure A Construction	7,529,516	-	-	-	-	-
New Measure A Maintenance	10,683,277	11,929,071	13,529,150	13,529,150	11,737,001	(1,792,149)
NMA Safety, Streets, Ped, Bic	(4,161,112)	-	-	-	-	-
NMA Traffic Control & Safety	(3,368,404)	-	-	-	-	-
NNFP Transit Fee	-	2,600,000	-	-	-	-
Northside Subdiv Maint Dist	3,731	3,601	5,850	5,850	6,500	650
Parkebridge CFD 2014-07	-	-	56,800	56,800	64,000	7,200
Parking	12,001,079	12,098,554	12,314,585	1,840,585	6,651,218	4,810,633
Power Inn Rd Md 2003-01	8,310	10,117	14,784	14,784	9,920	(4,864)
Private Development	50,000	-	-	-	-	-

FY2021/22 Approved Budget

Department Budget Summary (continued)

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Railyards Maint CFD No 2014-04	59,957	66,963	128,139	128,139	139,790	11,651
Recycling and Solid Waste	46,018,505	49,285,203	71,906,667	60,789,992	69,121,446	8,331,454
SacMaintCFD2014-04 Annex Areas	31,319	25,176	91,355	91,355	93,713	2,358
SacMaintCFD2014-04 Area 01	57,171	61,802	94,500	94,500	98,750	4,250
Storm Drainage	226,000	226,000	336,050	336,050	336,050	-
Subdiv Lndscpng Maint Dist	300,794	290,739	306,645	306,645	330,975	24,330
Township 9 CFD No. 2012-06	-	-	2,000	2,000	2,000	-
Traffic Safety	428,667	462,288	436,474	436,474	429,154	(7,320)
Transportation Development Impact Fee	52,663	88,585	-	-	-	-
Village Garden N.-Mtce Dist #1	19,242	15,882	21,168	21,168	20,711	(457)
Water	-	(26,798)	-	-	-	-
Willowcreek Assmnt Md	35,650	26,705	38,000	38,000	38,000	-
Willowcreek Lndscpng CFD	115,701	113,840	147,000	147,000	125,000	(22,000)
Total	\$145,033,897	\$148,123,290	\$195,392,262	\$187,003,810	\$195,219,206	\$ 8,215,396

Division Budget Summary

Public Works Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Engineering Services Division	\$ (514,567)	\$ (1,963,385)	\$ (395,187)	\$ (426,420)	\$ (264,736)	\$ 161,684
Facilities & Real Property Mgmt Division	5,101,753	5,343,113	6,293,582	6,006,930	6,566,976	560,046
Fleet Management Division	40,792,901	43,338,019	54,141,694	57,853,319	52,136,097	(5,717,222)
Maintenance Services Division	21,239,660	20,153,283	25,827,612	25,035,502	25,767,001	731,499
Office of the Director	1,873,791	1,879,477	2,440,733	2,278,495	2,609,401	330,906
Parking Services Division	20,869,475	20,134,341	22,459,656	22,329,854	22,153,680	(176,174)
Recycling & Solid Waste Division	46,709,154	50,246,866	73,336,356	62,760,102	75,118,997	12,358,895
Transportation Division	8,961,730	8,991,577	11,287,816	11,166,028	11,131,790	(34,238)
Total	\$145,033,897	\$148,123,290	\$195,392,262	\$187,003,810	\$195,219,206	\$ 8,215,396

Staffing Levels

Public Works Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Engineering Services Division	81.00	81.00	80.00	80.00	80.00	-
Facilities & Real Property Mgmt Division	70.00	70.00	70.00	71.00	71.00	-
Fleet Management Division	85.00	83.00	83.00	83.00	83.00	-
Maintenance Services Division	123.00	123.00	123.00	123.00	123.00	-
Office of the Director	13.00	12.00	12.00	12.00	12.00	-
Parking Services Division	130.05	131.05	131.05	131.05	131.05	-
Recycling & Solid Waste Division	164.30	165.30	174.30	176.30	178.30	2.00
Transportation Division	72.00	71.00	71.00	71.00	71.00	-
Total	738.35	736.35	744.35	747.35	749.35	2.00

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Climate Action			
MYOP	Sustainability	-	300,000
Community Response			
MYOP	Illegal Dumping	-	2,534,500
Grand Total		-	\$ 2,834,500

PERFORMANCE MEASURES

Facilities & Real Property Management Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of all facility work order requests completed within the performance standard	60%	58%	56%	52%	56%

This measure indicates how quickly work order requests are completed. 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of City vehicles available at 6:00 AM	94%	94%	93%	93%	95%

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percent of alternative fuel vehicles purchased	38%	34%	45%	50%	52%

The California Global Warming Solutions Act of 2006 (Assembly Bill 32) requires California to reduce its GHG emissions to 1990 levels by 2020. The City's Fleet Management Division Sustainability Policy states that annual purchases of fleet replacement vehicles will include a minimum commitment of 50% for alternative fuel and/or alternatively powered vehicle replacements by 2018, and 75% by 2025. Starting in FY2019/20 target includes renewable diesel purchases, not previously included.

Maintenance Services Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of roads with a Pavement Condition Index above 70 (good rating)	44%	43%	27%	26%	25%

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 a Pavement Condition Index of 70 (good) from its current rating of 60 (fair). Beginning in FY17 the City updated the method of calculating pavement condition from the Pavement Quality Index to the industry standard Pavement Condition Index.

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of 311 service requests for potholes responded to within 48 hours	79%	95%	93%	93%	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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
Percentage of tree inventory pruned per annual cycle	91%	95%	83%	70%	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 our 75,000 plus public trees.

FY2021/22 Approved Budget

Parking Services Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Revenue generated per parking meter	\$1,892	\$2,090	\$1,620*	\$1,044	\$1,440

The Parking Division is responsible for the collection and maintenance of over 6,000 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 up to 300 new paid spaces. In the last two years the division has implemented Tier Based Pricing, adjusted rates to market conditions, and increased the hours of operation. Throughout the City, there are over 5 million parking meter customer transactions per year.

* Beginning in the last quarter of FY20 results were affected by significant decline in revenue due lack of on-street parking meter utilization due to the pandemic.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Marina slips occupancy rate	80%	79%	82%	85%	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 had a 14 percent increase in occupancy rates from FY2016 to FY2020.

Recycling & Solid Waste Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Percent of City collected waste diverted from landfill	42%	42%	45%	43%	42%

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. Educating customers on proper recycling is central to seeing these percentages grow. Over 50 percent of the Division's annual outreach expenditures are spent on increasing diversion.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of complaints of missed pickups (per 10,000 containers)	12	11	12	14	11

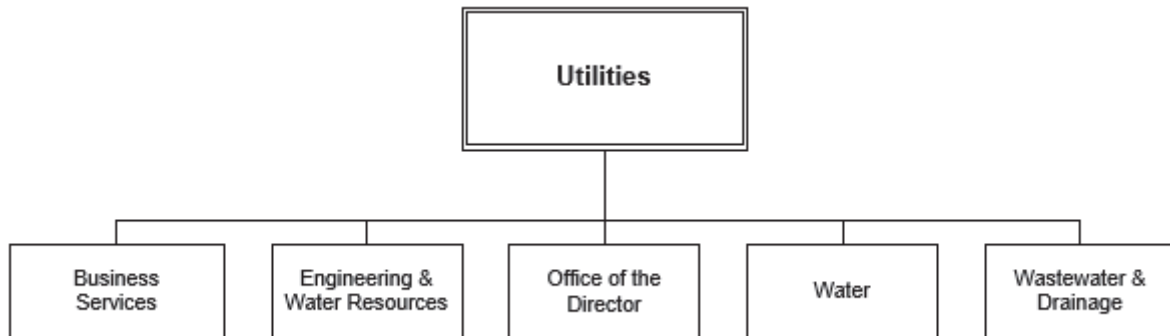
City Integrated Waste Equipment Operators service almost 18 million garbage, recycling, and yard waste containers a year. Complaints of missed collection represent the highest volume of solid waste related calls to City 311; however, the actual number of verifiable service misses represents only a fraction of one percent of the total containers collected annually. In FY2017/18 the department redefined the term "misses" to include "kicks" which is when the driver goes back the same day to collect the missed containers if the incident is reported prior to 2:00 pm. The total number of complaints of missed pickups per 10,000 containers serviced remained the same in FY2018/19 compared to FY2017/18.

22

SECTION - 22 **Utilities**

Utilities

The mission of the Department of Utilities is to provide dependable, high-quality water, wastewater, and storm drainage 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 Departments as well as regional, state, and federal agencies in the operation, maintenance, development, and rehabilitation of water resources infrastructure.

The Department is organized into four operating divisions and the Office of the Director. The operating divisions consist of Business Services, Engineering and Water Resources, Water, and Wastewater & Drainage. This organizational structure allows for increased collaboration across business functions and enables the Department to focus efforts on customer priorities.

- **Business Services:** Provides fiscal support by enhancing and maintaining the financial stability of our Water, Wastewater, and Drainage Funds through accounting, budgeting, logistics and long-range financial planning; and provides utility customers with customer service and billing services.
- **Engineering and Water Resources:** Provides engineering support for capital projects and plant and field support units; and in collaboration with the Water and Wastewater and Drainage Divisions, ensures compliance with state and federal regulations.
- **Office of the Director:** Provides department leadership and direction including fostering a healthy work environment, focusing on

innovation, resiliency, and excellent customer service, engaging in local, state, and national legislation and policy, furthering public education and stakeholder outreach; and planning for current and future generations by protecting, preserving, and enhancing water resources, the environment, and the community.

- **Wastewater & Drainage:** Operates and maintains facilities for wastewater and storm drainage pumping, wet weather combined wastewater treatment, wastewater and storm drainage collection systems and transmission systems.
- **Water:** Operates and maintains facilities for water production and water distribution; performs water quality monitoring, research, and development to ensure compliance with all state and federal drinking water regulations.

PROGRAMS/SERVICE HIGHLIGHTS

- Established ongoing mechanisms for customer meter accuracy testing, active leakage control, and infrastructure monitoring.
- Completed the reissuance of the Combined Sewer System (CSS) NPDES Permit as required by the State Regional Water Board.
- Continued to coordinate with the City's Encampment Team that consists of local law enforcement, Solid Waste, Code Enforcement, and Animal Control staff. These departments work collectively on issuing notices and cleaning up sites so that maintenance can be performed on critical infrastructure.
- The Water Conservation Program provided 405 high-efficiency toilet rebates, 233 smart irrigation controller rebates, 160 clothes washer rebates, 91 turf conversion rebates, and 60 irrigation upgrade rebates through February 2021. The Department also distributed 345 rain barrels in October 2020 through a distribution effort held around Imagine a Day Without Water, generated 13,805 leak notification letters leading to 1,824 free leak investigations, and 277 Water Wise House Calls to help customers save both water and money.
- Successfully completed the partial refunding of the 2013 Water and Wastewater Revenue Bonds with the issuance of the 2020 Water and Wastewater Revenue

FY2021/22 Approved Budget

Refunding Bonds, realizing a cash flow savings of approximately \$30.31 million in the Water fund and \$4.77 million in the Wastewater fund through fiscal year 2043.

DEPARTMENT EFFICIENCIES

- Implemented over 75% of audit recommendations from audits conducted by the City Auditor's Office related to labor, inventory, safety, and fleet.
- Created an Energy Management section within Engineering and Water Resources to develop energy related programs with a focus on energy efficiency and sustainability.
- The implementation of a new billing system in 2019 has led to significant improvements in day-to-day efficiency. Daily tasks that were previously performed manually are now automated. Additionally, automated Power BI reports have enabled staff to quickly review accomplishments and identify solutions to problems, leading to increased productivity and more efficient operations.
- Continued to review drinking water processes to engage in improvements and efficiencies.
- The Department is utilizing some of the latest technology to perform work efficiently and effectively. Specialized Spider camera systems enable staff to uniformly inspect the integrity of sewer maintenance cover and drones are used to inspect levees, channels, and other hard to reach infrastructure. The Department in coordination with other Departments selected standardized surveying equipment that utilizes satellite technology to send and receive accurate surveying information.

OBJECTIVES FOR FY2021/22

- Communicate and implement the third year of action from the newly revised strategic plan.
- Deliver the FY2021/22 CIP water, wastewater, and drainage infrastructure programs on schedule and within budget.
- Move the City toward industry best practices for infrastructure replacement and maintenance.
- Use performance measures to track and improve effectiveness and efficiency.
- Participate in the American Water Works Association Benchmarking study for 2021 to compare performance against other utilities.
- Facilitate, coordinate, and collaborate with the City Treasurer's Office and other Departments to deliver a department-wide Long Range Financial Plan.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Office of Director	Add an Administrative Analyst (1.0 FTE) for the Office of the Director to oversee and assist in the implementation of the Department's innovation programs. Cost will be offset by a reduction in the services and supplies budget.	Water	118,727	118,727	1.00
Wastewater & Drainage	Homeless Encampment clean-up at drainage facilities to be split 50/50 between the Water and Storm Drainage Funds.	Storm Drainage	-	200,000	-
Wastewater & Drainage	Homeless Encampment clean-up at drainage facilities to be split 50/50 between the Water and Storm Drainage Funds.	Water	-	200,000	-
Office of Director	Add a Water Conservation Specialist (1.0 FTE) to support the SMUD Instant Rebates and the Leak Free Detection programs. Cost will be offset by a reduction in the services and supplies budget.	Water	77,755	77,755	1.00
Total Change			\$ 196,482	\$ 596,482	2.00

POSITION CHANGES

- A vacant position (1.0 FTE Electrician) was deleted, and a new position (1.0 FTE Senior Electrician) was added to provide a broader scope of work including project support, supervision, assigning work, and training.

Department Budget Summary

Utilities Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$ 56,258,627	\$ 60,003,764	\$ 72,836,880	\$ 72,836,880	\$ 75,054,742	\$ 2,217,862
Other Services and Supplies	30,642,378	32,241,921	35,279,438	36,130,751	39,451,959	3,321,208
City Property	2,519,294	1,752,198	1,904,875	6,377,838	2,089,803	(4,288,035)
Multi-Year Operating Projects	-	-	9,106,561	5,588,094	10,018,237	4,430,143
Transfers	(890,027)	(781,054)	-	-	-	-
Labor and Supply Offset	5,090,120	5,222,042	7,011,852	7,011,852	7,304,480	292,628
Operating Transfers	11,523,935	24,614,164	24,583,320	24,583,320	23,623,623	(959,697)
Total	\$105,144,327	\$123,053,034	\$150,722,926	\$152,528,735	\$157,542,844	\$ 5,014,109

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$ 66,409	\$ 69,619	\$ 122,410	\$ 122,410	\$ 122,410	-
Community Center	4,983	4,983	4,983	4,983	4,983	-
Fleet Management	94,362	160,386	147,729	147,729	200,000	52,271
Golf	3,281	4,611	8,550	8,550	8,550	-
Landscaping and Lighting	39,995	40,000	40,000	40,000	40,000	-
N Natomas Lands CFD 3	183,329	219,780	300,000	300,000	300,000	-
Neighborhood Water Quality Dist	-	-	3,000	3,000	3,000	-
Northside Subdiv Maint Dist	-	-	8,000	8,000	8,000	-
Parking	1,462	1,436	1,359	1,359	1,359	-
Recycling and Solid Waste	1,239,373	1,323,653	3,179,828	3,179,828	3,198,244	18,416
SacMaintCFD2014-04 Area 01	-	-	298,120	298,120	298,120	-
Storm Drainage	27,096,064	28,214,064	33,445,415	32,999,595	36,505,017	3,505,422
Township 9 CFD No. 2012-06	-	-	9,000	9,000	9,000	-
Wastewater	26,308,941	26,646,786	32,645,513	31,474,191	33,788,073	2,313,882
Water	50,119,621	66,358,709	80,488,245	83,911,196	83,035,314	(875,882)
Willowcreek Assmnt Md	(13,493)	9,007	20,774	20,774	20,774	-
Total	\$105,144,327	\$123,053,034	\$150,722,926	\$152,528,735	\$157,542,844	\$ 5,014,109

FY2021/22 Approved Budget

Division Budget Summary

Utilities Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Business Services Division	\$ 7,385,064	\$ 7,924,197	\$ 10,064,989	\$ 10,023,789	\$ 11,070,907	\$ 1,047,118
Engineering & Water Resources Division	11,845,566	11,856,944	15,507,844	15,183,922	16,417,275	1,233,353
Office of the Director	31,568,352	45,213,772	56,648,353	62,028,171	57,680,996	(4,347,175)
Wastewater & Drainage Ops. & Maint. Division	26,956,469	28,226,218	33,786,818	31,786,481	35,647,074	3,860,593
Water Operations & Maintenance Division	27,388,876	29,831,904	34,714,922	33,506,372	36,726,592	3,220,220
Total	\$105,144,327	\$123,053,034	\$150,722,926	\$152,528,735	\$157,542,844	\$ 5,014,109

Staffing Levels

Utilities Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Business Services Division	77.00	77.00	72.00	72.00	80.00	8.00
Engineering & Water Resources Division	107.72	107.72	105.72	105.72	105.72	-
Office of the Director	25.18	26.18	26.18	26.18	28.18	2.00
Wastewater & Drainage Ops. & Maint. Division	178.00	183.00	185.00	185.00	185.00	-
Water Operations & Maintenance Division	174.00	181.00	181.00	181.00	173.00	(8.00)
Total	561.90	574.90	569.90	569.90	571.90	2.00

PERFORMANCE MEASURES

Engineering & Water Resources Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
# of water meters installed/year	13,619	16,382	5,885	2,915	228

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 June 2022. 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
% water conservation achieved (year-over-year)	26%	29%	30%	25%	25%

The percentage of water conservation achieved citywide is not only a required performance measure to comply with City Council Resolution for water conservation, but also a key performance indicator to measure effectiveness of the department's water conservation outreach and enforcement efforts. This percentage is compared to our 20% by 2020 gallons per capita per day target as mandated by Senate Bill X7-7 (2009).

Operations & Maintenance Division

Key Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Estimate	FY22 Target
# of sanitary (wastewater) overflows	3.47 per 100 miles	3.42 per 100 miles	2.90 per 100 miles	2.90 per 100 miles	2.70 per 100 miles

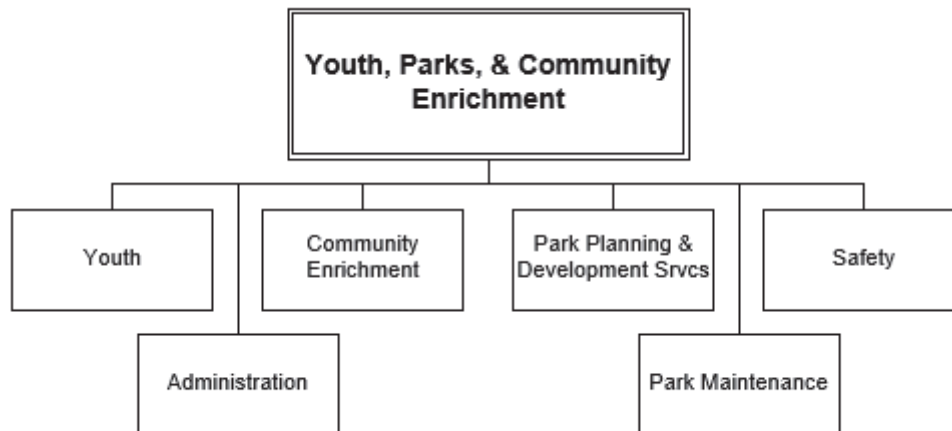
The number of sanitary sewer overflows (SSOs) is measured to ensure regulatory compliance and to gauge the effectiveness of operational activities and capital improvements that have been implemented to achieve this compliance. The primary permit with respect to the separated system is the waste discharge requirements permit issued by the state Water Resources Control Board. The goal of this permit is to minimize SSOs from the separated system.

23

SECTION - 23 **Youth, Parks, & Community** **Enrichment**

Youth, Parks, & Community Enrichment

To empower our youth, strengthen neighborhoods, and provide life-enriching programs for a beautiful livable community.



The City's **Youth, Parks, & Community Enrichment (YPCE) Department** provides residents and visitors with beautiful parks and enriching programs to create a thriving community with healthy, strong, and cohesive neighborhoods. Program development and service delivery for the Department is guided by the following primary themes: empowering and enriching Sacramento youth, protecting the City's green infrastructure, and optimizing the experience of living through people, parks, and programs.

Department services are structured as listed below.

- **Youth:** Responsible for creating, delivering, and fostering citywide programs, trainings, projects, and services that navigate critical pathways for youth development including youth participation opportunities, community involvement, relationship building, and skill building.
- **Administration:** Responsible for department-wide support of fiscal management, human resources, procurement, and administrative operations that include managing the Parks and Recreation Commission.
- **Community Enrichment:** Responsible for a wide range of programs, services and facilities that support safe space, community livability, and a high quality of life for all of Sacramento. Provides recreation, leisure enrichment and community resources for all ages, including youth, teens, active adult, and senior programs.
- **Park Maintenance:** Responsible for planning and maintaining over 224 parks and over 4,300 acres of open space,

turf landscape, structures, and park amenities citywide. This Division also maintains and operates the Old City Cemetery, which is a State historic landmark that offers monthly tours and events.

- **Park Planning & Development Services:** Responsible for park planning, parkland acquisition, park master planning, policy implementation, and the design and development of new and renovations of existing neighborhood, community, and regional parks.
- **Safety:** Responsible for preserving, protecting, and enforcing park regulations at over 224 parks, 4,300 acres of open space, community centers, aquatic facilities, and bike trails.

PROGRAMS/SERVICE HIGHLIGHTS

- With the onset of the pandemic and the need to transition from in-person service to virtual programming service delivery models, YPCE swiftly offered professional development opportunities, focusing on youth development, in priority areas such as: safely engaging young people online, mental wellness supports and tools, and general technical training needed for new programming models.
- The Prime-Time Teen Virtually Connected program is an eight-week interactive work readiness training program for young people 13-17 years of age which pivoted to a virtual platform beginning the summer of 2020. The program continues to offer 10 seasonal sessions per fiscal year. During the upcoming fiscal year, an additional session will be added in early fall.
- The Aquatics division adapted to restrictions due to the pandemic and was able to provide essential water safety services with zero critical incidents. Despite the pandemic, four pools were opened throughout the City when public health orders for the 2020 summer season permitted. Recreation swimming served 14,933 youth and adults providing lap swim, swim lessons, and water aerobics.
- Older Adult Services provided essential services to seniors throughout Sacramento. Staff played a key role in the Great Plates Delivered Program, the meal delivery program helping to feed Sacramento seniors during the pandemic. Seniors have been provided with technological assistance by way of private tutorials from staff on issues relating to online security, Zoom use, video making, Facebook features, and more. The renovation of Hart Senior Center was completed in late 2020 bringing it back to its original midcentury style from 60 years ago. In addition to a refurbished interior and new furnishings, accessibility upgrades were made.

FY2021/22 Approved Budget

- The Community Center team provided programming opportunities and access to safe space for over 3,000 youth and teens through support of essential worker childcare, in-person afterschool and summer camps, and support of the Sacramento Childcare Learning and Student Support (CLASS) distance learning program.
- In response to pandemic restrictions on, the Park Maintenance Division posted educational signage and placed barricades at parks to ensure patrons practiced physical distancing while relaxing, walking, jogging, or biking.

DEPARTMENT EFFICIENCIES

- To address the pandemic impacts on kindergarten – 6th grade students, Expanded Learning added an extended learning model that offers all day, in person structured academic support and enrichment called Sacramento CLASS, which were offered at four community centers through the end of the 2020-2021 school year.
- The Department has engaged a park planning consultant to update the YPCE Park and Recreation Master Plan and is in the process of developing a comprehensive community outreach strategy. The projected completion date for the Park and Recreation Master Plan update is spring 2022.
- Community Enrichment developed and implemented several organizational efficiencies to support internal and external customer service and communications. Active Net, YPCE's registration software, was expanded to allow for increased activities, online registration, flex-registration, and data collection.
- Older Adult Services aims to safely re-open Hart Senior Center and Triple-R Adult Day Centers to welcome vulnerable elderly residents who have been severely impacted by the isolation experienced during the pandemic.
- With the onset of the pandemic, YPCE mobilized staffing and resources to continue serving the community with great success, including the development and implementation of an online virtual activities and resources page to engage and serve people of all ages and abilities; meal service and food distribution for thousands of youth, seniors, and underserved families; and face covering distribution for independent businesses across Sacramento.

OBJECTIVES FOR FY2021/22

- Create Youth Development Action Plans across department programs that address quality defined by Program Quality Assessment training and the Weikart Center for Youth Program Quality.
- Continue work on YPCE's Master Plan, including implementing a comprehensive community outreach strategy, developing a recreation needs assessment and a statistically valid survey.

FY2021/22 Approved Budget

- Establish and document Policies and Procedures.
- Complete a department-wide cost recovery analysis on all recreation programs.
- Successfully recruit, hire, and train staff to open all 18 aquatics facilities, including extending the aquatics season with the installation of the Clunie Pool Heater and opening of the North Natomas Community Complex & Aquatic Complex.

POSITION CHANGES

- Vacant positions (four 0.15 FTE Recreation Leader and one 0.50 FTE Program Coordinator) were deleted, and new position (one 1.0 FTE Program Coordinator) was added to expand inclusion programming at Community Centers and partner with transitional classrooms at high schools.
- Vacant positions (five 0.50 FTE Program Leaders) were deleted and (five 0.40 FTE Recreation Aides) positions were added per the completed HR Study findings which realigned positions to better support the 4th 'R' program.

Department Budget Summary

Youth, Parks, and Community Enrichment Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$29,106,710	\$30,878,847	\$42,537,944	\$40,610,728	\$40,029,882	\$ (580,846)
Other Services and Supplies	13,924,623	12,807,699	13,039,702	13,202,713	17,315,085	4,112,372
City Property	194,426	1,851,619	302,292	302,292	300,642	(1,650)
Multi-Year Operating Projects	42,500	-	976,575	82,493	1,445,986	1,363,493
City Debt Service	104,339	87,807	-	-	-	-
Transfers	77,695	(150,828)	-	-	-	-
Labor and Supply Offset	(9,083,019)	(11,056,397)	(13,357,469)	(12,956,966)	(1,976,875)	10,980,091
Operating Transfers	11,148	-	-	-	-	-
Total	\$34,378,421	\$34,418,747	\$43,499,044	\$41,241,260	\$57,114,720	\$ 15,873,460

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$20,952,521	\$20,405,640	\$26,725,198	\$26,586,021	\$ 1,562,715	\$ (25,023,306)
4th R Program	6,055,236	4,742,186	7,499,832	5,899,832	3,108,890	(2,790,942)
Ethel Macleod Hart Trust	-	-	-	-	800,000	800,000
Golf	(117,150)	(96,039)	(106,086)	(106,086)	(111,593)	(5,507)
Laguna Creek Maint Dist	71,158	150,000	145,000	145,000	175,000	30,000
Land Park	139,000	88,995	139,000	139,000	139,000	-
Landscaping and Lighting	3,422,744	3,800,000	4,000,000	4,000,000	4,100,000	100,000
Measure U	-	-	-	-	41,955,194	41,955,194
N Natomas Lands CFD 3	1,423,872	1,219,405	1,607,667	1,607,667	1,697,000	89,333
Neighborhood Park Maint CFD	1,380,000	1,482,000	1,682,000	1,682,000	1,782,000	100,000
Neighborhood Water Quality Dist	24,000	24,000	24,000	24,000	30,000	6,000
NW Land Park CFD 2013-02	-	-	51,000	51,000	51,000	-
Park Development	266,222	1,978,631	172,837	427,600	427,600	-
Parkebridge CFD 2014-07	-	-	-	-	57,000	57,000
Quimby Act	4,866	7,961	10,000	10,000	10,000	-
Railyards Maint CFD No 2014-04	-	-	-	-	7,500	7,500
Sac Services CFD 2018-05	-	-	-	-	30,000	30,000
Special Program Donations	-	7,760	-	-	-	-
START	755,865	608,208	1,546,596	773,226	1,292,413	519,187
Township 9 CFD No. 2012-06	88	-	2,000	2,000	1,000	(1,000)
Total	\$34,378,421	\$34,418,747	\$43,499,044	\$41,241,260	\$57,114,720	\$ 15,873,460

FY2021/22 Approved Budget

Division Budget Summary

Youth, Parks, and Community Enrichment Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Administration & Safety Division	\$ 2,011,533	\$ 2,029,095	\$ 2,394,690	\$ 2,479,690	\$ 3,314,753	\$ 835,063
Community Enrichment Division	10,032,681	9,840,828	13,040,800	12,855,604	23,965,521	11,109,917
Neighborhood Services Division	516,505	106,422	-	-	-	-
Park Maintenance & Planning Division	13,222,801	14,941,710	15,768,616	15,384,398	20,814,677	5,430,279
Youth Division	8,594,900	7,500,691	12,294,938	10,521,568	9,019,769	(1,501,799)
Total	\$34,378,421	\$34,418,747	\$43,499,044	\$41,241,260	\$57,114,720	\$ 15,873,460

Staffing Levels

Youth, Parks, and Community Enrichment Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Administration & Safety Division	22.00	22.00	22.00	22.00	22.00	-
Community Enrichment Division	247.74	296.61	296.37	315.89	315.79	(0.10)
Neighborhood Services Division	5.95	-	-	-	-	-
Park Maintenance & Planning Division	148.84	149.64	149.80	149.80	149.80	-
Youth Division	227.11	235.91	236.85	236.85	236.35	(0.50)
Total	651.64	704.16	705.02	724.54	723.94	(0.60)

MEASURE U

The following chart summarizes the Department's Measure U programs.

Row Labels	Program Name	FTE	FY2021/22 Approved
Community Investment			
Operations	Fiscal and Management Services	9.00	1,363,484
	Golf Administration	-	250,000
	Historic City Cemetery	3.00	402,078
	Older Adult Services	31.27	2,214,423
	Park Operations Administration	134.80	12,877,648
	Permitting and Events	10.04	1,047,516
	Technology Service	-	57,638
Public Safety - YPCE			
Operations	Park Safety Services	13.00	1,607,955
Youth			
Operations	Access Leisure	10.03	638,410
	Aquatics	89.90	5,593,928
	Camp Sacramento	17.00	789,636
	Community Centers	142.35	9,392,461
	Community Recreation Services	6.20	396,205
	Recreation Administration	9.00	1,563,040
	Youth Employment	61.42	2,798,389
	Youth Enrichment	13.60	581,262
	Youth Expanded Learning	11.24	381,121
Grand Total		561.85	\$ 41,955,194

PERFORMANCE MEASURES

Park Maintenance and Planning Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Park maintenance cost per acre	\$4,666	\$5,550	\$5,286	\$5,716	\$6,014

Currently, the Park Maintenance Division maintains more than 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.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of developed park acres maintained per FTE	23.80	21.57	25.82	25.66	25.63

The department has established minimum service levels to ensure safe, clean parks and facilities. To accomplish this, each full-time equivalent Park Maintenance staff is generally assigned a service area. On average, a full-time equivalent staff's service area is approximately 26 acres. Any increase to park acreage, given existing staffing, has a direct negative impact on service levels.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of volunteer hours managed per developed park acre	7.61	17.00	9.8	5.92	15.00

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 volunteers with supervision, tools, garbage removal services, and horticultural expertise.

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of irrigation service requests responded to per irrigation FTE	179	242	181	180	200

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.

Administration and Safety Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Number of safety calls responded to per Park Ranger	460	370	501	400	500

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 City special events. In addition, the Park Rangers frequently address issues regarding vagrancy, homeless camping, suspicious criminal activity, and emergency assistance within city park areas. A full-time ranger can handle 450 calls per year. As we add more staff, it will help distribute the workload.

Youth Division

	FY18	FY19	FY20	FY21	FY22
Key Measure	Actuals	Actuals	Actuals	Estimate	Target
Percent of respondents rating the quality of Measure U funded Middle School Intramural Sports Programs as good or excellent	99%	99%	99%	**	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 throughout Sacramento. Students have the opportunity to learn fundamental skills and strategies of each sport, develop teamwork, and improve physical fitness through weekly instruction and practice.

** Due to the worldwide pandemic, there have not been any sporting activities offered due to state and county public health orders.

24

SECTION - 24 **Citywide and Community Support**

Citywide and Community Support

Citywide Support

This section includes City costs and programs that are not directly associated with an individual department. Examples of expenditures budgeted in this Division are provided below:

Employee Benefits and Insurance

Employee Benefits and General Insurance: this program funds costs associated with:

- Employee Benefits (\$1.9 million General Fund): this funding is used to address:
 - Employee leave payouts authorized by labor contracts;
 - Vacation/sick leave termination payoffs; and
 - Unrepresented employee labor adjustments.

Budget is transferred from this program to departments to reimburse actual costs incurred. Reimbursements are done on a proportional basis, if the actual costs incurred by departments exceed the available resources in the Citywide and Community Support budget.

- GL&AL (\$27.8 million General Fund): The City contracts with Bickmore Risk Services (Bickmore), to estimate the annual budget needed to cover claim costs and expenses that will occur in the coming fiscal year and the program's liability for outstanding claims. Bickmore utilizes historical City loss data to forecast the upcoming fiscal year's cost of claims and expenses at various confidence levels. The City uses the recommended 80% confidence level when budgeting for claim costs and expenses. The General Fund contribution for GL&AL is budgeted in this Division, while contributions from the other funds (\$5.7 million) are budgeted in the managing department's section (e.g., Solid Waste Fund contributions are in Public Works).

Citywide Maintenance Contracts and Utilities

- Information Technology Maintenance and Support Contracts (\$2.8 million): funds major contracts and support for the City's human resources, financial and budgeting systems. The non-General Fund costs associated with these services are recovered through the cost allocation plan.
- Multi-tenant City-owned Buildings (\$4.6 million): this budget covers anticipated expenses associated with janitorial, security, utilities, and pest management services at various multi-tenant City-owned buildings (e.g., City Hall complex). The costs for non-General Fund operations are recovered through the City's cost allocation plan. Based on a review of prior year actuals and anticipated needs in FY2021/22, the budget was increased by \$476,218.

Multi-Year Operating Projects (MYOP)

The Citywide Support budget includes \$7.8 million (\$5.6 million in the General Fund and \$2.2 million in the Measure U Fund.) in MYOPs. These projects support operating activities that cross fiscal years (fleet acquisitions, utility rate assistance program, Measure U programs, studies, etc.) and are detailed on Schedule 9. Additional funding for departmental MYOPs is included in the various department operating budgets. Funding for these programs is moved into specific projects after the budget is approved.

Miscellaneous

- Elections (\$300,000) – The elections budget is used to fund the cost of regular and special elections, as well as increased costs associated with special ballot measures and petition verification.
- Litigation (\$60,000) – The litigation budget covers the administrative costs associated with litigation, used annually as necessary. This funding is in addition to the Citywide Litigation MYOP (\$250,000) included in Schedule 9 which provides annual funding for external support for the City’s litigation efforts.
- Office of Arts and Culture (OAC) (\$3.5 million) – Prior to the recession the City was allocating 0.50% of the General Fund TOT (currently \$935,667) to OAC. With the reduction in TOT and the continued challenge in the General Fund, the OAC budget includes a portion of the General Fund TOT (\$874,564 which includes \$150,000 budgeted in the CCS Department) and the balance is from the Measure U Fund (\$2.6 million).

The City’s OAC budget includes funding for professional services, grant programming and education, a 1.0 FTE Program Specialist to further the City’s efforts with the Film Industry, and the MYOPs included in Schedule 9 for Cultural Arts (I17000700) and the Creative Edge Plan (I02181100).

- RASA (\$500,000) – In response to A.B. 26 (2011) which eliminated all redevelopment agencies in California, 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 A.B. 26, the administrative budget to pay for staff costs to perform RASA duties is limited to 3% of the property tax allocated to the RASA.

The City receives \$500,000 in revenue for staff support provided by the City Attorney’s Office, Finance, and other departments. The revenues are budgeted in this section, however the expenditure budget used to reimburse departments is provided in the RASA MYOP (I80005010).

Transient Occupancy Tax (TOT):

The City's TOT rate is currently 12%. The General Fund receives 2% of the 12% tax rate (\$3.7 million in FY2021/22); the balance goes to the Community Center Fund. A portion of these revenues are used to support the Sacramento Office of Arts and Culture (OAC) and Visit Sacramento as detailed in the Community Support section. The remainder are used to offset the increased cost of providing public services to local tourists.

Community Support

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

City/County Office of Metropolitan Water Planning (CCOMWP)

CCOMWP (6.0 FTE) – The Water Fund provides reimbursements 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.

Local Partners

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

- Property and Business Improvement Districts (PBIDs) (\$14.3 million): PBIDs were created as a financing mechanism where property and business owners approve a special assessment to improve their commercial districts. The City currently collects and remits the assessments for 18 different PBIDs throughout the City.
- Visit Sacramento (\$2.1 million): Visit Sacramento receives \$1.6 million from the 10% TOT that is deposited in the Community Center Fund (amount and increases are voter approved) and \$539,312 from the 2% TOT allocated to the General Fund.
- Downtown Sacramento Partnership (DSP) (\$375,000): DSP funding covers programs and activities along the waterfront and downtown area. The City increased the ongoing support to the DSP by \$250,000 in midyear FY2020/21 to address increasing maintenance efforts for downtown and the Old Sacramento waterfront.
- Sacramento Public Library Authority (SPLA) (\$22.3 million, \$13.6 million from the G/MU Fund): The City has 12 libraries located within the City boundaries which are operated by the SPLA under a JPA.

The library's mission is to provide the residents of Sacramento the services they expect while focusing on community needs for reading, learning needs of our youngest residents, creating welcoming spaces and providing experiences that include Science, Technology, Engineering, and Mathematics (STEM) and Science, Technology, Engineering, the Arts, and Mathematics (STEAM) learning opportunities for the entire community as well as increasing equity for our most vulnerable populations.

FY2021/22 Approved Budget

In 2014 and 2016, voters in the City of Sacramento declared their support for the Sacramento Public Library by passing two parcel taxes for Library services which provide \$8.8 million for the operation of the City libraries:

- Measure B, approved by a margin of 73.01% on June 3, 2014 for a period of 12 years and was designed to stabilize and sustain library operations in the 12 City libraries.
- Measure X, previously approved in 1996 and 2004, was renewed by a margin of 79.12% on June 7, 2016 for a period of 10 years. The original Measure was very specific and could be used only for added services, staff, and technology. The renewed measure (2016) provides more flexibility in that it allows the funds to be used to maintain and add services, staff, and technology.

Without the parcel taxes, the Library would be in further danger of having to close facilities and reduce services, thus impacting vulnerable youth, job seekers and those who rely on high-speed internet access and computing resources for access to basic life services. Both measures include a Maintenance of Effort (MOE) provision that requires prior-year reductions to General Fund operating revenue to be restored if the City provides additional funding to its non-public safety programs. The City's MOE is \$7.6 million and is provided from G/MU contributions.

Despite these victories at the ballot box, the Library continues to face financial challenges. In addition, because of changes in the election cycle, as well as the need to combine the two parcel taxes, the City and the Library must return to the voters in 2024. A failure at the ballot box would impact those communities with the highest needs, especially those for whom the library bridges the digital divide by providing the only access point for high-speed internet, access to computers and services such as live homework help, afterschool programming and early learning.

The Library has used various strategies to maintain high levels of services for all City residents, including assessing and repurposing staffing levels; utilizing on-call and temporary staff; reallocating hours in all locations; leveraging value-added services to provide enhanced customer experiences; renegotiating service agreements and changing operations to satisfy the demands of the diverse communities served by the Library.

In an effort to address these fiscal challenges, the FY2021/22 G/MU Fund budget for library operations was increased to \$13.5 million, \$800,000 more than FY2020/21. An additional \$400,000 is budgeted in the Public Works Measure U MYOP (I80151000) to address critical facility needs at the City's libraries. Additionally, the five-year G/MU Fund forecast includes the following cumulative increases for the library:

- \$0.7 million in FY2022/23
- No increase in FY2023/24
- \$0.5 million in FY2024/25

FY2021/22 Approved Budget

The Council also allocated \$5 million to the North Sacramento Library Relocation project (C15000850), as part of the FY2020/21 Midyear Budget, to relocate the existing library, which is in a small, rented space along Del Paso Boulevard. Additional funding (\$2.5 million) is included in the FY2021/22 CIP Budget for C15000850 to assist with the relocation of this library.

While these increases will help address some of the financial challenges with operating the City's libraries, they do not address the ongoing structural deficits as well as operational needs. A far more serious issue is the history of unaddressed deferred maintenance for the buildings owned by the City. These unfunded capital needs amount to at least \$ 11.4 million for the City's libraries. Of this amount, \$5.6 million is for the long-awaited and much-needed branch refresh at the Martin Luther King Jr. Library. City staff will continue to work with library staff to identify opportunities to address the structural gap between revenues and expenditures.

MEASURE U

The following chart summarizes the Department's Measure U programs.

Funding Category	Program Name	FTE	FY2021/22 Approved
Arts/Creative Edge			
Operations	Arts Stabilization	-	76,500
Community Response			
MYOP	Participatory Budgeting	-	1,000,000
Inclusive Economic Development			
Operations	Community Programs (VisitSac, DSP, Fireworks, H St. Theater)	-	914,312
Library			
MYOP	Sacramento Public Library Authority Maintenance	-	400,000
Operations	Library Joint Powers Authority	-	13,571,661
Youth			
MYOP	Fare Free Transit	-	750,000
Grand Total		-	\$ 16,712,473

Separate Legal Entities

The City provides administrative and financial support to the Sacramento Local Agency Formation Commission (LAFCo, 1.0 FTE). All costs associated with this support are fully reimbursed by LAFCo.

County Property Taxes and Charges

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 assessments for various improvement districts and taxes on property owned by the City but located outside of City boundaries.

Major Tax Revenues

Major Tax Revenues: All discretionary tax revenues including property, sales, and UUT are budgeted in this Division. Additional detailed information is available in Schedule 6. The expenditure budget in this section represents consultant contracts for providing sales tax and UUT revenue estimates.

Reserves/Fund Contingency

Administrative Contingency

The General Fund Administrative Contingency may be used during the year, in accordance with Sections 4, 5, and 6 of the Budget Resolution, to adjust budgets for unforeseen expenses. The Administrative Contingency is \$1 million.

Economic Uncertainty Reserve (EUR)

The EUR was established in FY1983/84 and on April 26, 2016, the Council revised the EUR 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 the value of two months of regular ongoing General Fund expenditures (approximately 17% of General Fund revenues or \$113 million in FY2021/22) in the reserve.

On June 12, 2019, the EUR Policy was amended to include Measure U resources in determining the annual set aside amount necessary to maintain a minimum G/MU Fund reserve level of 10%. Further, the policy includes a goal of achieving and maintaining the value of two months of regular ongoing G/MU expenditures in the reserve.

The EUR balance is estimated to be \$58.9 million on July 1, 2021, which is approximately 8.9% of budgeted FY2021/22 G/MU revenues. The Budget includes a recommendation to transfer \$3.4 million to the reserve at year-end, provided these resources are not needed during the year. This contribution will bring the balance of the EUR to approximately \$62.3 million or 9.4% of budgeted revenues. A contribution of \$7.5 million would be required to maintain the minimum reserve level approved by Council.

Other Post-Employment Benefits (OPEB) Trust

The City funds OPEB benefits on a pay-go basis. In 2014 the City established a California Employers' Retiree Benefit Trust (CERBT) Fund to address the increasing OPEB liability (\$298 million as of 6/30/2020). As of March 30, 2021, the balance in the CERBT was approximately \$70.2 million or 23.5% of the unfunded liability. To address identified shortfalls in the FY2021/22 G/MU Fund five-year forecast the annual budget for the OPEB Trust was eliminated. Future funding to the Trust will continue to be transferred from year-end budgeted pension savings.

Other Sources and Uses

Other sources and uses in the governmental, enterprise, internal and other governmental funds total \$10.6 million.

Beginning Fund Balances

Beginning fund balances of the governmental, enterprise, internal, and other governmental funds total \$404 million which represent available resources from the FY2019/20 ACFR and anticipated activity in FY2020/21. Beginning balance by fund is included in the Budget Schedules section (Schedules 2A-2C).

Ending Fund Balances

Projected ending fund balances of the governmental, enterprise, internal, and other governmental funds total \$349 million. Ending balance by fund is included in the budget schedules section (Schedules 2A-2C). The available balance of enterprise, internal service funds, and other governmental funds (excluding the Innovation and Growth Fund) may only be used for the specific purpose of the individual fund.

Retired/Transfer Employee Benefits

The costs associated with retired and transferred employee retirement and healthcare benefits are included in this Division.

- CalPERS - \$130.9 million (\$114.3 million G/MU Funds): This represents the City's contribution to CalPERS as well as the amounts negotiated for the employee paid portion of the employer cost (\$4.9 million) is included in each department budget.
- OPEB - \$11.6 million (\$9.95 million General Funds): The cost of retiree/beneficiary health (1,770 participants), dental (2,672 participants), vision (1,412 participants), and out-of-area (302 participants) insurance benefits as of June 30, 2019.
- SCERS - \$3.5 million (\$2.4 million General Funds): This represents required contributions to ensure the continued stability of the program. There were 924 participants (5 active) as of June 30, 2020.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Community Support	Funding for the City's agreement (2019-0520) with Visit Sacramento for the Sacramento Tourism Improvement District (STID) assessments on vacation rental owners.	General	-	24,464	-
Community Support	Funding for Downtown Sacramento Partnership to address increasing maintenance efforts for downtown and the Old Sacramento waterfront.	General	-	125,000	-
Total Change			-	\$ 149,464	-

FY2021/22 Approved Budget

Citywide and Community Support Budget Summary

Citywide and Community Support Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Employee Services	\$21,776,245	\$24,447,665	\$ 97,909,303	\$ 97,909,303	\$ 18,653,874	\$ (79,255,429)
Other Services and Supplies	64,359,950	68,495,547	83,526,436	85,312,553	80,732,879	(4,579,674)
City Property	215,177	345,871	303,000	268,806	303,000	34,194
Multi-Year Operating Projects	-	-	15,676,965	15,676,965	7,772,720	(7,904,245)
Transfers	-	234,881	-	-	-	-
Labor and Supply Offset	282,643	270,480	(69,552)	(69,552)	(63,436)	6,116
Contingency	-	-	999,996	1,117,351	1,000,000	(117,351)
Operating Transfers	(115,350)	(164,346)	(488,420)	(488,420)	(485,723)	2,697
Total	\$86,518,666	\$93,630,099	\$197,857,728	\$199,727,006	\$107,913,314	\$ (91,813,692)

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$49,680,508	\$52,691,293	\$ 73,913,529	\$ 71,675,000	\$ 60,358,871	\$ (11,316,129)
16th St PBID	-	-	-	166,677	166,677	-
2005 TAB Oak Park CIP TA	32,500	-	-	-	-	-
4th R Program	41,858	62,034	34,498	34,498	31,487	(3,011)
Community Center	1,610,101	1,637,392	1,685,978	1,685,978	1,702,450	16,472
City/Cnty Office-Water Planning	632,835	680,449	1,016,836	1,016,836	850,389	(166,447)
Del Paso PBID	34,334	43,148	35,224	30,000	30,000	-
Del Paso Prop & Business Imprv	454,400	493,331	474,427	482,486	482,486	-
Development Services	755,599	751,155	-	-	-	-
Downtown Management District	3,200,364	3,229,061	3,199,807	3,475,506	3,475,506	-
Downtown Plaza PBID	65,812	85,445	48,692	70,000	70,000	-
Fleet Management	393,636	334,915	317,387	317,387	249,876	(67,511)
Franklin Blvd PBID	44,129	47,381	77,000	80,730	80,730	-
Franklin Boulevard PBID	144,841	146,155	144,663	146,575	146,575	-
Greater Broadway PBID	292,554	300,072	288,681	318,552	318,552	-
Habitat Management Element	717,422	420,765	533,911	482,411	632,343	149,932
Innovation and Growth	1,100,000	7,000,000	3,211,000	9,341,000	-	(9,341,000)
Interdepartmental Service	1,363,844	1,718,037	1,974,601	1,974,601	1,915,012	(59,589)
Library Services Parcel Tax	7,846,396	8,230,891	8,639,847	8,639,847	8,774,923	135,076
Mack Road PBID	661,332	678,144	666,817	685,877	685,877	-
Marina	522	525	-	-	-	-
Measure U	506,061	765,226	86,359,626	87,259,626	16,712,473	(70,547,153)
Midtown Sacramento PBID	1,567,176	1,608,178	1,594,405	1,682,566	1,682,566	-
N Natomas Transp Mgmt Assoc	1,328,539	1,445,398	1,400,000	1,400,000	1,574,000	174,000
Oak Park PBID	309,866	317,811	311,783	322,432	322,432	-
Old Sacramento PBID	185,870	181,809	165,000	170,000	170,000	-
Parking	172,089	174,320	455,843	455,843	116,122	(339,721)
Power Inn Area Prop & Business	523,784	502,228	522,567	543,585	543,585	-
Private Development	236,041	210,472	-	-	-	-
Recycling and Solid Waste	1,287,685	1,067,963	1,070,712	1,070,712	838,640	(232,072)
Risk Mgmt	19,557	20,164	17,628	17,628	19,855	2,227
Sac Tourism Marketing District	7,425,018	5,255,184	7,154,000	3,572,492	3,568,492	(4,000)
Sheraton MOPA Project	319,149	296,702	-	-	-	-
START	4,919	5,982	9,317	9,317	5,487	(3,830)
Stockton Blvd BIA	46,959	54,378	53,000	53,000	53,000	-
Stockton Blvd PBID	342,694	365,025	349,997	359,313	359,313	-
Storm Drainage	642,534	588,404	432,195	432,195	370,633	(61,562)
The River District PBID	533,415	574,387	545,805	601,384	601,384	-
Wastewater	428,043	412,913	292,835	292,835	252,090	(40,745)
Water	1,538,271	1,203,673	840,599	840,599	726,373	(114,226)
Worker's Compensation	28,009	29,689	19,518	19,518	25,115	5,597
Total	\$86,518,666	\$93,630,099	\$197,857,728	\$199,727,006	\$107,913,314	\$ (91,813,692)

Division Budget Summary

Citywide and Community Support Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Citywide Support Division	\$24,086,409	\$28,580,424	\$134,135,788	\$138,809,904	\$ 47,018,155	\$ (91,791,749)
Community Support Division	30,899,900	32,664,923	42,904,756	39,982,563	41,242,158	1,259,595
County Property Taxes & Charges	2,631,035	2,745,981	2,740,562	2,740,562	2,967,000	226,438
Major Tax Revenues Division	7,774,804	5,867,020	375,000	375,000	600,000	225,000
Reserves/Fund Contingency Division	-	-	999,996	1,117,351	1,000,000	(117,351)
Retired/Transfer Emp Benefit 1530	21,126,517	23,771,751	16,701,626	16,701,626	15,086,001	(1,615,625)
Total	\$86,518,666	\$93,630,099	\$197,857,728	\$199,727,006	\$107,913,314	\$ (91,813,692)

FY2021/22 Approved Budget

Staffing Levels

Citywide and Community Support Division Budgets		FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Community Support Division		5.00	5.00	7.00	7.00	7.00	-
	Total	5.00	5.00	7.00	7.00	7.00	-

25

SECTION - 25 Debt Financing

Debt Financing

The **Debt Financing Program** finances the cost of capital improvements through revenue bonds, lease revenue bonds, capital leases, notes payable, special tax bonds, or advances from other funds. Debt service payments are generally made in semi-annual installments. This budget contains debt service payments for all funds. A five-year projection on net debt service by fund is included in the Budget Schedules section (Schedule 10).

Central to debt management is ensuring the City's compliance with federal, state, and local regulations. Other debt management functions include, but are not limited to:

- Making full and timely debt payments
- Maintaining credit ratings
- Ensuring compliance with bond covenants
- Facilitating project fund draws to ensure spend down pursuant to Internal Revenue Services (IRS) expenditure requirements
- Monitoring private activity/private use of tax-exempt financed assets and remediation as necessary
- Meeting the continuing disclosure reporting requirements of the Municipal Securities Rulemaking Board, the IRS, the California State Controller's Office, and the California Debt and Investment Advisory Commission
- Providing ongoing information to rating agencies and municipal bond insurers
- Reviewing, assessing, and responding to inquiries (as appropriate) from bond investors, while ensuring no selective disclosure occurs
- Assisting with the management of City funds associated with debt
- Levy of special assessments and special taxes
- Managing the delinquency and foreclosure process

The City Treasurer is responsible for issuing debt on behalf of Departments, the Sacramento Public Financing Authority*, assessment districts, community facilities districts and other qualified entities. Additionally, the City Treasurer's Office provides support to the City Finance Department and Office of Innovation and Economic Development on the maintenance of redevelopment-related debt. Typical debt structures include revenue bonds, lease revenue bonds, land-secured (Mello-Roos) financings, short-term notes, and small-equipment leases (direct placement loans). Debt may be issued with fixed or variable interest rate structures.

*Prior to dissolution of redevelopment activities in January 2012, the City Treasurer issued debt on behalf of the Sacramento City Financing Authority (SCFA). Debt previously issued on behalf of the SCFA is managed by the City Treasurer's Office.

Debt Limit

The City has approximately \$973 million in General Fund lease obligations (inclusive of required principal and interest payments) as of June 30, 2021. State law sets the bonded

FY2021/22 Approved Budget

limit for General Obligation bonds at 15% of the total assessed valuation of all real and personal property within the City. As of June 30, 2020, the City had no General Fund Obligation Bonds outstanding and had a total debt limit of \$8.18 billion associated with general obligation debt.

Summary of the City and Related Sacramento City Financing Authority and Sacramento Public Financing Outstanding Debt (does not include land-secured debt)

The following summarizes what is included in the Debt Service Division Budgets:

- **2006 Capital Improvement Revenue Bonds (CIRBs), Series B, and E** - included (1) General Fund backed lease revenue bonds for CRCIP projects supporting community non-profit organizations (*Crocker Art Museum Association, B Street Theater, Studio for Performing Arts, community non-profit organizations for the arts and youth*) which included loan agreements for some of the borrowed debt, and (2) refinancing of remaining debt associated with the 2001 CIRBs (*water and golf capital improvement projects [CIPs]*), 2002 CIRBs (*Civic Center, SHRA projects and other CIPs*), and the 2003 CIRB (*911 call center and other CIPs*).
- **2013 Wastewater Revenue Bonds** - Financed the electrical rehabilitation and reconstruction of wastewater sumps and motor-control centers, replacement of aging infrastructure, Combined Sewer System pipelines and addition of a regional storage facility. These bonds were partially refinanced by the Wastewater Revenue Refunding, Series 2020 Bonds in July 2020.
- **2013 Water Revenue Bonds** - Financed the rehabilitation of significant components of the City's water treatment plants, acquisition and installation of water meters, replacement of aging pipelines, rehabilitation of groundwater wells and other miscellaneous projects. These bonds were partially refinanced by the Water Revenue Refunding, Series 2020 Bonds in May 2020.
- **2015 Golden 1 Center (G1C) Lease Revenue Bonds** - Financed the acquisition, construction, installation, and equipping of the Golden 1 Center in Downtown Commons.
- **2015 Refunding Revenue Bonds** - Refunded (1) 2002 CIRB Series A which financed City Hall and SHRA Capital Improvement (CIPs), (2) 2003 CIRB which financed the 911 call center and other CIPs, (3) 2005 Refunding Revenue Bonds for solid waste, redevelopment and master lease program facilities, and (4) 2006 CIRB Series A & C which included General Fund backed lease revenue bonds to finance Tier 1 Community Reinvestment Capital Improvement Program (CRCIP) projects (*three new libraries, four community center renovations, regional park improvements, a new cattery building, and improvements to Fairytale Town, Discovery Museum, neighborhood/community lighting and transportation facilities*) for the City and SHRA CIPs.
- **2016 H Street Refunding Bonds** – Refinanced the 2002 Certificates of Participation issued jointly by the City of Sacramento and County of Sacramento

to finance the construction of the California Musical Theater; savings from the refinancing benefited the California Musical Theater via lower debt service payments.

- **2017 Water Revenue Bonds** – Financed the continuation of the City’s Accelerated Water Meter Program, replacement of aging pipelines, rehabilitation of certain components of the City’s water treatment plants, and miscellaneous capital projects.
- **2018 Transient Occupancy Tax Revenue Bonds** – Financed the renovation of the Convention Center, the Community Center Theater, and the Memorial Auditorium.
- **2019 Sacramento Tourism Infrastructure District Revenue Bonds** – Financed the second ballroom at the Convention Center.
- **2019 Wastewater Revenue Bonds** – Financed the rehabilitation of various wastewater sumps, rehabilitation of infrastructure in the combined sewer system and the separated system, as well as in-line and underground storage structures.
- **2020 Wastewater Revenue Refunding Bonds** – Refinanced a portion of the 2013 Wastewater Revenue Bonds. Cashflow savings allowed the City’s Wastewater System to pay for additional capital improvements without the need to raise utility rates in the near-term.
- **2020 Water Revenue Refunding Bonds** – Refinanced a portion of the 2013 Water Revenue Bonds. Cashflow savings allowed the City’s Water System to pay for additional capital improvements without the need to raise utility rates in the near-term.
- **CA Department of Boating and Waterways Loans** - Financed the expansion of the north and south basins of the City's Marina.
- **Miscellaneous Debt (New Money)** - Financing for the acquisition, replacement, restoration, modification, and improvement of various equipment (fleet, vehicles, parking meters, garbage cans, and elevator equipment). Included in this are the (1) American Recovery and Reinvestment Act (ARRA), Marina, and CIEDB loans, (2) financed improvements in assessment and community facilities districts, and (3) financed improvement in various redevelopment project areas.
- **Miscellaneous Debt (Refunding)** – Refinanced numerous land-secured districts, primarily in Council District 1; savings benefit constituents who are part of those land-secured districts by way of reduced property taxes.
- **State Revolving Fund Loans (Clean Water Program)** - Financed various wastewater improvements associated with Sump 2, Tahoe Park/Broadway Parallel, UC Davis Medical Center Storage, and the Land Park Sewer.
- **State Revolving Fund Loan (Drinking Water Program)** – Financed the Meter and Pipe Installation Project which benefited numerous areas throughout the city.

FY2021/22 Approved Budget

Department Budget Summary

Debt Service Budget Summary	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
Other Services and Supplies	\$ 22,184	\$ 811,263	-	-	-	-
City Debt Service	139,413,155	115,041,982	117,015,607	118,403,139	97,828,849	(20,574,290)
Labor and Supply Offset	200,821	169,018	-	-	-	-
Total	\$139,636,159	\$116,022,263	\$117,015,607	\$118,403,139	\$97,828,849	\$ (20,574,290)

Funding Summary by Fund/Special District	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
General Fund	\$ 26,090,290	\$ 25,155,332	\$ 20,423,244	\$ 20,223,244	\$16,431,090	\$ (3,792,154)
2006 CIRBs, Series B (CRCIP)	1,607,644	1,677,867	1,515,382	1,515,382	1,514,907	(475)
2006 CIRBs (Refunding), Series E	125,054	127,369	102,268	102,268	103,516	1,248
2006 CIRBs Ser D	3,153	-	-	-	-	-
2015 Golden 1 Center Revenue Bonds	6,417,063	6,901,199	10,778,689	5,678,689	7,778,701	2,100,012
2015 Refunding Revenue Bond	7,422	18,628	-	-	-	-
2016 Lease Financing-H Street	672,443	674,592	671,315	671,315	672,683	1,368
2018 TOT Revenue Bonds, Tax Exempt	7,806,668	(130,885)	1,244	1,244	(838)	(2,082)
2018 TOT Revenue Bonds, Taxable	484,065	(655,000)	293	293	78	(215)
2019 STID Revenue Bonds	-	548,553	-	-	-	-
Art In Public Places Projects	(189,516)	-	-	-	-	-
Community Center	10,435,563	24,213,760	27,118,566	27,118,566	19,218,340	(7,900,226)
Curtis Park Village CFD 2014-02	-	416,664	-	-	-	-
Debt Service - Other City Debt	102,586	-	-	-	-	-
Debt Service-93 Series A	55	55,813	1,051,819	1,051,819	-	(1,051,819)
Debt Service-93 Series B	151	155,335	2,979,535	2,979,535	-	(2,979,535)
Debt Service-CFD#2 Lease	93	-	-	-	-	-
Drinking Water SRF Loan	163,313	448,306	-	-	-	-
Fleet Management	96,920	67,076	46,021	46,021	45,638	(383)
Golf	1,168,341	1,167,581	1,166,462	1,166,462	441,682	(724,780)
Innovation and Growth	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	-
Kings-Arco Arena Acquisition	33,788,070	-	-	-	-	-
Marina	909,883	810,399	920,894	920,894	1,120,895	200,001
N Natomas CFD #2 Const	-	442,353	-	-	-	-
NNFP Public Facilities Fee	910,518	707,941	635,626	635,626	581,283	(54,343)
NNFP Public Land Acquisition Fee	2,130,511	-	-	1,387,532	-	(1,387,532)
NNFP Reg Park Land Acquisition	422,048	422,113	422,046	422,046	837,011	414,965
Parking	7,046,582	7,025,628	6,608,522	11,908,522	10,976,406	(932,116)
Recycling and Solid Waste	1,732,401	1,693,255	1,687,725	1,687,725	1,676,914	(10,811)
Sacramento TID	-	437,182	2,740,000	2,740,000	2,741,200	1,200
Storm Drainage	3,534,638	3,509,782	3,242,327	3,242,327	235,152	(3,007,175)
Wastewater	3,253,804	4,343,568	4,030,512	4,030,512	3,910,552	(119,960)
Wastewater Rev Ref Bonds Ser 2020	-	(401,140)	-	-	-	-
Wastewater Revenue Bonds	2,513	47,119	-	-	-	-
Wastewater Revenue Bonds 2019	(371)	132	-	-	-	-
Water	29,812,433	30,446,356	29,773,117	29,773,117	28,443,638	(1,329,479)
Water Rev Ref Bonds Ser 2020	-	(8,988)	-	-	-	-
Water Revenue Bonds	1,418	4,603,662	-	-	-	-
Water Revenue Bonds Ser. 2017	401	712	-	-	-	-
Total	\$139,636,159	\$116,022,263	\$117,015,607	\$118,403,139	\$97,828,849	\$ (20,574,290)

Division Budget Summary

Debt Service Division Budgets	FY2018/19 Actuals	FY2019/20 Actuals	FY2020/21 Approved	FY2020/21 Amended	FY2021/22 Approved	Change More/(Less) Approved/Amended
2006 CIRBs Series B, D, E Division	\$ 13,496,565	\$ 13,526,057	\$ 12,977,289	\$ 12,977,289	\$14,690,972	\$ 1,713,683
2013 Wastewater Revenue Bonds	1,959,681	1,959,581	1,954,181	1,954,181	821,625	(1,132,556)
2013 Water Revenue Bonds	14,016,400	14,018,650	14,013,500	14,013,500	5,717,375	(8,296,125)
2015 G1C Lease Revenue Bonds Division	13,327,547	14,501,199	18,378,689	18,378,689	18,378,701	12
2015 Refunding Revenue Bonds	22,220,213	21,260,638	21,082,762	21,082,762	19,645,287	(1,437,475)
2017 Water Revenue Bonds	3,378,788	3,377,538	3,378,163	3,378,163	3,378,538	375
2018 TOT Revenue Bonds	10,552,016	13,894,124	18,971,861	18,971,861	18,967,580	(4,281)
2019 STID Revenue Bonds Division	-	2,357,484	2,740,000	2,740,000	2,741,200	1,200
2019 Wastewater Revenue Bonds	412,408	1,160,646	1,298,000	1,298,000	2,117,000	819,000
2020 Wastewater Revenue Refinance Bonds	-	-	-	-	926,289	926,289
2020 Water Revenue Refinance Bonds	-	5,243,849	-	-	6,976,009	6,976,009
CA Department of B&W Loan Division	102,586	-	-	-	-	-
Kings/Arco Arena Division	33,704,804	-	-	-	-	-
Miscellaneous Division-Debt Service	23,193,867	21,451,214	19,291,924	20,679,456	3,468,272	(17,211,184)
State Revolving Fund Loan Division	3,271,285	3,271,284	2,929,238	2,929,238	-	(2,929,238)
Total	\$139,636,159	\$116,022,263	\$117,015,607	\$118,403,139	\$97,828,849	\$ (20,574,290)

26

SECTION - 26 **Staffing**

Citywide Staffing Summary

Department	FY2020/21 Amended	FY2021/22 Proposed	FY2021/22 Change	FY2021/22 Approved
Mayor/Council	37.00	37.00	-	37.00
City Auditor	10.00	10.00	-	10.00
City Attorney	59.00	60.00	-	60.00
City Clerk	19.00	20.00	-	20.00
City Manager	87.00	70.00	1.00	71.00
City Treasurer	14.00	14.00	-	14.00
Community Development	290.50	288.50	-	288.50
Community Response	-	23.00	-	23.00
Convention and Cultural Services	123.50	123.50	-	123.50
Finance	91.00	92.00	-	92.00
Fire	712.50	710.50	7.00	717.50
Human Resources	80.00	79.00	-	79.00
Information Technology	198.50	200.50	-	200.50
Police	1,097.96	1,102.96	-	1,102.96
Public Works	747.35	749.35	-	749.35
Utilities	569.90	571.90	-	571.90
Youth, Parks, and Community Enrichment	724.54	723.94	-	723.94
Citywide and Community Support	7.00	7.00	-	7.00
Total	4,868.75	4,883.15	8.00	4,891.15

FY2021/22 Approved Budget

Mayor/Council	FY2020/21	FY2021/22	Change
	Amended	Approved	
Chief of Staff to the Mayor	1.00	1.00	-
City Council	4.00	4.00	-
Director of Public Safety Accountability	1.00	1.00	-
Executive Assistant (MC)	13.00	13.00	-
Mayor	1.00	1.00	-
OPS Accountability Analyst	1.00	1.00	-
OPS Accountability Inspector General	1.00	1.00	-
OPS Accountability Specialist	1.00	1.00	-
Senior Advisor to the Mayor	3.00	3.00	-
Senior Council Representative	8.00	8.00	-
Special Assistant to the Mayor	1.00	1.00	-
Staff Aide MCS	2.00	2.00	-
Total	37.00	37.00	-

FY2021/22 Approved Budget

City Attorney	FY2020/21	FY2021/22	Change
	Amended	Approved	
Assistant City Attorney	2.00	2.00	-
Chief Assistant City Attorney	-	1.00	1.00
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 (Ex)	9.00	9.00	-
Legal Staff Assistant (Ex)	2.00	2.00	-
Paralegal (Ex)	5.00	5.00	-
Paralegal Technical Support	1.00	1.00	-
Senior Deputy City Attorney	26.00	26.00	-
Senior Legal Staff Asst (Ex)	1.00	1.00	-
Special Assistant to City Attorney	1.00	1.00	-
Supervising Deputy City Attorney	4.00	4.00	-
Supervising Legal Secretary	2.00	2.00	-
Total	59.00	60.00	1.00

FY2021/22 Approved Budget

City Auditor	FY2020/21	FY2021/22	Change
	Amended	Approved	
Assistant City Auditor	1.00	1.00	-
Auditor	1.00	-	(1.00)
City Auditor	1.00	1.00	-
Fiscal Policy Analyst	2.00	3.00	1.00
Principal Fiscal Policy Analyst	1.00	1.00	-
Senior Fiscal Policy Analyst	4.00	4.00	-
Total	10.00	10.00	-

FY2021/22 Approved Budget

City Clerk	FY2020/21	FY2021/22	Change
	Amended	Approved	
Administrative Analyst	1.00	4.00	3.00
Assistant City Clerk	1.00	1.00	-
City Clerk	1.00	1.00	-
Council/Clerk Operations Manager	1.00	1.00	-
Deputy City Clerk	7.00	7.00	-
Program Specialist	3.00	3.00	-
Senior Deputy City Clerk	2.00	2.00	-
Staff Aide MGM	1.00	-	(1.00)
Staff Assistant-Mayor Council	1.00	1.00	-
Ticket Policy and Event Services Manager	1.00	-	(1.00)
Total	19.00	20.00	1.00

FY2021/22 Approved Budget

City Manager	FY2020/21	FY2021/22	Change
	Amended	Approved	
Accountant Auditor	1.00	1.00	-
Administrative Analyst	12.00	11.00	(1.00)
Administrative Officer	3.00	2.00	(1.00)
Administrative Technician	7.00	6.00	(1.00)
Assistant City Manager	4.00	4.00	-
Assistant Director	1.00	1.00	-
Assistant to the City Manager	1.00	1.00	-
Cannabis Manager	1.00	1.00	-
City Housing Manager	-	1.00	1.00
City Manager	1.00	1.00	-
Community Engagement Manager	-	1.00	1.00
Development Project Manager	9.00	9.00	-
Director of Emergency Management	1.00	1.00	-
Director of Governmental Affairs	1.00	1.00	-
Diversity and Equity Manager	1.00	1.00	-
Economic Development Manager	2.00	2.00	-
Executive Assistant (CMO)	2.00	2.00	-
Graphic Designer	1.00	1.00	-
Media and Communications Officer	1.00	1.00	-
Media and Communications Specialist	3.00	2.00	(1.00)
Neighborhood Resources Coordinator	4.00	-	(4.00)
Principal Planner	1.00	1.00	-
Program Manager	3.00	1.00	(2.00)
Program Specialist	1.00	3.00	2.00
Senior Accountant Auditor	1.00	-	(1.00)
Senior Development Project Manager	4.00	4.00	-
Senior Staff Assistant	-	1.00	1.00
Special Projects Manager	4.00	3.00	(1.00)
Staff Aide MGM	11.00	8.00	(3.00)
Staff Aide OFF	6.00	-	(6.00)
Total	87.00	71.00	(16.00)

FY2021/22 Approved Budget

City Treasurer	FY2020/21	FY2021/22	Change
	Amended	Approved	
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	3.00	3.00	-
Treasury Assistant	1.00	1.00	-
Treasury Manager	1.00	1.00	-
Total	14.00	14.00	-

FY2021/22 Approved Budget

Community Development	FY2020/21	FY2021/22	Change
	Amended	Approved	
Account Clerk II	4.00	4.00	-
Accountant Auditor	1.00	1.00	-
Accounting Technician	4.00	4.00	-
Administrative Analyst	8.00	8.00	-
Administrative Assistant	1.00	1.00	-
Administrative Technician	4.00	4.00	-
Animal Care Services Manager	1.00	1.00	-
Animal Care Technician	18.00	17.00	(1.00)
Animal Control Officer I	2.00	2.00	-
Animal Control Officer II	6.00	6.00	-
Animal Services Coordinator	1.00	4.00	3.00
Assistant Architect	1.00	1.00	-
Assistant Code Enforcement Officer	6.00	6.00	-
Assistant Planner	5.00	7.00	2.00
Associate Civil Engineer	3.00	3.00	-
Associate Planner	22.00	19.00	(3.00)
Building Inspector I	5.00	1.00	(4.00)
Building Inspector II	16.00	18.00	2.00
Building Inspector III	26.00	27.00	1.00
Building Inspector IV	13.00	13.00	-
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	21.00	20.00	(1.00)
Code and Housing Enforcement Chief	1.00	1.00	-
Customer Service Assistant	2.00	2.00	-
Customer Service Representative	17.00	17.00	-
Customer Service Specialist	8.00	8.00	-
Customer Service Supervisor	2.00	2.00	-
Deputy Chief Building Official	1.00	1.00	-
Development Project Manager	5.00	5.00	-
Development Services Technician I	7.00	5.00	(2.00)
Development Services Technician II	3.00	5.00	2.00
Development Services Technician III	4.00	4.00	-
Director of Community Development	1.00	1.00	-
Junior Planner	-	1.00	1.00
Painter	0.50	0.50	-
Permit Services Manager	1.00	1.00	-
Permit Services Supervisor	-	1.00	1.00
Planning Director	1.00	1.00	-
Plans Examiner III	1.00	1.00	-
Principal Building Inspector	2.00	2.00	-
Principal Planner	6.00	6.00	-
Program Manager	2.00	2.00	-

FY2021/22 Approved Budget

Community Development (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Program Specialist	6.00	6.00	-
Public Information Coordinator	1.00	1.00	-
Registered Veterinary Technician	5.00	5.00	-
Senior Accountant Auditor	1.00	1.00	-
Senior Accounting Technician	1.00	1.00	-
Senior Animal Care Technician	3.00	2.00	(1.00)
Senior Animal Control Officer	2.00	2.00	-
Senior Architect	1.00	1.00	-
Senior Code Enforcement Officer	3.00	3.00	-
Senior Development Project Manager	1.00	1.00	-
Senior Engineer	1.00	1.00	-
Senior Painter	1.00	1.00	-
Senior Planner	9.00	9.00	-
Staff Aide CON	1.00	-	(1.00)
Staff Aide MGM	3.00	2.00	(1.00)
Supervising Building Inspector	8.00	8.00	-
Supervising Engineer	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Urban Design Manager	1.00	1.00	-
Veterinarian	2.00	2.00	-
Youth Aide	1.00	1.00	-
Zoning Investigator	2.00	2.00	-
Total	290.50	288.50	(2.00)

FY2021/22 Approved Budget

Community Response	FY2020/21	FY2021/22	Change
	Amended	Approved	
Administrative Analyst	-	5.00	5.00
Administrative Officer	-	1.00	1.00
Administrative Technician	-	1.00	1.00
Director of Community Response	-	1.00	1.00
Media & Communications Specialist	-	1.00	1.00
Neighborhood Resources Coordinator II	-	4.00	4.00
Program Manager	-	2.00	2.00
Senior Accountant Auditor	-	1.00	1.00
Special Projects Manager	-	1.00	1.00
Staff Aide OFF	-	6.00	6.00
Total	-	23.00	23.00

FY2021/22 Approved Budget

Convention and Cultural Services	FY2020/21	FY2021/22	Change
	Amended	Approved	
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	2.00	2.00	-
Archivist	3.00	3.00	-
Art Museum Registrar	1.00	1.00	-
Arts Administrator	1.00	1.00	-
Arts Program Assistant	2.00	2.00	-
Arts Program Coordinator	2.00	2.00	-
Arts Program Specialist	1.00	1.00	-
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	13.00	13.00	-
Community Center Attendant II	3.00	3.00	-
Convention Center General Manager	1.00	1.00	-
Cultural and Creative Economy Manager	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 and Cultural Services	1.00	1.00	-
Events Associate	13.00	13.00	-
Events Coordinator	5.00	5.00	-
Events Duty Person	2.00	2.00	-
Events Services Manager	3.00	3.00	-
Events Services Supervisor	12.00	12.00	-
Facilities and Real Property Superintendent	1.00	1.00	-
Historic District 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	-
Museum Registrar	1.00	-	(1.00)
Museum Security Supervisor	1.00	1.00	-
Office Specialist	4.00	4.00	-
Program Manager	1.00	1.00	-
Program Specialist	1.00	1.00	-
Registrar	-	1.00	1.00

FY2021/22 Approved Budget

Convention and Cultural Services (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Staff Aide MGM	1.00	1.00	-
Stagehand I	2.00	2.00	-
Stagehand II	1.00	1.00	-
Stationary Engineer	5.00	5.00	-
Supervising Community Center Attendant	5.00	5.00	-
Ticket Seller	0.70	0.70	-
Ticket Seller (Exempt)	6.60	6.60	-
Zoo Attendant I	3.00	3.00	-
Total	123.50	123.50	-

FY2021/22 Approved Budget

Finance	FY2020/21	FY2021/22	Change
	Amended	Approved	
Account Clerk II	4.00	4.00	-
Accounting Technician	3.00	3.00	-
Administrative Analyst	6.00	4.00	(2.00)
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Administrative Technician	4.00	4.00	-
Budget Analyst	1.00	1.00	-
Budget Manager	1.00	1.00	-
Claims Collector	6.00	6.00	-
Contract and Compliance Specialist	2.00	2.00	-
Customer Service Representative	16.00	15.00	(1.00)
Customer Service Specialist	3.00	4.00	1.00
Customer Service Supervisor	2.00	2.00	-
Development Project Manager	-	2.00	2.00
Director of Finance	1.00	1.00	-
Enforcement and Collections Supervisor	1.00	1.00	-
Finance Manager	3.00	3.00	-
Financial Services Supervisor	1.00	1.00	-
Payroll Technician	4.00	4.00	-
Principal Accountant	3.00	3.00	-
Principal Budget Analyst	2.00	3.00	1.00
Procurement Services Manager	1.00	1.00	-
Program Manager	3.00	3.00	-
Program Specialist	6.00	3.00	(3.00)
Senior Accountant Auditor	9.00	9.00	-
Senior Accounting Technician	2.00	2.00	-
Senior Budget Analyst	2.00	2.00	-
Senior Claims Collector	1.00	1.00	-
Senior Development Project Manager	-	3.00	3.00
Senior Staff Assistant	1.00	1.00	-
Special Districts Manager	1.00	1.00	-
Total	91.00	92.00	1.00

FY2021/22 Approved Budget

Fire	FY2020/21	FY2021/22	Change
	Amended	Approved	
Account Clerk II	3.00	3.00	-
Administrative Analyst	9.00	9.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Administrative Technician	10.00	11.00	1.00
Cache Logistics Coordinator	2.00	2.00	-
Contract and Compliance Specialist	1.00	1.00	-
Customer Service Representative	3.00	3.00	-
Deputy Fire Chief	3.00	3.00	-
EMS Coordinator	1.00	1.00	-
Fire Assistant Chief	5.00	6.00	1.00
Fire Battalion Chief	15.00	15.00	-
Fire Captain	114.00	119.00	5.00
Fire Chief	1.00	1.00	-
Fire Engineer	104.00	107.00	3.00
Fire Investigator I	5.00	5.00	-
Fire Investigator II	1.00	1.00	-
Fire Marshal	1.00	1.00	-
Fire Prevention Officer I	4.00	2.00	(2.00)
Fire Prevention Officer II	12.00	14.00	2.00
Fire Recruit	11.50	11.50	-
Fire Service Worker	3.00	3.00	-
Firefighter	375.00	369.00	(6.00)
Investigator	1.00	1.00	-
Media and Communications Specialist	1.00	1.00	-
Office Specialist	7.00	7.00	-
Pick Up Driver	-	2.00	2.00
Program Specialist	1.00	1.00	-
Program Supervisor	-	1.00	1.00
Public Safety Administrative Manager	1.00	1.00	-
Senior Accountant Auditor	1.00	1.00	-
Senior Fire Prevention Officer	4.00	4.00	-
Staff Aide CON	3.00	3.00	-
Staff Aide TMP	2.00	-	(2.00)
Stores Administrator	1.00	1.00	-
Stores Clerk I	1.00	1.00	-
Stores Clerk II	2.00	2.00	-
Supervising Fire Service Worker	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Total	712.50	717.50	5.00

FY2021/22 Approved Budget

Human Resources	FY2020/21	FY2021/22	Change
	Amended	Approved	
Administrative Analyst	9.00	8.00	(1.00)
Administrative Assistant	1.00	1.00	-
Director of Human Resources	1.00	1.00	-
Environmental Health and Safety Manager	1.00	1.00	-
Environmental Health and Safety Officer	1.00	1.00	-
Environmental Health and Safety Specialist	7.00	7.00	-
Equal Employment Manager	1.00	1.00	-
Equal Employment Specialist	1.00	1.00	-
Human Resources Manager (Rep20)	3.00	3.00	-
Investigator	2.00	2.00	-
Labor Relations Analyst	1.00	1.00	-
Labor Relations Officer	4.00	4.00	-
Personnel Analyst	5.00	6.00	1.00
Personnel Technician	17.00	17.00	-
Program Manager	1.00	1.00	-
Program Specialist	3.00	2.00	(1.00)
Risk Manager	1.00	1.00	-
Senior Personnel Analyst	3.00	3.00	-
Senior Staff Assistant	4.00	4.00	-
Staff Assistant	2.00	2.00	-
Workers Compensation Claims Assistant I	2.00	1.00	(1.00)
Workers Compensation Claims Assistant II	1.00	2.00	1.00
Workers Compensation Claims Manager	1.00	1.00	-
Workers Compensation Claims Representative	6.00	6.00	-
Workers Compensation Claims Supervisor	2.00	2.00	-
Total	80.00	79.00	(1.00)

FY2021/22 Approved Budget

Information Technology	FY2020/21	FY2021/22	Change
	Amended	Approved	
311 Customer Service Agent	32.50	32.50	-
311 Customer Service Specialist	3.00	3.00	-
311 Customer Service Supervisor	3.00	3.00	-
311 Manager	1.00	1.00	-
Administrative Analyst	3.00	3.00	-
Administrative Technician	1.00	1.00	-
Applications Developer	9.00	8.00	(1.00)
Assistant Director	1.00	1.00	-
Chief Information Officer	1.00	1.00	-
Department Systems Specialist I	2.00	2.00	-
Department Systems Specialist II	4.00	4.00	-
Geographic Information Systems Specialist I	3.00	-	(3.00)
Geographic Information Systems Specialist II	8.00	11.00	3.00
Geographic Information Systems Specialist III	4.00	4.00	-
Information Technology Manager	5.00	5.00	-
Information Technology Supervisor	11.00	11.00	-
Information Technology Support Specialist I	7.00	5.00	(2.00)
Information Technology Support Specialist II	16.00	17.00	1.00
Information Technology Trainee	1.00	5.00	4.00
Media Production Specialist I	1.00	1.00	-
Media Production Specialist II	1.00	1.00	-
Principal Applications Developer	10.00	10.00	-
Principal Systems Engineer	7.00	7.00	-
Program Manager	2.00	2.00	-
Program Specialist	10.00	10.00	-
Senior Applications Developer	17.00	16.00	(1.00)
Senior Department System Specialist	6.00	6.00	-
Senior Information Technology Support Specialist	4.00	4.00	-
Senior Systems Engineer	10.00	10.00	-
Senior Telecommunications Technician	1.00	1.00	-
Systems Engineer	11.00	11.00	-
Telecommunications Engineer II	2.00	2.00	-
Telecommunications Engineer III	1.00	1.00	-
Telecommunications Technician I	-	1.00	1.00
Total	198.50	200.50	2.00

FY2021/22 Approved Budget

Police	FY2020/21	FY2021/22	Change
	Amended	Approved	
Account Clerk I	1.00	-	(1.00)
Account Clerk II	1.00	2.00	1.00
Accountant Auditor	1.00	1.00	-
Accounting Technician	2.00	2.00	-
Administrative Analyst	24.00	24.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	4.00	4.00	-
Administrative Technician	10.00	11.00	1.00
Community Service Officer I	7.00	7.00	-
Community Service Officer II	46.00	46.00	-
Community Service Representative I	3.00	3.00	-
Custodian II	5.00	5.00	-
Deputy Police Chief	3.00	3.00	-
Dispatcher I	13.00	9.00	(4.00)
Dispatcher II	67.00	71.00	4.00
Dispatcher III	10.00	10.00	-
Evidence & Property Technician	-	9.00	9.00
Fingerprint Clerk	4.00	3.00	(1.00)
Forensic Investigator I	3.00	4.00	1.00
Forensic Investigator II	17.00	17.00	-
Media and Communications Specialist	1.00	1.00	-
Media Production Specialist I	4.00	-	(4.00)
Media Production Specialist II	3.00	3.00	-
Personnel Transactions Coordinator	1.00	1.00	-
Police Captain	11.00	11.00	-
Police Chief	1.00	1.00	-
Police Clerk II	17.00	17.00	-
Police Clerk III	3.00	2.00	(1.00)
Police Lieutenant	23.00	24.00	1.00
Police Officer	620.00	623.00	3.00
Police Records Specialist I	11.00	4.00	(7.00)
Police Records Specialist II	35.00	46.00	11.00
Police Records Specialist III	3.00	3.00	-
Police Records Supervisor	7.00	7.00	-
Police Sergeant	93.00	94.00	1.00
Police Social Services Administrator	1.00	1.00	-
Program Manager	1.00	1.00	-
Property Assistant	9.00	-	(9.00)
Public Safety Admin. Manager	1.00	1.00	-
Public Safety Communications Manager	1.00	1.00	-
Reserve Police Officer I	0.50	0.50	-
Reserve Police Officer II	0.16	0.16	-
Security Officer	2.80	2.80	-
Senior Personnel Trans Coordinator	1.00	1.00	-
Senior Police Records Supervisor	3.00	3.00	-

FY2021/22 Approved Budget

Police (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Senior Property Assistant	4.00	4.00	-
Senior Staff Assistant	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	-
Total	1,097.96	1,102.96	5.00

FY2021/22 Approved Budget

Public Works	FY2020/21	FY2021/22	Change
	Amended	Approved	
Account Clerk II	4.00	4.00	-
Accountant Auditor	2.00	2.00	-
Accounting Technician	7.00	7.00	-
Administrative Analyst	25.00	24.00	(1.00)
Administrative Assistant	1.00	1.00	-
Administrative Officer	2.00	2.00	-
Administrative Technician	9.00	9.00	-
Arborist/Urban Forester	6.00	6.00	-
Architectural Technician III	2.00	2.00	-
Assistant Civil Engineer	12.00	13.00	1.00
Associate Architect	2.00	2.00	-
Associate Civil Engineer	12.00	11.00	(1.00)
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	8.00	8.00	-
Building Services Manager	2.00	2.00	-
Carpenter	3.00	3.00	-
Central Services Assistant III	1.00	1.00	-
Code Enforcement Officer	3.00	5.00	2.00
Construction Inspector I	1.00	1.00	-
Construction Inspector II	8.00	8.00	-
Construction Inspector III	12.00	12.00	-
Contract and Compliance Specialist	2.00	2.00	-
Custodian I	3.00	3.00	-
Custodian II	1.00	1.00	-
Customer Service Representative	1.00	1.00	-
Customer Service Specialist	3.00	3.00	-
Development Project Manager	2.00	2.00	-
Development Services Technician I	1.00	1.00	-
Director of Public Works	1.00	1.00	-
Electrical Construction Inspector II	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	-
Engineering Technician I	2.00	2.00	-
Engineering Technician II	-	1.00	1.00
Engineering Technician III	9.00	8.00	(1.00)
Equipment Maintenance Supervisor	4.00	4.00	-
Equipment Mechanic I	9.00	8.00	(1.00)
Equipment Mechanic II	22.00	23.00	1.00
Equipment Mechanic III	7.00	7.00	-
Equipment Serviceworker	25.00	25.00	-

FY2021/22 Approved Budget

Public Works (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Facilities and Real Property Superintendent	2.00	2.00	-
Facilities Manager	1.00	1.00	-
Fleet Management Technician	3.00	3.00	-
Fleet Manager	1.00	1.00	-
Fleet Service Coordinator	3.00	3.00	-
HVAC Supervisor	1.00	1.00	-
HVAC Systems Mechanic	6.00	6.00	-
Integrated Waste Equipment Operator	120.30	120.30	-
Integrated Waste General Manager	1.00	1.00	-
Integrated Waste General Supervisor	2.00	2.00	-
Integrated Waste Planning Superintendent	1.00	1.00	-
Integrated Waste Supervisor	10.00	10.00	-
Licensed Land Surveyor	1.00	1.00	-
Locksmith	1.00	1.00	-
Maintenance Worker	17.00	17.00	-
Marina Aide	2.80	2.80	-
Marina and Boating Facilities Attendant	2.00	2.00	-
Media and Communications Specialist	-	1.00	1.00
Office Specialist	1.00	1.00	-
Operations General Supervisor	10.00	10.00	-
Painter	3.00	3.00	-
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	5.00	5.00	-
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	-
Plumber	3.00	3.00	-
Plumbing Supervisor	1.00	1.00	-
Principal Planner	1.00	1.00	-
Program Manager	6.00	6.00	-
Program Specialist	13.00	13.00	-
Real Property Agent II	2.00	2.00	-
Real Property Agent III	2.00	2.00	-
Senior Accountant Auditor	2.00	2.00	-
Senior Accounting Technician	3.00	3.00	-
Senior Architect	2.00	2.00	-
Senior Building Maintenance Worker	1.00	1.00	-
Senior Central Services Assistant	1.00	1.00	-
Senior Code Enforcement Officer	1.00	1.00	-

FY2021/22 Approved Budget

Public Works (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Senior Electronic Maintenance Technician	1.00	1.00	-
Senior Engineer	15.00	15.00	-
Senior Engineering Technician	2.00	2.00	-
Senior Equipment Service Worker	1.00	1.00	-
Senior HVAC Systems Mechanic	2.00	2.00	-
Senior Integrated Waste Equipment Operator	8.00	8.00	-
Senior Landfill Engineering Technician	1.00	1.00	-
Senior Maintenance Worker	2.00	1.00	(1.00)
Senior Office Specialist	5.00	5.00	-
Senior Parking Lot Attendant	4.50	4.50	-
Senior Planner	1.00	1.00	-
Senior Tree Maintenance Worker	4.00	4.00	-
Senior Tree Pruner	4.00	4.00	-
Staff Assistant	2.00	2.00	-
Street Construction Equipment Operator	9.00	9.00	-
Street Construction Laborer	39.00	41.00	2.00
Street Construction Laborer Trainee	4.00	2.00	(2.00)
Street Maintenance Supervisor	7.00	7.00	-
Streets Manager	1.00	1.00	-
Structural Maintenance Supervisor	2.00	2.00	-
Supervising Architect	1.00	1.00	-
Supervising Construction Inspector	4.00	4.00	-
Supervising Engineer	7.00	7.00	-
Supervising Financial Analyst	3.00	3.00	-
Supervising Surveyor	1.00	1.00	-
Support Services Manager	3.00	3.00	-
Survey Party Chief	2.00	2.00	-
Survey Technician I	1.00	-	(1.00)
Survey Technician II	3.00	4.00	1.00
Telecommunications Engineer I	1.00	1.00	-
Telecommunications Engineer III	1.00	1.00	-
Telecommunications Technician Trainee	1.00	1.00	-
Traffic Control and Lighting Supervisor	3.00	3.00	-
Traffic Control and Lighting Technician I	2.00	2.00	-
Traffic Control and Lighting Technician II	10.00	11.00	1.00
Traffic Control and Lighting Technician Trainee	1.00	1.00	-
Traffic Investigator I	2.00	1.00	(1.00)
Traffic Investigator II	1.00	2.00	1.00
Traffic Investigator III	3.00	3.00	-
Traffic Supervisor	3.00	3.00	-
Traffic Worker I	8.00	8.00	-
Traffic Worker II	6.00	6.00	-
Traffic Worker III	2.00	2.00	-
Tree Maintenance Supervisor	1.00	1.00	-
Tree Maintenance Worker	6.00	6.00	-
Tree Pruner I	1.00	1.00	-
Tree Pruner II	9.00	9.00	-
Tree Pruner Supervisor	2.00	2.00	-
Vehicle Service Attendant	2.00	2.00	-
Total	747.35	749.35	2.00

FY2021/22 Approved Budget

Utilities	FY2020/21	FY2021/22	Change
	Amended	Approved	
Accountant Auditor	1.00	1.00	-
Accounting Technician	5.00	5.00	-
Administrative Analyst	23.00	24.00	1.00
Administrative Assistant	1.00	1.00	-
Administrative Technician	8.00	8.00	-
Assistant Civil Engineer	5.00	5.00	-
Assistant Water Cross Connection Control Specialist	4.00	4.00	-
Associate Civil Engineer	13.00	14.00	1.00
Associate Electrical Engineer	3.00	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	27.00	27.00	-
Customer Service Specialist	7.00	7.00	-
Customer Service Supervisor	4.00	4.00	-
Development Services Technician II	2.00	2.00	-
Development Services Technician III	1.00	1.00	-
Director of Utilities	1.00	1.00	-
Electrical Design Technician	1.00	1.00	-
Electrician	11.00	10.00	(1.00)
Electrician Supervisor	2.00	2.00	-
Engineering Manager	1.00	1.00	-
Engineering Technician II	2.00	2.00	-
Engineering Technician III	1.00	1.00	-
Generator Technician	5.00	5.00	-
Information Technology Supervisor	2.00	2.00	-
Instrument Technician I	4.00	3.00	(1.00)
Instrument Technician II	7.00	8.00	1.00
Instrumentation Supervisor	1.00	1.00	-
Junior Plant Operator	13.00	13.00	-
Machinist	16.00	16.00	-
Machinist Helper	17.00	17.00	-
Machinist Supervisor	4.00	4.00	-
Media and Communications Specialist	1.00	1.00	-
Meter Reader	4.00	4.00	-
Meter Reading Supervisor	1.00	1.00	-
Office Specialist	2.00	2.00	-
Personnel Transactions Coordinator	2.00	2.00	-
Plant Operator	34.00	34.00	-
Process Control Systems Specialist	7.00	7.00	-
Program Manager	6.00	6.00	-
Program Specialist	14.00	14.00	-
Senior Accountant Auditor	1.00	1.00	-

FY2021/22 Approved Budget

Utilities (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Senior Accounting Technician	1.00	1.00	-
Senior Electrician	2.00	3.00	1.00
Senior Engineer	18.00	18.00	-
Senior Engineering Technician	2.00	2.00	-
Senior Generator Technician	2.00	2.00	-
Senior Maintenance Worker	3.00	3.00	-
Senior Office Specialist	1.00	1.00	-
Senior Personnel Transaction Coordinator	2.00	2.00	-
Senior Plant Operator	17.00	17.00	-
Senior Staff Assistant	5.00	5.00	-
Senior Store Keeper	1.00	1.00	-
Storekeeper	5.00	5.00	-
Stores Administrator	1.00	1.00	-
Student Trainee (Engineering, 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	8.00	8.00	-
Supervising Water Quality Chemist	1.00	1.00	-
Support Services Manager	1.00	1.00	-
Utilities Locator	9.00	9.00	-
Utilities Operations and Maintenance Leadworker	73.00	73.00	-
Utilities Operations and Maintenance Manager	2.00	2.00	-
Utilities Operations and Maintenance Serviceworker	85.00	91.00	6.00
Utilities Operations and Maintenance Serviceworker Apprentice	8.00	2.00	(6.00)
Utilities Operations and Maintenance Superintendent	7.00	7.00	-
Utilities Operations and Maintenance Supervisor	18.00	18.00	-
Utility Construction Coordinator	2.00	2.00	-
Utility Services Inspector	2.00	2.00	-
Water Conservation Representative	3.00	3.00	-
Water Conservation Specialist	3.00	4.00	1.00
Water Cross Connection Control Specialist	1.00	1.00	-
Water Quality Chemist	5.00	5.00	-
Water Quality Lab Technician	4.00	4.00	-
Total	569.90	571.90	2.00

FY2021/22 Approved Budget

Youth, Parks, and Community Enrichment	FY2020/21	FY2021/22	Change
	Amended	Approved	
Accounting Technician	4.00	4.00	-
Administrative Analyst	8.00	8.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	4.00	4.00	-
Administrative Technician	1.00	1.00	-
Aquatic Specialist	3.60	3.60	-
Aquatics Recreation Coordinator	3.00	3.00	-
Aquatics Recreation Supervisor	2.00	2.00	-
Assistant Camp Chef	1.03	1.03	-
Assistant Camp Sacramento Supervisor	1.00	1.00	-
Assistant Caretaker	0.35	0.35	-
Assistant Director	1.00	1.00	-
Assistant Planner	1.00	1.00	-
Assistant Pool Manager	10.80	10.80	-
Associate Landscape Architect	4.00	4.00	-
Building Monitor	12.85	12.85	-
Camp Aide	6.08	6.08	-
Camp Chef	1.50	1.50	-
Camp Recreation Leader	2.47	2.47	-
Camp Sacramento Supervisor	1.00	1.00	-
Caretaker	0.50	0.50	-
Cashier	0.50	0.50	-
Cashier (Aquatics)	5.50	5.50	-
Community Center Attendant I	2.00	2.00	-
Contract and Compliance Specialist	1.00	1.00	-
Crew Leader (Landscape and Learning)	7.16	7.16	-
Custodial Supervisor	1.00	1.00	-
Custodian II	14.00	14.00	-
Customer Service Assistant	9.10	9.10	-
Customer Service Representative	10.00	10.00	-
Customer Service Specialist	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	-
Director of Parks and Recreation	1.00	1.00	-
General Repair Worker	1.00	1.00	-
Graduate Student Trainee	0.80	0.80	-
Graphic Designer	1.00	1.00	-
Graphics Assistant	1.25	1.25	-
Host	0.70	0.70	-
Irrigation Technician	5.00	5.00	-
Junior Plant Operator	2.00	2.00	-
Landscape Technician I	1.00	1.00	-
Lifeguard	21.25	21.25	-

FY2021/22 Approved Budget

Youth, Parks, and Community Enrichment (continued)	FY2020/21	FY2021/22	Change
	Amended	Approved	
Nurse (Adaptive Recreation)	0.10	0.10	-
Park Equipment Operator	2.00	2.00	-
Park Maintenance Manager	1.00	1.00	-
Park Maintenance Superintendent	2.00	2.00	-
Park Maintenance Worker	36.00	36.00	-
Park Maintenance Worker I	23.00	23.00	-
Park Maintenance Worker II	42.00	42.00	-
Park Maintenance Worker III	4.00	4.00	-
Park Plan Design and Development Manager	1.00	1.00	-
Park Safety Ranger	9.00	9.00	-
Park Safety Ranger Assistant	2.00	2.00	-
Park Safety Ranger Supervisor	2.00	2.00	-
Parks Supervisor	8.00	8.00	-
Plant Operator	1.00	1.00	-
Pool Manager	6.45	6.45	-
Program Coordinator	51.45	50.95	(0.50)
Program Coordinator (Adaptive Recreation)	2.00	3.00	1.00
Program Coordinator (Older Adults)	7.70	7.70	-
Program Developer	19.00	19.00	-
Program Developer (Older Adults)	2.00	2.00	-
Program Director	1.99	1.99	-
Program Leader	16.95	14.45	(2.50)
Program Specialist	3.00	3.00	-
Program Supervisor	14.00	14.00	-
Program Supervisor (Older Adults)	1.00	1.00	-
Public Service Aide	1.91	1.91	-
Recreation Aide	172.05	174.05	2.00
Recreation Aide (Older Adults)	7.99	7.99	-
Recreation General Supervisor	6.00	6.00	-
Recreation Leader (Adaptive Recreation)	6.53	5.93	(0.60)
Recreation Manager	2.00	2.00	-
Recreation Superintendent	4.00	4.00	-
Senior Accountant Auditor	1.00	1.00	-
Senior Accounting Technician	4.00	4.00	-
Senior Camp Aquatics Leader	0.38	0.38	-
Senior Landscape Architect	1.00	1.00	-
Senior Lifeguard	25.90	25.90	0.00
Senior Planner	1.00	1.00	-
Senior Recreation Aide	11.89	11.89	-
Senior Recreation Aide (Older Adults)	5.64	5.64	-
Staff Assistant	1.00	1.00	-
Student Trainee (Most Majors)	2.40	2.40	-
Support Services Manager	1.00	1.00	-
Utility Worker	20.12	20.12	-
Youth Aide	32.65	32.65	-
Total	724.54	723.94	(0.60)

FY2021/22 Approved Budget

	FY2020/21	FY2021/22	
Citywide and Community Support	Amended	Approved	Change
Administrative Analyst	1.00	1.00	-
Executive Director CCOMWP	1.00	1.00	-
Program Manager	1.00	1.00	-
Program Specialist	1.00	1.00	-
Senior Staff Assistant	1.00	1.00	-
Staff Aide MGM	1.00	1.00	-
Subtotal CCOMWP	6.00	6.00	-
Local Agency Formation Commission (LAFCo)			
New Growth Manager	1.00	1.00	-
Subtotal LAFCo	1.00	1.00	-
Citywide and Community Support Total	7.00	7.00	-

27

SECTION - 27 **Multi-Year Projects**

DESCRIPTION

This section contains information on operating grants and projects. New operating grants and projects are approved by Council and are managed in accordance with Sections 10 through 12 of the Budget Resolution. New appropriations included in the FY2021/22 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 2021:

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
2014 AFG Wellness Grant	G12902300	16,748	-
2016 AFG Source Capture Grant	G12902500	72,307	9,333
CalVIP - GPITF	G02000700	124,700	-
CalVIP Cohort 3 Grant 2020-23	G02000710	127,158	65,654
CARES Act Program-Creative Economy	G02610100	529,550	529,550
CARES Act Program-Great Plates Emergency Food	G02610300	708,900	200,828
FY2012/13 Gang Violence Support	G11010900	29,980	-
FY2015/16 Adaptive Sports	G19100400	20,922	-
FY2015/16 Gang Violence Support	G11015000	36,580	17,979
FY2015/16 OHV Grant	G11015100	6,459	-
FY2016/17 OHV Program	G11015118	16,711	-
FY2017/18 State OHMVR Grant	G11015119	14,613	-
FY2018/19 - ASES - SCUSD	G19041290	20,885	-
FY2019/20 - ASES - SCUSD	G19041310	22,639	21,602
FY2019/20 S.A.V.E. Program	G11012419	12,000	1,459
HHAP Homeless Grant Program	G02000950	880,000	-
River Crossing Art Project	G17605000	62,500	61,773
Youth RIV Grant FY19-23	G02001300	6,000	6,000
General Fund Total		2,708,652	914,178
ENTERPRISE FUNDS			
RW Efficiency Acceleration GP	G14110200	265,543	-
Enterprise Funds Total		265,543	-
OTHER FUNDS			
2009 Urban Search & Rescue	G12500900	1,002,343	-
2010 Safer Grant	G12902100	5,606,863	(1,275)
2010 Urban Search & Rescue	G12501000	1,075,681	-
2011 Urban Search & Rescue	G12501100	1,165,078	9,355
2012 Urban Search & Rescue	G12501200	1,299,608	6,430
2014 AFG Wellness Grant	G12902300	167,482	-
2015 SHSGP Grant	G12902400	59,687	-
2015 Urban Search & Rescue	G12501500	1,229,582	-
2015 Urban Search & Rescue - Comms Supplement	G12501501	49,151	-
2016 AFG Source Capture Grant	G12902500	1,113,071	10,833
2016 SHSGP Grant	G12902600	60,000	7,468
2016 Urban Search & Rescue	G12501600	1,278,582	13,755

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
2016 Urban Search & Rescue - Comms Supplement A	G12501601	46,901	-
2016 Urban Search & Rescue - Comms Supplement B	G12501602	70,010	3,965
2017 CHP (2017-ULWX-0028)	G11017000	1,875,000	992,871
2017 SHSGP Grant Hazmat Equipment	G12902701	94,679	506
2017 SHSGP Grant Rescue Equipment	G12902703	21,273	113
2017 SHSGP Grant Water Rescue	G12902702	113,238	102
2017 Urban Search & Rescue	G12501700	1,237,013	67,970
2018 OTS Bike/Ped (PS18013)	G11016300	75,000	3,886
2018 SHSGP Grant	G12902800	83,816	36
2018 Urban Search & Rescue	G12501800	1,193,990	28,133
2019 OTS STEP (PT19103)	G11016219	403,304	30,227
2019 SHSGP - Communications	G12902902	70,605	662
2019 SHSGP - EMS	G12902901	44,185	10
2019 SHSGP - Hazmat	G12902903	32,158	254
2019 UASI	G11016919	2,687,750	2,581,681
2020 OTS STEP (PT20148)	G11016220	375,000	159,274
2020 Petco Lifesaving Grant	G21002100	200,000	108,654
2020 UASI	G11016920	2,894,500	2,894,500
2020 Urban Search and Rescue	G12502000	1,222,631	929,016
ADU Pre-Approved Plans	G21001330	175,000	170,219
ADU Toolkit	G21001310	140,000	123,794
AE-EXP-19-7432	G17606003	19,000	19,000
Annual Funds for CA-TF7	G12501900	1,236,104	42,505
AR Floodplain & Side-Channel	G14140400	3,297,504	3,297,504
Brownfields Revolving Loan	G02180100	750,000	742,598
CAC SLP-19-6783	G17606001	100,000	100,000
CAC State and Local Partnership	G17606000	43,250	14,969
California Local Equity Grant	G02420100	1,197,120	12
CalGRIP Safe Comm 4/10-3/12	G11007100	382,639	2,196
CalVIP - GPITF	G02000700	868,700	467,883
CalVIP Cohort 3 Grant 2020-23	G02000710	2,718,004	1,257,287
CARES Act Program-Black Child Legacy Program	G02610119	1,250,000	-
CARES Act Program-Citywide COVID Operations	G02610500	11,388,603	(1,427,680)
CARES Act Program-Central Labor Council HotLine	G02610110	250,000	-
CARES Act Program-Community Impact Funding-D1	G02610121	50,000	65
CARES Act Program-Community Impact Funding-D2	G02610122	50,000	-
CARES Act Program-Community Impact Funding-D3	G02610123	50,000	-
CARES Act Program-Community Impact Funding-D4	G02610124	50,000	-
CARES Act Program-Community Impact Funding-D5	G02610125	50,000	10
CARES Act Program-Community Impact Funding-D6	G02610126	48,000	-
CARES Act Program-Community Impact Funding-D7	G02610127	50,000	2,256
CARES Act Program-Community Impact Funding-D8	G02610128	50,000	-
CARES Act Program-Community Impact Funding-M	G02610120	45,000	-
CARES Act Program-Community Outreach	G02610112	500,000	-
CARES Act Program-Creative Economy	G02610113	14,400,000	313,471
CARES Act Program-CW Youth Work-Based Learning	G02610115	1,298,792	-
CARES Act Program-Digital Divide	G02610102	300,000	99,116
CARES Act Program-Digital Equity Response	G02610131	750,000	14,715
CARES Act Program-Domestic Violence Intervention	G02610106	2,000,000	-
CARES Act Program-Emergency Homeless Grant	G02001500	1,438,668	66,579
CARES Act Program-Essential Worker Daycare	G02610133	1,577,116	-
CARES Act Program-Family Mental Health	G02610107	250,000	1
CARES Act Program-Farm to Fork Al Fresco	G02610103	1,245,000	154,299
CARES Act Program-Federal and State Grants Program	G02610000	-	(3,219)
CARES Act Program-Financial Empowerment	G02610108	150,000	-

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
CARES Act Program-Fire EMS Medical Supplies	G02610200	295,523	295,523
CARES Act Program-Food Insecurity	G02610109	849,900	1,000
CARES Act Program-Great Plates Emergency Food	G02610300	19,177,029	314,181
CARES Act Program-Homeless Prevention Program	G02001700	7,863,366	-
CARES Act Program-Homelessness: Restrooms	G02610135	790,000	-
CARES Act Program-Housing for Essential Staff	G02610101	2,800	-
CARES Act Program-NUSD Day Camps	G02610134	500,000	-
CARES Act Program-Rental Mediation	G02610111	150,000	6,621
CARES Act Program-Sac Childcare Learn	G02610130	2,365,560	725,535
CARES Act Program-Small Business Tech Asst Comp	G02610117	6,755,000	(14,037)
CARES Act Program-US DOJ CESF	G02610400	795,286	522,657
CARES Act Program-Visit SAC	G02610132	5,431,621	-
CARES Act Program-Workforce Development Recovery	G02610118	9,750,100	1,480,561
CARES Act Program-Youth Enrichment	G02610104	620,599	-
CARES Act Program-Youth Mental Health	G02610114	166,260	-
CARES Act Program-Youth Pop Ups	G02610116	1,300,000	-
CAMP Grant	G21000900	10,000	10,000
Cert 2010 SHSGP Grant	G12902000	75,056	-
Cert 2011 SHSGP Grant	G12902200	37,700	598
City HEAP Youth Programs	G02000824	473,648	33,023
City/County Fine=Fee Justice	G02002000	50,000	50,000
Citywide Disaster Recovery Plan	G02000800	25,000	-
CoC HEAP Youth Programs	G02000825	323,648	-
Del Oro-Triple R Subsidy	G19090900	12,000	12,000
District Metered Area Management	G14160100	2,431,534	(4,212)
Downtown Streets Team- HEAP	G02000821	602,158	-
FY2004/05 Homeland Security 2541	G12901000	95,169	-
FY2012/13 Gang Violence Supp	G11010900	691,625	-
FY2014/15 21st Century START	G19030501	690,000	-
FY2014/15 Citizens Option	G11012200	63,427	15,467
FY2015/16 21st Century START	G19030503	623,819	515
FY2015/16 Adaptive Sports	G19100400	70,967	-
FY2015/16 Gang Violence Supp	G11015000	1,199,584	121,846
FY2015/16 SHSGP	G11015800	29,631	-
FY2015/16 OHV Grant	G11015100	24,351	-
F2015/16 UASI	G11015200	2,369,600	(25,201)
FY2016/17 21st Century START	G19030504	594,851	(1,833)
FY2016/17 Citizen's Option Growth	G11016700	294,826	88,174
FY2016/17 City Le Grant	G11015900	168,138	162,808
FY2016/17 JAG	G11016400	248,327	1,902
FY2016/17 OHV Program	G11015118	48,037	4,780
FY2016/17 OTS - Bike/Ped	G11015500	125,425	22,476
FY2016/17 WIA	G19090160	216,136	(924)
FY2017/18 21st Century START	G19030506	370,695	-
FY2017/18 ABC	G11016100	94,584	(699)
FY2017/18 Citizen's Option	G11016800	754,331	83,193
FY2017/18 Citizen's Option Growth	G11017400	367,710	79,053
FY2017/18 Gang Violence Supp	G11016500	387,058	104,448
FY2017/18 JAG	G11017500	252,397	113,687
FY2017/18 SHSGP	G11015818	153,752	-
FY2017/18 State OHMR Grant	G11015119	23,746	612
FY2017/18 OTS Step	G11016200	567,331	182,028
FY2017/18 UASI	G11016918	2,067,500	537,323
FY2018/19 Citizen's Option Grwth	G11018000	426,297	361,151
FY2018/19 - ASES - SCUUSD	G19041290	139,230	(5,848)
FY2018/19 Citizen's Option	G11017300	761,957	342,021

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
FY2018/19 FWS LAR Restor Monitor	G14140301	136,830	-
FY2018/19 Gang Violence Supp	G11017100	361,293	(3,097)
FY2018/19 JAG	G11017800	246,833	97,453
FY2018/19 - WIOA	G19090180	137,263	(5,042)
FY2019/20 ABC Grant	G11017220	100,000	27,324
FY2019/20 - ASES - SCUSD	G19041310	150,925	-
FY2019/20 Citizen's Option	G11017900	180,152	105,152
FY2019/20 Citizen's Option Growth	G11017920	436,881	436,881
FY2019/20 FWS LAR Restor Monitor	G14140302	218,170	(426)
FY2019/20 Gang Violence Supp	G11017620	381,451	47,256
FY2019/20 S.A.V.E. Program	G11012419	120,000	-
FY2019/20 - WIOA	G19090190	75,030	-
FY2020/21 ABC Grant	G11017221	48,750	(11,272)
FY2020/21 Citizens Option	G11018100	776,143	776,143
FY2020/21 Floodplain/Side Channel	G14140400	4,603,620	3,543,115
FY2020/21 Gang Violence Supp	G11017621	403,660	126,990
FY2020/21 OTS STEP	G11016221	385,000	325,517
FY2020/21-SCUSD ASES	G19041320	-	(90,878)
FY2020/21 - WIOA	G19090210	77,206	55,406
GIS Census Incentive Grant	G07000400	45,000	45,000
Go-Biz Equity Grant	G02420200	3,831,956	2,082,006
HEAP Admin	G02000822	282,285	183,333
HHAP Homeless Grant Program	G02000950	13,654,708	295,031
Homeless Emergency Aid Program	G02000820	224,490	74,490
Homeless Motel Voucher Program	G02001700	341,948	89,888
Hurricane Florence	G12703700		(611,184)
Hurricane Harvey	G12703100	1,746,400	1,153,914
Hurricane Irma	G12703200	210,000	87,075
Hurricane Isaac	G12702300	16,858	-
Hurricane Lane	G12703500	40,800	29,244
Hurricane Maria	G12703300	1,070,000	605,256
Hurricane Matthew	G12703000	49,481	-
Hurricane Olivia	G12703600	29,800	9,373
Hurricane Sandy	G12702400	41,058	-
ICAC Task Force (FY18 - FY20)	G11016600	210,000	35,000
Innovation Grant 2019	G21002000	75,000	75,000
Innovations Grant Program	G11017700	134,186	79,898
JAG 10/08-9/12	G11006518	614,921	-
LARCP Cordova Creek	G14140500	299,500	-
LYONS, Co Flooding	G12702600	26,680	-
Northeast Sacramento	G02001200	300,000	20,225
Petco Innovation Showdown	G21001800	250,000	122,326
REAP Grant	G21001000	200,000	119,232
Regional Transit 2010	G17601900	31,000	-
Regional Transit 2016	G17601901	24,000	24,000
River Crossing Art Project	G17605000	187,500	46,205
Sacramento County MSA	G02001500	807,172	-
Sanitation Grant	G02000900	150,000	-
SB 2 Planning Grant Program	G21001300	310,000	257,560

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
Shelter Expansion - HEAP	G02000820	742,102	-
SLP-CRS-20-9741	G17606000	15,787	28,417
Tropical Cyclone Dorian	G12704000	-	(300,897)
Tropical Cyclone Douglas	G12704100	-	(19,198)
Tropical Storm Barry	G12703900	-	(24,597)
Tropical Storm Nate	G12703400	-	(8,273)
UASI Homeland Sec 07 11/07-6/10	G11005700	3,336,000	-
US&R-Hurricane Gustav Deployment	G12701600	10,439	-
USAR Moore, OK Tornado	G12702500	8,347	-
Used Oil Payment Program-OPP10	G15003000	136,207	4,482
Used Oil Payment Program-OPP11	G15003010	53,594	53,594
Youth RIV Grant FY19-23	G02001300	999,780	(18,570)
Other Funds Total		189,137,175	28,894,787
Total All Funds		192,111,370	29,808,965

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 2021:

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
2020 Redistricting	I02000406	240,000	240,000
21st Century Skills Grant Program	I01000400	175,460	460
ADA Education & Training	I08000100	297,349	286,503
APP Maintenance	I17000500	1,065,333	916,572
Archives East End Project	I17000100	86,350	12,556
Arts and Cultural Plan	I17000900	110,000	100
Arts Education and Community Outreach	I17001100	177,536	14,922
B Street Theatre	I80180000	3,000,000	-
Business Capacity	I02001900	350,000	-
Business Incentives Program	I02001300	100,000	100,000
CA Rural Legal Assistance	I02000800	300,000	-
CARES Act-Emergency Procurement	I02003000		(81,559)
Cemetery Facility Improvement	I17000300	13,359	434
Cesar Chavez Park Maintenance	I19101200	29,190	29,190
Citywide Classification Study	I08000400	3,100,000	3,047,391
Citywide Litigation Project	I80310000	2,074,611	1,456,323
Citywide Strategic Plan	I02000400	1,226,161	173,045
Climate Action Initiatives	I02002300	2,289,000	2,279,000
Community Capacity	I02002000	350,000	-
Community Investment Program	I02001200	90,000	-
Community Nonprofit Assistance	I02001000	200,000	-
Community Outreach & Enhanced Services	I02001100	200,000	100,693
Community Response	I23000100	2,378,000	2,378,000
CORE	I02420000	2,000,000	-
Creative Edge	I02181100	1,480,000	379,829
Crisis Intervention Training	I11002200	173,002	-
Cultural and Economic Vitality	I17001000	278,724	54,637
Cultural Arts Awards	I17000700	2,014,000	118,626
Curtis Park Village Litigation	I21005400	675,114	43
CW Innovation & Efficiency Assesment	I01002000	268,900	-
CWTP - City Manager	I02002200	200,000	100,000
Digital Equity	I07001100	200,000	200,000
Downtown ESC Project	I02000500	38,082	-
Electrical Safety Program	I13000100	530,259	170,447
F.O.C.A.S.	I13000400	60,500	-
Fairytale Town Expansion	I17006100	609,000	-
Fare Free Transit for Youth	I02181400	750,000	-
FEMA Corrective Action Plan	I21004900	400,000	64,284
Fence Removal/Turf Conversion Program	I14120400	100,000	97,622
Financial Empowerment	I02182000	50,000	50,000
Fleet Acquisitions	I06000999	466,650	466,650
Fleet Community Development	I06210000	1,050,302	313,318
Fleet Convention & Cultural Services	I06170000	35,951	35,951

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND (continued)			
Fleet Fire	I06120000	699,239	188,296
Fleet Information Technology	I06070000	37,737	7,597
Fleet Police	I06110000	10,626,993	2,386,509
Fleet Public Works	I06150000	1,246,849	309,665
Fleet Youth, Parks & Community Enrichment	I06190000	1,362,082	353,037
FY2017/18 Oak Park Community Enrichment	I19708001	82,897	1
Gang Prevention & Intervention	I02000600	5,531,428	308,217
General Plan Update	I22000000	490,472	275,154
General Plan Update 4811	I22400000	6,905,212	92,971
Habitat Project	I01000600	30,000	-
Historic District Plans Program	I21005800	250,000	-
Historic Place Grant Program	I21004800	232,999	6,399
Homeless Housing Initiative	I02000200	5,864,435	2,909,592
Impact Teams	I11002400	2,275,000	394,967
Justice for Neighbors	I03000100	2,015,321	1,140,211
Low Income Spay/Neuter Program	I13000600	396,704	69,877
Major League Soccer	I80020500	449,000	111,217
Marshall Hotel Hyatt Centric	I18000400	3,600,000	-
Mental Wellness Program	I11002600	568,850	248,088
NBHD Comm & Economic Plans Program	I02001700	354,754	354,754
Nextgen Mobile Computer Replacement	I11000100	1,291,292	-
Northgate Blvd. PBID	I02186000	68,000	68,000
North Sacramento Economic Development Investment	I02180600	900,000	710,001
Oak Park Clinic Building Maintenance	I19101100	100,800	100,800
Oak Park Community Enhancement	I19708000	117,103	16,970
OCM - Cannabis Program	I06420000	27,467,931	20,706,041
Police Observation Devices	I11002300	114,600	39,251
RASA Support	I80005010	1,000,000	756,330
RSW Homeless Mitigation	I15200200	1,412,500	210,889
Sacramento Riverfront	I02180200	840,000	255,959
Sacramento Zoo Relocation Study	I02002100	275,000	52,930
SEED Corporation	I18000200	150,000	99,917
ShotSpotter	I11002500	138,000	21,833
Summer Night Lights	I02000700	300,000	-
Summer Night Lights	I11002100	600,000	-
Summer Youth and Community Program	I19141000	221,475	-
SVS Operations and Mgmt	I15001000	582,237	226,904
Thousand Strong	I01000300	2,476,000	92,241
Training and Outreach	I08000300	1,157,219	891,184
UCD Community Garden	I19130000	25,000	-
Utility Rate Assistance Program	I14130100	12,756,806	1,059,996
Webgrant Restructuring Project	I07000900	789,558	168,866
Whole Person Care	I02000900	8,239,845	2,234,199
Youth & Family Investments	I02001800	2,791,000	43,154
Youth Engagement & Summer Program	I01000100	400,000	94,690
Youth Services Program	I19140000	25,000	-
General Fund Total		136,492,170	50,011,746

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
MEASURE U FUND			
CA Rural Legal Assistance	I02000800	1,250,000	-
City Manager Youth Programs	I80020800	250,000	171,276
Economic Development Initiatives	I02181000	500,000	200,650
Fare Free Transit for Youth	I02181400	1,000,000	-
Financial Empowerment	I02182000	300,000	107,769
FY2017/18 Summer at City Hall	I80190600	183,801	1,684
FY2017/18 Police Measure U	I80110600	24,609,871	233
FY2019/20 Police Measure U	I80110800	37,158,244	5,554
FY2020/21 City Attorney Measure U	I80030900	208,104	108,297
FY2020/21 Community Development Measure U	I80210900	652,689	177,047
FY2020/21 Economic Development Measure U	I80180900	4,195,328	3,006,913
FY2020/21 Fire Measure U	I80120900	21,641,855	9,737,891
FY2020/21 Information Technology Measure U	I80070900	465,044	391,597
FY2020/21 Police Measure U	I80110900	42,304,208	24,991,835
FY2020/21 Public Works Measure U	I80150900	1,000,000	416,616
FY2020/21 Youth, Parks & Community Enrichment Measure U	I80190900	14,623,937	7,358,466
Gang Prevention & Intervention	I02000600	1,229,268	-
Homeless Housing Initiative	I02000200	12,816,393	72,261
Iceland Restoration	I02181600	1,300,000	1,086,000
K to College Savings Program	I02181300	150,000	-
LGBT Center Relocation	I02181500	750,000	-
Mayor's Comm on Climate Change	I01001000	150,000	-
NBHD Comm & Economic Plans Program	I02001700	34,246	34,246
North Area Freedom Schools	I02181200	290,000	-
Participatory Budgeting Program	I80010000	225,000	225,000
PDIT Critical Infrastructure	I11002700	1,559,190	744,177
Police Observation Devices	I11002300	187,000	44,099
Sacramento Riverfront	I02180200	300,000	300,000
ShotSpotter	I11002500	616,608	-
Specific Plans	I22000100	1,185,256	1,053,906
Summer Youth and Community Program	I19141000	754,353	259,453
Tenant Protection Program	I21000300	89,128	-
Thousand Strong	I01000300	774,000	617,210
Measure U Fund Total		172,753,523	51,112,178
ENTERPRISE FUNDS			
American River Source Water	I14520400	451,915	146,184
Arc Flash Hazard Analysis	I14020100	906,630	205,773
Arts and Cultural Plan	I17000900	111,000	100
Asset Management Program	I14010700	457,599	457,599
City of Festivals Program	I15001211	1,339,000	198,716
Condition Assessment Program	I14010800	3,949,357	2,650,926
Conjunctive Use-Groundwater Wells	I14510100	663,084	542,981
Combined Master Plan Program	I14610300	1,169,584	542,422
CSS Management Plan	I14630200	2,415,500	1,292,651
CSS Regulatory Compliance	I14120600	3,920,077	288,286
CWTP - City Manager	I02002200	25,000	-
Downtown Esc Project	I02000500	72,220	-
Drainage Master Plan Program	I14710100	1,605,241	743,456
Energy Efficiency Program	I14040200	400,000	400,000
Fleet Convention Cultural Services Fund	I06170100	100,000	100,000
Fleet DOU Sewer Fund	I06146000	4,780,538	1,576,255
Fleet DOU Storm Drain Fund	I06141000	2,175,667	349,559
Fleet DOU Water Fund	I06145000	4,254,089	915,762
Fleet PW Solid Waste Fund	I06147000	25,748,071	1,390,265
Flood Control Planning	I14010100	2,556,223	630,126
Flow Monitoring/Hydrology Program	I14610100	809,354	53,990
General Plan Future Updates	I22000000	1,855	1,855
Groundwater Abandon/Protect Program	I14520100	565,392	435,206
Groundwater Master Plan	I14160100	510,730	37,003

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
ENTERPRISE FUNDS (continued)			
Information Technology Program	I14040100	3,493,730	3,335,981
Keep Our Waters Clean Outreach	I14520200	8,535	8,464
Leak Detection Program	I14530100	62,223	3,248
Legacy Landfill Operations	I14120100	550,000	428,699
NPDES Inspection Support	I14010200	9,489,021	1,499,175
PLC Replacement Program	I14050100	490,028	-
Replacement Protective Relays	I14050200	541,500	(22)
Sacramento River Source Water	I14520300	580,344	69,233
SAFCA Levee Maintenance	I14120300	43,281	3,132
SCADA Planning Program	I14010900	601,941	85,327
Sewer System Mgmt Plan	I14110100	6,444,877	1,448,803
Solid Waste Container Replacement	I14120500	12,593,245	1,593,455
Solid Waste Outreach	I14120200	3,068,834	1,063,513
SSMP Eng/Regulatory Support	I14620100	340,000	200,158
SVS Operations and Management	I15001000	713,000	50,167
Wastewater Planning Program	I14610200	1,484,667	746,716
Water Conservation	I14120400	8,924,574	2,076,702
Water Master Plan Program	I14510200	2,776,185	1,060,728
Water Meter Replacement Program	I14010500	5,842,673	369,528
Enterprise Funds Total		117,036,784	27,002,122
INTERNAL SERVICE FUNDS			
Calvine & Elk Grove Florin	I80310000	1,500,000	1,500,000
Fleet - HR Risk Fund	I06081000	338,300	192,908
Fleet - PW Fleet Fund	I06151000	470,055	190,461
Internal Service Funds Total		2,308,355	1,883,369
OTHER FUNDS			
65th Street Impact Fee Program	I06000600	50,000	50,000
American River Source Water	I14520400	363,800	128,653
APP Maintenance	I17000500	276,462	74,533
Arden Gateway	I21006100	935,027	284,667
Arts and Cultural Equity Grant	I17000600	500,000	7,229
Arts and Cultural Facilities	I17000200	743,272	1,814
Arts Education and Community Outreach	I17001100	388,512	54,131
Basin 52 Stormwater Master Plan	I14610300	7,998	-
Basin 6 Drainage	I22200600	4,336,529	14,355
Bonded CFD/AD Applications	I22310100	1,695,775	128,469
BRLF Program Income	I02180800	1,516,401	1,515,598
CARES Act Program-Emergency Programs	I02003000	10,537,204	132,293
Centene Emp Incentive	I02180100	5,400,000	5,400,000
Central City Fee District	I06132110	50,000	2,617
City Hall Tech Program	I02001500	375,000	164,255
Citywide Strategic Plan	I02000400	20,000	9,701
College Square Reimbursement	I22310200	30,000	13,800
Convention Center Complex Review	I21006000	2,283,696	1,136,433
County COVID-19 Testing & Vaccination	I12000100	398,363	398,363
Creative Economy Pilot Project	I18000300	500,000	14,431
Cultural and Economic Vitality	I17001000	36,000	35,000
Cultural Plan Implementation	I17000900	29,880	29,880
D1-Youth Workforce Program	I19142000	339,150	191,528
Downtown ESC Project	I02000500	6,304,317	3
Downtown Plaza Hotel	I21005200	103,533	103,533
ESC Art Maintenance	I17000400	289,516	280,666
ESC Building Project	I21005100	1,690,153	1,690,153
Financial Empowerment	I02182000	377,000	73,249
Fleet PW Gas Tax	I06152100	1,210,205	651,426
Fleet PW L&L Fund	I06152000	329,089	240,939
Flood Control Planning	I14010100	56,202	-
F.O.C.A.S.	I13000400	3,096,187	770,894
Forgivable Loan Program	I02180400	1,500,000	1,251,250
FY2017/18 Summer at City Hall	I80190600	11,600	-
FY2018/19 City-County Payment	I15300010	122,046	-
FY2020/21 Summer at City Hall	I80190900	18,300	-

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
Gang Prevention & Intervention	I02000600	7,500	-
General Plan Update	I22000000	12,429,279	5,102,133
General Plan Update 4811	I22400000	2,790,241	-
Grant High School Quadrangle	I02187000	200,000	200,000
Greenbriar Traffic Congestion	I15185000	1,400,000	500,000
Gobler-Park Trust Cold Storage	I17009100	32,500	32,500
Hart Trust Proj Fund FY12-16	I19120000	-	-
Hart Trust Proj Fund FY17-21	I19121000	770,100	285,132
Health & Wellness Program	I08000200	3,000	3,000
Historic Place Grant Program	I21004800	238,000	46,833
Homeless Housing Initiative	I02000200	21,251,077	147,311
Inclusive Economic Development	I02180900	500,000	204,000
JCPA Administrative Control 3131	I22205100	653,869	98,932
Keep Our Waters Clean Outreach	I14520200	26,698	19,016
Kids Play Mc Kinley Maintenance 4711	I19000800	12,870	7,151
Leak Detection Program	I14530100	60,000	4,098
Marshall Environmental	I18000400	200,000	200,000
MBI	I02180700	995,400	695,400
MLS	I21006200	1,140,240	174,988
MLS Stadium Fees	I80020500	1,800,000	659,457
N Natomas Admin Control	I22200100	8,924,198	248,536
Natomas Central CFD 2006-02	I22340000	100,000	55,692
Natomas Crossing Office	I21005700	839,994	528,163
Natomas Landing CFD2008-01	I22310500	64,500	55,221
Natomas Meadows CFD	I22310000	62,000	42,329
Neighborhood Park Maintenance CFD 4815	I22300000	550,556	54,689
NNAC&CC Feasibility Study Program	I19000900	161,167	(77,326)
Non-Bonded Service District Appeals	I22300100	641,986	45,915
NPDES Stormwater Program	I14010200	6,318,503	319,075
Oak Park Broadway	I02180300	4,967,500	110
Panhandle Annexation 4811	I22209000	124,990	3,466
PBID/BIA Applications	I22310600	45,000	20,824
Project Pony	I11001900	6,600	5,202
RAILS Grant Program	I18000100	3,970,709	1,692,214
Railyards Block 48	I21006300	849,461	476,358
Railyards Fee District	I06132100	70,000	(138,925)
Regional Community Policing	I11001600	49,871	3,545
River Fee District	I06132120	50,000	26,598
RSW Homeless Mitigation	I15200200	918,000	(27,522)
Sacramento Commons I	I21005900	728,585	581,857
Sacramento Econ Gardening 3yr	I02184000	872,000	338,510
Sacramento Ent. Development Academy Phase 1	I02183000	1,500,000	1,299,006
Sacramento PD Training Facility	I11002000	46,700	58
Sacramento Railyards 2006 FINP	I22208000	740	1
Sacramento River Source Water	I14520300	479,700	135,559
Sacramento Riverfront	I02180200	17,000	17,000
SAFCA Levee Maintenance	I14120300	5,938,798	1,462,800
SMUD Rehab	I21005600	462,562	355,654
Solid Waste Outreach	I14120200	2,158,384	917,737
Stockton Blvd Specific Plan	I22000100	-	(933,029)
TMA Shuttle	I22200700	1,318,200	192,000
Traffic Impact Study Guideline	I15161700	100,000	39,361
UCD Community Garden	I19130000	25,000	102
Utility Box Artwork Project	I17000800	83,648	50,359
Wastewater Planning Prog	I14610200	73,000	28,001
Water Conservation	I14120400	323,498	-
Water Master Plan Program	I14510200	90,095	27,166
Whole Person Care	I02000900	44,372,146	7,829,075
Willowcreek Fee District	I22206000	3,759,498	575,751
Other Funds Total		181,496,580	39,480,947
Total All Funds		610,087,412	169,490,363

FY2021/22 Approved Budget

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 2021:

Project Description	Project #	Total Budget	Available Budget
GENERAL FUND			
PHSC Reserve Funding	E18000401	160,000	42,724
Powerhouse Science Center	E18000400	2,400,000	600,000
Railyards Mediation	E02000101	110,500	7,478
Railyards Project Management	E02000100	496,353	263,692
General Fund Total		3,166,853	913,894
INTERNAL SERVICE FUNDS			
Driver Training Acadmy (SRDTA)	E08000100	1,539,000	565,687
Robla Facility Safety Training	E08000200	1,500	1,500
Externally Funded Programs Fund Total		1,540,500	567,187
OTHER FUNDS			
Academy Activities 7/07-6/11	E11002200	1,003,859	100,599
Board of Supervisors	E17000500	22,000	1,700
County Support-Holiday Music	E17000900	60,000	-
DMV Anti Auto Theft	E11005400	-	(3,693)
Federal Forfeiture - DOJ	E11007000	43,450	1,326
Federal Forfeiture - DOJ	E11007018	35,273	3,468
Federal Forfeiture - DOT	E11006900	12,243	12,243
Federal Forfeiture - Justice	E11008300	55,653	49,303
Federal Forfeiture - Treasury	E11008200	505,117	501,338
Federal Forfeiture - DOJ	E11003300	2,573,648	251
Federal Forfeiture - DOT	E11003200	1,099,987	13,396
FY2014/1515 AB109/RCISP	E11006400	147,080	76,115
FY2014/15 DMV Anti-Auto Theft	E11005405	323,889	-
FY2015/16 AB109/RCISP	E11006600	94,803	-
FY2015/16 Los Rios Vocational Training	E11006516	704,907	79,804
FY2016/17 DMV Anti-Auto Theft	E11005407	581,200	(1,323)
FY2016/17 Los Rios Vocational Training	E11006517	600,000	21,067
FY2017/18 DMV Anti-Auto Theft	E11005408	500,000	156,588
FY2017/18 Los Rios Vocational Training	E11006518	697,667	120,759
FY2018/19 DMV Anti-Auto Theft	E11005409	500,000	102,729
FY2018/19 Los Rios Vocational Training	E11006519	582,484	-
FY2019/20 DMV Anti-Auto Theft	E11005420	550,000	46,169
FY2019/20 Los Rios Vocational Training	E11006520	576,654	(2,499)
FY2019/20 RCISP (AB 109)	E11006640	114,115	105,151
FY2020/21 DMV Anti-Auto Theft	E11005421	550,000	379,439
FY2020/21 Los Rios Vocational Training	E11006521	750,000	158,941
Los Rios Vocational Training	E11002500	5,848,744	680
Los Rios Vocational Training	E11006500	27,936	27,936
Phoenix Park PODs	E11007125	36,685	7,716
PODs - Arden Fair Association	E11007118	68,000	4,193
PODs - Jackson Lab	E11007120	48,256	19,579
PODs - MO Florin West	E11007121	9,000	115
PODs - Stockton Blvd Partnership	E11007119	13,820	1,205
PODs - The Cove	E11007124	36,700	8,998

FY2021/22 Approved Budget

Project Description	Project #	Total Budget	Available Budget
OTHER FUNDS (continued)			
PODs Arden Fair	E11007122	42,500	42,500
PODs MO Capital Nursery	E11007123	6,000	-
Police Observation Devices	E11007100	98,712	6,372
Powerhouse Science Center	E18000400	5,050,000	400,000
SAR-Smart Growth Program	E01000100	15,000	-
SMUD Gallery - CY2014-16	E17000501	125,000	-
SMUD Gallery 2019-2021	E17000503	75,000	51,000
State Forfeiture - Health & Safety	E11002800	4,415,816	198
State Forfeiture - Health & Safety	E11008000	288,454	57,777
State Forfeiture - Health & Safety	E11008020	517,102	422,589
State Forfeiture - Health & Safety	E11006700	100,679	-
State Forfeiture - Health & Safety	E11006718	1,089,722	238,267
State Forfeiture Drug & Gang Prevention	E11006800	43,039	25,721
State Forfeiture Drug & Gang Prevention	E11006818	191,920	1,320
State Forfeiture Drug & Gang Prevention	E11008100	169,892	148,572
State Forfeiture- Drug Education & Gang	E11002900	831,867	7,375
Vocational Education Training - Fire	E12000100	3,957,800	458,162
Wings of the City Restoration	E17001000	87,628	87,628
Other Funds Total		35,879,301	3,940,773
Total All Funds		40,586,654	5,421,854

28

SECTION - 28 **Financial Policies**



Budget Control Policy

Scope: CITYWIDE

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

Purpose

Background

Policy

3.1 Annual Budget Development

3.2 Budget Amendments

Related 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.

Unexpected revenue shortfalls or other significant issues that may create a budget shortfall during the fiscal year are to be reported to the Council with recommendations by the City Manager as to whether a midyear 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.



Debt Management Policy



Scope: CITYWIDE

Administrative Entity

Office of the City Treasurer

(916) 808-5168

JColville@cityofsacramento.org

Table of Contents

Regulatory References

Council Resolution 2021-0156

Effective Date: June 01, 2021

Debt Management Policy

1. Introduction

1.1 *Background.* The City of Sacramento (the “**City**”) has a long history of issuing multiple types of debt and working with various residents, businesses, developers, and government agencies to achieve the most-effective financing solutions for necessary capital projects and capital improvements. Debt issuance is one way of financing these projects and improvements in a cost-efficient manner while maintaining generational equity. With its limited fiscal resources, the City will continue to explore the issuance of debt as an equitable means of meeting its infrastructure needs.

1.2 *Purpose.* This Debt-Management Policy (this “**Policy**”) sets forth the principles and objectives that should guide the City’s decisions to issue debt, and it establishes guidelines for responsibly managing debt. The core objectives of this Policy include the following:

- (A) Minimize costs of debt service and issuance.
- (B) Maintain access to cost-effective borrowing.
- (C) Achieve and maintain the highest practical credit ratings of the various bond and credit types as well as the City’s overall credit rating.
- (D) Balance pay-as-you-go financing with debt financing.
- (E) Ensure full and timely repayment of debt.
- (F) Maintain full financial and non-financial disclosure and reporting with respect to debt and associated credit ratings.
- (G) Ensure compliance with federal, state, and local laws and regulations.
- (H) Promote the City’s best interests and protect the City’s financial stability when deciding whether to approve debt and how to structure the debt.
- (I) Maintain internal-control procedures to ensure that the proceeds of each debt issuance are directed to the intended use.
- (J) Increase transparency to debt stakeholders and consistency in debt decision making.

- 1.3 *Scope of Application.* This Policy applies to debt issued or incurred by the City, the Sacramento City Financing Authority, the Sacramento Public Financing Authority, and the Redevelopment Agency Successor Agency; to debt the City issues on behalf of assessment districts and community facilities districts; and to debt the City issues for third parties (i.e., conduit financing) (collectively, “**City Debt**”). From time to time, however, compelling or extraordinary circumstances may arise that require the City Council, at the recommendation of the City Treasurer or the Debt Manager within the City Treasurer’s Office (the “**Debt Manager**”), to make an exception to this Policy. Certain obligations of the City—such as Other Post-Employment Benefits and debt not involving the issuance of bonds or other long-term obligations—are not subject to this Policy.

2. **Governing Authority, Points of Contact, and Responsibility**

- 2.1 *Authority.* The City’s debt program for all City funds must be operated in conformance with applicable federal, state, and other legal requirements, including authorizing sections of the City Charter and the City Code, and the various covenants of the City’s outstanding debt obligations.
- 2.2 *Delegation of Authority.* The City Council assigns its responsibility for managing and coordinating all activities related to the structure, issuance, and post-issuance management of all City Debt to the City Treasurer’s Office.
- 2.3 *Point of Contact.* The City Treasurer and the Debt Manager are responsible for maintaining communication to the bond market on the City’s behalf, with a policy of full disclosure. This includes communication with rating agencies, investors, and other debt-related service providers about the City’s financial condition; the financial condition of enterprise funds that secure revenue bonds; and the relevant financial information of community facilities districts or assessment districts that secure special-tax or assessment bonds, as applicable. As necessary, the City Treasurer or the Debt Manager will seek guidance from the City Attorney’s Office and the City’s disclosure counsel on the appropriateness of disclosing certain matters.
- 2.4 *Responsibilities.* Debt obligations may not be presented to the City Council for authorization without a joint assessment and recommendation by the City Manager’s Office and the City Treasurer’s Office. City departments that propose debt-financed capital programs or small-equipment acquisitions must work in close coordination with the City Treasurer’s Office, the City Manager’s Office, the City Attorney’s Office, and the City Finance Department by providing information to facilitate the feasibility analysis and due-diligence process before the issuance of debt. In drafting bond-issuance documents and other related matters, the following roles serve as general guidance. Roles for a particular financing may differ slightly.

(A) The City Treasurer's Office—

- (1) is responsible for selecting the structure, timing, method of issuance (public vs. private placement, negotiated vs. competitive sale), and other terms of debt issuance;
- (2) serves as the primary contact between the City and rating agencies, investors, and all other market participants;
- (3) manages non-attorney members of the financing team (see section 4.6, "Professional Assistance");
- (4) leads the development of all necessary financing documents;
- (5) presents the financing structure and financing documents to the City Council for approval;
- (6) manages the investment of debt proceeds and bond-reserve funds;
- (7) manages compliance with post-issuance requirements, including continuing-disclosure requirements (in accordance with the Supplemental Policy on Disclosure), private-activity analysis and remediation, and arbitrage requirements; and
- 8) conducts periodic reviews of this Policy and brings forward to the City Council any proposed amendments.

(B) The City Manager's Office and appropriate City Departments under the City Manager's purview—

- (1) identifies and prioritizes projects through the City's multi-year capital-improvement program;
 - (2) identifies sources of funds for payment of debt service;
 - (3) identifies sources of funds for project operations and maintenance;
 - (4) participates in document preparation and review;
 - (5) participates in conference calls or meetings regarding the debt, e.g., due-diligence reviews, rating-agency presentations, investor relations;
-

- (6) provides timely information as needed to comply with post-issuance requirements, including tracking expenditures of debt proceeds to comply with arbitrage requirements and annual reporting requirements; and
 - (7) notifies the City Treasurer's Office before the City enters into (a) any agreements that qualify as "debt obligations" under SEC Rule 15c2-12, such as loans from non-City lenders, equipment leases, and grants; and (b) any amendments of such loans, leases, and grants.
- (C) The City Attorney's Office—
- (1) provides independent verification of the City's compliance with all applicable laws and regulations;
 - (2) selects, retains, and manages outside legal counsel to assist with debt financing (e.g., bond counsel, disclosure counsel);
 - (3) protects the City's interests;
 - (4) participates in document preparation and review; and
 - (5) participates in conference calls or meetings regarding due-diligence review.
- (D) The City Council—
- (1) takes this Policy into account when, it authorizes the issuance or incurrence of City Debt;
 - (2) reviews and approves this Policy and, if necessary, reviews and considers the approval of recommendations to amend this Policy brought forward by the City Treasurer's Office; and
 - (3) reviews and, if appropriate, approves supplemental policies that address various debt and financing instruments (if additional supplemental policies are adopted, then an amended version of Attachment A reflecting those policies must be attached to this Policy).

3. Capital Financing Considerations

- 3.1 *Constraints.* New-money debt will affect the long-term affordability of all outstanding and planned debt; the maintenance and operating costs of debt-financed improvements will also affect the City's budget.

- (A) The pledge of repayment implicit in the issuance of debt means that any future issuance of debt is limited; hence, when assessing the financial feasibility of financing a planned project or purchase, the City Council must consider (1) the total of all outstanding debt, including overlapping debt and the planned debt; (2) the City's needs for special projects that benefit City constituents; (3) any feasibility report that has been prepared for the financing in accordance with section 3.3(A) or 3.3(B) below; and (4) whether issuing debt to finance the planned project or purchase will necessitate reductions in the number and types of programs and services the City provides or reductions in the number of City employees.

- (B) Additionally, the necessary maintenance and operating costs of debt-financed projects will constrain the City's budgetary flexibility and should be considered alongside debt capacity when evaluating any proposed financing.

- (C) Finally, debt issuances should be coordinated with the City's overall capital-improvement program and budget process to the extent possible.

3.2 *Debt Capacity.* The City's ability to issue new-money debt is constrained by federal and state laws and regulations, the City Charter and the City Code, and the covenants of existing debt. The City Treasurer's Office shall work to ensure that the City Council and the City Manager are aware of outstanding debt levels and of the ramifications if additional new-money debt is issued, including the additional financial constraints the City may face. As needed, the City Treasurer's Office may perform debt-capacity analyses, with assistance by one of the City's underwriters and one of the City's municipal advisors, to evaluate the long-term effects of debt issuance in relation to the City's objectives.

3.3. *Feasibility.* To ensure consistency with this Policy, the City Council shall not undertake or authorize debt—particularly new-money debt—without an assessment and recommendation of the City Manager's Office and the City Treasurer's Office.

- (A) General-Fund or Lease-Revenue Bonds. In conjunction with the City Treasurer's Office, the City's Department of Finance shall prepare, for each long-term financing that will be supported by the general fund, an internal feasibility analysis (formal or informal) of the effect on current and future budgets and the City's overall credit rating of the debt and the costs of operating the financed capital projects. This analysis may be performed formally or informally and must also address the reliability of revenues to support debt service. Total annual debt service for all general-fund bonds and lease-revenue bonds, in each year they are outstanding, must not exceed 6% of annual budgeted general-fund revenues net of revenues that City departments generate by providing services directly chargeable to City

residents and businesses. Examples of such department revenues include the Fire Department's advanced life-support fee, the Police Department's alarm-permitting fee, and the Community Development Department's building permit and general plan fees. See the City Fee Database.

- (B) Special Revenues. In conjunction with the City Treasurer's Office, the City's Department of Finance shall prepare, for each long-term financing that will be supported by special revenues, an internal feasibility analysis (formal or informal) that identifies the effect of both the financing and the operating costs of the financed capital projects on the City's current and future budgets and the City's overall credit rating. This analysis must also address the reliability of revenues that support debt service. Projected revenues from the transient-occupancy tax (Sacramento City Code chapter 3.28) must equal or exceed 175% of annual debt service for senior obligations and 115% of annual debt service for subordinate obligations. Projected revenues from a community facilities district must equal or exceed 110% of the sum of annual debt-service and administration costs in each year the debt is outstanding.
- (C) Enterprise Funds. The City Manager's Office and the City Treasurer's Office shall evaluate the affordability of new-money debt for enterprise funds. Enterprise rate levels must fully cover debt-service requirements and debt-service-coverage ratios as outlined in the applicable debt covenants, as well as the anticipated costs of operating, maintaining, and administering the capital improvements financed by the debt. At the time of debt issuance, the projected net system revenues of the enterprise fund should be sufficient to maintain a coverage ratio equal to or greater than 120% for parity obligations and bonds and 100% for aggregate parity, subordinate, and unsecured obligations. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's process for reviewing and setting rates for utilities services.
- (D) Conduit Financing by a Joint-Powers Authority. The City may agree to the issuance of bonds by various joint-powers authorities (e.g., Association of Bay Area Governments, California Statewide Community Development Authority, California Municipal Finance Authority). When the City is not the issuer of bonds for a project within the City, the City's policy will be to require the issuer to assume full responsibility for issuance and on-going compliance of the bond issue with federal and state laws. When feasible, the City may hold the public hearing required by the Tax Equity and Fiscal Responsibility Act of 1986 (26 U.S.C. § 147(f)(2)) but is not required to do so.
- (E) City-Issued Conduit Financing. In rare instances, the City Treasurer's Office may determine that it is in the City's best interest to issue bonds on behalf of another governmental entity or a 501(c)(3) corporation within the City's boundaries. In these instances, neither the City's general fund, nor the City's

other funds, nor the City's taxing power will be pledged for repayment of the bonds. In addition, the City will rely on the financial analysis provided by the governmental entity or the 501(c)(3) corporation for purposes of due-diligence review before moving forward on the request to issue debt. The City's preferred method for issuing conduit debt is conduit financing by a joint-powers authority.

- (F) **Small-Equipment Lease Financing.** The City may move forward with a small-equipment lease financing at the request of City departments after analysis and due-diligence review by the City Manager's Office, the City Department of Finance, and the City Treasurer's Office. Requests from City departments must demonstrate the need (e.g., legal, environmental, cash flow) for small-equipment lease financing, and the City departments must provide realistic, projected drawdown schedules showing that borrowed funds will be spent in accordance with requirements of the Internal Revenue Service (the "IRS"). The City Treasurer's Office will determine whether additional disclosure will be required at the time the financing is entered into and will make the decision based on consultation with the City's disclosure counsel.

3.4 **Capital Expenditure Considerations.** The City will consider the following factors to evaluate pay-as-you-go financing versus debt financing for funding capital expenditures:

- (A) **Factors favoring pay-as-you-go.**
 - (1) Projected revenues and fund balances are adequate and available to complete the project, or the project can be completed in phases.
 - (2) Existing debt levels might adversely affect the City's credit ratings or ratings outlook.
 - (3) Market conditions are unfavorable or present difficulties in marketing the proposed debt.
 - (4) The project's useful life is less than five years.
 - (5) Debt financing would be the preferred method, but circumstances require delaying the financing.
- (B) **Factors favoring debt financing.**
 - (1) Current and projected revenues available for debt service are sufficient and reliable so that financings can be marketed with investment-grade credit ratings.

- (2) Market conditions present favorable interest rates and demand for the City's financings.
- (3) The project is mandated by federal or state law, by court or administrative order, or by a settlement related to a lawsuit or administrative action, and current resources are insufficient or unavailable to fund the project fully within the time required.
- (4) The project is immediately needed to meet or relieve capacity needs or emergency conditions, and current resources are insufficient to fund the project fully within the time required.

4. Debt Issuance

4.1 *Types and Purposes of Debt.*

(A) Long-Term Debt. Long-term new-money debt may be used only to finance capital improvements, such as the costs of acquiring or improving land, infrastructure, facilities, or equipment, and only if it is appropriate to spread these costs over more than one budget year. Long-term new-money debt may also be used to fund capitalized interest, costs of issuance, required reserves, and any other financing-related costs that may be legally capitalized. Long-term new-money debt may not be used to fund City operating costs or to fund services or programs. The final maturity of long-term debt should not exceed 40 years. The following are the types of long-term debt that may be undertaken by the City:

- (1) Special-Tax Revenue Bonds. Under the Mello-Roos Community Facilities District Act of 1982, codified at Government Code sections 53311 to 53368.3 (the "**Mello-Roos Act**"), the City may use special-tax bonds to finance the construction or acquisition of various public improvements. The Mello-Roos Act provides an efficient means of financing certain public capital facilities and services and promotes economic development in areas that lack sufficient infrastructure, such as infill or brownfield areas. Bonds may be issued to fund capital facilities so long as the estimated useful life of the facilities is at least five years. These bonds must be approved by at least two-thirds of the qualified electors within the CFD.
- (2) Marks-Roos Bonds. Under the Marks-Roos Local Bond Pooling Act of 1985, codified at Government Code sections 6584 to 6599.3 (the "**Marks-Roos Act**"), governmental entities, in consort with or as part of a joint-powers authority, may use a "pooled" financing technique for a broad array of public capital improvements. The City has used the

Marks-Roos Act to issue refunding bonds for community facilities districts as well as for two redevelopment project areas when new-money debt was issued concurrently. Voter approval is not required.

- (3) Special-Assessment Bonds. The Improvement Act of 1911 and the Improvement Bond Act of 1915 authorize the City to form assessment districts for imposing special-assessment liens on properties within the districts, with the assessment on each property calculated according to the “special benefit” the property receives from the improvements. The assessments are then used to secure payment of bonds that amortize the improvement costs over a period of years. A majority of the property owners within the district that are subject to the assessment must approve both the formation of the district and the issuance of the bonds. Approval occurs through submission of assessment ballots weighted according to the amount of each property’s proposed assessment. Importantly, for some improvements the “general benefit” may outweigh the “special benefit”; if so, then the usefulness of special-assessment bonds to finance the improvements will be diminished.
- (4) Property and Business Improvement District Bonds. Under the Property and Business Improvement District Law of 1994, codified at Streets and Highways Code sections 36600 through 36671, bonds may be issued to finance capital improvements with repayment of the bonds from assessments levied on the real property or businesses that benefit from the improvements financed.
- (5) General-Obligation Bonds. These bonds may be issued by governmental entities that have the legal authority to levy ad valorem property taxes and other charges at whatever rate and amount is necessary to pay the debt. Under article XVI, section 18, of the California Constitution, these bonds may only be issued with two-thirds voter approval.
- (6) Tax-Allocation Bonds. Until January 2012, the City was authorized to issue new-money tax-allocation bonds or tax-allocation revenue bonds (“**TABs**” or “**TARBs**”) that were secured by a pledge of tax-increment revenues from project areas managed by a redevelopment agency. Proceeds from TABs and TARBs were used to revitalize blighted and economically depressed areas and promote economic growth. The City is no longer to issue new-money TABs or TARBs unless the City or its related financing authorities are aware of enforceable obligations that need to be met. Only refunding TABs are now authorized, and only the Redevelopment Agency Successor Agency of the City of Sacramento may issue them.

- (7) Certificates of Participation and Lease-Revenue Bonds. These debt instruments are secured by a lease-leaseback arrangement between the City and another public entity. The City uses its general operating revenues (which are not expressly pledged) to pay rent owed under a lease. The payments are in turn used to pay debt service on lease-revenue bonds issued by a joint-powers authority or on certificates of participation executed and delivered by a trustee. Voter approval is not required because these debt instruments are not subject to the debt limit in article XVI, section 18 of the California Constitution. The City Council must annually appropriate funding for the payment of debt service associated with these types of debt instruments as part of the approval of the City's budget.

- (8) Revenue Bonds. These bonds are payable from revenue generated by a City enterprise, such as water and wastewater utilities. Because debt service on revenue bonds is paid solely from enterprise revenues and is not secured by any pledge of tax or general fund revenues, these bonds are not subject to the debt limit in article XVI, section 18 of the California Constitution. Revenue bonds are used for the improvements to the enterprise and are paid by ratepayers that benefit from the service provided by the enterprise.

- (9) State Revolving Fund Loans or Other Similar Debt Instruments. An example is the Infrastructure State Revolving Fund Program, which provides financing to public agencies and non-profit corporations sponsored by public agencies; the loan proceeds are used for a variety of infrastructure and economic-development projects. Often the cost of borrowing through the loan programs is lower than the cost of issuing debt in the public market, but the final maturity of the loan may be limited. Additionally, the process to obtain a loan may take longer than publicly issued bonds. Though generally less cost effective than a loan, bonds may afford financing for projects with a need for expedited schedules.

- (B) Short-Term Debt. Short-term debt may be used as an interim source of funding before the issuance of long-term debt. It may be issued for any governmental purpose for which long-term debt may be issued, including the payment of capitalized interest and other financing-related costs; it may also be used to address legitimate short-term cash-flow requirements during a given fiscal year, so that the City may continue to fund the operating costs of providing necessary public services; and it may be used to bridge the gap in financing before long-term debt is issued to meet the ongoing capital needs of a project or series of projects. The City will not engage in short-term borrowing solely for the purpose of generating investment returns (arbitrage). Short-term debt usually may not exceed five years.

- (1) Tax and Revenue Anticipation Notes (“**TRANS**”). These are short-term notes used to cover cash shortfalls resulting from a mismatch between the timing of revenues and expenditures. The City may issue TRANS when needed to meet general-fund cash-flow needs in a fiscal year. TRANS are secured by the property taxes and other revenues received later in the fiscal year. Voter approval is not required. Federal tax regulations often require that TRANS be repaid in the fiscal year in which they are issued to cover short-term cash-flow shortfalls.
 - (2) Bond Anticipation Notes (“**BANs**”). These are short-term interest-bearing notes issued in the anticipation of long-term bond issuances. The City may issue BANs as a source of interim financing when the City Treasurer determines that doing so is prudent and advantageous to the City. Voter approval is not required.
 - (3) Lease-Purchase Financings. These financings may be used for the short-term financing of essential equipment. The term of a lease-purchase agreement is typically less than 10 years but may be as long as 15 years. Under this type of financing, the City and a bank enter into a master lease agreement for the lease-purchase of equipment up to a certain aggregate amount. The City and the bank then enter into separate “schedules of property” or “lease schedules” for each lease-purchase of equipment, and the City Council annually budgets and appropriates an amount sufficient to pay rent for the equipment under lease during that year; the failure to appropriate will result in termination of the lease-purchase agreement and the potential acquisition by the bank of the financed equipment. Voter approval is not required.
 - (4) Commercial Paper Notes. These notes serve as a cash-management tool used primarily to provide short-term interim funding of capital expenditures that will ultimately be funded from a long-term bond or loan. Commercial-paper notes can reduce a project’s overall interest costs because only the amount needed for interim funding is borrowed, and interest rates on the interim funding are lower than the rates on the “permanent” funding with long-term bonds or loans. As of the date of this Policy, the City has never issued commercial paper notes, but the need for this type of short-term financing could arise in the future.
- (C) Other Debt. There may be special circumstances when other forms of debt are appropriate; these will be evaluated on a case-by-case basis.
- (D) Refunding. The City Treasurer’s Office will periodically review outstanding City Debt to identify refunding opportunities and evaluate the costs and benefits of restructuring or retiring outstanding obligations. Refunding will be considered (within federal tax-law constraints) when it will provide a net
-

economic benefit or when it is needed to achieve City objectives relating to necessary changes in restrictive covenants, call provisions, operational flexibility, tax status, the issuer, debt-service profile, etc. The City may purchase City Debt in the open market for the purpose of retiring the debt when doing so is cost effective.

- (1) Only one type of refunding transaction is allowed: a “current refunding,” which is when outstanding bonds are paid off within 90 days after the proceeds of refunding bonds are deposited into an escrow account with the escrow agent (typically the same entity as the trustee).
- (2) In general, when the City undertakes a current refunding for net economic benefit, the refunding should produce net-present-value debt-service savings of at least 5%. This 5% threshold is a goal rather than a requirement, as the City may have reasons to refund an issue that generates net-present-value savings of less than 5% (e.g., the refunding will eliminate unduly restrictive debt covenants) or conversely aim for a higher targeted minimum level of savings.
- (3) The City may also issue taxable bonds to advance refund tax-exempt bonds with an optional redemption date more than 90 days after the proceeds of the taxable bonds are available. Whether the City moves forward with an advance refunding will depend on several factors, and the City Treasurer’s Office will work with one of the City’s municipal advisors to evaluate advance-refunding scenarios. In general, the goal will be a net-present-value savings of at least 5%, but this is not required.
- (4) When, during periods of economic distress, the City Council determines that annual debt service (i.e., principal and interest payments) for an outstanding issue of bonds might exceed available revenues, the City may issue new bonds to refund and restructure the outstanding bonds even though the net-present-value savings are negative. Annual debt service on the refunding bonds would be lower than debt service on the refunded bonds in the first few years of the refunded bonds, but the term of the refunded bonds might extend beyond the term of the refunded bonds, thereby increasing overall total interest costs.

4.2 *Public Policy Discussion.* The proceedings to issue debt for projects that are controversial or of high public interest should be conducted with full transparency and public discussion (e.g., through community meetings, public outreach, City Council meetings).

4.3 *Reimbursement of City Expenditures.* If the City intends to reimburse itself from proceeds of tax-exempt debt for City expenditures made before issuance of the

debt, then City staff must bring forward to the City Council, as soon as is practicable and in accordance with 26 C.F.R. § 1.150-2, a resolution declaring the City's official intention to reimburse itself.

4.4 *Method of Sale*. Except to the extent a competitive process is required by law, the City Treasurer is responsible for determining the appropriate way to offer City Debt to investors. A negotiated sale is preferred because it (A) provides the City more flexibility in determining the structure, time, and date of the sale, which is advantageous in a volatile municipal-bond market; (B) permits the schedule for the issuance and sale of bonds to be expedited when necessary to meet the City's goals; and (C) affords the chosen underwriter or senior managing underwriter (in the case of an underwriting syndicate) greater opportunity to pre-market the City Debt to potential purchasers, including local investors, before the sale—all of which contributes to the City's goal of achieving the lowest overall cost of borrowing. Other methods of sale, such as competitive sale and private placement, may be considered on a case-by-case basis. For example, private-placement debt may be appropriate when pending litigation or other risks or market conditions make a competitive or publicly negotiated sale difficult.

4.5 *Pooled Financing*. The City Treasurer is responsible for determining the appropriate use of third-party "pools" to issue City Debt. The current preferred method of sale is a direct issuance by the City led by one senior managing underwriter or co-senior managing underwriters. The appropriateness of pooled financing depends on the par amount of bonds to be issued, the complexity of the financing, and the need for greater bond-market penetration (institutional, retail, and high-net-worth individuals).

4.6 *Professional Assistance*. The City Treasurer may periodically select and retain service providers (other than bond and disclosure counsel, which the City Attorney's Office selects and retains) as needed to meet legal requirements and obtain specialized analytical services that facilitate the issuance of City Debt by minimizing borrowing costs. The City Treasurer will make these selections with the goal of achieving an appropriate balance between service (including experience, professional reputation, and market recognition) and cost. The City Treasurer may select service providers through a sole-source process of his or her choosing unless a competitive or other process is required by law or this Policy.

5. Debt Structure Features

5.1 Debt Repayment

(A) *Useful Life*. City Debt must be structured so that the weighted average maturity of the proposed debt is less than or equal to the weighted average economic or useful life of the capital projects or improvements to be financed.

- (B) **Level Debt Service Preferred.** To the extent possible, the structure of debt-service for long-term debt other than special-tax revenue bonds should have combined annual principal and interest payments that remain relatively constant to maturity, i.e., “level debt service.” But in some circumstances non-level debt service may be to the City’s advantage or is the norm—such as in the case of Special Tax Revenue Bonds where debt service increases by about 2% annually. The City Treasurer’s Office will determine the structure of the debt at the time of borrowing after considering pricing, cash flows, and other relevant factors and after consulting with the underwriter of the proposed debt and one of the City’s municipal advisors.
- 5.2 **Credit Quality.** The City should obtain and maintain the highest possible credit ratings when issuing short-term and long-term debt and will only issue bonds, for itself or others, that have a credit rating of “investment grade” or higher.^{1*} The City will, however, consider the issuance of non-rated land-secured bonds issued through assessment districts or community facilities districts, as well as the issuance of other non-rated bonds if circumstances warrant. The City will not seek a rating for bonds unless the City Treasurer’s Office determines that the bonds are likely to receive an underlying (i.e. unenhanced) rating of BBB or higher.
- 5.3 **Credit Enhancement.** The City Treasurer’s Office will work with one of the City’s municipal advisors and with the underwriter of the proposed City Debt (or senior managing underwriter, if there is an underwriting syndicate) to analyze the costs and benefits of obtaining bond insurance on a maturity-by-maturity basis for the debt.
- 5.4 **Non-Cash Reserve and Reduced Reserve.** The City Treasurer’s Office will work with one of the City’s municipal advisors and with the underwriter of the proposed City Debt (or senior managing underwriter, if there is an underwriting syndicate) to analyze the costs and benefits of having no reserve, obtaining a surety reserve policy, or modifying the three-prong reserve test (26 C.F.R. § 1.148-2(f)(2))—for example, to 50% of maximum annual debt service or 10% of outstanding principal.
- 5.5 **Fixed-Rate Debt.** The City’s preferred interest-rate mode is fixed rate.
- 5.6 **Variable-Rate Debt.** The City may issue variable-rate debt—i.e., debt that pays interest at a rate that varies according to a pre-determined formula or specified index or results from a periodic remarketing of the debt. Although the City might benefit from variable-rate debt in some transactions, issuing variable-rate debt passes an unknown obligation and risk to future City Councils.

* For Moody’s Investor Service, “investment grade” means a rating of **P-3** or higher for short-term debt and **Baa3** or higher for long-term debt. For Standard & Poor’s, “investment grade” means a rating of **A-3** or higher for short-term debt and **BBB-** or higher for long-term debt. And for Fitch Ratings, “investment grade” means a rating of **F-3** or higher for short-term debt and **BBB-** or higher for long-term debt.

- 5.7 *Derivatives.* Derivatives might be appropriate for certain City borrowing programs. For example, derivatives may be used in connection with the issuance of variable-rate debt. The City Treasurer's Office will evaluate the use of derivatives on a case-by-case basis to determine whether the potential benefits are sufficient to offset any potential costs and whether the derivatives are consistent with federal and state law and financially prudent.
- 5.8 *Call Provisions.* The City Treasurer's Office will determine the call provisions for City Debt at the time of pricing, mindful that call provisions may affect the interest of potential investors and the price of the bonds. The City's preferred structure is optional redemption at par to maintain flexibility for future refunding opportunities. The City will not issue non-callable debt unless it is legally required or unless market conditions dictate otherwise; non-callable debt should not be issued solely to generate additional debt-service savings.
- 5.9 *Bond Size.* Unless otherwise directed by the City Treasurer in consultation with the City Manager, the minimum amount the City will finance through the issuance of bonds is \$10 million unless circumstances justify a lower amount. The City may pursue other financing mechanisms—such as pay-as-you-go financing, inter-fund borrowing, lines of credit, and lease financing—for debt less than \$10 million. In the case of Special Tax Revenue Bonds, special circumstances may exist that warrant the City Treasurer's consideration of the developer's request to issue bonds in an amount less than \$10 million (e.g., if the bonds are for an infill or brownfield development project). The City Treasurer will determine whether to move forward with a debt financing with small par amount.

6. Debt Administration and Regulatory Compliance

- 6.1 *Policies and Procedures for Post-Issuance Compliance.* The City Treasurer's Office must maintain written policies and procedures that require compliance with debt covenants and with federal, state, and local laws and regulations. The policies and procedures must address continuing-disclosure requirements; arbitrage-rebate requirements, private-use limitations, other tax-compliance requirements; levy enrollment and administration; delinquency and foreclosure management; debt service and other payments; and permitted investments and uses of debt proceeds.
- 6.2 *Arbitrage Compliance.* The City Treasurer's Office is responsible for keeping all records needed to comply with federal arbitrage requirements for tax-exempt debt.
- (A) For each bond issue, the City Treasurer's Office will pay required rebate amounts, if any, no later than 60 days after each five-year anniversary of the issue date of the bonds and no later than 60 days after the last bond of the issue is redeemed.

- (1) During the construction of each capital project financed with debt proceeds, the City's arbitrage consultant will typically prepare an interim arbitrage-rebate report at least once every 12 months until all proceeds deposited in the project fund have been expended; if, however, the proceeds remaining in the project fund are equal to or less than 5% of the proceeds deposited, then the City Treasurer's Office may have the arbitrage consultant prepare the interim arbitrage-rebate reports according to the timeframe required by IRS regulations.
 - (2) After the construction proceeds have been fully expended or the balance in the project fund has fallen below 5% of the proceeds deposited, the City's arbitrage consultant will prepare an interim arbitrage-rebate report on each five-year anniversary of the issue date of the bonds, or more frequently if warranted.
- (B) During the term of each issue plus three years, the City Treasurer's Office will retain copies of all arbitrage reports, records relating to the use and investment of tax-exempt proceeds, documentation of private use, and other relevant documents associated with the issue. If the issue is refunded, then the retention period for the refunded issue is the life of the refunding issue plus three years. Training may be provided for all personnel working on the IRS's post-issuance-compliance process. If any potential violations to complying with federal tax laws are discovered, then the City Treasurer or the Debt Manager, after consulting with the City Attorney's Office, will contact bond counsel and determine what, if any, corrective actions are needed (e.g., participation in the IRS's Voluntary Closing Agreement Program).
- (C) The City Treasurer or the Debt Manager will periodically review the City's post-issuance compliance policies and procedures and will implement revisions as appropriate after consulting with the City Attorney's Office and, if needed, bond counsel and disclosure counsel.
- (D) When bonds (the refunding bonds) are issued to refund outstanding bonds (the refunded bonds), all remaining proceeds of the refunded bonds—e.g., all amounts remaining in the project fund, reserve fund, and other accounts, plus accrued interest—will be considered for purposes of IRS regulations to be "transferred proceeds" of the refunding bonds and, as such, will be subject to the arbitrage calculations for the refunding bonds. In addition, if the transferred proceeds represent more than 5% of the original deposit in the project fund of proceeds from the refunded bonds (see section 6.2(A)(1) above), then interim arbitrage calculations must be performed on an annual basis until the balance of the transferred proceeds is less than 5% of the original deposit at which point the arbitrage calculations will be completed every five years from the issuance date of the refunding bonds.

6.3 *Use of Proceeds from Tax-Exempt or Taxable Debt and of Assets Financed with Tax-Exempt Debt.* The City Treasurer's Office in conjunction with other City departments is responsible for the following:

- (A) Monitoring the use of proceeds from tax-exempt and taxable debt and the use of assets financed or refinanced with tax-exempt debt throughout the term of the debt to ensure compliance with all covenants and restrictions in the documents relating to the debt and to ensure that the proceeds are directed to the intended use.
- (B) Consulting with the City Attorney's Office and bond counsel in reviewing contracts or other arrangements involving use of assets financed or refinanced with tax-exempt taxable debt to ensure compliance with all covenants and restrictions in the documents relating to the debt.
- (C) Maintaining records for any contracts or other arrangements involving the use of assets financed or refinanced with tax-exempt debt.
- (D) Maintaining internal-control procedures related to the management and disbursement of proceeds, such as procedures requiring that proceeds are either (1) held by a third-party trustee or fiscal agent, which will disburse the proceeds to, or upon the order of, the City in accordance with one or more written requisitions; or (2) held by the City and deposited and accounted for in a separate fund or account, with withdrawals and expenditures carefully documented.
- (E) Consulting promptly with the City Attorney's Office and bond counsel to develop a course of action to remediate any identified existing or potential violations of restrictions on the use of tax-exempt or taxable proceeds or the use of assets financed or refinanced with tax-exempt or taxable proceeds.

Attachment A
Supplemental Policies

City of Sacramento *Policies and Procedures For Use of Special Assessment and Mello-Roos Community Facilities District Financing For Infrastructure, Public Facilities, Programs and Services* (Adopted on June 29, 1993, by Resolution No. 93-381, updated on August 9, 1994, by Resolution 94-491 and on May 15, 2012)

City of Sacramento *Development Fee Financing Program for Commercial, Industrial and Residential Development Projects* (Adopted January 1997 by Resolution No. 97-002)

California Debt and Investment Advisory Commission [Appraisal Standards for Land-Secured Financings](#) CDIAC 04-07 (Adopted in May 1994 and revised in July 2004)

City of Sacramento *Debt-Management Policy – Supplemental Policy on Disclosure* (Adopted on June 2, 2011, by Resolution No. 2011-322 and updated on February 7, 2017, by Resolution No. 2017-0046; on June 19, 2018, by Resolution No. 2018-0251; on April 23, 2019, by Resolution No. 2019-0122; and on December 10, 2019, by Resolution No. 2019-0453); on June 30, 2020, by Resolution No. 2020-0189; and on June 1, 2021, by Resolution No. 2021-0156)



Debt Management Policy - Disclosure

Supplemental Policy on Disclosure

Scope: CITYWIDE

Administrative Entity

Office of the City Treasurer

(916) 808-5168

JColville@cityofsacramento.org

Table of Contents

Regulatory References

Council Resolution 2021-0156

Effective Date: June 01, 2021

Debt Management Policy - Disclosure

1. Introduction

1.1 This Supplemental Policy on Disclosure governs the City's discharge of its disclosure obligations related to debt (including lease-revenue obligations) issued by or obtained by the City or by related entities such as the Sacramento City Financing Authority, The Sacramento Public Financing Authority, and the Redevelopment Agency Successor Agency.

(A) The City and its related entities issue obligations in the public capital markets from time to time. When bonds are issued, the City, whether acting for itself or for a related entity, is obligated to disclose all material information in compliance with federal securities laws, including the Securities Act of 1933, the Securities and Exchange Act of 1934, Rule 10b-5 of the Securities and Exchange Commission ("**SEC**"), and Rule 15c2-12 of the SEC. California Government Code sections 8855 and 53359.5 require certain disclosures to the California Debt and Investment Advisory Commission and Government Code sections 12463.2, 53891, 53892, 53892.2, and 53892.3 require certain disclosures to the California State Controller's Office.

(B) Incomplete, inaccurate, or misleading disclosure might have material financial consequences for the City and City officers and employees. For example:

- The SEC could bring civil actions charging that disclosure was negligent, reckless, or intentionally fraudulent; in addition, the SEC could refer cases to the U.S. Department of Justice for criminal prosecution.
- The SEC could impose cumbersome procedures and oversight on the City as conditions for settling civil actions.
- The City could suffer adverse publicity, which might reduce market access.
- The credit rating on the City's debt could be downgraded, resulting in increased costs in future issuances.
- City officials could face personal fines for violations of securities laws.

(C) Sound disclosure practices can provide both tangible and intangible benefits, including the following:

- Enhanced credibility in the municipal-bond marketplace.
 - Transparency with rating agencies, investors, and prospective investors.
 - Improved decision making for prospective investors.
-

- Increased numbers of investors who purchase the City's bonds in the primary and secondary markets.
 - Demonstrated City commitment to providing timely disclosure to investors, credit-rating agencies, and the public.
 - The potential for a lower overall cost of borrowing.
- 1.2 Scope of Policy. This policy applies to City information and document, including the following, that a reasonable investor would consider significant or useful when deciding whether to invest in the City's bonds:
- (A) Initial-disclosure documents, i.e., preliminary, and final official statements.
 - (B) Continuing-disclosure documents, i.e., annual financial information and event notices.
 - (C) Miscellaneous reports and presentations to the public.

2. Governing Authority, Point of Contact, and Responsibility

- 2.1 Authority. Either the City Treasurer or the Debt Manager within the City Treasurer's Office (the "**Debt Manager**") shall manage the City's disclosure program in conformance with federal, state, and local requirements, including the Sacramento City Charter, the Sacramento City Code, and the City's Debt-Management Policy.
- 2.2 Point of Contact. Either the City Treasurer or the Debt Manager will be the City's point of contact for disclosure, primarily responsible not only for developing and distributing information but also for determining the materiality of information.
- 2.3 Responsibility,
- (A) The City Treasurer or the Debt Manager shall oversee all aspects of disclosure. As such, the City Treasurer or the Debt Manager shall review the form and content of the City's documents and materials prepared, issued, or distributed in connection with the City's disclosure obligations relating to its debt. Those documents and materials include not just preliminary and final official statements following:
 - Annual financial information provided to the Municipal Securities Rulemaking Board ("MSRB") in accordance with SEC Rule 15c2-12 and any applicable continuing-disclosure agreement or certificate (except that the City Treasurer and the Debt Manager are not responsible for the form and content of the City's audited financial report, which is prepared by the City's Accounting Division and the City's external auditor).
 - Event notices provided to the MSRB in accordance with SEC Rule 15c2-12 and any applicable continuing-disclosure agreement or certificate.

- Any other information provided to the MSRB for use by investors in making investment decisions.

Such information and notices will typically be provided through the MSRB's Electronic Municipal Market Access website (known as "EMMA"), which the SEC has designated as the official source for municipal securities data and disclosure documents.

- (B) Along with the City Treasurer and his or her staff, the City Attorney and the City Manager shall serve as integral members of the financing team, each responsible, as appropriate, for ensuring and certifying to the accuracy of information released to the market.
- (C) The City is responsible for the content of its disclosure documents. The City Treasurer, City Attorney, and City Manager shall ensure the use of outside professionals for their respective areas of expertise is appropriate and that reliance upon outside professionals is reasonable and not excessive.
- (D) The City Treasurer or the Debt Manager shall ensure that subject-matter experts, including City staff with relevant knowledge or expertise, are involved in developing and periodically reviewing and updating disclosure documents. For example, when obligations are secured by specific revenues, such as water or wastewater revenues, City staff who are knowledgeable about the relevant utility must be involved.
- (E) The City Treasurer and Debt Manager, in collaboration with the City Attorney, shall arrange for the engagement of disclosure counsel to assist the City in complying with disclosure requirements. The City Treasurer or the Debt Manager shall also arrange for the periodic training of City officers and employees regarding their disclosure obligations under federal securities laws.
- (F) City officers and employees serving as financing-team members are responsible for reviewing and commenting on draft documents. As part of their review, they must determine whether all material information—including confidential or politically sensitive information—has been included and is both accurate and relevant.
- (G) City officers and employees and the officers and employees of related entities shall promptly provide all information, assurance, and certifications that the City Treasurer or the Debt Manager requests for compliance with federal securities laws. The City Manager and the City Attorney shall require prompt and full responses to those requests.

3. Certifications

- 3.1 In connection with the City Council's approval of preliminary or final official statements for publicly issued debt, as appropriate City officer or employee shall certify in writing, to the best of his or her knowledge, the documents do not make any untrue statement

FY2021/22 Approved Budget

of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which they were made, not misleading.

- 3.2 The City Treasurer or the Debt Manager shall provide offering documents such as preliminary official statements to appropriate City officials (which may include the Mayor and City Council, City Manager, City Attorney, and other City officers and employees) in such a manner as to allow timely, informed decisions regarding disclosure.



Development Stabilization Contingency Reserve (DSCR) and Development Services Fund Management Policy

Scope: CITYWIDE

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

Purpose

Background

Policy

Management of Activities in Fund 2016

Related Regulatory References

May 12, 2015 Resolution 2015-0123

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



Emergency Medical Services (EMS) Revenue Recovery and Fee Waiver Policy

Scope: CITYWIDE

Administrative Entity

EMS Division
Fire Department
(916) 808-5352
SFDEMS@sfd.cityofsacramento.org

Table of Contents

Purpose
Background
Policy

Related 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
December 5, 2017	Resolution 2017-0468

Effective Date: January 1, 2018

EMS Revenue Recovery and Fee Waiver Policy

1) PURPOSE

- a) To establish a policy for revenue recovery and fee waiver or reduction of costs associated with providing the City of Sacramento's (City) EMS program.

2) DEFINITIONS

- a) Advanced Life Support (ALS): This term is defined in Health and Safety Code section 1797.52.
- b) Basic Life Support (BLS): This term is defined in Health and Safety Code section 1797.60.
- c) Electronic Patient Care Report (ePCR): A patient care report, as defined in Sacramento County Emergency Medical Agency Policy No. 2305.22, in an electronic format. An ePCR is an electronic health record, within the meaning of Health and Safety Code section 1797.227, created for each patient by Fire Department staff at the time of service. The report is used to relay information between the responding unit and the receiving hospital staff. The report serves as documentation of the treatment provided.
- d) Emergency: This term is defined in Health and Safety Code section 1797.70.
- e) Emergency Medical Services (EMS): This term is defined in Health and Safety Code section 1797.72. EMS includes Fire Department responses to provide ALS, BLS, and treat-not-transport patient care.
- f) Fee Waiver: the forgiveness of all of a patient's owed City Council approved EMS user fees, based on a formalized criteria and processes as outlined in this policy.
- g) Fee Reduction: the forgiveness of a portion of a patient's owed City Council approved EMS user fees, based on a formalized criteria and processes as outlined in this policy.

3) BACKGROUND

- a) On July 27, 1993 (Resolution 93-434), the City established the ALS program.

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 several different reasons, one of them being payer mix. The City's payer mix is currently 40 percent Medicare, 40 percent Medicaid, and 15 percent private insurance with the remainder being from self-insured and uninsured. In addition, there are federally mandated write-offs which allow the City to collect only a small percentage of the actual billed

FY2021/22 Approved Budget

amount from Medicare and Medicaid. In an effort to maximize reimbursements and cover direct costs the City has pursued additional recovery options.

- b) In October 2011, AB 678 authorizing the Ground Emergency Medical Transport (GEMT) program, was enacted. It provides for the reimbursement of transports of Medi-Cal patients who are not in managed care. On March 18, 2014, the Council authorized an agreement with Sacramento Metropolitan Fire District (Motion No. 2014-0053) to pursue reimbursements through the GEMT program.
- c) On June 26, 2012, the 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.
- d) 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 transporting Medi-Cal patients that are in managed care.
- e) While the City can assure the continuation of fee for service revenues, revenue recovery programs such as GEMT and IGT are subject to the availability of state and federal funding.

4) EMS FEE RECOVERY POLICY

- a) The EMS Program shall be fully offset by fees generated by services provided. All revenues recovered for the provision of EMS services shall be used to cover direct and indirect costs to reduce the General Fund subsidy for this program.
- b) GEMT and IGT revenues received in excess of the Fire Department's approved General Fund revenue budget, during the fiscal year, shall be committed for future appropriations for the Fire Department.

5) EMS FEE WAIVER POLICY

- a) The City Manager or their designee may waive all or a portion of the EMS fees established by City Council as provided herein.
- b) In no event shall any person be denied EMS services because of their inability or failure to pay the charges incurred for services provided.
- c) Procedures:
 - i. Fee Waiver Application:
 - 1. An applicant or applicant's legal representative may submit a completed Fee Waiver Application with adequate supporting documentation to the Fire Department for review and

consideration. The Fee Waiver Application shall be on a form prescribed by the City Manager or their designee.

2. Fire Department staff, through assistance from a contracted billing company, will use reasonable research methods to confirm the validity of the information provided.
3. Upon completion of the application review process above, the contracted billing company will notify all applicants as instructed by the Fire Chief or their designee.
4. Fee waiver applications and supporting documentation will be retained in accordance with the City's Record Retention Policy.

d) Fee Waiver Conditions and Options:

- i. Financial Hardship. A fee waiver may be granted in circumstances where a financial hardship is demonstrated. The determination of a financial hardship shall be based on the most recent Federal Poverty Level (FPL) chart provided by the Department of Health and Human Services (HHS). The Fire Chief may grant a waiver, reduction, or payment plan to applicants that demonstrate a financial hardship.

2021 Federal Poverty Levels

(As of 1/13/21)

Household Size	Poverty Level (100% Waived)	2X Poverty Level (50% Reduction)	3X Poverty Level (25% Reduction)
1	12,800	25,600	38,400
2	17,420	34,840	52,260
3	21,960	43,920	65,880
4	26,500	53,000	79,500
5	31,040	62,080	93,120
6	35,580	71,160	106,740
7	40,120	80,240	120,360
8	44,660	89,320	133,980

Note: For families/households with more than 8 persons, add 4,540 for each additional person. Poverty levels will be updated annually

The current poverty information is available at: <https://aspe.hhs.gov/poverty-guidelines>.

1. Waiver or Reduction: The Fire Chief may approve a full waiver or partial reduction of the remaining balance after all insurance payments have been posted based on the applicant's ability to pay the remaining balance. Reductions may range from 25% to 50% based on the applicant's financial hardship as reflected above.

2. Payment Plan: The Fire Chief may offer a low-cost monthly payment plan in lieu of, or in addition to, a reduction for applicants that have a verified financial hardship.
- ii. Services Provided. A waiver may be granted in circumstances where the level of response or services provided do not justify application of the charges incurred. Such determination shall be based on the contents of the applicable ePCR or one or more of the following circumstances:
 1. The call for service did not require response by Fire Department apparatus including an ambulance, engine company, or truck company;
 2. Treatment or care provided to the applicant was at a lower level than the defined levels of ALS and BLS service;
 - iii. The applicant did not initiate the call for service, and the applicant refused care.



Fees and Charges Policy



Scope: CITYWIDE

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

1. Purpose
2. Policy
3. Proposition 26

Related Regulatory References

May 8, 2014 Resolution 2014-0111

Effective Date: July 1, 2015

Fees and Charges Policy

1. PURPOSE

The City of Sacramento has the ability to determine the extent to which fees should be used to fund City facilities, infrastructure and services.

There are five main categories of fees that the City currently implements:²

- ✓ **Impact/development fees** are typically one-time charges levied by the City against new development to generate revenue for the construction of infrastructure and capital facilities needed to offset the effects of the new development.
- ✓ **Service fees** are charges imposed on persons or property that are designed to offset the cost of providing a government service. Sometimes these services are elective, such as fees for processing voluntary development permit applications, or providing service/recreation programs, while other service fees are not, such as mandatory service fees for trash or utility services. Such fees are typically reasonably related to the cost of providing the service for which the fee is imposed. Otherwise, the fee may constitute a special tax for which voter approval is required by Propositions 13, 62, and 218.
- ✓ **Regulatory fees** are imposed to offset the cost of a regulatory program, such as business regulatory fees, or to mitigate the past, present, or future adverse impact of a fee payer's operations. While payment of a regulatory fee does not necessarily provide any direct benefit from payment of the fee, there must be a "nexus" between the activity and the adverse consequences addressed by the fee. Common examples of regulatory fees include inspection fees and business license fees designed to reimburse a local agency for the cost of monitoring the business and enforcing compliance with City code.
- ✓ **Rental fees** are charged for the rental of public property and include the rental of real property, parking spaces in a public parking lot, or the rental of community facilities such as a recreation or community room or picnic area. Rental fees are not subject to the general rule that the fee must bear a direct relationship to the reasonable cost of providing the service for which the fee is charged however, rental fees must be fair and reasonable.
- ✓ **Penalties/Fines** are payment required for non-compliance or failure to adhere to specific rules and/or requirements.

² League of California Cities Website: Spring Meeting May 13-15, 1998 Laurence S. Wiener, Esq. City Attorney of Beverly Hills and Westlake Village *THE CITY ATTORNEY'S ROLE IN EVALUATING FEE STUDIES*.

This document sets forth guidelines for:

- Establishing cost recovery goals;
- Determining the categories of cost recovery levels in which to categorize/organize fees;
- Methods for determining which category a fee falls under; and
- Establishment and modification of fees and charges.

2. POLICY

A. Cost Recovery Goals

In setting user fees and cost recovery levels, the following factors will be considered:³

- 1) The amount of a fee should not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. In calculating that cost, direct and indirect costs may be included. That is:
 - Costs which are directly related to the provision of the service; and
 - Support costs which are more general in nature but provide support for the provision of the service. For example, service fees can include reimbursement for the administrative costs of providing the service. Development fees can include the cost of administering the program to construct public facilities that are necessary to serve new development.
- 2) The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- 3) Fees should be sensitive to the “market” for similar services.

In addition, in setting enterprise fund fees and cost recovery levels, the following factors will be considered:

- 4) The City will set fees and rates at levels which fully cover the total direct and indirect costs, including operations, capital outlay and debt service of the enterprise programs.
- 5) The City will review and adjust enterprise fees and rate structures as required to ensure that they remain appropriate and equitable.

B. Categories of Cost Recovery Levels in Which to Categorize/Organize Fees

There are five categories of cost recovery levels in which to classify fees:

³ Government Finance Officers Association Website, Best Practices in Public Budgeting, City of San Luis Obispo: User Fee Cost Recovery Goals, 2005.

- 1) **Enterprise:** Full direct and indirect cost recovery (100% of total costs) for enterprise services such as water, sewer, and solid waste, as well as impact/development fees.
- 2) **High:** Full direct cost recovery (81-100% of total costs).
- 3) **Medium:** Recovery between 41-80% of direct costs.
- 4) **Low:** Recovery between 0-40% of direct costs.
- 5) **Other:** Fees based on market, geography, assessment, project specific, legal limits, or specific Council policy.

The City may choose, for policy reasons, to set fees at less than full recovery. For example, fees based on market, geography, assessment, project specific, statutory/legal limits, or specific Council policy. In some cases, the City will acknowledge that a subsidy is acceptable, or even necessary to ensure program access and viability.

C. Methods for Determining Which Category a Fee Falls Under

Implementation of higher cost recovery levels is appropriate under the following conditions (up to 100% of the cost of the service or program):

- The service is regulatory in nature (e.g., building permits, plan check fees);
- The service is similar to services provided through the private sector;
- Other private or public sector alternatives could or do exist for the delivery of the service;
- Over-use of the service is specifically discouraged (e.g., police responses to disturbances or false alarms might fall into this category); and
- Over-use of the service or facility is a specialized use that could be provided at a lower cost if not for specific nature or service (e.g., lighted fields).

Lower cost recovery levels are appropriate under the following conditions:

- There is no intended relationship between the amount paid and the benefit received. (It is likely that some recreation and human service programs fall into this category as it is expected that these programs will be subsidized by funds);
- Collecting fees is not cost-effective or will significantly affects the accessibility to the service;
- The service is non-recurring, generally delivered on a peak demand or emergency basis, cannot be planned for and is not readily available from a private sector source (e.g., public safety services); and
- Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City.

Other:

- Market pricing requires that there be a direct relationship between the amount paid and the level and cost of the service received or a direct relationship to actual prices being charged for the service in the current market.
- Legal specifications and/or limitations to the amount that is charged.
- Adopted Council Policy setting specific fee.

Factors to Consider

The extent to which the total cost of service should be recovered through fees depends upon the following factors:

- ✓ The nature of the facilities, infrastructure or services;
- ✓ The nature and extent of the benefit to the fee payer;
- ✓ The effect of pricing on the demand for services; and
- ✓ The feasibility of collection and recovery.

The chart below reflects these factors and the potential options for higher or lower cost recovery:⁴

	The Nature of the Facilities, Infrastructure or Services	The Nature and Extent of the Benefit to The Fee Payers	Effect of Pricing on the Demand for Services	Feasibility of Collection and Recovery
Higher Cost Recovery	In the case of fees for facilities, infrastructure and proprietary services ⁵ , total cost recovery may be warranted.	When a particular facility or service results in substantial, immediate and direct benefit to fee payers, a higher percentage of the cost of providing the facility or service should be recovered by the fee.	Because the pricing of services can significantly affect demand, full cost recovery for services is more appropriate when the market for the services is strong and will support a high level of cost recovery.	In the case of impact fees, which can be collected at the time of issuance of a building permit, ease of collection is generally not a factor.
Lower Cost Recovery	In the case of governmental services ⁶ , it may be appropriate for a substantial portion of the cost of such services to be borne by the City's taxpayers, rather than the individual users of such services.	When a particular facility or service benefits not only the fee payer but also a substantial segment of the community, lower cost recovery is warranted.	If high levels of cost recovery affect accessibility to or negatively affect the delivery of services to lower income groups, this should be considered based on the overall goals of the program being implemented.	Some fees may prove to be impractical for the City to utilize if they are too costly to administer.

⁴ Government Finance Officers Association Website, Best Practices in Public Budgeting, City of Fort Collins, CO: User Fee Policies, 2005.

⁵ Proprietary services are those which are provided for the benefit and enjoyment of the residents of the City

⁶ Governmental services are those which are provided by the City for the public good such as regulating land use, maintaining streets, and providing police and fire protection.

D. Establishment and Modification of Fees and Charges

Fees will be reviewed and updated on an ongoing basis as part of the annual budget process to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. At the beginning of the budget process each department will submit a list of proposed adjustments to their section of the master fee schedule. Each service must be assigned a target cost recovery level as defined above.

Maintaining competitive status and comparability with other cities should be considered when determining new fee levels. Those fees that are proposed for adjustment should be benchmarked against neighboring jurisdiction fee schedules or appropriate service markets. The benchmark analysis should be taken into consideration when making final pricing decisions.

However, the City may choose, for policy reasons, to set fees at less than full recovery. (for example, fees based on market, geography, assessment, project specific, statutory/legal limits or specific Council policy). As stated above, in some cases, the City will acknowledge that a subsidy is acceptable, or even necessary to ensure program access and viability. Where appropriate, fees that have not been increased in some time should have increases phased in over several years to avoid 'sticker shock' increases.

If a particular fee is not adjusted in the budget process, to the extent feasible and/or appropriate, it should be increased biennially by a CPI factor to keep pace with inflation. Beginning in FY2014/15 the City will use the State of California Department of Industrial Relations Consumer Price Index (CPI) which is the same index used by the County Assessor to adjust the annual property tax roll for inflation.

Biennially, the Finance Department shall determine the percentage change in this index and apply the increase or decrease to the master fee schedule, rounding up to the nearest whole dollar. Certain fees are exempt from an index adjustment, such as fees set by the State of California, percentage-based fees or those that have been identified as inappropriate for indexed fee increases (e.g., feasibility or fees that are based on market for services). Exempt fees are noted in the master fee schedule. Council may consider fee issues outside of the annual budget process on a case-by-case basis.

The City should conduct a comprehensive cost of service analysis every five to seven years to ensure fees and charges are set appropriately. Generally, fees may be adjusted based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery. For example, changes in processes and technology change the staff time required to provide services to the public. A cost-of-service study will identify and quantify these changes.

3. Proposition 26

Proposition 26, the “Stop Hidden Taxes Initiative,” was passed by the voters on November 2, 2010, to amend Article XIII C of the State Constitution. According to the ballot measure, the intent of the measure is to ensure the effectiveness of Propositions 13 and 218 by providing a definition of a “tax” for state and local purposes “so that neither the Legislature nor local governments can circumvent these restrictions on increasing taxes by simply defining new or expanded taxes as ‘fees.’” Accordingly, under Proposition 26 a tax has been very broadly defined.

Tax Defined:

“Tax” now means “any levy, charge, or exaction of any kind imposed by a local government, except for the following seven categories of charges:

Exception 1 – Benefit Conferred or Privilege Granted

A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.

Examples:

- Residential parking permit fees
- Professional licenses
- Business improvement assessments

Exception 2 – Government Service or Product

A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.

Examples:

- User fees for park and recreation programs
- Weed abatement fees
- Sidewalk curb repairs

Exception 3 – Licenses and Permits

A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.

Examples:

- Building inspections
- Cardroom license
- Business licenses

Exception 4 – Use of City property

A charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property.

Examples:

- City-owned parking lots
- Swimming pools
- Convention Center rentals
- Golf green fees

Exception 5 – Fines and Penalties

A fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government as a result of a violation of law.

Examples:

- City Code fines and penalties (e.g., 1.28.020)
- Parking fines

Exception 6 – Property Development Charges

A charge imposed as a condition of property development.

Example:

- Development impact fees

Exception 7 – Proposition 218 Fees

Assessments and property related fees imposed in accordance with the provisions of Proposition 218, Article XIII D.

Examples:

- Utility fees for water, sewer, drainage, and solid waste
- Street lighting assessments

Burden of Proof:

The paragraph following the seven enumerated exceptions states:

“The local government bears the burden of proving by a preponderance of the evidence [1] that a levy, charge, or other exaction is not a tax, [2] that the amount is no more than necessary to cover the reasonable costs of the government activity, and [3] that the manner in which those costs are allocated to a payor bears a fair or reasonable relationship to the payor’s burdens on, or benefits received from, the governmental activity.” The latter two requirements only apply to the first three exceptions.

Thus, with the burden of proof now shifted to the City, that requires each department to take into consideration how it aims to prove that a proposed fee or fee increase is not a tax. The following analytical framework can assist in this regard.

Burden of Proof: A 3-step Analysis

1. The City must make a threshold determination whether one of the exceptions applies.
 - If none apply, it is a tax subject to voter approval.
2. If Exceptions 1, 2, or 3 apply, the City must also show that the fee revenue will not exceed the reasonable costs of providing the related governmental activity (at the aggregate level).
3. Finally, the City must show that the costs are fairly allocated to the individual payors.



General/Measure U (G/MU) Fund Economic Uncertainty Reserve (EUR) Policy

Scope: CITYWIDE

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

1. Purpose
2. Background
3. Policy
 - 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

Related Regulatory References

April 26, 2016 Council Motion 2016-0122

June 11, 2019 Resolution 2019-0248

Effective Date: July 1, 2019

General/Measure U (G/MU) Fund Economic Uncertainty Reserve (EUR) Policy

1. PURPOSE

To establish the targeted level of G/MU 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.

2. 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 G/MU Fund budgeted revenues as the minimum level of funding in the City's EUR and establishes two months of operating expenditures 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 G/MU Fund revenues. The City will seek to achieve and maintain a G/MU Fund EUR equal to two months of regular ongoing G/MU Fund expenditures, including transfers (i.e., 17% of G/MU Fund expenditures).

The EUR shall be reported as a commitment of fund balance in the G/MU 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

The annual budget will include a minimum fund balance of 0.50% of total budgeted expenditures. If these resources are not required during the fiscal year this amount shall be transferred to the EUR. Additionally, unbudgeted one-time G/MU Fund revenues received in a fiscal year, which are not required to balance the budget as part of the midyear review or fiscal year-end close, shall be added to the EUR until the target reserve level is met.

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.

3.3 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

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

1. Purpose
2. Background
3. Policy
 - 3.1 Long-term Loans
 - 3.2 Short-term Loans
 - 3.3 Prohibited Uses

Related 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

- 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.



Investment Policy

Scope: CITYWIDE

Administrative Entity

Office of the City Treasurer

(916) 808-5168

JColville@cityofsacramento.org

Regulatory References

Council Resolution 2020-0236

Effective Date: July 28, 2020

Investment Policy

The purpose of this document is to set forth the investment and operational policies for the management of the public funds of the City of Sacramento. These policies are designed to ensure the prudent management of public funds under management by the Sacramento City Treasurer.

Although the Sacramento City Charter generally provides the City Treasurer with the authority to deposit and invest funds in the City Treasury, undertaking of the investment activities by the City Treasurer is subject to the annual delegation of investment authority from the City Council as the body being primarily responsible for the investment of City funds. Accordingly, these policies are applicable to the management of City treasury funds as that task may be delegated to the City Treasurer.

A copy of this policy statement will be provided to all investment brokers and dealers and others in related fields doing business with the City of Sacramento, and will be provided to other interested parties on request. In addition, this policy statement will be posted to the City Treasurer's page of the City's internet website.

An entity retained to provide investment-related services to the City of Sacramento shall not render services unless and until it confirms, in writing, that it has received and reviewed this policy statement, and is prepared to implement its terms, as applicable to the services to be provided by the entity.

I. Governing Authority; Scope

Section 73 of the Sacramento City Charter vests the City Treasurer with authority to deposit and invest funds of the City treasury, subject to the annual delegation of investment authority from the City Council to the City Treasurer pursuant to Government Code section 53607. These policies shall apply to the City Treasurer's investment of City treasury funds.

The City Treasurer investment program for all treasury funds shall be operated in conformance with applicable federal, state, and other legal requirements. This policy statement is intended to conform to Government Code sections 53600, et seq, and interpretation of these policies shall be consistent with those statutes.

II. Objectives

A. Primary Objectives

The primary objectives of investment activities, in order of priority, are safety, liquidity, and yield:

1. Safety

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective is to mitigate credit risk and interest rate risk. Credit Risk. Credit risk is the risk of loss due to the failure of the security issuer or backer. The City will minimize credit risk by:

- (a) Credit Risk. Credit risk is the risk of loss due to the failure of the security issuer or backer.

The City minimize credit risk by:

- i. Limiting investments to the types of securities listed in Section VI of this Investment Policy
- ii. Re-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section IV.
- iii. Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- (b) Interest Rate Risk. Interest rate risk is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates. The City will minimize interest rate risk by:

- i. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity
- ii. Investing operating funds primarily in shorter-term securities, money market mutual funds, the Local Agency Investment Fund ("LAIF") managed by the State of California, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

2. *Liquidity*

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds or LAIF which offer same day liquidity for short-term funds.

The staff of the City Treasurer's Office shall (i) monitor the City's budget formation and approval process and (ii) actively engage with City staff to assess and manage cash flow needs of the City.

3. *Yield*

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the low level of risk being assumed.

Securities shall generally be held until maturity with the following exceptions:

- (a) A security with declining value may be sold early to minimize loss of principal.
- (b) A security swap would improve the quality, yield, or target duration in the portfolio.
- (c) Liquidity needs of the portfolio require that the security be sold.
- (d) Where the sale of the security to realize capital, gains is advisable in the judgment of the investment officers.

B. Other Objectives

1. *Pooling of Funds*

Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds proportionately based on their respective participation and in accordance with generally accepted accounting principles. The pooling of funds shall have no effect on the legal character of the pooled funds, i.e. funds whose use is restricted by law shall remain restricted and cannot be used as part of the City's general fund.

2. *Local Considerations*

Where possible, as a secondary objective, funds may be invested for the betterment of the local economy. The City Treasurer may accept a proposal from an eligible institution that provides for a reduced rate of interest provided that such institution documents the use of deposited funds for local community development projects.

- An eligible local community institution is defined as being headquartered in counties in and around Sacramento, including but not limited to Placer, El Dorado, Sutter, and Yolo.
- To be recognized as an eligible local community institution the entity must have had a 5 star "Superior" Rating from either Bauer Financial or IDC Financial Publishing for the past 4 consecutive quarters. Eligible institutions must submit their quarterly ratings to the City Treasurer's office and maintain their 5-star rating continuously. If an eligible local community institution drops below the required 5-star rating, they will have 1 quarter to cure the deficiency. If in the following quarter the institution does not re-achieve a 5-star rating with the same independent rating company, the City may withdraw funds allocated to that institution.
- Institutions who receive deposits from the City as part of a local community investment not eligible for FDIC insurance must be secured by collateral of 110% as described in California Government Code Section 53651 and 53652.

- Institutions who receive deposits from the City as part of a local community investment must commit to invest 50% of the deposits in the local community, within the City of Sacramento City limits.
- Institutions must provide a detailed semi-annual report to the City Treasurer's Office that shows evidence that the institution is meeting the 50% local community investment mandate on the City's deposits. If an institution cannot provide evidence that it has met the 50% local community investment criteria, the City may withdraw its deposits from the institution.
- As a matter of prudence, the amount the City Treasurer may invest in eligible local community institutions will be limited to 3.5% of the institution's total assets, as determined by the quarterly independent financial reports. If, during the course of an investment with an eligible local institution, the City exceeds the maximum 3.5% deposit level, the City may withdraw any funds in excess of the limit to cure the deficiency.
- The city may place deposits with eligible local community institutions up to a total of 10% of the total in the City's portfolio. If this amount is exceeded the City may withdraw funds from any institution to reduce the total community investment back below the maximum.

Although an eligible local community institution may meet all of the above stated criteria, it is not a guarantee that the City will maintain deposits. The City Treasurer retains the right to make deposit and withdrawal decisions based on the Primary Objectives of the Investment Policy stated above.

3. *Favored Investments*

Investments are encouraged in entities that have demonstrated significant commitment and cooperation (a) with foreclosure prevention efforts, including, without limitation, temporary moratoriums on foreclosures, renegotiation of the principle mortgage balances to reflect current values, and other good faith negotiations with homeowners in regard to delinquent mortgages, and/or (b) in offering free or low-cost banking services to low- and moderate-income residents who are part of the traditionally "unbanked" or "under-banked" population. The City Treasurer may take into consideration the level of effort an entity expends in either the foreclosure relief or community banking areas, or both, when considering competing investments. If the City Treasurer is satisfied with the record of an entity in regard to such efforts, then the Treasurer's investment staff may invest in the securities of the entity, provided that the investment is otherwise consistent with the requirements of this Investment Policy statement.

III. **Standards of Care**

A. *Prudence*

In accordance with Government Code section 53600.3, the standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures developed by the City Treasurer and this investment policy and exercising due diligence shall be relieved of personal

responsibility for an individual security's credit risk or market price changes, provided extraordinary deviations from expectations are reported by subordinate investment officers to the City Treasurer in a prompt fashion and that the sale of securities is carried out in accordance with the terms of this policy.

Pursuant to the "prudent person" standard, investment officers shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Funds shall be managed not for speculation where the sole goal of a transaction is to increase principal balances, but for investment intended to earn a reasonable rate of return on invested funds, considering the probable safety of their capital as well as the probable income to be derived. Despite that investment transactions are undertaken with care pursuant to the "prudent person" standard, it is recognized that invested funds are subject to the vagrancies of the markets beyond the control of the investment officers.

B. *Ethics and Conflicts of Interest*

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and investment officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

Investment officers shall file State Fair Political Practices Commission's Statement of Economic Interests and make the disclosures required by the City's conflict of interest policies.

C. *Delegation of Authority*

Authority to manage the City treasury investment program is granted to the City Treasurer pursuant to Sacramento City Charter section number 73, unless the Charter specifically indicates otherwise, subject to annual delegation of investment authority by the City Council pursuant to Government Code section 53607. Pursuant to the City Charter, the City Treasurer also is authorized to appoint deputies and employees, as prescribed by Council resolution, to implement the investment program. The City Treasurer and those employees appointed by the Treasurer to perform investment activities pursuant to these policies shall be referred to herein collectively as "investment officers."

Investment officers shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy ("Investment Procedures Manual"). Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral/depository agreements. No

person may engage in an investment transaction except as provided under the terms of this policy and the procedures manual. The investment officers shall be responsible for all transactions undertaken and shall establish a system of controls to regulate their activities.

IV. Authorized Financial Institutions, Depositories, and Broker/Dealers

A. Selection

Financial institutions and depositories involved in implementing the City Treasurer's investment activities are selected on a competitive basis in order to obtain high quality services by reliable, reputable and stable entities. The competitive process may be formal or informal, as determined by the City Treasurer in his or her discretion, with the objective of obtaining the quality of services necessary to serve the best interests of the City and relevant stakeholders, with services performed at competitive fees and rates. Such processes may occur from time to time by the City Treasurer's Office whether at the time the City Treasurer contracts for the general banking services or otherwise. The firm or firms providing investment-related services may or may not be, at the discretion of the City Treasurer, the same firm providing general banking services. Among the factors that the City Treasurer may consider in obtaining such services are (i) minimum qualifications pertaining to capacity, satisfaction of requirements to conduct required business, i.e. licenses, permits, registrations, certifications, etc.; (ii) capitalization; (iii) insurance and bonding; (iv) safekeeping and custodial experience; (v) status in good standing; (vi) ability and capacity of the firm to provide a full range of services as may be required by the City Treasurer; (vii) extent of the value added by an entity over the services provided by firms then-providing investment-related services to the City Treasurer's Office; and (viii) other attributes as may be determined by the City Treasurer from time to time. The City Treasurer may determine the number and nature of firms to be retained to provide investment-related services based upon the volume of existing and projected investment work. Those firms that are selected to execute transactions on behalf of the City shall do so in a good faith manner and in the best interests of the City, and shall disclose to and advise the investment officers of material facts that bear upon the pricing of a given transaction order given by investment officers. All financial institutions executing investment transactions shall satisfy the requirements of Government Code section 53601.5. All depositories shall satisfy the institutional qualifications and security requirements described in Government Code sections 53648 et seq.

B. Performance Review

All financial institutions and depositories shall maintain the qualifications and attributes deemed appropriate by the City Treasurer, including, but not limited to those enumerated in subsection A above, and shall perform their duties in a satisfactory manner. The City Treasurer, at his or her discretion, shall conduct periodic performance reviews to ensure the institutions and depositories are providing services in the best interests of the City.

V. Safekeeping and Custody

A. *Delivery vs. Payment*

All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

B. *Safekeeping*

Securities will be held by an independent third-party custodian selected by the City Treasurer. The inventory and value of cash and securities held by the custodian will be reconciled on a daily basis. The custodial institution shall annually provide a copy of their most recent report on internal controls in accordance with Statement on Standards for Attestation Engagements No. 18, or SSAE 18.

C. *Internal Controls, Investment Procedures Manual*

The City Treasurer is responsible for establishing and maintaining an internal control structure designed to guide the activities of the investment officers to ensure that the assets of the City are protected from loss, theft or misuse. Details of the internal controls system shall be documented in the Investment Procedures Manual and shall be reviewed and updated annually, as needed. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management. The internal controls structure shall address the following points:

1. Prevention of collusion
2. Separation of transaction authority from accounting and recordkeeping
3. Custodial safekeeping
4. Avoidance of physical delivery securities
5. Clear delegation of authority to subordinate staff members
6. Written confirmation of transactions for investments and wire transfers
7. Development of a wire transfer agreement with the lead bank and third-party custodian

Accordingly, the City Treasurer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures or alternatively, compliance should be assured through the City annual independent audit.

VI. Suitable and Authorized Investments

A. *Investment Types*

Allowable investments of funds not required for the immediate use by the City are limited to those described in Government Code sections 16429.1 (Local Agency Investment Fund), 53601 (investment of surplus), 53601.8 (certificates of deposit),

53635 (purchase of commercial paper by pools) and 53638 (bank deposits), as such statutes may be amended or renumbered from time to time. These allowable investments, and their permitted amounts and attributes, are set forth in a summary prepared and updated from time to time by the California Debt and Investment Advisory Commission (“CDIAC”) entitled, “Allowable Investment Instruments Per State Government Code, Applicable To All Local Agencies,” included CDIAC’s “Local Agency Investment Guidelines” publication that may be located at <http://www.treasurer.ca.gov/cdiac/LAIG/guideline.pdf>

B. *Extended Maturities*

The investment officers will observe the maximum maturity term of five years on various of the allowable investments. However, where a particular investment is found by the investment officers to be advantageous and consistent with these policies, but for a nominal exceedance of a 5-year maximum maturity caused by effect of the security’s issuance and maturity dates, or the settlement date of the transaction, or both, they are authorized to invest in the following obligations with remaining maturities of five (5) years, plus not more than thirty (30) calendar days: U.S. Treasury obligations, obligations of California or other states, California local agency obligations, U.S. Agency obligations and medium-term notes. The City Treasurer will provide notice to the City Council of such investments within periodic investment reports made to the Council. See, Section VIII.A. Pursuant to Government Code section 53601, investment officers shall not make investments in instruments with maturities longer than five (5) years, plus thirty (30) calendar days, without prior approval of the City Council.

C. *Securities Lending*

The investment officers at their discretion may engage in securities lending activities pursuant to securities lending agreements (as defined in Government Code section 53601(j)(5)(D)) provided that the following are satisfied:

1. Securities lending transactions are to be governed by agreements entered into by the City Treasurer and the agent or agents the City Treasurer engages to perform such transactions provided that such agreements
 - (a) comply with the requirements of Government Code section 53601(j), and
 - (b) require the payment of cash collateral equal to or greater than 102% of the market value of the loaned security at the time of the loan.
2. The securities lending agreements may allow for the use of cash collateral for the reinvestment in securities that
 - (a) comply with the requirements of Government Code section 53601(j)(3)(D), and
 - (b) are securities whose direct investment is authorized by Government Code section 53601 and these policies,
 - (c) provided that nothing herein shall preclude the City Treasurer from entering into securities lending agreements that reduces the scope of

investments made with cash collateral to something less than that allowed under subsections (a) and (b) above.

VII. Investment Parameters

A. *Diversification*

The City shall diversify its investment portfolio. To minimize risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or type of securities, all cash and cash equivalent assets in all City funds shall be diversified by maturity, issuer, and class of security. Diversification strategies shall be determined and revised on an ongoing basis by the investment officers for all funds covered by these investment policies. In establishing specific diversification strategies, these investment policies shall apply. The investment officers shall emphasize that portfolio maturities will be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

B. *Cash Management Funds*

1. Liquidity shall be assured through practices ensuring that the payroll dates and dates of large disbursements are covered through maturing investments or marketable U.S. Treasury bills.
2. Positions in securities having potential default risk shall be limited in size pursuant to the maximum limits set forth in Government Code section 53601. See Attachment A. Such securities include the following: Commercial paper; negotiable certificates of deposit, and Banker's Acceptances.
3. Risks of market price volatility shall be controlled through maturity diversification.
4. Liquidity risk: Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as LAIF, money market funds, overnight repurchase agreements, and/or marketable securities that can be sold to raise cash in one day's notice, to ensure that appropriate liquidity is maintained to meet ongoing obligations.

C. *Competitive Bids*

The investment officers shall obtain competitive bids from at least two brokers or financial institutions on all purchases and sales of investment instruments executed on the secondary market for consideration in excess of \$15 million per purchase transaction.

VIII. Reporting

A. *Investment Reports*

The City Treasurer shall present to the City Council, the City Manager and the City's internal auditor monthly investment reports that include the transactions as required by Government Code section 53607.

B. *Marking to Market*

For purposes of preparation of the investment reports, the market value of the portfolio shall be calculated. In defining market value, considerations should be given to the GASB Statement 31 pronouncement.

C. *Performance Standards*

The investment portfolio will be managed in accordance with the parameters specified within established against which portfolio performance shall be compared on a regular basis. The benchmarks shall be reflective of the actual securities being purchased and risks undertaken.

IX. Policy Considerations

A. *Exemption*

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy, provided that the City Treasurer may take steps he or she deems appropriate to address non-compliant investments in the best interest of the City and pool participants. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

B. *Amendments*

This policy shall be reviewed annually by the investment officers. Any change must be approved by the City Treasurer, followed by review and consideration by the City Council pursuant to Section X of these policies.

X. City Council Consideration of Investment Policy

This policy shall be reviewed and considered by the City Council on an annual basis pursuant to Government Code section 53646(a)(2).

XI. Miscellaneous

A. *Statutory References*

All statutory references cited in these policies shall refer to the statute as it may be amended or renumbered from time to time.



Other Post-Employment Benefits (OPEB)

Scope: CITYWIDE

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

Purpose

Background

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.

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.

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

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

1. Purpose
2. Background
3. Policy
 - 3.1 CalPERS ADC
 - 3.2 SCERS ADC
 - 3.3 Transparency and Reporting
 - 3.4 Review of Funding Policy

Related 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 (CalPERS) and the Sacramento City Employees' Retirement System (SCERS). CalPERS 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

Administrative Entity

Department of Finance

(916) 808-5845

Finance@cityofsacramento.org

Table of Contents

1. Purpose
2. Background
3. Policy

Related 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.

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

FY2021/22 Approved Budget

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.

29

SECTION - 29 Resources

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 as noted.

Amended - Level of expenditures/FTE positions reflecting adjustments made during the current fiscal year.

Appropriation - An authorization by the 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 can 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 Auditor, 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.

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.

Community Facilities District (CFD): The Mello-Roos Act (1982) allows any county, city, special district, school district, or joint powers authority to establish a CFD that allows for financing of public improvements (e.g., sewers, streets) and services. To establish a CFD, voters within the district must approve its creation by two-thirds.

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 Council; City Manager; City Attorney; City Auditor, City Clerk; City Treasurer; Convention and Cultural Services; Community Development; Finance; Fire; General Services; Human Resources; Information Technology; Police; Public Works; Utilities; Youth, Parks, & Community Enrichment; 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 the costs of providing services to the 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 FY2019/20 or FY20.

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 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.

FY2021/22 Approved Budget

- **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 Fund – This fund was established to account for revenues collected from the transactions and use tax voted in on November 6, 2018 and took effect on April 1, 2019. Measure U was approved as a general tax and can be used for any general government purpose. This one-cent tax is charged on each dollar of taxable sales of goods purchased from retailers within the City of Sacramento, and on the taxable storage, use, or consumption of goods purchased outside the City and delivered to a location within the City.

Multi-year Operating Projects (MYOPs) – A project/program with funding for internal operations (e.g., community outreach, fleet acquisitions, grants, rebates, and studies) that do not result in capital assets, excluding Department MYOPs funded by Measure U which are only funded for one fiscal year at a time.

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, Proposition 218 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 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.

Project, Child: - A project that falls under the budget appropriation authority of a parent project. Child projects are not required of a parent project.

Project, Parent: - A project that has budget appropriation authority given by City Council. Parent project numbers usually end in zero-zero (00).

Resolution - A formal declaration by 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.

FY2021/22 Approved Budget

- 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 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

A.B.	Assembly Bill
ABCDs	Automated Bids, Contracts, and Digital Signatures
ACFR	Annual Comprehensive Financial Report
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
ALF	American Leadership Forum
ALM	Asset Liability Management
ALS	Advanced Life Support
ARP	American Rescue Plan 2021
ARRA	American Recovery and Reinvestment Act
ASES	After School Education and Safety
AWMP	Accelerated Water Meter Program
AWWA	American Water Works Association
BID	Business Improvement District
BOE	Board of Education
BOT	Business Operations Tax
BWC	Body Worn Camera
CAA	Cultural Arts Awards
CaIPERS	California Public Employees' Retirement System
CASH	Community Against Sexual Harm
CA-TF7	California Task Force 7
CBOT	Cannabis Business Operations Tax
CCM	Citywide Content Management
CCOMWP	City/County Office of Metropolitan Water Planning
CCPI	CA Consumer Price Index
CCS	Convention and Cultural Services
CDTFA	CA Department of Tax and Fee Administration
CE	Cultural Equity
CEQA	California Environmental Quality Act
CERBT	California Employers' Retiree Benefit Trust
CFD	Community Facilities District
CIO	Chief Information Officer
CIP	Capital Improvement Program or Project
CIRBs	Capital Improvement Revenue Bonds
CIS	Customer Information System
CIT	Crisis Intervention Training
CLASS	Childcare Learning and Student Support
CMO	City Manager's Office
CNG	Compressed Natural Gas
CO2e	Carbon Dioxide equivalent
COLA	Cost of Living Adjustment
COPS	Community Oriented Policing
CORE	Cannabis Opportunity Reinvestment and Equity
CPI	Consumer Price Index

FY2021/22 Approved Budget

CRCIP	Community Reinvestment Capital Improvement Program
CRS	Community Rating System
CSH	Center for Sacramento History
CSS	Combined Sewer System
CSUS	California State University Sacramento
DACs	Disadvantaged Area Communities
DDW	Department of Drinking Water
DHS	Department of Homeland Security
DISTRICT	SCU Convention & Performing Arts District
DMAs	District Metered Areas
DOE	Department of Education
DOT	Department of Transportation
DOU	Department of Utilities
DSCR	Development Stabilization Contingency Reserve
DSP	Downtown Sacramento Partnership
DUI	Driving Under the Influence
DWR	Department of Water Resources
eCAPS	Electronic Citywide Accounting and Personnel System
EEO	Equal Employment Office
EGUSD	Elk Grove Unified School District
EIFD	Enhanced Infrastructure Financing District
EIR	Environmental Information Regulation
ELAP	Environmental Laboratory Accreditation Program
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERP	Enterprise Resources Planning
EUR	Economic Uncertainty Reserve
EVOC	Emergency Vehicle Operations Course
F.O.C.A.S.	Friends of the City's Animal Shelter
FDIC	Federal Deposit Insurance Corporation
FEC	Financial Empowerment Center
FEMA	Federal Emergency Management Agency
FMAP	Flood Maintenance Assistance Program
FTE	Full-time equivalent
FUEL	Family, Unity, Education, and Legal Network
FY	Fiscal Year
G/MU	General and Measure U
G1C	Golden 1 Center
GARE	Government Alliance on Race and Equity
GASB	Governmental Accounting Standards Board
GL&AL	General Liability and Auto Liability
HR	Human Resources
ICMA	International City/County Management Association
IRS	Internal Revenue Service
ISA	International Society of Arboriculture

FY2021/22 Approved Budget

IST	Inspection and Standards Team
IT	Information Technology
JPA	Joint Powers Agreement
LAFCo	Sacramento Local Agency Formation Commission
LDI	Liability Driven Investment
LED	Light-Emitting Diode
LMA	Local Maintaining Agencies
LPRs	License Plate Readers
MG	Million Gallons
MICC	Mobile Incident Command Center
MOE	Maintenance of Effort
MOFIE	Mayor's Office of Innovation and Entrepreneurship
MOSAC	SMUD Museum of Science and Curiosity
MYOP	Multi-year Operating Project
NACHA	National Automated Clearing House Association
NPDES	National Pollutant Discharge Elimination System
OAC	Office of Arts and Culture
OCM	Office of Cannabis Management
OEG	Office of Economic Growth
OEM	Office of Emergency Management
OPEB	Other Post-Employment Benefits
PAR	Personnel Action Request
PARCS	Parking Access and Revenue Control System
PBIDs	Property and Business Improvement Districts
PCI	Payment Card Industry
PCI DSS	Payment Card Industry Data Security Standard
PCR	Patient Care Reports
PD	Police Department
PELLET-B	Police Entry Level Law Enforcement Test
PEPRA	Public Employees' Pension Reform Act
PERS	California Public Employees' Retirement System
PG&E	Pacific Gas and Electric
PODs	Police Observation Devices
POP	Problem Oriented Policing
POS	Point-of-Sale
POST	Police Officers Standard and Training
PPE	Personal Protective Equipment
PPP	Public-Private Partnerships
PRA s	Public Records Act
PRISM	Public Risk Innovation, Solutions, and Management
PTTVC	Prime-Time Teen Virtually Connected
RAILS	Rapid Acceleration, Innovation & Leadership
RASA	Redevelopment Agency Successor Agency
REO	Recognized Employee Organization
RFP	Request for Proposal

FY2021/22 Approved Budget

RGEAP	Race and Gender Equity Action Plan
RSW	Recycling and Solid Waste Division
SACOG	Sacramento Area Council of Governments
SAFER	Staffing for Adequate Fire & Emergency Response Grants
SAMS	Software Asset Management System
SASD	Sacramento Area Sewer District
SAVSA	Sacramento Abandoned Vehicle Service Authority
S.B.	Senate Bill
SCADA	Supervising Control and Data Acquisition
SCERS	Sacramento City Employees' Retirement System
SCMS	Security Camera Monitoring System
SCU	SAFE Credit Union
SCUSD	Sacramento City Unified School District
SCVB	Sacramento Convention and Visitors Bureau
SCXEA	Sacramento City Exempt Employees Association
SETA	Sacramento Employment and Training Agency
SHRA	Sacramento Housing and Redevelopment Agency
SMAC	Sacramento Metropolitan Arts Commission
SMHST	Sacramento Museum of History, Science, and Technology
SMUD	Sacramento Municipal Utility District
SPCA	Society for the Prevention of Cruelty to Animals
SPLA	Sacramento Public Library Authority
SRCSD	Sacramento Regional County Sanitation District
SRF	State Revolving Fund
SSO	Sanitary Sewer Overflows
START	Students Today Achieving Results for Tomorrow
STEAM	Science, Technology, Engineering, Art, and Math
SURA	Sacramento Utility Rate Assistance
SUV	Sport Utility Vehicle
SWA	Solid Waste Authority
SWAT	Special Weapons and Tactics
SWRCB	State Water Resources Control Board
TOT	Transient Occupancy Tax
UAL	Unfunded Accrued Liability
UAS	Unmanned Aerial System
UHU	Unit Hour Utilization
URAC	Utility Rate Advisory Commission
US&R	Urban Search & Rescue
UUT	Utility User Tax
VLf	Vehicle License Fee
VoIP	Voice over Internet Protocol
VPN	Virtual Private Network
WC	Workers' Compensation
YDPM	Youth Development Program Manager
YPCE	Youth, Parks, and Community Enrichment

30

SECTION - 30 Resolution

RESOLUTION NO 2021-0198

Adopted by the Sacramento City Council

June 15, 2021

Approving the Fiscal Year 2021/22 Operating and Capital Improvement Program Budgets

BACKGROUND

- A. Article IX, section 111, of the City Charter requires the City Manager to present a balanced budget to the Mayor and City Council no less than 60 days before the beginning of each fiscal year.
- 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 City Council adopted the following core budget policies and budget guidelines on February 14, 2017 (Resolution 2017- 0078):

Core Budget Policies

- 1. City Council must adopt a balanced budget.
- 2. Funding decisions should be consistent with Council-adopted policies.
- 3. The Economic Uncertainty Reserve shall be maintained at a minimum of 10% of budgeted General Fund revenues. Resources must be added to maintain this level through the budget and midyear processes, as necessary.

Budget Guidelines

- 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 City Council informed on the fiscal condition of the City and conduct continuous evaluations for efficiencies and effectiveness.

FY2021/22 Approved Budget

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.
- C. On June 11, 2019, the City's Economic Uncertainty Reserve (EUR) Policy was amended to include Measure U resources in determining the amount to be set aside in reserves (Resolution 2019-0248) as directed by the City Council on February 5, 2019 (Resolution 2019-0047).
- D. The FY2021/22 Approved Budget (which includes the Operating Budget and the Capital Improvement Program [CIP] Budget) are consistent with City Charter requirements and the City Council's adopted Core Budget Policies and Budget Guidelines.
- E. The Mayor and City Council conducted budget discussions during May and June 2021 to discuss and consider the City's FY2021/22 Budget.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. Preliminary Matters.

- 1.1. The Budget changes attached as Exhibit A, and the Summary of FTE attached as Exhibit B are hereby approved.
- 1.2. The FY2021/22 Operating and CIP Budgets (collectively the Approved Budget), as defined in section 3.1 below, and attached as Exhibit C and D are hereby approved.
- 1.3. The 2021-2026 CIP, which provides a comprehensive five-year plan for the City's capital project expenditures and attached as Exhibit D is hereby approved.
- 1.4. Sections 2 through 20 below, which define the authority and responsibilities of the City Manager in implementing the Approved Budget, are hereby approved.
- 1.5. The City Manager is authorized to incorporate final decisions of the City Council, and to refine and add content, as may be needed to meet Government Finance Officers Association and California Society of Municipal Finance Officers budgeting-award requirements into the Proposed Operating and CIP Budgets to create the FY2021/22 Approved Budget.
- 1.6. The attached Exhibits A through D are part of this resolution.

FY2021/22 Approved Budget

- 1.7. The City's Debt service must be limited to 6% of total General and Measure U (G/MU) Fund revenues, excluding Department revenues.
- 1.8. The City Treasurer shall conduct a financial stress test on the combined G/MU Funds before the issuance of any bonds.
- 1.9. Available resources in the Innovation and Growth Fund (Fund 2031) shall be transferred to the General Fund as needed to offset projected deficits shown in the G/MU Fund five-year forecast included in the Approved Budget.
- 1.10. The City Manager is authorized to establish the Federal American Rescue Plan (ARP) Fund (Fund 2705) effective May 19, 2021.
- 1.11. The City Manager is authorized to transfer available General Fund (Fund 1001) resources in the Youth, Parks and Community Enrichment Department on June 30, 2021, to address year-end shortfalls in the 4th R Fund (Fund 6012).
- 1.12. The City Manager is authorized to realign Measure U expenditures, including the creation of new multi-year projects as necessary, to provide additional transparency on the alignment of spending on a go-forward basis beginning with the FY2021/22 Approved Budget.

Section 2. Scope.

This resolution defines the authority and responsibilities of the City Manager in implementing the Approved Budget and supersedes Resolution 2019-0248.

Section 3. Definitions.

- 3.1. "Account" is the primary accounting field in the budget used to describe the nature of the financial transaction (overtime, professional services, debt, etc.).
- 3.2. "Approved Budget" means the Approved Operating Budget (Operating Budget) and the Approved Capital Budget (CIP Budget), which are attached as Exhibit D and reflects the FY2021/22 Proposed Operating and CIP Budgets, as amended by the City Council to incorporate the approved Budget Changes attached as Exhibit A, and Summary of FTE attached as Exhibit B.
- 3.3. "City Manager" means the City Manager or, if so designated, the Director of Finance.
- 3.4. "Department" means a major budgetary grouping such as Mayor and City Council; City Manager; City Attorney; City Auditor; City Clerk; City Treasurer; Community Development; Community Response; Convention and Cultural Services; Finance; Fire; Human Resources; Information Technology; Police; Public Works; Utilities; Youth, Parks, and Community Enrichment; Projects; Debt Service; Citywide and Community Support; and Fund Reserves.
- 3.5. "Full Time Equivalent" and "FTE" mean 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 4. Approved Budget Appropriations, FTEs, and Adjustments.

- 4.1. 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.
- 4.2. The City Manager is authorized to establish the appropriations and FTE as shown in Schedules 1A, 1B, 1C, and 1D and the fund summaries, including transfers, as shown in Schedules 2A, 2B, and 2C, as displayed in Exhibit C.
- 4.3. The City Manager is authorized to modify FTE classifications by Department as necessary to implement the reclassifications and studies authorized by Schedule 8, as displayed in Exhibit C.
- 4.4. The City Manager is authorized to revise any appropriation made in the Approved or Amended Budget where the revision is of a technical nature and is consistent with the City Council's intent.
- 4.5. The City Manager may authorize the use of the Old Sacramento Public Market Fund (Fund 2601) for the development, repair, and maintenance of the north and south public markets.
- 4.6. The City Manager is authorized to make annual loan payments to the Risk Fund from the Community Center Fund subject to the availability of funds. As of June 30, 2020, the balance of the Risk Fund loan to the Community Center Fund totaled approximately \$5.2 million.
- 4.7. Following budget adoption, the City Manager is authorized to do the following:
 - (A) Transfer appropriations from the operating budget and establish or adjust revenue and expenditure budgets for externally funded programs (EFPs), multi-year operating projects (MYOPs), and operating grants as shown in Schedule 9 displayed in Exhibit C.
 - (B) Adjust any appropriation made in the Approved Budget to reflect changes from amounts budgeted for updated labor (for example, changes in retirement rates, payroll taxes, health benefits), fleet (including accident recovery costs), utilities, 311 Call Center (reimbursements based on call data), cost plan, and risk-management changes, from available fund balance or reserves for the respective funds.
 - (C) Adjust budgets to reflect all required debt service and related payments, including adjustments to rate stabilization reserves, pursuant to City debt agreements.
 - (D) Revise and establish indirect cost rates to be applied to hourly salary rates in order to achieve full cost recovery of services; and adjust the Operating Budget to reflect the indirect cost rate plan for FY2021/22.

Section 5. Economic Uncertainty Reserve Policies and Transfers from Contingency and Reserve Funds.

- 5.1. The Council-adopted EUR Policy as amended on February 5, 2019 (Resolution 2019-0248) establishes a minimum reserve level equal to 10% of annual G/MU Fund revenues and a target reserve level equal to two months of regular ongoing General Fund expenditures, including transfers (17% of G/MU 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 G/MU Fund.
- 5.2. The G/MU Fund EUR is maintained to bridge the gap between projected revenue and expenditures during periods of significant revenue declines, expenditure growth, or both. Consistent with Governmental Accounting Standards Board Statement No. 54 (Fund Balance Reporting and Governmental Fund Type Definitions), the Council-adopted parameters for using the EUR are as follows:
 - (A) 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.
 - (B) Any release from the EUR requires the City Council's approval.
 - (C) These parameters may only be changed by resolution of the City Council.
- 5.3. The City Manager is authorized to make appropriation changes (increases or decreases) less than \$250,000 by fund from available fund balance. Appropriation changes, whether increases or decreases, including \$250,000 or more require the City Council's approval, except for payments to employees for vacation and sick leave payouts. Payments to employees for vacation and sick leave payout may be approved by the City Manager.
- 5.4. The City Manager is authorized to make appropriation changes (increases or decreases) less than \$250,000 to any Department or project from Administrative Contingency established in the General Fund. Appropriation changes (increases and decreases) more than and including \$250,000 to the Department or project require the City Council's approval.
- 5.5. Transfers must not be made from an available fund balance or Administrative Contingency, if the transfer will result in a negative balance.
- 5.6. The City Manager is authorized to release the General Fund (Fund 1001) commitment of fund balance (\$5.5 million) established in FY2020/21 for future budget development as needed to submit a balanced budget.
- 5.7. Use of committed fund balance reserves, except as authorized in section 5.6, requires the City Council's approval by resolution.

Section 6. Appropriation Increases and Decreases.

- 6.1. All appropriation changes (increases or decreases) \$250,000 or more to the Approved Budget require the City Council's approval by resolution.
- 6.2. The City Manager is authorized, upon completion of the audited financial statements for FY2020/21, to adjust FY2021/22 fund contingencies by the amount of net changes in available fund balance. The available fund balance in the G/MU Fund must be included and explained in the report to the City Council accompanying the Annual Financial Report (AFR).
- 6.3. Residual balances from unexpended debt proceeds will be reverted to the appropriate fund and used for the lawful 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 7. Appropriation Transfers.

- 7.1. Operating appropriation transfers within the same Department and the same fund, including the Department's established fleet MYOP, require the City Manager's approval.
- 7.2. Appropriation transfers between two or more Departments, less than \$250,000, must be approved by the City Manager. Such transfers more than and including \$250,000 requires the City Council's approval by resolution.

Section 8. Staffing Changes.

- 8.1. Any increase or decrease in FTE by Department or by fund as authorized in the Operating Budget, by subsequent approval of 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 EFPs as specified in section 8.2.
- 8.2. The City Manager is authorized to adjust staffing levels for renewals, expansions, or reductions to fully offset Council-approved operating grants or EFPs. Grant/EFP positions must be terminated upon completion or cancellation of the grant/EFP unless specifically continued by a City Council resolution that includes a source of replacement funding. Any existing positions approved on the assumption that the City would receive a grant or other reimbursements must have continued funding verified before filling the position.
- 8.3. 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.
- 8.4. The City Manager is authorized to modify any authorized FTE classification as necessary to reflect current incumbent status based on the established flexibly staffed classifications included in Council-approved labor contracts.

FY2021/22 Approved Budget

- 8.5. All new job classifications or classification changes (as identified in Exhibit C, Schedule 8) are subject to classification review and approval by the Director of Human Resources.
- 8.6. The City Manager is authorized to adjust staffing levels in the Police and Fire Training Academies based on projected vacancies.
- 8.7. The Director of Human Resources is authorized to establish non-budgeted positions (NBPs) for the following:
 - (A) Mayor and Council Offices, to be funded from their existing operations budgets.
 - (B) Departments as needed to reflect current staffing needs. Departments must have sufficient labor savings to cover the cost of NBPs, and none of the NBPs may be used for more than one year. Departments will seek budget authority to convert NBPs to authorized FTE positions or the NBPs will be eliminated during the budget process.

Section 9. Revenue Budget.

- 9.1. The FY2021/22 revenue budget is summarized in Exhibit C, Schedule 6.
- 9.2. Any increase or decrease greater than (and including) \$250,000 by fund in estimated revenue by Department to the Approved Budget requires the City Council's approval.
- 9.3. The City Manager is authorized to implement biennial Consumer Price Index 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 surplus land, unless otherwise specified, will 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, will be added to the G/MU Fund EUR.

Section 10. Capital Improvements.

- 10.1. Capital projects and/or appropriations will be used for the following:
 - (A) Repairs, maintenance, improvements, or acquisitions with a total cost of at least \$20,000 and a useful life that exceeds one fiscal year; and
 - (B) Community/Neighborhood projects as approved in separate resolutions by the City Council.
- 10.2. The City Council's approval is required for the establishment or cancellation (without completion) of a CIP, except as provided below:

FY2021/22 Approved Budget

- (A) The City Manager is authorized to approve and establish one or more capital projects for internal City operations related to improvements and minor construction of existing City-owned or occupied buildings if the total cost to deliver each project is less than \$250,000. Projects will be managed in the City Facility Improvement (C15100000) project.
 - (B) 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.
 - (C) Projects established for agreements the City Manager executes in accordance with Sacramento City Code chapter 18.18. The City Manager is authorized to make all necessary budgetary adjustments when the City accepts improvements constructed under these agreements.
- 10.3. Capital appropriations must be used solely for the originally approved project or projects except as provided in this section.
- 10.4. Completed and inactive projects will be closed annually, except for projects that have existing litigation or payment disputes. An inactive project is 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 the City Manager are each authorized to process the necessary documentation to close inactive projects.
- 10.5. Each fiscal year, all multi-year CIP projects in existence on June 30 will be continued except as provided otherwise in section 10.4. The FY2021/22 CIP Budget is summarized on Schedules 2 and 4 as displayed in Exhibit C and on Schedule 4 as displayed in Exhibit D.
- 10.6. Each fiscal year, unobligated 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 authorized by resolution of the City Council.
- 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 with spending in excess of available budget from all funding sources (i.e., with negative balance) will be treated as follows:
- (A) If the CIP balance exceeds budget by less than \$250,000, the CIP must first be corrected within each fund, and then any remaining negative balance must be corrected by a transfer from the CIP manager's Operating Budget (all transfers less than \$250,000 must be made as provided for in section 5.3).
 - (B) If expenditures exceed the budget by more than and including \$250,000, a corrective plan of action must be submitted to the City Council for approval by resolution.

FY2021/22 Approved Budget

- 10.8. 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:
- (A) Savings of up to and including \$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 Council District at the request of the Council District Office and with the approval of the City Manager.
 - (B) Savings above \$50,000 may be reprogrammed upon approval by resolution of the City Council.
- 10.9. Except as provided in section 10.8, the City Manager is authorized to transfer appropriations less than \$250,000 as follows:
- (A) General, Measure U, and Capital Bond Funds:
 - (1) From a project that has not been completed, if a revised project estimate confirms that upon completion there will be project savings.
 - (B) All other funds from Project A to Project B if:
 - (1) Project A is complete and has savings; or
 - (2) Project A has not been completed and a revised project estimate confirms that there will be project savings upon completion.
- 10.10. Upon completion and closure of a capital project, the City Manager is authorized to transfer any remaining project balance as follows:
- (A) 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 in the case of capital grants, to amend the revenue and expenditure budgets to actual revenues received and expenditures incurred.
 - (B) As provided for in section 10.9.
- 10.11. Except for projects covered by section 10.10, the City Manager is authorized to increase or decrease project budget appropriations by less than \$250,000 for each project. Appropriation changes more than and including \$250,000 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 will be reset after budgetary actions are authorized by the City Council. If the appropriation is from available fund balance, it is subject to the provisions in section 5.
- 10.12. Measure A Sales Tax (Fund 2001) revenue and expenditure budgets can be loaded into the City's financial system before approval by the Sacramento Transportation Authority Board (STA Board). Work on CIP projects in this fund

FY2021/22 Approved Budget

is done before receiving funding. Project funding and appropriations must be as follows:

- (A) The City Manager is authorized to enter the revenue and expenditure budgets as reflected in the Approved Budget (revenues) and CIP Budget (expenditures).
 - (B) The City Manager is authorized to enter revenue and expenditure budgets before STA Board approval.
 - (C) STA Board approval is required for all Measure A reallocations. When the City Council acts on recommended Measure A reallocations before STA Board action, City Council approval will 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 before receiving funding, and project funding and authorization for these projects must be as follows:
- (A) Fund 2023 revenue and expenditure budgets will not be loaded into the City's financial system until STA Board approval and City 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 before receiving funding, and project funding and authorization for these projects must be as follows:
- (A) Funds 2700, 3702, 3703, 3704, 6205, 6206, 6207, and 6211. Revenue and expenditure budgets will not be loaded into the City's financial system until agreements (Program Supplements/E-76s, Individual Project Agreements, Cooperative Agreements, etc.) have been executed by the City and the funding authority.
 - (B) Funds 3703 and 3704. The City is eligible to receive federal or state funding, or both, for certain transportation projects through the California Department of Transportation (Caltrans). Master Agreements, Program Supplemental Agreements, Fund Exchange Agreements, and Fund Transfer Agreements must be executed by Caltrans before such funds can be claimed. The City Manager is authorized to execute on the City's behalf all Master Agreements, Program Supplemental Agreements, Fund Exchange Agreements, and Fund Transfer Agreements, and any amendments thereto.

The City Manager is authorized to transfer matching funds as specified in the approved CIP from the state and federal Grant Match (T15007200) CIP, and to enter the revenue and expenditure budgets as reflected in the grant agreement, only if the amount differs by less than \$250,000

from what was reflected in the Approved CIP Budget that authorized the project funding. Project agreements that differ by more than and including \$250,000 from the anticipated budget require the City Council's approval by resolution.

- 10.15. The 2021-2026 CIP Budget (Schedule 4, Exhibits C and D) 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 that 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 City Manager is authorized to adjust revenue and expenditure budgets to reflect actual revenues received and expenditures incurred in compliance with the original grant award and any amendments. If the grant is not renewed or is changed by more than and including \$250,000, the managing Department must return to the City Council for corrective action.

Section 11. Operating Grants.

- 11.1. City Council approval is required for the establishment or cancellation (without completion) of an operating grant except as follows:
 - (A) Where the operating grant is less than \$250,000 and does not require any of the following:
 - (1) 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 the City Manager in accordance with this resolution;
 - (2) matching funds from City resources; or
 - (3) any ongoing service or funding by the City.
 - (B) The City Manager is authorized to establish operating grants and authorize spending and allocation of resources more than and including \$250,000 in advance of formal agreements in response to governmental requests for public-safety assistance related to homelessness, disasters and national-security risks. The Department responding to these events shall report to the City Council within 60 days after receiving formal program documents from the requesting governmental agency or agencies to obtain approval to enter into agreements and accept reimbursements.
 - (C) 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.

FY2021/22 Approved Budget

- 11.2. The City Manager is authorized to adjust FTE and associated service and supplies budget, in accordance with section 8.2, for renewals or expansions of fully offset grants previously approved by the City Council.
- 11.3. If a grantor requires City Council action as a condition of funding the grant, the establishment of the grant requires the City Council's approval regardless of the grant amount.
- 11.4. Each fiscal year, all multi-year operating grant budgets in existence on June 30 will be continued in the next fiscal year.
- 11.5. The City Manager is authorized to adjust revenue and expenditure budgets for renewals, up to the amount previously approved by the City Council, and augmentations less than \$250,000 of fully offset grants.
- 11.6. The City Manager is authorized to establish revenue and expenditure budgets for federal or state grant-funded youth programs and parks-and-recreation programs based on the prior year award before receipt of signed agreements. Project funding and appropriations must be adjusted based on the final grant agreement. If the grant is not renewed or is changed by more than and including \$250,000, 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) will be treated as follows:
 - (A) If the Grant balance exceeds budget by less than \$250,000, the Grant must first be corrected within each fund, and then any remaining negative balance must be corrected by a transfer from the Grant manager's Operating Budget (all transfers of less than \$250,000 must be made as provided for in section 5.3).
 - (B) If the project balance exceeds budget by more than and including \$250,000, a corrective plan of action must be submitted to the 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.
- 11.10. Award and Distribution of City Grants.
 - (A) City Council approval is required: (1) to award grants to an individual, non-profit, business, or community-based organization that applies for a City grant more than and including \$250,000; and (2) to execute contracts with the grantees for the services to be provided.

- (B) Consistent with City Council direction, the City Manager is authorized: (1) to award grants to an individual, non-profit, business, or community-based organization that applies for a City grant in amounts less than \$250,000; and (2) to execute contracts with the grantees for the services to be provided.
- (C) The award and distribution of grants must comply with any Citywide Grant Distribution Policy.
- (D) Before grant funds are distributed, the City and the grantee must execute a City contract that outlines the public benefit, timelines, and reporting requirements.
- (E) The annual budget must list all grants awarded the previous calendar year.

Section 12. Externally Funded Programs.

- 12.1. City Council approval is required for the establishment or cancellation (without completion) of an EFP, except as follows:
 - (A) Where the EFP is less than \$250,000 and does not require any of the following:
 - (1) 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;
 - (2) matching funds from City resources; or
 - (3) any ongoing service or funding by the City.
 - (B) 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. Each fiscal year, all multi-year EFP budgets in existence on June 30 will be continued in the next fiscal year.
- 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 less than \$250,000.
- 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) will be treated as follows:
 - (A) If the EFP balance exceeds budget by less than \$250,000, the EFP must first be corrected within each fund, and then any remaining negative balance must be corrected by a transfer from the EFP manager's

FY2021/22 Approved Budget

Operating Budget (all transfers of less than \$250,000 must be made as provided for in section 5.3).

- (B) If the project balance exceeds budget by more than and including \$250,000, a corrective plan of action shall be submitted to the City Council for approval by resolution.

- 12.5. EFPs with existing contracts approved by the City Council, funding ongoing operations and studies, can be adjusted annually (revenues and expenditures) based on the actual revenues received.

Section 13. Multi-Year Operating Projects.

- 13.1. A MYOP is used for the following:
 - (A) Economic Development Assistance and Development Programs (e.g., inclusionary housing).
 - (B) Planning, audit, and other consultant studies that will take more than one fiscal year to complete.
 - (C) Department fleet (vehicle or equipment) acquisition charges from the Fleet Management internal service fund.
 - (D) 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 or cancellation (without completion) of a MYOP, except as provided in section 13.7.
- 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. Each fiscal year, unobligated appropriations in existence on June 30 for existing MYOPs will be continued in the next fiscal year, except as noted in sections 13.10, 13.11, and 18.11.
- 13.5. MYOPs must be used solely for the originally approved program or study. Completed or inactive MYOPs will be closed annually. An inactive project is 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 the City Manager each have the authority to process the necessary documentation to close inactive projects.
- 13.6. The Police and Fire Department are authorized to use Measure U MYOPs savings from vacancies for background investigations, recruit academies, and overtime associated with restored programs and operations.
- 13.7. The City Manager is authorized to establish and adjust budgets for private development activities (Funds 2016 and 2018) managed in MYOPs that are fully offset by development fees.

- 13.8. 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) will be treated as follows:
- (A) If the MYOP balance exceeds budget by less than \$250,000, the MYOP must first be corrected within each fund, and then any remaining negative balance must be corrected by a transfer from the MYOP manager's Operating Budget (all transfers of less than \$250,000 must be made as provided for in section 5.3).
 - (B) If the MYOP balance exceeds budget by more than and including \$250,000, a corrective plan of action must be submitted to the City Council for approval by resolution.
- 13.9. The City Manager is authorized to increase or decrease MYOP budget appropriations by less than \$250,000 for each project. Transfers that exceed and including \$250,000 in total for any MYOP require the City Council's approval by resolution.
- 13.10. 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 (e.g., Fleet, Measure U, Utility Rate Assistance).
- 13.11. The Utility Box Artwork (I17000800) MYOP General Fund budget can be amended up to \$450,000 (\$50,000 for each Councilmember and the Mayor) based on requests and resources provided from the operations budgets of the person requesting.
- 13.12. MYOPs with existing contracts approved by the City Council funding ongoing operations and studies, can be adjusted annually (revenues and expenditures) based on the actual revenues received.

Section 14. In-Lieu Property Taxes and In-Lieu Franchise Fee.

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 C. The City Council finds that the in-lieu property tax as detailed in Schedule 3 represents the property-tax revenue that 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 that the City would receive from private entities as a rental or a toll for the use of city streets and rights-of-way.

Section 15. Appropriation Limits.

The appropriation limit and the appropriations subject to the limit are hereby amended in accordance with article XIII B of the California Constitution for FY2021/22, as detailed in Schedule 5 as displayed in Exhibit C.

Section 16. Midyear Report.

- 16.1. The City Manager shall present a Midyear Report including a revised estimate of the financial condition of all funds, estimated revenues and expenditures, and recommendations for eliminating any projected fund deficits to the City Council.
- 16.2. The City Council will act on any projected fund deficits as part of the midyear review.

Section 17. Adjustments for Revenue Offset Programs and Services.

- 17.1. The City Manager is authorized to 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.
- 17.2. The City Manager is authorized to make the following adjustments to Department Operating Budgets or fund balance:
 - (A) Adjust Fire Department revenue and expenditure budgets based on actual revenues received for Department strike-team services provided throughout California.
 - (B) Adjust operating Department revenue and expenditure budgets based on actual revenues received for providing reimbursable services to the Golden 1 Center as outlined in the City's agreement to provide services.
 - (C) Adjust the revenue budget for the Sacramento Police Department's Secondary Employment Program to reflect actual revenues received and adjust the expenditure budget by a like amount for providing reimbursable services as outlined in the City's Secondary Employment Agreement.
 - (D) Adjust the revenue and expenditure budgets for facility maintenance and repair services provided to outside agencies and entities (15004521-338020) and for private property concrete maintenance and sidewalk repairs (15001641-343010) to reflect actual revenues received for these services.
 - (E) Increase the revenue (Account 391320) and fleet-replacement expenditure (Account 474210) budgets in the Fleet Fund (Fund 6501) based on departmental fleet purchasing changes (additional or early replacement) approved by the City Council during the fiscal year and upon completion of audited financial statements to allow the continued purchasing of prior-year-funded replacement vehicles.
 - (F) Transfer excess parking-meter revenue from the General Fund (Fund 1001) to cover eligible costs that are incurred in the Parking Fund (Fund 6004) if the full costs of the current fiscal-year operations for parking

meters has been recovered and the Department has a positive net year-end results.

- (G) The Rental Housing Inspection Program Fees are established to recover the costs of the program. If the full cost of the current-year operations for that program have been recovered, then excess revenues for the program will be committed to fund a reserve equal to one year's revenue budget for the program.

If these operations do not achieve the budgeted revenues or if program costs exceed the program budget, then resources must be transferred from the commitment of fund balance for the Rental Housing Inspection Program to cover the shortfall.

- (H) Adjust the 4th R Fund (Fund 6012) revenue and expenditure budgets as needed to deliver programs, based on actual revenues received.

- 17.3. The City Manager is authorized to make the following adjustments between Department operating budgets and CIPs or MYOPs:

- (A) Adjust the revenue budget for the City Attorney's Office and the expenditure budget in the Justice for Neighbors (JFN) (I03000100) MYOP based on the actual fees, penalties, and other revenues collected from third parties for Public Nuisance, Social Nuisance, and JFN actions brought by the City Attorney.
- (B) Adjust the Community Development Department operating budget for spay/neuter and unaltered pet-licensing revenue accounts (Account 341380 [Program Code 13006] and 351020) and increase the Animal Care Low Income Spay/Neuter Program (I13000600) MYOP expenditure budget in the General Fund (Fund 1001) to reflect 50% of the penalty fees and 50% of unaltered pet-licensing fees collected in accordance with Sacramento City Code section 9.44.215.D.
- (C) Adjust the revenue budget for the Convention and Cultural Services Department franchise fee to reflect actual revenues received and increase the expenditure budget by a like amount in the Old Sacramento Service Courts & Support Facilities (M17700000) CIP.
- (D) Adjust the Convention and Cultural Services revenue budget for Memorial Auditorium Facility Fee revenues and the Memorial Auditorium Improvements (M17101000) CIP expenditure budget based on actual fees collected, less any operating costs associated with delivering this service.
- (E) Adjust the Convention and Cultural Services revenue budget for SAFE Credit Union Performing Arts Center Facility Fee revenues and the Performing Arts Center Improvements (M17101800) CIP expenditure budget based on the actual fees collected, less any operating costs associated with delivering this service.

FY2021/22 Approved Budget

- (F) Adjust the Public Works Department revenue budget to reflect actual revenues received and the Sacramento Valley Station Operations and Management (I15001000) MYOP expenditure budget by a like amount.
- (G) Increase the Public Works Department revenue and expenditure budgets for launch-ramp activities to reflect actual revenues received and transfer any resulting year-end savings for these activities to the Harbor Dredging (M17500000) CIP if the Department has positive net year-end results.
- (H) Adjust the Public Works Department revenue budget and the expenditure budget in the Shared-Rideable Implementation (K15195100) CIP based on the actual revenues received from the Shared-Rideable permit fees, except for the portion of the fee assessed to offset parking-meter-revenue loss.
- (I) Adjust the Public Works Department revenue budget (15001021) and the expenditure budget in the Tree Planting and Replacement (R15188500) CIP based on actual revenues received in the Tree Planting and Replacement Fund (Fund 2035).
- (J) Adjust the Youth, Parks, and Community Enrichment Department revenue budget for recreation-program fees and increase the expenditure budget in the Recreation Facility Improvement (L19800200) CIP if the full cost of the current fiscal-year operations for this CIP have been recovered and the Department has positive net year-end results.
- (K) Adjust appropriations made in the Approved Budget for fleet replacements from amounts budgeted for updated fleet-replacement costs less than \$250,000 by Department and by fund and transfer expenditure budgets from Department operating budgets to the Fleet Acquisitions (I06000999) MYOP if the Department is projecting expenditure savings in excess of the transfer.
- (L) Increase the transfer from the Community Center Fund (Fund 6010) to the G/MU Fund (Fund 1001/2401) to offset the annual budget provided for in Schedule 9 for the Powerhouse Science Center (E18000400) EFP as authorized by Council through December 2048, if Transient Occupancy Tax revenues exceed budget by an amount up to \$600,000 at year-end and if the Community Center fund has positive year-end available fund balance.
- (M) Increase the Youth, Parks, and Community Enrichment Department revenue budget for the all-weather sport field facility fees received and increase the expenditure budget in the Granite All Weather Field CIP (L19806000), provided that the Department has positive net year-end G/MU Fund (Fund 1001/2401) results.

17.4. The City Manager is authorized to make the following adjustments to CIPs and MYOPs:

FY2021/22 Approved Budget

- (A) Adjust the revenue and expenditure budgets in the Old Sacramento Garbage Service Courts (M17700000), Old Sacramento District Improvements (M17700100), and the Joe's Crab Shack & Rio City Café Repairs and Maintenance (B18119000) CIPs based on actual rent proceeds available after payment of all fees to the State of California and funding of annual required maintenance costs.
 - (B) Adjust revenue and expenditure budgets in the Energy Reinvestment Program (C13001900) CIP to reflect actual energy rebates and incentives received.
- 17.5. The City Manager is authorized to implement the following fiscal transactions as needed to properly manage and account for the City's Cannabis revenues and expenditures:
- (A) Adjust the Citywide revenue budgets for all Business Operations taxes relative to Cannabis activities based on actual revenues received and increase the expenditure budget in the Cannabis Policy and Enforcement (I06420000) MYOP as necessary to cover costs.
 - (B) Adjust the revenue budget for the City Manager's Office of Cannabis Management operations (02001101) to reflect actual revenues received and increase or decrease the expenditure budget in the operating budget by a like amount. At year-end excess resources must be transferred to I06420000 to offset the cost of enforcement. If there are inadequate revenues available, resources must be transferred from I06420000 to cover the actual operating costs incurred in 02001101.
 - (C) Establish or increase the revenue budget(s) for fines and administrative penalties collected in accordance with Sacramento City Code section 8.132, relating to the cultivation of cannabis, in the Department were collected and increase the expenditure budget in I06420000 to support enforcement activities based on actual revenues received.
 - (D) Adjust the revenue budget for Housing and Dangerous Building fines, fees, and penalties collected by the Community Development Department and the expenditure budget in I06420000 at year-end based on actual revenues received.
- 17.6. The City Manager is authorized to implement the following fiscal transactions as needed to properly manage and account for the City's efforts toward reducing homelessness:
- (A) Adjust revenue and expenditure budgets in the Whole Person Care (I02000900) MYOP related to intergovernmental transfers received to support program activities through the performance period up to the amount of the annual program-year budget approved by the California Department of Health Care Services.
- At year-end, the revenue and expenditure budgets in I02000900 will be adjusted to match actuals.
-

- (B) Adjust the revenue and expenditure budgets to reflect actual contributions received from external partners in the Homeless Housing Initiatives (I02000200) MYOP to support homeless-services programs.
 - (C) Each fiscal year, unobligated G/MU Fund (Fund 1001/2401) appropriations in existence in the Office of Homeless Services (23001031) on June 30 must be transferred to the I02000200 if the Department has positive net year-end results.
 - (D) Adjust interdepartmental transfers related to the Whole Person Care (I02000900) MYOP as needed for the duration of that program.
- 17.7. The City Manager is authorized to implement any necessary financial transactions for the administration of revolving loan fund programs authorized by the City Council.

Section 18. Year-End Process and Carryover Authority.

- 18.1. Each fiscal year, all purchase-order commitments outstanding on June 30, and associated appropriations, are hereby continued.
- 18.2. If there is not a budgetary surplus in the G/MU Fund (Fund 1001/2401) at year-end, the City Manager shall suspend the G/MU Fund transfers and carryovers authorized in this section.
- 18.3. Each fiscal year, unobligated appropriations in existence on June 30 for the City Council operations budget will be carried over to the next fiscal year.
- 18.4. Each fiscal year, unobligated General Fund appropriations in existence in the Arts Stabilization budget (80001065) on June 30 must be transferred to the Cultural and Economic Vitality (I17001000) MYOP if the Department has positive net year-end General Fund results.
- 18.5. Each fiscal year, revenues in excess of budget in Building Inspection, Building Plan Check, Customer Service/Permit Counter, and Planning Operations areas of the Community Development Department must be transferred to the Development Stabilization Contingency Reserve (DSCR), consistent with the adopted DSCR policy, if the Department has positive net year-end results.

If these operations do not achieve the budgeted revenues or if program costs exceed the program budget, then resources must be transferred from the DSCR to these areas of the Community Development Department to cover the shortfall.
- 18.6. Each fiscal year, unobligated General Fund appropriations in existence in the Human Resources Department on June 30 must be transferred to the Training and Outreach (I08000300) MYOP if the Department has positive net year-end General Fund results.
- 18.7. Each fiscal year, unobligated net appropriations in existence on June 30 in the Information Technology (IT) Department operations General Fund budget and

FY2021/22 Approved Budget

- the citywide IT budget in Citywide and Community Support must be transferred to the IT Critical Infrastructure(A07000700) CIP to create a funding mechanism for future citywide technology initiatives, which the City Manager will review annually.
- 18.8. Each fiscal year, unobligated appropriations in the City's California Public Employees' Retirement System budget account(s) (413170/ 413172) that are not required to balance the budget must be transferred to the City's other post-employment benefit trust.
 - 18.9. Each fiscal year, if the START Fund (Fund 2501) has a deficit, unobligated G/MU Fund (Fund 1001/2401) appropriations in existence in the Youth, Parks, and Community Enrichment Department on June 30 must be transferred to Fund 2501 to cover any deficit associated with the general- and auto-liability insurance premiums if the Department has positive net year-end General Fund results.
 - 18.10. Each fiscal year, the Fleet Acquisitions (I06000999) MYOP will be reviewed and excess funds will be returned to the fund of origin.
 - 18.11. Each fiscal year, unobligated appropriations in the fiscal year operating Measure U MYOPs at the close of the fiscal year must be returned to Measure U available fund balance (Fund 2401).
 - 18.12. The City Manager is authorized to establish the Commercial Waste Compliance MYOP (I15220000) and each fiscal year, unobligated net appropriations in existence on June 30 in the Public Works Department (15005861) must be transferred to the Commercial Waste Compliance MYOP (I15220000).
 - 18.13. Each fiscal year, any unspent Measure U Fund (Fund 2401) appropriations in the Youth, Parks, and Community Enrichment Department on June 30 must be transferred to the Measure U Park Improvements CIP (L19706000), Citywide Pool Assess/Repair CIP (L19706500), or Recreation Facility Improvements CIP (L19800200) until the backlog of deferred maintenance, for existing projects within the programs, are completed.
 - 18.14. The City Manager is authorized to make all necessary budgetary adjustments to account for the interfund Loan from the Risk Fund (Fund 6502) to the General Fund (Fund 1001) related to the agreement with the City and the Natomas Basin Conservancy Loan.
 - 18.15. The City Manager is authorized to transfer \$1.2 million from the FY2020/21 Economic Development Measure U MYOP (I80180900) to the Specific Plans MYOP (I22000100).

Section 19. Year-End Reporting.

- 19.1. Each fiscal year, after any adjustments specifically provided for in other sections of this resolution, all appropriations in the Operating Budget that remain unspent and unencumbered (unobligated) on June 30 will revert to the available fund balances of the respective funds. Any budgetary surplus in the

FY2021/22 Approved Budget

G/MU Fund (Fund 1001/2401), determined as part of the fiscal year-end close process, will be reported in the AFR as Assigned for Next Year's Budget, Unassigned, or as specifically directed below or in a subsequent resolution.

- 19.2. All unrealized investment gains determined as part of the fiscal year-end close process will be reported in the AFR as Assigned for Unrealized Investment Gains, as those gains are not available for appropriation.

Section 20. Miscellaneous Controls and Considerations.

- 20.1. Expenditures by fund at the Department level must not exceed the Operating Budget as amended by any subsequent approval by the City Council or the City Manager in accordance with this resolution.
- 20.2. Subject to the City Manager's approval, projected fund deficiencies in any Department must be corrected as follows in accordance with the sections of this resolution governing transfers and appropriations by reducing expenditures in the Department (e.g., restricting purchase orders, freezing vacant positions) or by an appropriation transfer from Administrative Contingency or available fund balance, or both, subject to the provisions of section 5.
- 20.3. The City Manager is authorized to 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.
- 20.4. In all staff reports that come before the City Council, net budgetary impacts on all funds, including indirect impacts, must be stated clearly and concisely so that the City Council has a full understanding of the financial consideration and impacts of its decisions.
- 20.5. The City Manager shall begin using an equity lens in the review of all budgetary recommendations to Council including the annual budget, midyear budget and staff reports as soon as practical after development of a shared definition of equity in coordination with the community, development of associated outcomes and measures and Council's creation and adoption of an Equity Resolution.

Resolution Exhibits:

- Exhibit A – Budget Changes
- Exhibit B – Position Changes
- Exhibit C – FY2021/22 Approved Budget
- Exhibit D – 2021-2026 Approved CIP

FY2021/22 Approved Budget

Adopted by the City of Sacramento City Council on June 15, 2021, by the following vote:

Ayes: Members Ashby, Guerra, Harris, Jennings, Loloee, Schenirer, and Mayor Steinberg

Noes: Members Valenzuela and Vang

Abstain: None

Absent: None

Attest: **Mindy Cuppy** Digitally signed by Mindy Cuppy
Date: 2021.08.25 15:34:52
-07'00'

Mindy Cuppy, City Clerk

The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the Sacramento City Council.

FY2021/22 BUDGET CHANGES

Operating Budget Adjustments

Department	Fund Name (Number)	Revenue Adjustment (\$ in 000s)	Expenditure Adjustment (\$ in 000s)	Description
Office of the City Manager	General (1001)	-	125,921	Add an Administrative Analyst position (1.0 FTE) to the City Manager's Office, Office of Cannabis Management (OCM), to support the Cannabis Opportunity Reinvestment and Equity (CORE) Program, policy development, and implementation of youth outreach and education. Funding for the position is being transferred from the OCM MYOP (106420000).
Fire	Measure U (2401)	-	2,220,543	Add positions and associated budgets to address diversity, outreach, and recruitment.
Fund Reserves	Measure U (2401)	-	3,070,543	Release Housing Trust Fund (HTF) commitment and increase fund balance.
Fund Reserves	Measure U (2401)	-	(3,070,543)	Reduce fund balance to provide funding for the Women and Children's Shelter (102000200), Youth Engagement and Summer Programs (101000100), and Fire Department's diversity, outreach, and recruitment efforts.
Total \$		-	\$ 2,346,464	

Multi-year Project Appropriations

Project Name (Number)	Fund Name (Number)	Expenditure Adjustment	Description
Cannabis Policy and Enforcement (106420000)	General (1001)	(125,921)	Transfer funding to the Office of Cannabis Management in the City Manager's Office to fund the addition of an Administrative Analyst.
FUEL Network (102000800)	General (1001)	500,000	Funding for Family Unity, Education, and Legal (FUEL) Network to provide critical legal, education, and support services to Sacramento families facing the threat of deportation.
Subtotal:		374,079	
Homeless Housing Initiative (102000200)	Measure U (2401)	680,000	Provide funding for the Women and Children's Shelter with a release from the HTF commitment.
Youth Engagement and Summer Programs (101000100)	Measure U (2401)	170,000	Provide funding for youth field use with a release from the HTF commitment.
Subtotal:		850,000	
Net Project Changes:		\$1,224,079	

POSITION CHANGES

Department Fund Name	Job Classification	Union (Rep. Unit #)	FTE Change	Description
CITY MANAGER				
General	Administrative Analyst	SCXEA (01)	1.00	Position added to the Office of Cannabis Management Division to support the CORE services program.
Subtotal City Manager FTE Change:			1.00	
FIRE				
Measure U	Administrative Technician	SCXEA (10)	1.00	Position added to address diversity, outreach, and recruitment.
	Fire Assistant Chief	SCXEA (01)	1.00	Position added to address diversity, outreach, and recruitment.
	Fire Captain (Admin)	522 (05)	2.00	Positions added to address diversity, outreach, and recruitment.
	Firefighter (Admin)	522 (05)	2.00	Positions added to address diversity, outreach, and recruitment.
	Program Supervisor	L39 (15)	1.00	Position added to address diversity, outreach, and recruitment.
Subtotal Fire FTE Change:			7.00	
Total Change:			8.00	

Citywide Staffing Summary

Department	FY2020/21 Amended	FY2021/22 Proposed	FY2021/22 Change	FY2021/22 Approved
Mayor/Council	37.00	37.00	-	37.00
City Auditor	10.00	10.00	-	10.00
City Attorney	59.00	60.00	-	60.00
City Clerk	19.00	20.00	-	20.00
City Manager	87.00	70.00	1.00	71.00
City Treasurer	14.00	14.00	-	14.00
Community Development	290.50	288.50	-	288.50
Community Response	-	23.00	-	23.00
Convention and Cultural Services	123.50	123.50	-	123.50
Finance	91.00	92.00	-	92.00
Fire	712.50	710.50	7.00	717.50
Human Resources	80.00	79.00	-	79.00
Information Technology	198.50	200.50	-	200.50
Police	1,097.96	1,102.96	-	1,102.96
Public Works	747.35	749.35	-	749.35
Utilities	569.90	571.90	-	571.90
Youth, Parks, and Community Enrichment	724.54	723.94	-	723.94
Citywide and Community Support	7.00	7.00	-	7.00
Total	4,868.75	4,883.15	8.00	4,891.15

FY2021/22 APPROVED OPERATING BUDGET

APPROVED 2021-2026 CAPITAL IMPROVEMENT PROGRAM

DARRELL STEINBERG

Mayor

ANGELIQUE ASHBY

Mayor Pro Tempore, District 1

SEAN LOLOEE

Councilmember, District 2

JEFF HARRIS

Councilmember, District 3

KATIE VALENZUELA

Councilmember, District 4

JAY SCHENIRER

Vice Mayor, District 5

ERIC GUERRA

Councilmember, District 6

RICK JENNINGS, II

Councilmember, District 7

MAI VANG

Councilmember, 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 515,673.

