



COSUMNES COMMUNITY SERVICES DISTRICT

2012-13 Final Budget



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COSUMNES CSD BOARD OF DIRECTORS



Guy Rutter, President



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COSUMNES CSD DEMOGRAPHICS

HISTORY

In 1850, Elk Grove was established as a hotel and stagecoach stop. It is located about 15 miles south of historic Sutter’s Fort and thus became a crossroads for business, entertainment, mail service and agriculture, and acted as home base for gold miners in nearby communities. After it played its part in the early gold rush history in California, a close-knit community evolved with a distinct rural and western lifestyle.

The history of Galt also began in 1850 during the gold rush days when a group of farmers settled around the banks of Dry Creek to raise cattle for beef and dairy products. In 1869 the town was laid out by the Western Pacific Railroad.



Despite their close proximity to California’s capital city, Elk Grove and Galt remained quietly independent of Sacramento’s growth and development as it expanded into adjoining areas. Although the towns developed around agriculture, they eventually became residential suburbs of Sacramento, experiencing rapid development and growth beginning in the late 1980s and continuing through 2007. Elk Grove earned the title of the fastest growing city in the United States between July 1, 2004 and July 1, 2005.

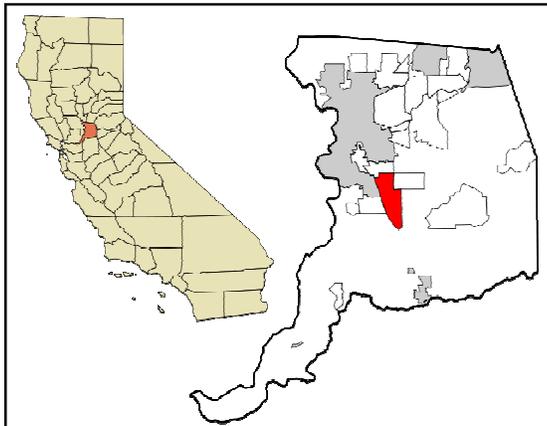


Figure 1.1 – District Location

The District, located in California’s Central Valley in the southern portion of Sacramento County (figure 1.1), was formed in 1985 by consolidating the Elk Grove Fire Protection District founded in 1893, and the Elk Grove Park and Recreation District, the first park district in California, formed in 1936. In November 2006, the District merged with the Galt Fire Protection District, creating the Cosumnes Community Services District.

The District is the largest community services district in California encompassing 157 square miles and serving approximately 182,970 residents. It provides emergency medical and fire protection services to the cities of Elk Grove and Galt and to unincorporated areas in south Sacramento County, and provides award-winning parks and recreation services to the Elk Grove Community.

EDUCATION

The Elk Grove Unified School District (EGUSD) is the 5th largest school district in California and one of the fastest growing school districts in the nation. Located in southern Sacramento County, the district covers 320 square miles, one third of the county. EGUSD has 38 elementary schools, eight middle schools, eight high schools and four alternative high schools. A number of private schools are in the area along with several recently emerged charter schools. A local college, Cosumnes River College is just north of the jurisdiction’s boundaries. Sacramento State University and University of California, Davis are both within commuting distance.

RECREATION

Even with the area’s quick growth, residents are equipped with the desire to maintain the family-oriented, rural atmosphere. In addition to the 127-acre Elk Grove Park, there are 89 additional neighborhood parks sites for year round recreation and family outings. Sports programs and facilities are abundant throughout the area. The

area is known for its special events the Strauss Festival, Western Festival and the Giant Pumpkin Festival. The Parks and Recreation Department also manages 18 miles of off-street trails, a nine-hole golf course, two community centers, four recreation centers, two aquatics complexes, a skate park and three dog parks. Offerings include preschool programs, after-school recreation, teen programs, swim lessons, special events, a multitude of leisure classes, youth and adult sports, and much more.



GOVERNMENT

The jurisdiction lies in the 3rd and 5th Congressional Districts, the 10th and 15th State Assembly Districts, and the 1st and 5th State Senate Districts.

HOUSING

According to the 2010 Census, in Elk Grove there is 50,634 housing units at an average density of 1,199 per square mile, of which 75% were owner-occupied, and 25% were occupied by renters. In Galt, there are 7,678 housing units at an average density of 1,291 per square mile of which 74% are owner occupied and 26% are occupied by renters.

The median home value in Elk Grove in January 2012 was \$212,000, down by \$163,000 from the median home value in September 2007 just before the housing crisis. The current median home sale price in Galt is \$156,000, compared to \$316,000 in September 2007.

ETHNICITY

The racial makeup of Elk Grove is 46.1% White, 11.2% African American, 0.6% Native American, 26.3% Asian, 1.2% Pacific Islander, 6.7% other races and 7.9% from two or more races. Hispanic and Latino of any race is 18%.

The racial makeup of Galt is 66% White, 1.8% African American, 3.4% Asian, .5% Pacific Islander, 20.4% from other races and 6.2% from two or more races. Hispanic or Latino of any race is 42.3%.

INCOME

In Elk Grove the median household income is \$79,662. 5.2% of the population and 3.8% of families are below the poverty line. In Galt, the median household income is \$54,394.

EMPLOYMENT

The Largest Area Employers are as follows: Elk Grove Unified School District, Kaiser Permanente, Methodist Hospital, Los Rios Community College District, Cosumnes River College, and Wal-Mart.

JURISDICTION PROFILE

BACKGROUND

The Cosumnes Community Services District (CSD) is a political subdivision of the State of California guided by a five-member elected Board of Directors. As an independent special district, the District focuses on essential quality of life services including fire protection, emergency medical services and parks and recreation services. The CSD serves an estimated 182,870 people within a 157-square-mile jurisdiction that includes the cities of Elk Grove and Galt, and the unincorporated area of south Sacramento County (Figure 2.1). The Fire Department serves Elk Grove and Galt, while the Parks and Recreation Department serves exclusively the Elk Grove area of the District. The District operates eight fire stations, one fire training facility, two community centers, four recreation centers, two aquatic complexes, 89 parks and employs 255 full-time staff. The three departments within the CSD are the Administrative Services Department, the Fire Department and the Parks and Recreation Department (Figure 2.2).

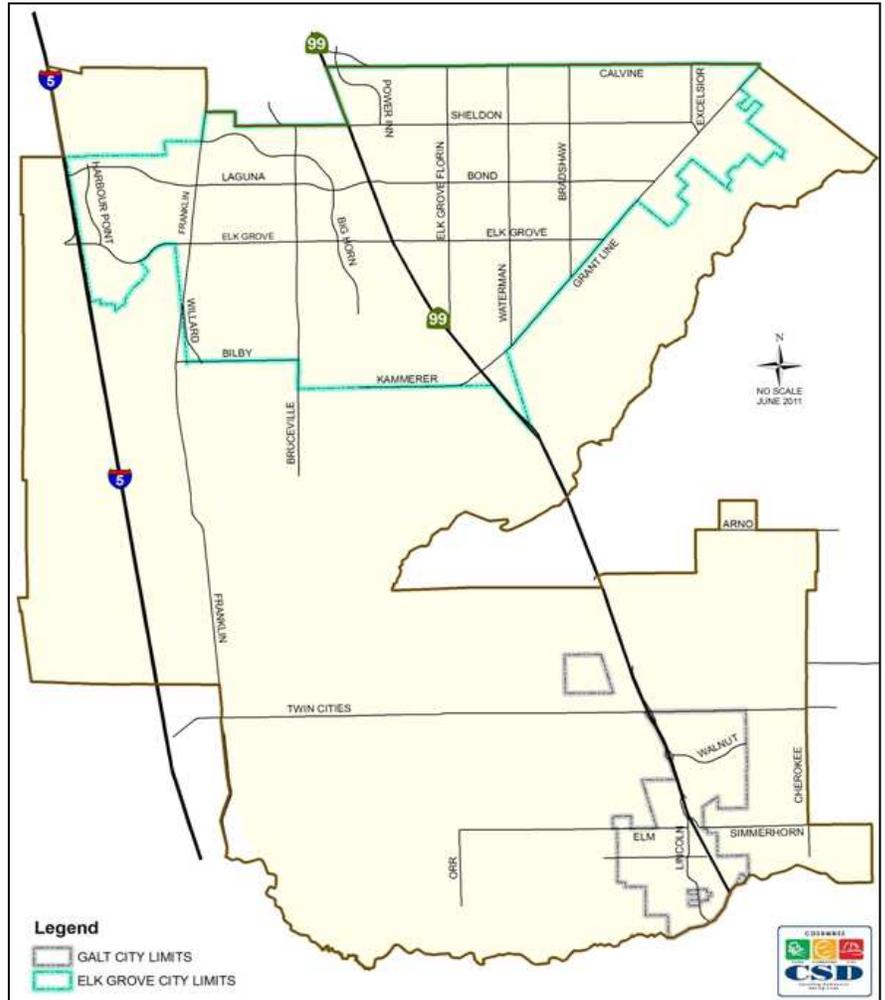


Figure 2.1 CSD Jurisdiction

DEPARTMENTS OF THE COSUMNES CSD

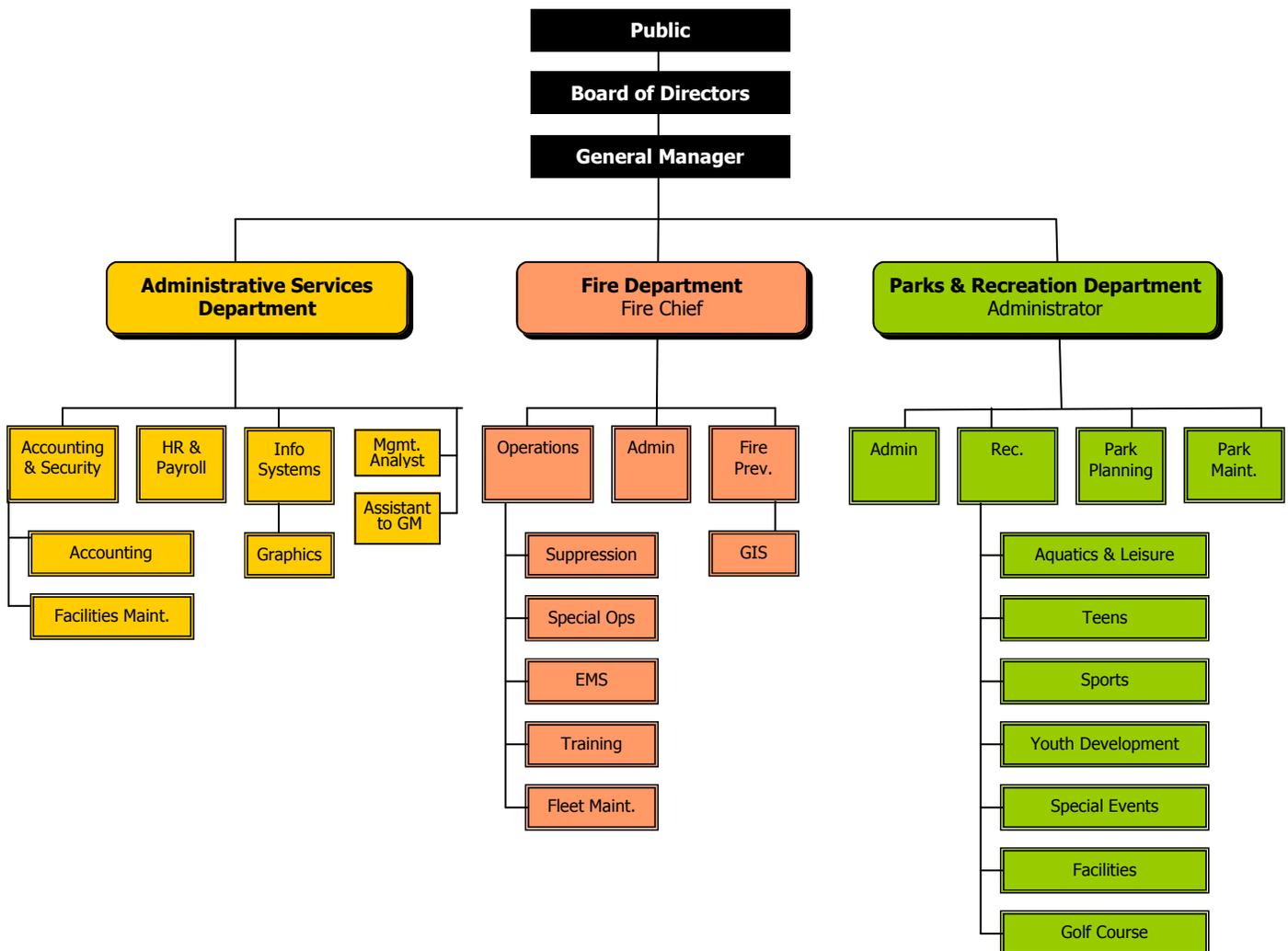
Administrative Services Department - The operations of the Administrative Services Department benefit not only the Board of Directors, which it directly supports, but the entire District, including the Fire and Parks and Recreation Departments and the general public. The functions charged to this department include management of the human resources section that provides services to more than 500 full time, part time and seasonal employees; implementation of long-range planning; management of facility construction; maintenance of CSD buildings; and coordination of information systems, marketing and public relations. One major function of Administrative Services is the execution and monitoring of the CSD budget.

Fire Department – The Fire Department covers a growing, diversified, and dynamic area of southern Sacramento County. The Cosumnes CSD Fire Department operates from eight stations and an administration facility with more than 160 personnel. The Department responded to more than 14,000 incidents in 2011, an increase of 3.37% from 2010. Fire-rescue operations are provided by eight advance life support engine companies, six rescue ambulance units, one aerial ladder truck company, and one Battalion Chief. There are additional apparatus devoted to wild land fire, swift water rescue, confined space rescue, and mass casualty incidents. Fire prevention services, including new construction plan reviews, construction inspections, arson investigation, and fire code enforcement, are provided as well.

Parks & Recreation Department – The Parks and Recreation Department’s vision is to provide memorable and healthy experiences through sustainable parks and recreation services. The department strives to achieve their vision by designing and maintaining parks and facilities that meet current and future needs; offering recreational programs that promote health, fun and lifelong learning; and providing exceptional service to the District’s customers. Diverse programs such as special events, preschools, summer camps, teen programs, special interest classes, before-and-after school recreation, non-traditional sports, therapeutic recreation, youth and adult sports and aquatic programming are offered for all ages. The Park Maintenance Division maintains over 1,000 acres of parks, corridors, creeks and trails. The Division is responsible for the maintenance of irrigation systems, facilities, and playgrounds. Additionally, staff handles painting, concrete work, safety inspections, carpentry, vandalism repair and graffiti removal.



Figure 2.2 CSD Organizational Chart



DISTRICT VISION, MISSION AND GOALS

DISTRICT VISION

A regional leader dedicated to providing superior fire, emergency medical and parks and recreation services that enrich the community and save lives.

DISTRICT MISSION

To enhance the quality of life for those residing in, doing business in and visiting the community. The CSD strives to provide balance services to all areas of the community, while being responsive to individuals.



DISTRICT GOALS AND STRATEGIES

The CSD will provide exceptional service to customers.

- Empower employees to provide exceptional service to all internal and external customers.
- Communicate accurate and timely information to all internal and external customers using multiple mediums, as resources allow.
- Provide opportunities for internal and external customer input and feedback.

The CSD will make safety a priority in all operations.

- Prepare staff and community members for emergency situations.
- Design and maintain parks, facilities, and apparatus using established standards for safety.
- Identify and mitigate unsafe conditions.

The CSD will provide quality facilities, parks, and apparatus.

- Design parks, facilities, and apparatus taking into account environmental, fiscal, and operational sustainability.
- Utilize established standards for quality and durability to maintain parks, facilities, and apparatus.
- Plan for replacement and/or repair of facilities, parks, and apparatus, as resources allow.

The CSD will provide services, programs, and facilities based on the distinct needs of the community.

- Identify the needs of the community.
- Categorize and prioritize services and programs.
- Balance offerings with resources available.

The CSD will ensure its financial stability and accountability.

- Maintain high standards of financial accountability.
- Deliver services and programs in a cost effective manner utilizing available resources, emphasizing efficiency and accountability in day-to-day operations.
- Protect existing revenue streams.
- Seek and improve external funding sources.
- Identify long-range funding needs.

The CSD will ensure transparency in all District operations.

- Provide clear and concise financial reports and credible, timely, and objective information to internal and external customers, using multiple mediums and current technologies, as resources allow.
- Actively involve CSD personnel in decisions that affect them.
- Promote civic involvement by educating community stakeholders and engaging them in decision making.

LETTER OF TRANSMITTAL

DATE: August 15, 2012
TO: Board of Directors
FROM: Jeff Ramos, General Manager
SUBJECT: Adoption of Fiscal Year 2012/13 Cosumnes Community Services District Budget

RECOMMENDATION

The Board of Directors approves Resolution No. 2012-46 adopting the Fiscal Year 2012-13 Final Budget for the Cosumnes Community Services District.

BACKGROUND/ANALYSIS

The Cosumnes Community Services District (CSD) Budget for Fiscal Year 2012/2013 is hereby submitted. The budget was prepared with the District Vision and Mission in the forefront and is consistent with the approved District Goals and Strategies. The budget provides an overview of the operating budget for the District as a whole, as well as a breakdown of the three departments: Administrative Services, Fire and Parks and Recreation.

PRIORITIES & CHALLENGES

Since its formation in 1985, the Cosumnes Community Services District has established a proven track record of sound budget practices and prudent financial management. In good times, and bad, its Board of Directors, management team and staff have prided themselves on the efficient and effective use of District resources. This philosophy has served the District well over the years, and continues to do so.

Despite these efforts, however, property tax revenues – which account for the majority of public funds that come to the District – continue to decline. Staff is projecting a decrease in the District's property tax revenues of two percent in the 2012/13 fiscal year. The decrease is due to additional reductions of assessed home values being made by the County Assessor and commercial appeals within the Elk Grove area, which potentially lowers the value of commercial property.

In fiscal year 2011/12 the District developed financial projection trigger points to manage the use of budget stabilization reserves to attain the Board's goal of "eight years to zero" – being able to operate within the existing budget stabilization reserves for the next eight fiscal years. The trigger point for fiscal year 2012/13 is whether or not property tax growth is less than one percent. The projected two percent decrease in property tax required additional cost reduction measures. A three percent reduction in each department's property tax allocation is reflected in the 2012/13 fiscal year budget resulting in an annual reduction of approximately \$925,000. A consistent budget reduction philosophy and process for identifying savings/additional revenues was used by all departments to reduce the property tax allocations.

Identifying Savings or Additional Revenue Process

1. Determine whether facilities, programs or services are:
 - Value Added – Discretionary facilities, programs and/or services that the CSD may provide or contract for when available funding exists and are considered above and beyond what is required or expected of the District, Department or Division;
 - Important – Those facilities, programs and/or services that the CSD should provide which expands or enhances our ability to provide and sustain core services and meet the mission of the District, Department and Division; or
 - Core - Those facilities, programs and/or services that the CSD must provide and are essential to meeting the mission of the District, Department and Division.

2. Start with Value Added program areas and work toward Core program areas to create savings using the following steps.
 - Increase revenue by finding new, on-going revenue. Explore ideas that don't currently exist or are not budgeted. Provide conservative and realistic revenue projections.
 - Review expenditure accounts for possible cost reduction or elimination.
 - Program/service delivery changes
 - Reduce facility operational or program hours
 - Program/project reduction or elimination
 - Reorganize to increase efficiency
 - Reduce staffing costs – part-time and/or full-time
3. Find alternative methods to offer the service – another service provider or contract out the service.
4. Get out of the business (Value Added or Important Only)

ECONOMIC OUTLOOK

The primary funding source of District operations is property taxes. In the past four years, Sacramento County real estate has lost \$19 billion in assessed value, according to the Sacramento County Assessor's Office. This translates to significantly reduced tax revenue to local governments. For more than 20 years, the District experienced annual property tax growth rates greater than ten percent. The nation-wide housing crisis disrupted this pattern, decreasing property tax revenue to the District by 4.3 percent in fiscal year 2008/09 and an unprecedented 12 percent in fiscal year 2009/10. Fiscal year 2010/11 saw a decrease of two percent and this past fiscal year, 2011/12 brought the fourth year of a drop in property tax; this time by three percent (Figure 3.1)

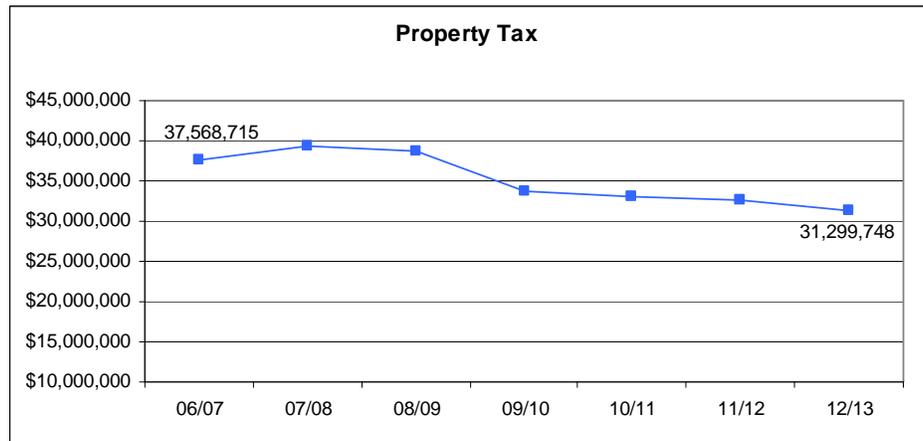


Figure 3.1 – Property Tax Revenue

The number of single-family residential building permits issued in the City of Elk Grove has continued to plummet since the peak in 2004 when 4,059 permits were issued (Figure 3.2). The drastic decrease is demonstrated by the 266 single-family permits issued in 2011. The housing market for single-family resale homes is expected to recover slowly as home prices gradually increase as the foreclosure market dries up. High unemployment in the Sacramento region and consumer uncertainty will contribute to a predicted slow recovery.

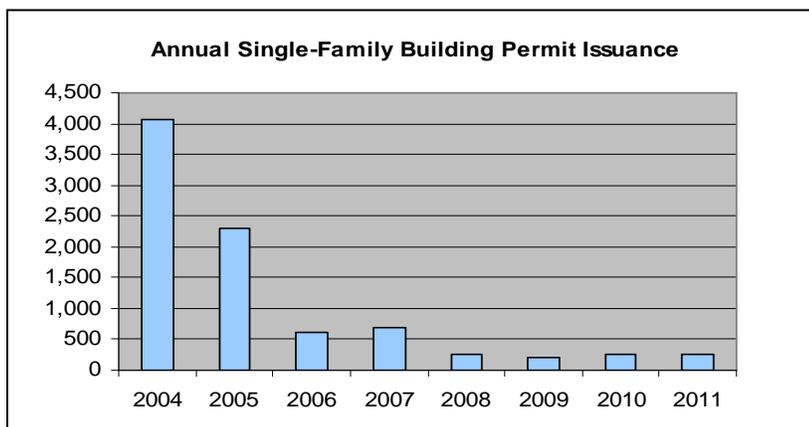


Figure 3.2 – City of Elk Grove Annual Building Permit Issuance

The region's jobless figures for July 2012 were an improvement over July 2011, when the jobless rates were at the absolute bottom. Twelve months of job growth saw the Sacramento region unemployment rate fall from 12.5% to the current 10.8% percent. This is 0.1 percent higher than the current California unemployment rate and 2.5 percent higher than the current national rate. Sacramento, being the State Capitol and the home to many government agencies that are reducing their workforce, may explain the higher unemployment rate. Although this

reflects a notable gain, the employment level in 2013 will still be well below the 2007 level before the downturn.

The District will continue to face budget deficits in coming years with no gain in property tax revenue foreseen until fiscal year 2014/15. The District's undesignated fund balance has been appropriately used over the past several years to provide some relief from the decline in property tax revenues. However, with the District projecting to use approximately 23% of its Budget Stabilization Reserves in Fiscal Year 2012/13, these reserves will be quickly exhausted without a long-term plan. The District is guided by the Board of Directors "Eight to Zero" financial trigger points which incorporates various property tax growth scenarios along with increased revenues and potential cost reductions that will enable the District to continue the use of its undesignated fund balance to weather this economic situation.

LEGISLATIVE OUTLOOK

Governor Jerry Brown issued a 12-point plan in October 2011 designed to rein in future public pension benefits costs for state and local governments. The plan prohibits employers from making employee pension contributions, changes the definition of "final compensation", eliminates the purchase of "air time", and lessens pension offerings for new public employees.

The District recognizes that pension reform is necessary for governments to reduce costs. Last fiscal year miscellaneous employees began paying 100 percent of the employee contribution, which amounts to eight percent. Fire Department represented employees began paying three percent of their employee contribution. In addition, the District worked with CalPERS to implement a second tier retirement formula for new miscellaneous employees hired on or after January 1, 2012. These changes will help to ensure long-term financial stability of the District.

In October of 2012 Governor Brown signed Assembly Bill 678 allowing California fire departments to receive federal funding for ambulance transport services. Prior to the initiative, fire departments that provided ambulance transportation for MediCal patients were reimbursed through MediCal using a capped rate system, which did not cover the entire cost of the services. The unreimbursed amounts were then absorbed by the fire departments' general fund. AB 678 allows California fire departments to tap into a federal program that provides a 50 percent match for unreimbursed expenses, bringing in much-needed revenue at a time when service levels are being reduced as a result of fiscal restrictions. The amount of federal revenue a department receives is dependent on MediCal call volume and the cost of the services each department provides. The Fire Department is estimating to receive \$100,000 in the 2012/13 fiscal year.

BUDGET HIGHLIGHTS

The Fiscal Year 2012/13 budget was developed in accordance with the approved District Goals and Strategies, the CSD's mission of enhancing the quality of life for the community we serve and adherence to the General Fund allocations within the District's five-year financial projection. Common amongst all departmental budgets are the following:

- Integration of Board approved cost recover methodologies;
- Reduction in each department's property tax allocation by three percent as previously directed by the Board; and
- Continuation of vacant and unfunded staff positions.

Changes from the 2011/12 Fiscal Year

The District's 2012/13 fiscal year budget totals \$56.3 million, which is approximately \$1.7 million less than the 2011/12 fiscal year budget. Changes from the previous fiscal year are summarized as follows:

- Decrease in salaries and benefits by \$1,450,000 due to vacant/unfunded positions, full implementation of the unrepresented employee furlough and pick up of the employee portion of retirement, represented employee concessions and lower workers compensation premiums.
- Increase in services and supplies by \$146,400 that is offset by the reduction in workers compensation premiums, East Franklin Quimby Fees and additional encumbered funds.

- Decrease in leases and loans by \$1,530,000 with the retirement of several apparatus loans within the Fire Department.
- Increase in fixed assets by \$313,000 due to the need for additional medic ambulances within the Fire Department.
- Increase in capital improvements by \$940,000 due to the scheduled park capital improvement projects and the Wackford floor renovation project.
- Decrease in operating transfers out by \$361,000 due to the discontinuation of entering program and facility cost recovery related transfers.
- Decrease in property tax revenues by \$487,000 due to the continued decline in real estate values.

Impacts to Service

- Rescue engines continue to operate with less than desired minimum staffing.
- No fire apparatus replacement reserves.
- Aging recreation facilities with depleting Facility Reserve.
- Challenge to continue meeting community expectations.
- Decrease in promotional and public awareness publications to residents.
- Skate park to be unsupervised.
- Registration for recreation programs no longer available at Laguna Town Hall.
- Reduction in lap swim hours at Wackford Community Aquatic Complex.



MAJOR PRIORTIES AND FUNDING SOURCES

Administrative Services Department

No major funding priorities.

Fire Department

- Demolition of the Galt Administration Building offset by reduction in workers compensation premiums.
- Replacement of two high mileage ambulances with remounted chassis funded through General Fund.

Parks and Recreation Department

- Laguna Playground Replacement - Replacement of playground equipment, play areas and picnic areas of Betschart, Case and Colton Parks. Funding source: Operating Transfer In – Special Revenue Funds. and Grant Funds
- Buscher Park – Construction of 2.3 acre mini-park including turf and landscape, a play area, picnic area, adult fitness and passive sitting areas. Funding source: Park Impact Fees and Quimby Fees.
- Wright Park Phase Two – Construction of a 16-acre portion of the park including landscape improvements, sports fields, parking lot, restroom, picnic areas and 13.3 acre vernal pool reserve. Funding source: East Elk Grove Park Impact Fees.
- Bartholomew Sports Park Maintenance Building – Adding a park maintenance building to the site. Funding source: Reserves
- Playground Sand Replacement – Removal of sand from playgrounds and replacing with fiber. Parks to receive fiber: Batey, Beeman, Castello, Foulks, Lawrence, Lawson, Lichtenberger, McDonald, Pedersen, Perry, Russell, Smedberg, Town Square, Wackman, Zehnder, and Elk Grove Recreation Center. Funding Source: Youth Development and Operating Transfer In – Special Revenue Funds.
- Elk Grove Dog Park Update – The addition of a small dog park to the existing dog park, including the addition of accessible pathways, fencing and decomposed granite surfacing. Funding source: Cosumnes Legacy Foundation WOOF Account and Operating Transfer In – Special Revenue Funds.

- Elk Grove Park Pirate's Island Playground – Landscape architectural design work for a playground to be located on a one-acre island in Elk Grove Park Lake. Funding Source: Cosumnes Legacy Foundation Pirate's Island Account.
- East Franklin Trail Improvements – Landscape architectural services. Funding source: City of Elk Grove.
- Wackford Community Center Floor Replacement – Replacement of faulty flooring at Wackford Community and Aquatic Complex. Funding source: Litigation settlement funds.

POLICY AND ASSUMPTION FOR KEY REVENUE

Property Tax

Property tax revenues – which account for the majority of public funds that come to the District – continue to decline. A two percent decrease in property tax revenues is projected in the 2012/13 fiscal year. The decrease is due to additional reductions of assessed home values being made by the County Assessor and commercial appeals within the Elk Grove area, which potentially lowers the value of commercial property

Development Fees

Development fees and parkland dedications are received from new residential developers for the construction of parks. The Parks and Recreation Department utilizes a 5-year Capital Improvement Plan (CIP) to schedule park construction. Prior to finalizing the 2012-2017 CIP, staff updated the 2011-2016 CIP project timelines and project costs with the most up-to-date information available. Based on the schedule of projects for Fiscal Year 2012-2013 and remaining costs for existing projects and the costs for new projects, staff identified funding for each project. Funding may come from a number of sources, including development impact fees and Quimby fees.

Recreation Fees

Recreation fees are projected to increase slightly (\$3,000) due to the introduction of a new advertising program, projected increases in participation, recovering direct costs for co-sponsored events and implementing Board approved increased fees.

Ambulance Transport

Ambulance transport revenue is projected to increase by \$481,000 as a result of a comprehensive revenue analysis done by the Fire Department's billing contractor.

Plan Check Fees

Plan check fees are projected to increase by \$75,000 as some development growth has returned to the Elk Grove area.

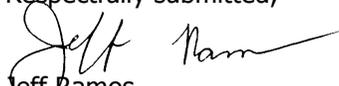
DISTRICT PERFORMANCE

The District continues to perform exceptionally well in operating our services in providing for the needs and services to the residents of the Elk Grove and Galt communities. This effort is spearheaded by our competent staff who continually receive praise from our customers.

ACKNOWLEDGMENTS

I would like to express my sincere thanks to department staff and the Board of Directors for their support and assistance during this budget process. We look forward to working with you during the upcoming fiscal year when we make this budget a reality.

Respectfully submitted,



Jeff Ramos
General Manager

**COSUMNES COMMUNITY SERVICES DISTRICT
BOARD OF DIRECTORS
RESOLUTION NO. 2012-46**

RESOLUTION ADOPTING FINAL BUDGET

COSUMNES COMMUNITY SERVICES DISTRICT

The BOARD OF DIRECTORS of the Cosumnes Community Services District hereby adopts the Final Budget of the District for the 2012-13 Fiscal Year as follows:

	General Fund	Debt Service Fund
(1) Salaries and Benefits	\$39,205,876	
(2) Services and Supplies	7,545,620	
(3) Loans and Lease Payments	2,892,224	1,397,064
(4) Fixed Assets		
(A) Structures/Improvements	4,742,709	
(B) Equipment	472,875	
(5) Contingencies	500,000	
(6) Operating Transfers Out	914,588	
(7) Reserve Increases	<u>30,517</u>	
TOTAL	\$56,304,409	<u>1,397,064</u>

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from Revenues to Accrue, Fund Balance Available and Property Taxes.

BE IT FURTHER RESOLVED that the proposed budget be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

Passed and adopted this 15th day of August, 2012, by the following vote:

AYES:

NOES:

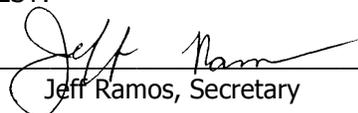
ABSTAIN:

ABSENT:



 Guy Rutter, President

ATTEST:



 Jeff Ramos, Secretary

**COSUMNES CSD
Final Budget**

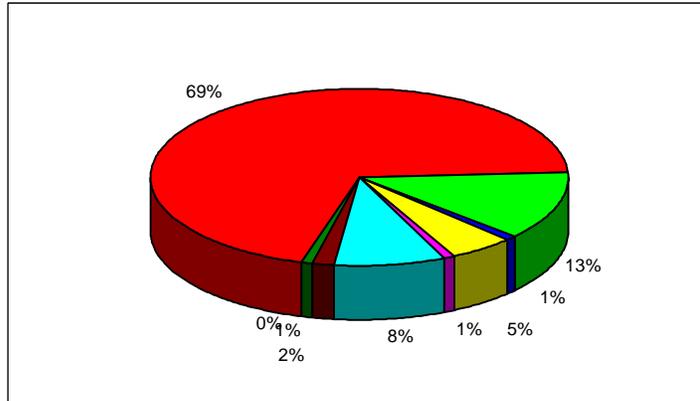
OBJECT NAME	ADMIN SVCS	FIRE	RECREATION	GENERAL FUND TOTAL	DEBT SERVICE FUND	CAPITAL PROJECTS FUND
<i>EXPENDITURES</i>						
Salaries/Benefits	2,237,916	30,650,038	6,317,922	39,205,876		
Services/Supplies	561,280	3,481,686	3,021,754	7,064,720		
Leases/Loans	814,939	2,044,054	33,231	2,892,224	1,397,064	
Fixed Assets	2,100	463,192	7,583	472,875		
Capital Improvements		519,000	4,223,709	4,742,709		0
Operating Transfers Out	17,253	284,006	613,329	914,588		
Reserve Increase			30,517	30,517		
<i>Subtotal</i>	<i>3,633,488</i>	<i>37,441,976</i>	<i>14,248,045</i>	<i>55,323,509</i>	<i>1,397,064</i>	<i>0</i>
SB2557 Co. Admin Fees	480,900	0	0	480,900		
Contingency	500,000	0	0	500,000		
<i>Subtotal</i>	<i>980,900</i>	<i>0</i>	<i>0</i>	<i>980,900</i>	<i>0</i>	<i>0</i>
TOTAL EXPENDITURES	4,614,388	37,441,976	14,248,045	56,304,409	1,397,064	0
<i>REVENUES</i>						
Property Taxes	627,208	27,830,435	2,842,105	31,299,748		
Interest Income	75,000			75,000	0	0
Recreation/Other Svc Fees		44,760	5,463,452	5,508,212		
Ambulance/Plan Ck Fees		5,751,602		5,751,602		
In-Lieu/State/Fed Aid Funds		11,318		11,318		
Encumbered Funds		500,000	510,938	1,010,938		0
Use of Reserves	3,701,506	2,262,554	3,061,210	9,025,270		
Other Revenue**	860	1,011,503	934,942	1,947,305		
Operating Transfers In	209,814	29,804	1,435,398	1,675,016	1,397,064	
TOTAL REVENUES	4,614,388	37,441,976	14,248,045	56,304,409	1,397,064	0
<i>NET</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

** Other Revenue includes Bldg Rentals, Donations/Contributions, celltower rents, fire control service charges, Galt RDA funds, long-term loan proceeds and Sale of Personal Property.

COSUMNES CSD Final Budget

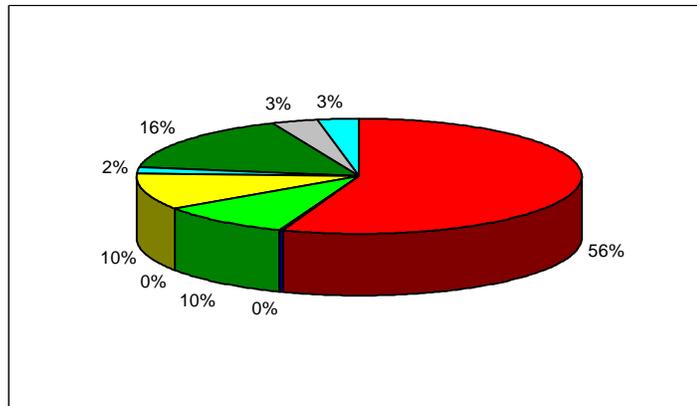
EXPENDITURES BY OBJECT TYPE

<i>Obj. Type</i>	<i>Amount</i>	<i>Percent</i>
Salary/Benefits	39,205,876	70%
Serv/Supplies	7,064,720	13%
SB2557 Fees	480,900	1%
Leases/Loans	2,892,224	5%
Fixed Assets	472,875	1%
Capital Imprvmt	4,742,709	8%
Oper Trsfr Out	914,588	2%
Contingency	500,000	1%
Reserve Incr	30,517	0%
TOTAL	56,304,409	100%



REVENUES BY OBJECT TYPE

<i>Obj. Type</i>	<i>Amount</i>	<i>Percent</i>
Property Tax	31,299,748	56%
Interest Income	75,000	0%
Rec Fees	5,508,212	10%
In-Lieu/St Aid	11,318	0%
Ambul/PC fee	5,751,602	10%
Encumbrances	1,010,938	2%
Reserves	9,025,270	16%
Other Revenue**	1,947,305	3%
Oper Trsfr In	1,675,016	3%
TOTAL	56,304,409	100%



** Other Revenue includes Bldg Rentals, Donations/Contributions, celltower rents, fire control service charges Galt RDA funds, long-term loan proceeds and Sale of Personal Property.

**COSUMNES CSD
Reserves**

	6/30/2012 BALANCE	BUDGETED FY 12/13	INCREASE FY 12/13	7/1/2012 BALANCE
<i>BOARD DESIGNATED RESERVES</i>				
EMERGENCY RESERVE	\$ 2,844,752			2,844,752
DEBT PAYMENT				
Land-Training Fac Debt Pymnt				-
Station 75 Principal Repayment	82,574	23,501		59,073
RETIREE HEALTH	1,087,736	772,261		315,475
CAPITAL RESERVES				
EG Rec Cntr Cap Imprv	6,000			6,000
Laguna Town Hall	30,000			30,000
Pavilion	5,000			5,000
Wackford Complex	53,500		2,500	56,000
Fox Aquatic Complex	4,200			4,200
Youth Facility Development	33,020			33,020
Bartholomew Sports Park	18,600		8,230	26,830
Emerald Lakes Golf Course				
Dillard Ranch	38,246		19,787	58,033
Bartholomew Sports Park Construction	2,783,254	90,000		2,693,254
Apparatus Replacement	276,613	141,083		135,530
Fire Facilities	7,528			7,528
BUDGET STABILIZATION ACCOUNT				
Recreation Reserves	2,562,388	319,953		2,242,435
Fire Reserves	7,086,680	3,271,892		3,814,788
Administrative Services Reserves	686,301	367,120		319,181
<i>SUB-TOTAL BOARD DESIGNATED</i>	<i>17,606,392</i>	<i>4,985,810</i>	<i>30,517</i>	<i>12,651,099</i>
<i>LEGALLY DESIGNATED RESERVES</i>				
FIRE DEVELOPMENT IMPACT FEES	2,776,484	1,227,225		1,549,259
PARK DEVLEOPMENT IMPACT FEES				
East Franklin	3,209,628			3,209,628
Eastern Elk Grove	2,774,235	1,750,000		1,024,235
West Laguna	123,017			123,017
Lakeside	81,842			81,842
Laguna Stonelake	360,332			360,332
PARK IN-LIEU FEES	4,248,187	885,000		3,363,187
<i>SUB-TOTAL LEGALLY DESIGNATED</i>	<i>13,573,725</i>	<i>3,862,225</i>	<i>0</i>	<i>9,711,500</i>
<i>TOTAL CSD RESERVES</i>	<i>\$ 31,180,117</i>	<i>8,848,035</i>	<i>30,517</i>	<i>22,362,599</i>

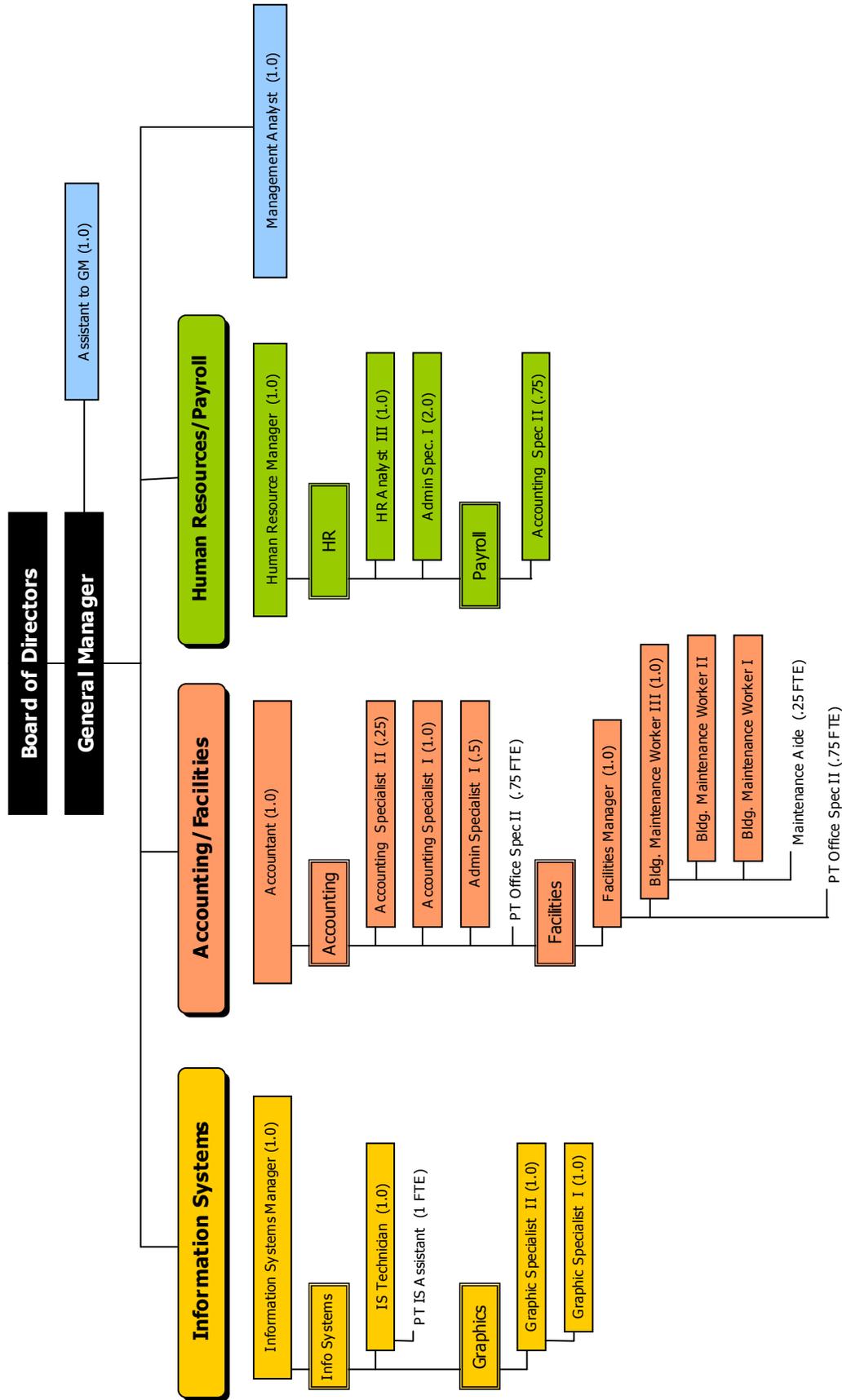
ADMINISTRATIVE SERVICES DEPARTMENT Budget 9230

DEPARTMENT DESCRIPTION

The operations of the Administrative Services Department benefit not only the Board of Directors, which it directly supports, but the entire District, including the Fire and Parks Departments and the general public. The Administrative Services Department is a vital part of the CSD. One major function of Administrative Services is the execution and monitoring of the CSD budget. During these times when public funds are greatly scrutinized, it is critical that these monies be utilized to the best benefit of the community we serve. The Board requires the best estimations and information staff can provide in order to make responsible financial decisions that could impact service levels. The Administration Services Department performs the following activities/functions:

- **Financial Functions** – The Administrative Services Department oversees the District’s financing needs, including the District’s investment portfolio, issuance of long-term debt as needed and implementation of development impact fee programs. Administration processes all District accounts payable and accounts receivable, including reconciliation of District checking accounts and monitoring of daily cash balances. Furthermore, Administration prepares the Comprehensive Annual Financial Report which is submitted to the Government Financial Officers Association for review.
- **Personnel/Human Resources** – The Administrative Services Department oversees all human resource functions from recruitment of personnel to evaluation of staff to insure laws are adhered to and consistently applied throughout the District. Administration oversees the entire payroll function for the District, and prepares monthly and quarterly payroll tax returns to Federal and State Agencies. Also, Administration accounts for the District’s employee benefit package and updates the District’s personnel manual and part-time employee manuals.
- **Management Information Systems** – The Administrative Services Department is responsible for maintaining the District’s computer system, developing computer usage security policies and procedures, and assisting staff in more efficiently utilizing the District’s computing capability. Also, Administration is responsible for development and maintenance of the District website including on-line registration for various District recreation programs.
- **District Public Information/Education/Relations** – The Administrative Services Department reviews and authorizes all District communications, assists with the development of Fire and Parks Department public education programs, coordination and marketing of CSD events, attends community events, and oversees the production of the District Activity Guide.
- **Facilities/Building Maintenance** – The Administrative Services Department is responsible for building maintenance throughout the District. Also, Administration assists with the planning, development, management, and improvement of various District facilities, and administers other projects District Wide.
- **Security Services** – The Administrative Services Department is responsible for the coordination and scheduling of off-duty officer security services for District Wide parks and facilities and maintaining security related records, reports, log sheets, timesheets, and equipment. Also, Administration acts as liaison to the Elk Grove Police Department and the Sacramento County Sheriff’s Department for all District Wide security related issues.
- **Liaison with other Jurisdictions, the Media, and the Community** – The General Manager/Secretary of the Board acts as liaison between the District staff and Board Members, the media, the County, the City of Elk Grove, the City of Galt, other special districts, and the community.

ADMINISTRATIVE SERVICES ORGANIZATIONAL CHART



PRIORITIES/CHALLENGES

- The Cosumnes CSD continues to be affected by the downturn in the economy. It is believed that the Sacramento region will experience a prolonged recovery out of the recession, with a return to previous employment levels unlikely to occur before 2014. With respect to the local housing market, a continuing weak regional housing market has led to reduced sales activity, falling prices, and increased foreclosures. Property tax revenues are projected to decrease by approximately 2% from the prior year and with the continued appeal of assessed valuation of existing single family homes and commercial properties within the District, the average annual growth in property tax revenues will optimistically remain relatively flat the following fiscal year.
- The Administrative Services Department will attempt to provide a high level of service to the community and support to Board members and District employees with reduced staffing levels and number of staff hours due to furloughs.
- Administration will maintain established standards for safety and security of the District's building with reduced resources and staffing levels.
- Administration will continue to decrease expenditures through competitive bidding processes and consolidating or elimination services, supplies and equipment and increase revenue by offering advertising opportunities in District publications.
- Finally, Administration will maintain communication and public awareness with a decrease in the number of promotional publications.

FULL-TIME STAFFING

Position Classifications	Actual 10/11	*Authorized 11/12	Funded 11/12	*Authorized 12/13	Proposed 2012/13
General Manager	1	1	1	1	1
Assistant to the General Manager	1	1	1	1	1
Management Analyst	1	1	1	1	1
Accountant	1	1	1	1	1
Human Resource Manager	1	1	1	1	1
Human Resource Analyst	1	1	1	1	1
Accounting Specialist II	2	2	2	1	1
Accounting Specialist I	1	1	1	1	1
Administrative Specialist I	2	2	2.5	2.5	2.5
Graphics Specialist II	1	1	1	1	1
Graphics Specialist I	1	1	1	1	1
Information Systems Manager	1	1	1	1	1
Information Systems Technician	1	1	1	1	1
Facilities Manager	1	1	1	1	1
Bldg Maintenance Worker III	1	1	1	1	1
Bldg Maintenance Worker II	2	2	2	2	2
Bldg Maintenance Worker I	3	3	3	3	3
Total	22	22	22.5	21.5	21.5

Positions Removed from Authorized Allocation List FY 12/13

- Public Information Officer
- Maintenance Worker II
- Director of Communications
- Projects Manager

- Deputy General Manager
- Senior Management Analyst

**Authorized Position - Currently funded position or a position that has been unfunded for less than two full fiscal years. A position that has been unfunded in excess of two fiscal years shall be removed from the Authorized Allocation list with the exception of fire suppression positions. Fire suppression positions shall be maintained at a level no less than the minimum staffing requirements.*

SIGNIFICANT CHANGES FROM 2011/12 FY BUDGET

Significant changes between the Final FY 2011/12 budget and the Preliminary FY 2012/13 budget within the Administrative Services Department are summarized as follows.

- Reduction of anticipated property tax revenues by 2% as announced by the Sacramento County Assessor's Office.
- Miscellaneous employees paying an additional 4% of their retirement contribution beginning July 1, 2012.
- Dedicating two pages within the District Activity Guide for selling advertisement space.
- Consolidating the two administration department copiers into one machine.
- Administration staff to assume all investment decision making and investing activities.
- Reduction of Public Awareness publications sent to constituents.
- Lowered printing costs of the District's Activity Guide.
- Eliminate anti-spam, firebox, Citrix server and Kofax software renewals.

**ADMINISTRATIVE SERVICES DEPARTMENT
Budget 9230
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		2,237,916
2000	Services and Supplies		1,042,180
3000	Capital Lease		814,939
4000	Fixed Assets		2,100
6980	Operating Transfers Out		17,253
7901	Contingency		500,000
		Total Expenditure Accounts	\$ 4,614,388
Revenues			
6990	Operating Transfers In		209,814
9000	Revenue		703,068
9999	Reserves		3,701,506
		Total Revenue Accounts	\$ 4,614,388

MAJOR FUNCTIONS

The Administrative Services Department provides guidance and support to the Board of Directors; oversees the District’s budget; manages the human resources section that provides services to more than 500 full time, part time and seasonal employees; implements long-range planning; maintains CSD buildings; coordinates information systems; manages facility construction and coordinates marketing and public relations.

2011/12 ACCOMPLISHMENTS (July-Feb)

- Finance completed and received Board approval of District Final Budget for FY 11/12. (Goal 6a)
- Finance purchased a replacement security vehicle from Sacramento County Sheriff Department. (Goal 2c, 3c)
- Finance coordinated and completed the District’s FY 10/11 Annual District Audit and Comprehensive Annual Financial Report. (Goal 5a, 6a)
- Finance finalized Emerald Lakes Golf Course tractor capital lease with Kansas State Bank. (Goal 5d)
- Finance analyzed and purchased several negotiable certificates of deposit for the District. (Goal 5c)
- Human Resources published frequently asked questions about the budget issues and budget reduction time off. (Goal 6b)
- Facilities will complete approximately 2,200 work orders. (Goal 2b, 3b, 3c)
- Facilities painted fire and parking lanes, and reapplied epoxy to the entry area at Laguna Town Hall. (Goal 2c)
- Facilities coordinated the fire extinguisher service for all facility sites. (Goal 2c)
- Facilities conducted SMAQMD annual inspections on generators and gas tanks. (Goal 3b)

- Facilities prepared hazardous materials plans for all Fire facilities and Emerald Lakes Golf Course. (Goal 2a)
- Graphics will complete approximately 630 work orders. (Goal 1b)
- Graphics completed the District Fall, Winter, and Spring activity guide and updated online activity guide. (Goal 1b)
- Graphics created fliers for Sports and Special Events and a Martial Arts brochure for Leisure. (Goal 1b)
- Graphics created advertisements for the Giant Pumpkin Festival and assisted with the Kid Central Newsletter. (Goal 1b)
- Technology will complete approximately 1,590 work orders. (Goal 1a, 1b, 1c)
- Technology created PayPal Donate link for Cosumnes Legacy Foundation web site. (Goal 1a, 4a)
- Technology updated web site for picnic rental sites throughout the District. (Goal 1a, 4a)
- Technology update maintenance hotline mailbox for improved reliability. (Goal 1c)
- Technology installed credit card swipe machine at registration stations for transactions payment. (Goal 1a, 4a)
- Technology added Safe Baby information to District web site. (Goal 2a)

GOALS FOR 2012/13

- Accounts payable will pay invoices within 5 days of receipt. (Goal 3b)
- Accounts receivable will deposit checks and cash same day as receipt. (Goal 6a)
- Accounts payable will scan monthly batches into Laser fiche within 45 days of month-end. (Goal 6a)
- Finance will submit the District's Comprehensive Annual Finance Report to the GFOA for the certificate of achievement for excellence in financial reporting award. (Goal 5a, 6a)
- Finance will submit the District's annual budget to CSMFO for the certificate of excellence in budgeting award. (Goal 5a, 6a)
- Finance will submit the State Controllers Report within 118 days of fiscal year end. (Goal 5a, 6a)
- Finance will submit the 990 tax return for the Cosumnes Legacy Foundation. (Goal 5a, 6a)
- Finance will take over administration of the District's investment portfolio. (Goal 5b, 5c)
- Human Resources will pay employees within the time period worked. (Goal 5b)
- Technology will complete work orders within a day of submittal. (Goal 1a)
- Technology will continue to control cost and maintain District management information systems efficiently. (Goal 5b)
- Graphics will complete work orders in an agreed upon timeline with departments. (Goal 1b)
- Graphics will continue to control cost and maintain District graphics efficiently. (Goal 5b)

- Facilities will complete work orders within a week of submittal. (Goal 2c)
- Facilities will continue to control cost and maintain District Facilities efficiently. (Goal 3c, 5b)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Invoices Processed	19,790	18,989	18,229
Checks Cut	6,922	6,077	5,348
Receipts Processed	2,237	1,788	1,430
Documents Scanned	58,599	37,185	23,427
Applications – Human Resources	1,378	869	547
Recruitments	26	39	33
Personnel Action Forms	231	211	192
Payroll	6,063	6,365	6,214
Off Payroll Forms	317	201	127
Unemployment Forms	125	98	76
New Hire/Re-Hire Orientation	31	15	15
Workers Compensation Reports	183	171	159
Business Portal Access – CSD Staff	2,599	2,146	1,781
Business Portal Access – Screens	78,708	62,376	49,277
Facilities Work Orders Completed	2,249	2,227	2,238
Graphics Work Orders Completed	627	633	630
Technology Work Orders Completed	1,896	1,589	1,335
Website Statistics – Total Hits	13,995,787	13,893,115	13,790,443

**ADMINISTRATIVE SERVICES DEPARTMENT
Budget 9230
Line Item Summary**

ACCOUNT NO.	ACCOUNT	AMOUNT
1110	Salaries	1,425,884
1121	Part-Time/Extra Help	100,926
1210	PERS Retirement	190,633
1220	Medicare/FICA	23,849
1230	Group Insurance	470,224
1240	Workers' Compensation	26,400
TOTAL 1000 ACCOUNTS		\$ 2,237,916
2005	Legal Notices	3,575
2021	Subscriptions	4,730
2029	Conferences	3,030
2035	Training	4,940
2039	Employee Transportation	450
2051	Insurance/Liability	24,591
2061	Memberships	7,115
2076	Office Supplies	9,210
2077	Promotional Supplies	6,000
2081	Postage	40,000
2085	Printing Services	83,546
2103	Ag Services	1,930
2111	Building Maintenance	20,000
2141	Land Improvements	450
2191	Electricity	18,000
2193	Refuse Collection	3,832
2195	Sewage Disposal Services	1,250
2197	Telephone Service	17,000
2198	Water	5,500
2205	Automotive Maintenance Services	12,000
2226	Expendable Tools	750
2236	Fuel/Lubricant Supply	21,000
2261	Office Equipment Maintenance	2,141
2275	Rent/Lease Equipment Services	2,760
2291	Other Equipment Maintenance Svc & Supply	500
2314	Clothing/Personal Supply	2,980
2332	Food Supplies	550
2505	Accounting/Financial Services	483,200
2531	Legal Services	100,000
2591	Professional Services	69,880
2811	Data Processing Maint/Services	26,570
2812	Data Processing Supplies	4,700
2817	Election Services	60,000
TOTAL 2000 ACCOUNTS		\$ 1,042,180
3210	Interest Expense	429,081
3230	Lease Obligation Retirement	375,358
3450	Taxes/Licenses	10,500
TOTAL 3000 ACCOUNTS		\$ 814,939

**ADMINISTRATIVE SERVICES DEPARTMENT
Budget 9230
Line Item Summary**

<i>ACCOUNT NO.</i>	<i>ACCOUNT</i>		<i>AMOUNT</i>
4305	Computer Equipment		2,100
		<i>TOTAL 4300 ACCOUNTS</i>	<i>\$ 2,100</i>
6980	Operating Transfers Out		17,253
		<i>TOTAL 6900 ACCOUNTS</i>	<i>\$ 17,253</i>
7901	Contingencies		500,000
		<i>TOTAL 7900 ACCOUNTS</i>	<i>\$ 500,000</i>
		<i>TOTAL EXPENDITURE ACCOUNTS</i>	<i>\$ 4,614,388</i>
6990	Operating Transfers In		(209,814)
9101	Property Tax - Current Secured		(627,208)
9410	Interest Income		(75,000)
9429	Building Rental		(860)
9999	Reserves		(3,701,506)
		<i>TOTAL 9000 ACCOUNTS</i>	<i>\$ (4,404,574)</i>
		<i>TOTAL REVENUE</i>	<i>\$ (4,614,388)</i>
		<i>NET OVER/(UNDER)</i>	<i>0</i>

FIRE DEPARTMENT Budget 9220

DEPARTMENT DESCRIPTION

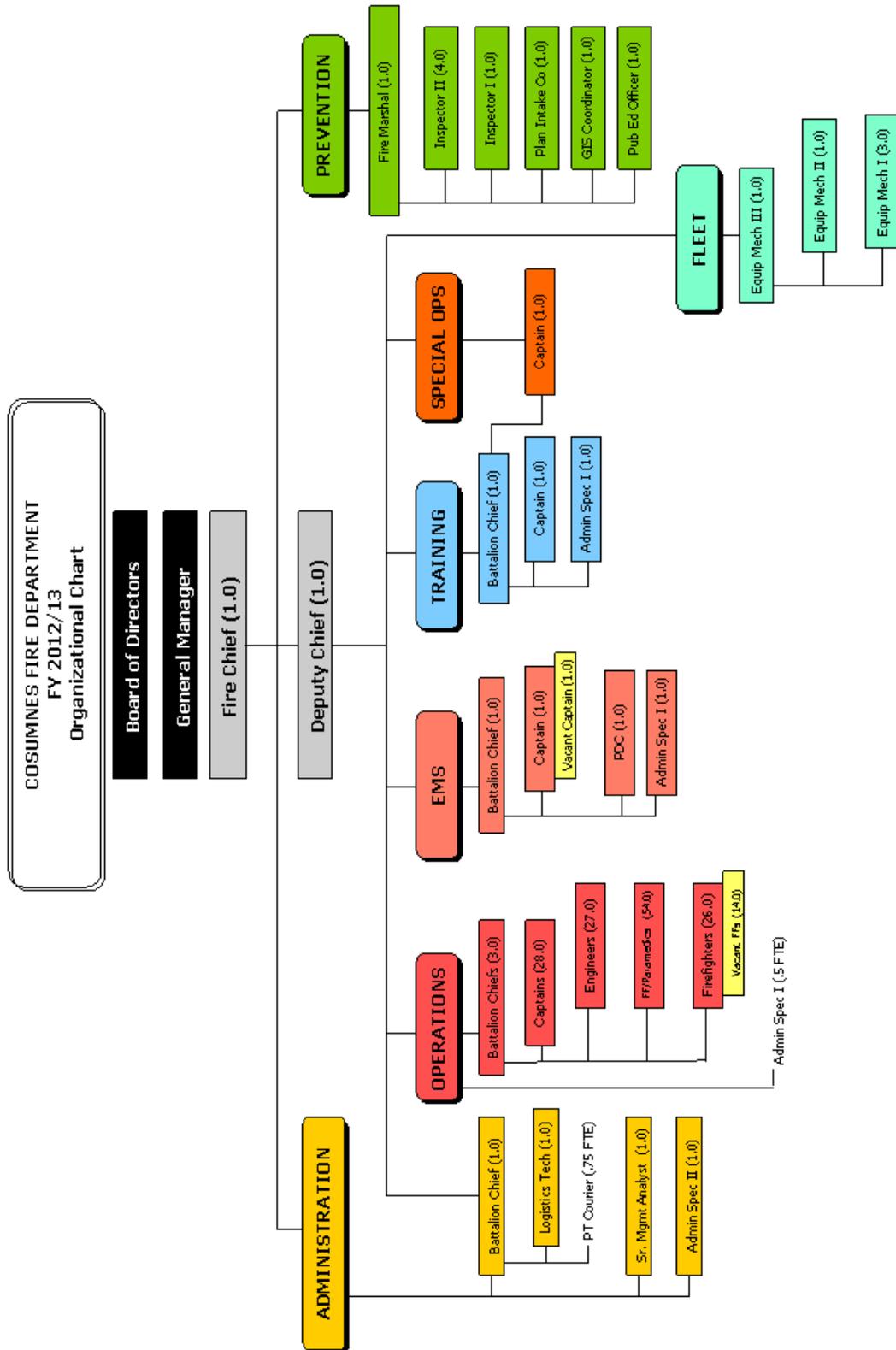
For more than a century, the Cosumnes CSD Fire Department has proudly provided the finest in emergency mitigation and fire prevention services to the citizens and visitors of Elk Grove, Galt, and the surrounding communities. The Cosumnes CSD Fire Department operates from eight stations and an administration facility with more than 160 personnel. The Department responded to more than 14,000 incidents in 2011, an increase of 3.37% from 2010.

Fire-rescue operations are provided by eight advanced life support (ALS) engine companies, six rescue ambulance units, one aerial ladder truck company, and one Battalion Chief. There are additional apparatus devoted to wildland fire, swiftwater rescue, confined space rescue, and mass casualty incidents. Fire prevention services, including new construction plan reviews, construction inspections, arson investigation, and fire code enforcement, are provided as well.

The Cosumnes CSD Fire Department covers a growing, diversified, and dynamic area of southern Sacramento County. As the District continues to change in the coming years, the Fire Department will continue to adapt to meet the needs of the community it serves. The men and women of this Department are devoted to providing skilled responses to all types of emergencies, while also seeking to educate the public in the prevention of emergencies. Through training, efficient operations, public education and outreach, effective fire prevention, and commitment to our mission, we are prepared to meet the needs of the District we serve.

The Cosumnes CSD Fire Department is divided into seven divisions, Administration, Operations, EMS, Fire Prevention, Fleet, Training, and Special Operations. These seven divisions work in concert to provide leading emergency mitigation and fire prevention services in the region, all under the supervision of Fire Chief Tracey Hansen.





PRIORITIES/CHALLENGES

- The Fire Department’s Fiscal Year budget is consistent with District policies, goals and strategies, and the Department’s mission.
- The Department’s focus is to maintain service delivery consistent with community expectations and the safety of our personnel, despite the fiscal challenges.
- The Department will continue to examine expenses and revenue streams to ensure that the Fire Department assists the District in its goal of achieving financial stability.
- The Department continues to prepare both long and short term financial strategies to address current and future capital needs in the face of diminishing revenues.

FULL-TIME STAFFING

Position Classifications	Actual 10/11	*Authorized 11/12	Funded 11/12	*Authorized 12/13	Proposed 2012/13
Fire Chief	1	1	1	1	1
Deputy Chief of Operations	1	1	1	1	1
Deputy Chief of Administration	0	1	0	0	0
Fire Marshal	1	1	1	1	1
Battalion Chief	6	10	6	6	6
Captain (station staffing)	27	27	28	27	28
Captain (divisional)	3	5	3	4	3
Engineer	27	27	27	27	27
Firefighter	82	93	81	93	79
Inspector II	4	5	4	4	4
Inspector I	1	1	1	1	1
Sr. Management Analyst	1	1	1	1	1
Performance Develop Coordinator	1	1	1	1	1
Equipment Mechanic III	1	1	1	1	1
Equipment Mechanic II	1	1	1	1	1
Equipment Mechanic I	3	3	3	3	3
Administrative Specialist II	1	1	1	1	1
Administrative Specialist I	3	5	2.5	2.5	2.5
Plan Intake Coordinator	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
GIS Technician	0	1	0	0	0
Public Education Officer	1	1	1	1	1
Logistics Technician	1	1	1	1	1

Positions Removed from Authorized Allocation List FY 12/13

- 1 Deputy Chief of Administration
- 4 Battalion Chiefs (B-37 & Spec Ops)
- 1 Captain (Training)
- 1 Fire Inspector II
- 2.5 Administrative Specialist I (Ops, Prevention, .5 Staffing)
- 1 GIS Technician

**Authorized Position - Currently funded position or a position that has been unfunded for less than two full fiscal years. A position that has been unfunded in excess of two fiscal years shall be removed from the Authorized Allocation list with the exception of fire suppression positions. Fire suppression positions shall be maintained at a level no less than the minimum staffing requirements.*

SIGNIFICANT CHANGES FROM 2011/12 FY BUDGET

- Reductions in Expenses
 - \$ 79,100 Reductions include medical supplies, training consumables, firearms training, books, professional services
 - \$501,000 Reductions in apparatus loans
 - \$ 3,100 Reduction in audit fees
- Increases/additions in Revenues
 - \$ 10,500 Additional revenue for maintenance (labor) of L&L vehicles
 - \$ 96,400 Increase in ambulance transport revenue
 - \$ 15,000 Additional revenue in ambulance transport collections
 - \$100,000 Additional revenue for MediCal Transport (GEMT)
- Capability Change
 - Station 71 Will no longer have auto extrication capability at Station 71. Future savings based on long term equipment needs and staffing.

**FIRE DEPARTMENT
Budget 9220
Line Item Summary**

ACCOUNT NO.	ACCOUNT	AMOUNT
1110	Payroll Expenses	17,801,321
1121	Part Time / Extra Help	24,012
1131	Overtime - Reimbursed	17,505
1132	Overtime	104,280
1133	Station Staffing Overtime	1,845,000
1143	Uniform Allowance	160,350
1210	Retirement	5,949,426
1220	MediCal / Social Security	297,482
1230	Group Insurance	3,487,002
1240	Workers' Compensation	963,660
TOTAL 1000 ACCOUNTS		\$ 30,650,038
2005	Advertising / Legal Notices	1,900
2015	Blueprint / Copying Services	0
2021	Subscriptions	2,768
2022	Books & Periodicals	4,700
2025	Film / Photo	547
2029	Conferences	4
2035	Training	54,851
2039	Employee Transportation	1,600
2040	Strike Team Travel	1
2051	Insurance-Liability	189,000
2061	Memberships	575
2076	Office Supplies	26,188
2077	Public Education	5,000
2081	Postage Service	11,200
2085	Printing Services	5,100
2103	Ag Services	10,222
2111	Building Maintenance	129,930
2191	Electricity	121,700
2192	Natural Gas / LPG / Fuel Oil	55,925
2193	Refuse Collection / Disposal Services	13,776
2195	Sewage Disposal Services	13,040
2197	Telephone	160,260
2198	Water	41,825
2205	Automotive Equipment/Maintenance/Service/Supplies	185,210
2226	Expendable Tools	4,950
2231	Fire Equipment / Maintenance	102,805
2236	Fuel / Lubricant Supply	345,375
2252	Medical Equipment/Maintenance/Services/Supplies	231,000
2261	Office Equipment / Maintenance	7,478
2271	Radio Equipment / Maintenance	16,670
2275	Rent / Lease Equipment Service	49,940
2291	Other Equipment / Maintenance / Services / Supplies	50,562

**FIRE DEPARTMENT
Budget 9220
Line Item Summary**

ACCOUNT NO.	ACCOUNT	AMOUNT
2314	Protective Equipment / Clothing	90,421
2332	Food Supplies	4,651
2443	Medical Services	66,825
2505	Accounting / Financial Services	81,900
2531	Legal Services	125,000
2591	Professional Services	396,831
2811	Data Processing Maintenance / Services	67,808
2812	Data Processing Supplies	19,055
2931	Communication Services	785,093
TOTAL 2000 ACCOUNTS		\$ 3,481,686
3210	Interest Expense	672,078
3220	Bond / Loan Redemption	0
3230	Lease Obligation Retirement	1,371,976
TOTAL 3000 ACCOUNTS		\$ 2,044,054
4101	Land Acquisition	0
4201	Structures and Improvements	519,000
4202	Improvements other than Buildings	0
4301	Vehicles	368,663
4302	Other Equipment	48,080
4303	Office Equipment	200
4305	Computer Equipment	46,249
TOTAL 4000 ACCOUNTS		\$ 982,192
6980	Operating Transfers Out	284,006
TOTAL 6000 ACCOUNTS		\$ 284,006
	Reserve Increase	
TOTAL RESERVE INCREASE		\$ -
TOTAL EXPENDITURE ACCOUNTS		\$ 37,441,976
6990	Operating Transfers In	29,804
9100	Property Taxes	27,830,435
9291	Expedited Plans Fees	17,500
9295	Plan Recovery / Construction Inspection Fees	375,000
9310	Citations	7,500
9429	Building Rental	283,692
9530	Galt RDA	272,141
9564	State Aid - Public Safety	11,317
9571	Federal Aid - Public Safety	1
9643	Fees for Service Permits	37,260
9648	Fire Control Service Charges	38,002
9699	Service Fees / Charges - Other	5,359,102
9730	Donations and Contributions	0

**FIRE DEPARTMENT
Budget 9220
Line Item Summary**

ACCOUNT NO.	ACCOUNT	AMOUNT
9740	Insurance Proceeds	0
9790	Revenues - Other	7,505
9860	Sale of Personal Property	12,000
9870	Long Term Loan Proceeds	398,163
9998	Encumbered Funds	500,000
9999	Reserves	2,262,554
	TOTAL 9000 ACCOUNTS	\$ 37,441,976
	TOTAL REVENUE ACCOUNTS	\$ 37,441,976
	NET OVER/(UNDER)	\$ -

**FIRE DEPARTMENT – ADMINISTRATION
Sub-budget 9220-01
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		1,360,042
2000	Services and Supplies		526,837
3000	Leases		1,334,511
4000	Fixed Assets		41,055
6980	Operating Transfers Out		284,006
		Total Expenditure Accounts	\$ 3,546,451
Revenues			
6990	Operating Transfers In		18,844
9000	Revenue		3,527,607
		Total Revenue Accounts	\$ 3,546,451

MAJOR FUNCTIONS

The Administrative Section of the Fire Department is comprised of the Fire Chief, the Administrative Battalion Chief, the Senior Management Analyst, Administrative Specialist II, Logistics Technician, and part-time Logistics Courier. The Fire Chief is responsible for the following major functions: 1) executive management; 2) Board relations; 3) Labor relations; 4) budget priorities; 5) strategic and master planning; 6) policy issues; 7) media relations; 8) external influences; and 9) Department accountability.

The Administrative Battalion Chief is responsible for the operational component of capital facilities design and construction and other specialized duties as assigned by the Fire Chief. The Administrative Battalion Chief has support responsibilities for the Fire Chief and the Deputy Chief of Operations.

The job duties of the Senior Management Analyst include capital project management, budget preparation and maintenance, grant writing and maintenance, fee preparation and collection, purchasing and accounts payable, and other assorted business related practices within the Fire Department.

The funding contained in this Division will allow for fulfillment of the above responsibilities.

2011/12 ACCOMPLISHMENTS

- Implementation of Elk Grove Community Facilities District. (Goal 5d)
- Conclusion of negotiations and execution of new Labor agreements for 522 and MEO. (Goal 6b)
- Updated Ordinance 7 - Fire Fees and Ordinance 10 - Developer Impact Fees. (Goal 5d)

GOALS FOR 2012/13

- Implement Galt Community Facilities District. (Goal 5d)
- Expand Elk Grove Community Facilities District. (Goal 5d)

- Complete update of the Administrative Standard Operating Procedures. (Goals 1a, 2a, and 6a)
- Maintain positive labor/management relations. (Goal 1a and 1c)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Department personnel	168.25	167.25	166.25
Department facilities	9	9	9
Facility repairs / replacements	590	625	625
Personal Protective Equip inspections	588	588	588
Purchase Orders	253	250	250

**FIRE DEPARTMENT – OPERATIONS
Sub-budget 9220-02
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		19,538,904
2000	Services and Supplies		1,501,237
3000	Leases		514,625
4000	Fixed Assets		545,955
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 22,100,721
Revenues			
6990	Operating Transfers In		-
9000	Revenue		22,100,721
		Total Revenue Accounts	\$ 22,100,721

MAJOR FUNCTIONS

The Operations Division provides leadership and evaluation of assigned emergency personnel; responds to various emergencies dispatched throughout the community including fires, vehicle collisions, hazardous materials spills, medical and public assistance calls; and manages operation-based programs including emergency vehicle and equipment acquisition and management. The following sections have been created to support the Operations Division: 1) Emergency Medical Services; 2) Training; 3) Special Operations, and 4) Fleet Services. Due to the scope of programs and cost recovery mechanisms, each of these four sections have been divided into separate sub-budgets.

Deputy Chief of Operations John Michelini leads the Operations Division, which staffs eight engine companies, one ladder truck company, and a command vehicle each day on a 24-hour basis. Additionally, there are eight grass engines and other specialty apparatus, including one heavy foam unit, a Heavy Rescue engine, a technical rescue trailer, a mass decontamination trailer, a mass casualty incident trailer, and a swift water rescue boat, also staffed using these personnel as seasons and emergency circumstances dictate.

The Deputy Chief of Operations is also responsible for: 1) internal coordination; 2) internal affairs; 3) sworn personnel management; 4) agency representative for procedural issues; 5) Duty Officer functions; 6) sub-budget management; and 7) is Second-in-Command of the Fire Department.

Three shift Battalion Chiefs are responsible for the day-to-day operations of their respective shifts (A, B, and C Shifts) which include ensuring crew readiness, maintaining District coverage, and working with their Captains to address any training or personnel concerns that may arise. Additionally they are routinely assigned special projects or duties as directed by the Fire Chief or Deputy Chief of Operations.

The funding contained within the Operations Division will allow meeting the responsibilities above.

2011/12 ACCOMPLISHMENTS

- Completed rewrite of Department Standard Operating Procedures. (Goals 1a and 1b)
- Arrived on scene in urban areas of the CSD within six minutes of initial dispatch, 90% of the time. (Goal 2c)

- Updated Respiratory Protection Plan. (Goal 2a)
- Implemented electronic Patient Care Report program. (Goals 1a and 5d)
- Obtained grant funding for Thermal Imager Cameras. (Goal 5d)
- Implemented Apparatus Replacement Strategic Plan. (Goal 3c)
- Implemented cost saving video conferencing system for daily crew briefings and remove training delivery and meeting attendance. (Goal 5b)
- Instituted cost saving and environmentally friendly "No Idle" policy for Fire Department apparatus. (Goal 5b)
- Completed transition of daily vehicle and equipment inspections from paper to a paperless electronic system. (Goal 5b)
- Enhanced the utilization of Target Solutions to manage Department training and record keeping activities. (Goals 1b and 5b)

GOALS FOR 2012/13

- Arrive on scene in urban areas of the CSD within six minutes of initial dispatch, 90% of the time. (Goal 2c)
- Implement Regional Type III Incident Management Team. (Goal 2a)
- Expand succession planning to include a Chief Officer Academy. (Goal 1a)
- Prepare for the hiring of additional employees to replace positions lost through attrition. (Goals 2a and 5b)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Fire & life safety-related emergencies	13,474	14,161	14,161
Personnel managed	153	152	151
Divisions coordinated	4	4	4
Stations operated	8	8	8
Staffed companies	16	16	16

FIRE DEPARTMENT – EMERGENCY MEDICAL SERVICES
Sub-budget 9220-03
Activity Statement

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		7,084,993
2000	Services and Supplies		686,655
3000	Leases		194,918
4000	Fixed Assets		376,982
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 8,343,548
Revenues			
6990	Operating Transfers In		-
9000	Revenue		8,343,548
		Total Revenue Accounts	\$ 8,343,548

MAJOR FUNCTIONS

The Cosumnes CSD Fire Department provides ambulance transportation and pre-hospital care for the cities of Elk Grove and Galt; we also provide mutual aid transportation for Wilton, Herald, Courtland, and Walnut Grove. These services are managed and coordinated by the Department's Emergency Medical Services (EMS) Division. The Fire Department employs 60 Emergency Medical Technicians (EMTs) and more than 80 paramedics. The Department operates six full-time ambulance companies. This division is managed by Battalion Chief Peter Sakaris and supported by a staff of an EMS Captain, a Performance and Development Coordinator, and an Administrative Specialist. The EMS Lab located at the Fire Department's Headquarters offers state-of-the-art training equipment for continuing education and training for District and regional emergency medical service providers.

The Battalion Chief in charge of the EMS Division is responsible for the following major functions: 1) ambulance transport program; 2) Advanced Life Support engine program; 3) Department Infection Control program; and 4) sub-budget management.

The EMS Captain is assigned to various projects/tasks/assignments which support the EMS Division. These assignments include, but are not limited to, maintaining supplies, EMS equipment maintenance, and assisting in training.

The Performance and Development Coordinator (PDC) is responsible for maintaining quality control of the Advanced Life Support and Basic Life Support programs within the Fire Department. Duties include development and delivery of advanced, topical, and current training in the paramedic program, management of customer service issues within the paramedic program, and maintaining an efficient and effective paramedic peer review program.

The funding contained in this Division will allow the fulfillment of the above responsibilities.

2011/12 ACCOMPLISHMENTS

- Supported and sustained an EMS program in which all frontline medic units and suppression companies are Advanced Life Support (ALS) capable. (Goals 1a and 4a)
- Maintained the Department's Continuous Quality Improvement (CQI) program. (Goals 1a and 2a)

- Increased ambulance transport revenue by contracting with collections agency. (Goal 5d)
- Updated Infection Control Program. (Goals 2a and 2c)
- Partnered with software developers to tailor iPCR software for use in ePCR program. (Goal 5b)
- Updated ambulance transport fees. (Goal 5d)

GOALS FOR 2012/13

- Support and sustain an EMS program in which all frontline medic units and suppression companies are Advanced Life Support (ALS) capable. (Goals 1a and 4a)
- Maintain and enhance the Department's Continuous Quality Improvement (CQI) program. (Goals 1a and 2a)
- Implement new revenue stream for MediCal ambulance transport. (Goal 5d)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Review all EMS calls for CQI	10,317	10,587	10,587
Provide EMT/Paramedic training hours	267.5	291	291
BLS/ALS transports	8,288	8,592	8,592
Patient Care Reports provided	256	191	191

**FIRE DEPARTMENT – PREVENTION
Sub-budget 9220-04
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		1,271,630
2000	Services and Supplies		73,000
3000	Leases		-
4000	Fixed Assets		2,300
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 1,346,930
Revenues			
6990	Operating Transfers In		-
9000	Revenue		1,346,930
		Total Revenue Accounts	\$ 1,346,930

MAJOR FUNCTIONS

The Cosumnes CSD Fire Department Fire Prevention Bureau is responsible for providing the communities of Elk Grove and Galt with specialized prevention services related to fire, life, occupational, property, and environmental safety. Such diverse services as fire safety plan reviews and fire investigation are part of what the Bureau does to help keep our communities safe.

Fire Marshal George Apple, who reports directly to the Fire Chief, leads the Fire Prevention division and is charged with: 1) code enforcement; 2) plan check and review; 3) fire/arson investigation; 4) public education; 5) sub-budget management; and 6) construct sufficient stations such that response time standards are met. This is accomplished by the Division's staff which includes four Fire Inspector IIs, a Fire Inspector I, GIS Coordinator, Plan Intake Coordinator, and the Department's Public Education Officer.

The funding contained in this Division will allow fulfillment of the above responsibilities.

2011/12 ACCOMPLISHMENTS

- Completed all annual school inspections. (Goals 2a and 2c)
- Continued to meet customer expectations of plan review and inspection turn-around times. (Goals 1a and 1b)
- Implemented and executed a public education campaign for new booster seat law. (Goals 1b and 4a)

GOALS FOR 2012/13

- Implement administrative fine program for fireworks. (Goals 2c, 4c, and 5d)
- Transition Plan Check/Inspections to Fire House software. (Goal 1a)
- Explore and implement Vision 20/20 concepts of community risk reduction. (Goals 2a and 4a)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Plan checks	629	810	810
Safety Inspections	1,979	2,000	2,000
Car seat inspections/installations	215	222	222
Students reached	1,835	2,210	2,210
People participating in Station tours	2,575	1,750	1,750
Fire investigations	63	60	60

**FIRE DEPARTMENT – FLEET MAINTENANCE
Sub-budget 9220-05
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		538,525
2000	Services and Supplies		587,181
3000	Leases		-
4000	Fixed Assets		14,900
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 1,140,606
Revenues			
6990	Operating Transfers In		10,960
9000	Revenue		1,129,646
		Total Revenue Accounts	\$ 1,140,606

MAJOR FUNCTIONS

The Cosumnes CSD Fire Department maintains a progressive, state-of-the-art fleet of fire apparatus specifically designed to meet the emergency response needs of a fast growing and dynamic community. The Fleet Division is tasked with servicing and repairing the Department's vehicles to be ready at any moment to respond to emergencies. The Fleet Division's staff is comprised of three General Equipment Mechanic Is, one General Equipment Mechanic II, and one General Equipment Mechanic III.

Dennis Keyes, the General Equipment Mechanic III, reports directly to the Deputy Chief of Operations and is charged with: 1) scheduling, servicing, and tracking preventive maintenance and repairs on all CSD and Fire Department vehicles and apparatus; 2) installing all radio and MDC (mobile data computers) equipment on all new Fire Department vehicles, including complete build-up of all staff vehicles; 3) performing emergency radio repair and maintenance; and 4) maintaining, testing, and fit testing of SCBA equipment.

The funding contained in this Division will allow for fulfillment of the above responsibilities.

2011/12 ACCOMPLISHMENTS

- Repairs and preventative maintenance measures performed on 138 District vehicles. (Goal 2a)
- Developed outside agency contract for vehicle maintenance. (Goal 5d)
- Began training to service and maintain all mobile and portable radios in-house. (Goal 5b)
- Began in-house SCBA repair program. (Goal 5b)

GOALS FOR 2012/13

- Keep fleet of 157 Fire apparatus and District vehicles maintained to District Standards and perform service and repairs as needed. (Goal 3b)

- Complete training to allow in-house service and maintenance of all Department mobile and portable radios. (Goal 5b)
- Complete narrow banding project on VHF radios. (Goal 5b)
- Complete SCBA recertification process for two employees. (Goals 1a and 5b)
- Assist CSD Building Maintenance and Golf Course staff on welding projects. (Goal 1a)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Heavy apparatus to service & maintain		35	35
Services to heavy apparatus		70	70
Ambulances to service & maintain		10	10
Services to ambulances		74	74
Trailers to service and maintain		14	14
Fire Dept staff cars and trucks serviced		31	31
Vehicle services for CSD Departments		103	103
Generators to maintain (semi-annual)		10	10
Maintain, repair, & program MDCs		43	43
SCBA packs-maintain, repair, flow tests		182	182
SCBA masks-maintain, repair, fit tests		143	143
SCBA regulators-maintain, repair, fit tests		143	143
P-100 fit tests		145	145
Align, tone, repair 800 MHz mobiles		87	87
Align, tone, repair 800 MHz portables		135	135
Align, tone, repair Kenwood mobiles		61	61
Align, tone, repair Bendix King radios		76	76
Align, tone, repair station radios		9	9

**FIRE DEPARTMENT – TRAINING
Sub-budget 9220-06
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		615,804
2000	Services and Supplies		64,260
3000	Leases		-
4000	Fixed Assets		1,000
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 681,064
Revenues			
6990	Operating Transfers In		-
9000	Revenue		677,871
		Total Revenue Accounts	\$ 681,064

MAJOR FUNCTIONS

The Training Division is responsible for delivering training programs and fostering professional development among Fire Department personnel. Daily training exercises are a requirement of the Department and drills are organized that include: company/command level fire combat for structures, wildland, industrial and transportation, hazardous materials incidents, rescue and emergency medical services. Specialized training programs are also coordinated through the Division including swift water rescue, extrication, and high/low angle rescue.

Other specialized programs managed by the Training Division include the Critical Incident Stress Management (CISM) program and the Cosumnes River College (CRC) Firefighter Internship Program. CISM helps first responders to cope with the emotional stresses following incidents involving significant traumatic circumstances. The Firefighter Internship Program offered in partnership with Cosumnes River College attempts to enlist new men and women into the firefighting profession by providing a hands-on training experience.

The staff includes the Training Battalion Chief, Training Captain, and Administrative Specialist. The Training Battalion Chief is responsible for: 1) management of Department training; and 2) sub-budget management.

The funding contained within the Training Division will allow fulfillment of the above responsibilities.

2011/12 ACCOMPLISHMENTS

- Coordinated and delivered life safety training for all suppression personnel. (Goal 2a)
- Completed all mandated training subjects. (Goal 2a)
- Provided State Fire Marshal and other fire/rescue/leadership classes and trainings. (Goal 2a)
- Conducted quarterly company evolutions and fire ground operations drills. (Goal 2a)
- Conducted semi-annual live flashover and wildland fire trainings. (Goal 2a)

- Begin burn tower repairs. (Goals 2a and 2c)
- Conducted Captain promotional testing. (Goal 2a)

GOALS FOR 2012/13

- Complete repairs and return training grounds to full operational status. (Goals 1a, 2a, 2c, and 5d)
- Deliver all mandated training to personnel. (Goal 2a)
- Provide State Fire Marshal and other fire/rescue/leadership classes and trainings. (Goal 2a)
- Provide quarterly live fire training. (Goal 2a)
- Provide quarterly company evolutions and fire ground operations drills. (Goal 2a)
- Provide mentoring and succession plan training for all ranks. (Goal 2a)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Coordinate & oversee training hours	32,000	32,000	32,000
Provide mandated training hours	4,620	4,620	4,620
Provide State Fire Marshal classes	11	12	12

**FIRE DEPARTMENT – SPECIAL OPERATIONS
Sub-budget 9220-07
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		240,140
2000	Services and Supplies		42,516
3000	Leases		-
4000	Fixed Assets		-
6980	Operating Transfers Out		-
		Total Expenditure Accounts	\$ 282,656
Revenues			
6990	Operating Transfers In		-
9000	Revenue		283,616
		Total Revenue Accounts	\$ 282,656

MAJOR FUNCTIONS

The Special Operations Captain is responsible for: 1) coordinating the Technical Rescue program; 2) managing the Emergency Management program; 3) managing the Disaster Preparedness program; and 4) managing the Community Emergency Response Team (CERT). The Special Operations Captain reports directly to the Battalion Chief of Training.

The funding contained within the Special Operations Division will allow fulfillment of the responsibilities above.

2011/12 ACCOMPLISHMENTS

- Provided mandatory confined space entry training. (Goal 2a)
- Provided mandatory hazardous materials refresher training. (Goal 2a)
- Expanded terrorism liaison officer program. (Goal 2a)
- Expanded CERT program. (Goals 2a and 4a)
- Obtained grant funding of CERT program. (Goal 5d)

GOALS FOR 2012/13

- Increase Boat 72 capability to Type 2 Level. (Goal 4b)
- Provide CERT training. (Goal 2a)
- Provide technical rescue classes. (Goal 2a and 5d)
- Provide family emergency preparedness training. (Goal 2a)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Confined space re-certifications	55	60	60
Hazardous materials re-certifications	141	141	141
Administer CERT program - members	450	500	500
Provide CERT trainings / classes	20	14	12

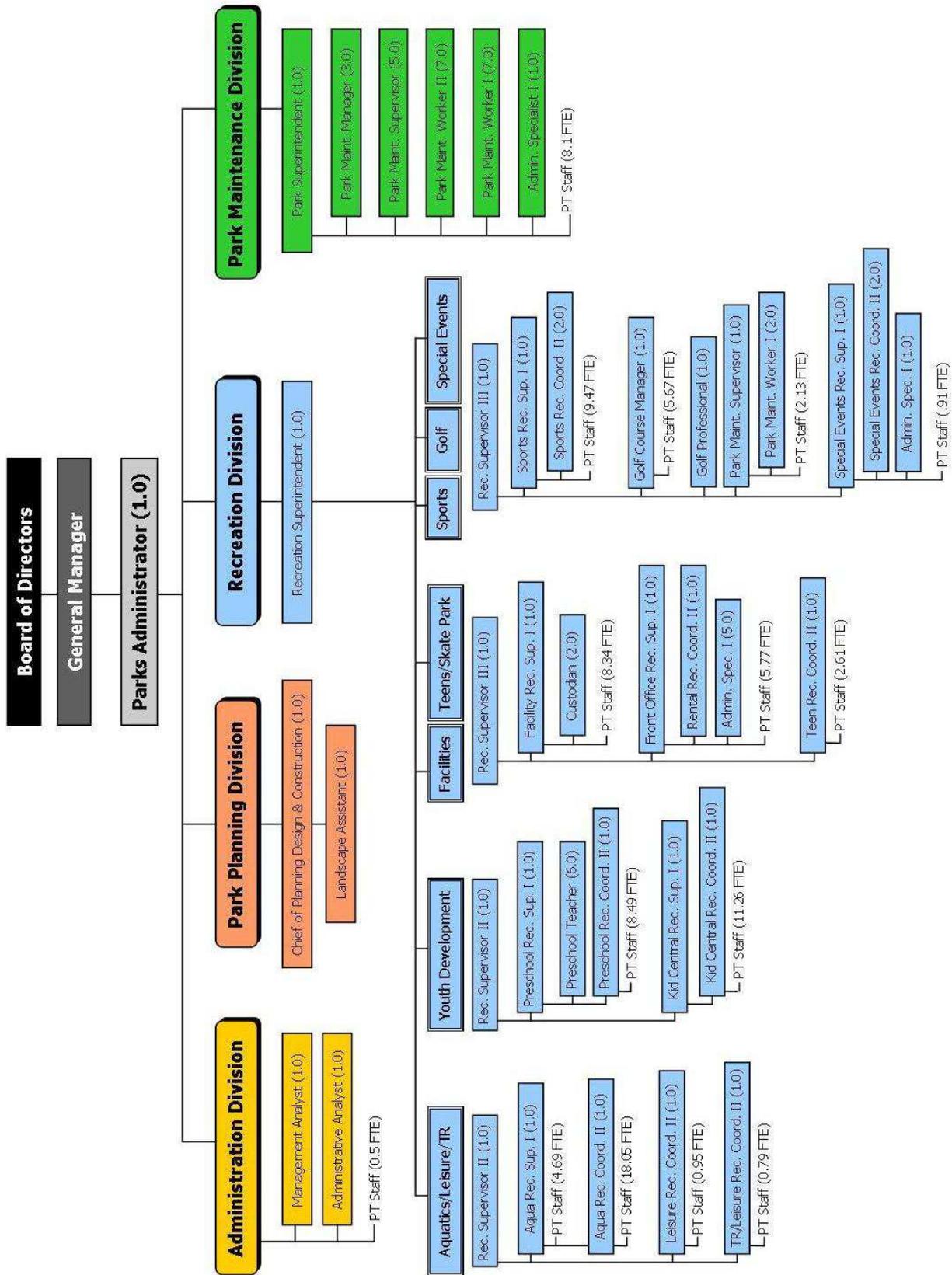
PARKS & RECREATION DEPARTMENT Budget 9340

DEPARTMENT DESCRIPTION

The Parks and Recreation Department's vision is to provide memorable and healthy experiences through sustainable parks and recreation services. We strive to achieve our vision by designing and maintaining parks and facilities that meet current and future needs; offering recreational programs that promote health, fun and lifelong learning; and providing exceptional service to our customers.

- **Administration** – The Administration Division is an essential service for the successful operation of the Parks and Recreation Department. Staff ensures that the department meets the service needs of the community while implementing directions from the General Manager and the Board of Directors. Staff provides administrative and clerical support to the Park Maintenance Division, Park Planning Division, Recreation Division and Cosumnes Legacy Foundation.
- **Recreation** – The Recreation Division contributes to a vibrant community by promoting healthy and active lifestyles and opportunities of social connection. Diverse programs such as special events, preschools, summer camps, teen programs, special interest classes, before- and after-school recreation, non-traditional sports, therapeutic recreation, youth and adult sports and aquatic programming are offered for all ages.
- **Park Planning** – The Park Planning Division manages the development of parks within the District by adhering to the Board approved Department Capital Improvement Plan (CIP). Division staff develops master plans for new parks; conducts community outreach meetings and responds to community concerns; manages consultants; handles in-house design and construction documentation; prepares cost estimates for new park development, park upgrades and park renovations; and reviews and comments on private and public development projects that impact the CSD.
- **Park Maintenance** – The Park Maintenance Division maintains over 1,000 acres of parks, corridors, creeks and trails through the Landscape and Lighting Assessment District (L&L) budget. Staff supervises maintenance contracts for CSD and City of Elk Grove owned parks, corridors and medians. The Division is responsible for the maintenance of irrigation systems, facilities, and playgrounds. Additionally, staff handles painting, concrete work, safety inspections, carpentry, vandalism repair and graffiti removal.

PARKS & RECREATION ORGANIZATIONAL CHART



PRIORITIES/CHALLENGES

- Maintaining a high level of service to our customers while experiencing a decreased number of staff hours due to furloughs.
- Continuing to meet the program, facility and park needs of the community while facing increased costs and decreased funding.
- Seeking additional funding to ensure sustainability of parks and recreation core services.

FULL-TIME STAFFING

Position Classifications	Actual 10/11	*Authorized 11/12	Funded 11/12	*Authorized 12/13	Proposed 2012/13
Administrative Analyst	2	2	2	2	1
Administrative Specialist I	7	7	7	7	7
Administrative Specialist II	1	1	0	1	0
Administrator	1	1	1	1	1
Chief of Planning, Design & Const.	1	1	1	1	1
Facility Coordinator 2	1	1	1	1	1
Facility Supervisor 2	2	2	2	2	2
Golf Course Manager	1	1	1	1	1
Golf Professional	1	1	1	1	1
Landscape Const./SWPPPs Inspector	1	1	1	1	0
Landscape Assistant	2	2	2	2	1
Maintenance Lead	2	2	2	2	2
Management Analyst	1	1	1	1	1
Park Maintenance Manager	3	3	3	3	3
Park Maintenance Supervisor	6	6	6	6	6
Park Maintenance Worker I	9	9	9	9	7
Park Maintenance Worker II	7	7	7	7	6
Park Superintendent	1	1	1	1	1
Preschool Teachers	6	6	6	6	6
Recreation Coordinator 2	10	10	10	10	10
Recreation Supervisor 1	5	5	5	5	5
Recreation Supervisor 2	3	3	3	3	2
Recreation Supervisor 3	2	2	2	2	2
Recreation Superintendent	1	1	1	1	1
Sr. Landscape Architect	1	1	1	1	0
TOTAL	77	77	76	77	68

Positions Removed from Proposed Allocation List FY 12/13

- Administrative Analyst (1)
- Administrative Specialist II (1)
- Landscape Const./SWPPPs Inspector (1)
- Landscape Assistant (1)
- Park Maintenance Worker II (1)
- Park Maintenance Worker I (2)
- Recreation Supervisor II (1)
- Sr. Landscape Architect (1)

**Authorized Position - Currently funded position or a position that has been unfunded for less than two full fiscal years. A position that has been unfunded in excess of two fiscal years shall be removed from the Authorized Allocation list with the exception of fire suppression positions. Fire suppression positions shall be maintained at a level no less than the minimum staffing requirements.*

SIGNIFICANT CHANGES FROM 2011/12 FY BUDGET

The Parks and Recreation Department is committed to the community of Elk Grove in delivering parks and recreation services while expanding partnerships, seeking new revenue sources and operating at an efficient and effective level within our allotted property tax allocation.

There are four significant changes reflected in the Fiscal Year 2012/13 Parks and Recreation Department budget compared to the Fiscal Year 2011/12 budget: Staff furloughs and retirement contributions, a Board approved 3% budget reduction, staff vacancies, and a floor renovation project at the Wackford Community and Aquatic Complex.

- **Staff Furloughs & Retirement Contributions** – Fiscal Year 2012/13 is the first complete fiscal year to reflect two major reductions in expenses: salary and retirement. Staff's salary has been reduced by 5.77% due to a Board approved furlough for all miscellaneous and contract management employees. This equates to 15 furlough days per fiscal year. In addition, staff is now contributing 8% toward their retirement, an expense which was formerly paid by the District.
- **Board Approved 3% Budget Reduction** – On April 11, 2012, the Board approved staff recommended budget reductions totaling 3% of each Department's Fiscal Year 2012/13 property tax allocation. The Parks and Recreation Department's Budget Reduction plan totaled \$90,321 and included the following items:
 - Reduce merchant bank fees (\$11,500 savings)
 - Increase staff allocation to L&L based upon workload (\$19,795 savings)
 - Reduce accounting fees (\$3,900 savings)
 - Eliminate Sunday Lap Swim from October to March (\$4,691 savings)
 - Eliminate Skate Park supervision and fees (\$26,157 savings)
 - Recover direct costs for Co-Sponsored Events (\$2,654 savings)
 - Close Laguna Town Hall front desk registration (\$21,624 savings)
- **Staff Vacancies** – The Fiscal Year 2012/13 budget reflects a reduction of six full-time positions and 5.46 part-time FTE compared to the prior fiscal year budget. Three full-time staff positions in the Park Planning Division became vacant in the previous fiscal year due to decreased project funding. One Administration Analyst position will be vacant due to retirement and will not be backfilled. A fifth vacant position is a Recreation Supervisor position in the Special Events section that became vacant at mid year and will not be backfilled in the next fiscal year. The last vacancy is a Maintenance Worker I position, which was authorized in the Administrative Services Department but funded in the Parks and Recreation Department.
- **Wackford Floor Renovation** – The Wackford Community & Aquatic Complex will have new floor installed in the gymnasium, lobby, front desk registration area, and preschool room during the summer of 2012 and winter of 2012/13. Construction is funded by a legal settlement. Staff has reflected a total net loss of \$33,971 due to this construction in the areas of facility rentals, sports and aquatic programming.

**PARKS & RECREATION DEPARTMENT
Budget 9340
Line Item Summary**

ACCOUNT NO.	ACCOUNT	AMOUNT
1110	Salaries	2,760,652
1121	Part-Time/Extra Help	2,053,908
1210	PERS Retirement	503,563
1220	Medicare/FICA	131,752
1230	Group Insurance	811,360
1240	Workers' Compensation	56,687
TOTAL 1000 ACCOUNTS		6,317,922
2005	Advertising/Legal Notice	16,840
2015	Blueprint/Copying Service	400
2021	Subscriptions	440
2022	Books/Periodicals	1,100
2025	Film/Photo	450
2029	Conferences	4,612
2035	Training	23,049
2039	Employee Transportation	192
2051	Insurance	69,349
2061	Memberships	9,905
2076	Office Supplies	23,425
2081	Postage Service	8,490
2085	Printing Services	30,737
2103	Ag Services/Supplies	34,142
2111	Building Maintenance	163,955
2122	Chemical Supplies	93,200
2141	Land Improvements	58,782
2191	Electricity	417,075
2192	Natural Gas/LPG Fuel Oil	86,059
2193	Refuse Collect/Disposal Svcs	16,500
2195	Sewage Disposal Services	11,040
2197	Telephone/Telegraph Services	83,457
2198	Water	25,100
2205	Automotive Maintenance Svcs	9,960
2226	Expendable Tools	4,430
2231	Fire Extinguisher Maint.	1,288
2236	Fuel/Lubricant Supply	17,489
2252	Medical Equip Supply	4,495
2261	Office Equipment Maintenance	2,345
2275	Rent/Lease Equipment Service	83,626
2291	Other Equip Maint. Svc/Sup	12,375
2314	Clothing/Personal Supply	19,461
2332	Food Supplies	122,971
2351	Laundry Service	1,980
2443	Medical Services	6,010
2505	Account/Financial Services	7,100
2531	Legal Services	80,000
2591	Professional Services	1,091,870
2811	Data Processing Maint Svcs	36,412
2812	Data Processing Supplies	15,163
2851	Recreational Trips	16,781
2852	Recreational Supplies	309,699
TOTAL 2000 ACCOUNTS		3,021,754
3210	Interest Expenses	10,345
3230	Lease Obligation Retire	22,886
TOTAL 3000 ACCOUNTS		33,231

**PARKS & RECREATION DEPARTMENT
Budget 9340
Line Item Summary**

<i>ACCOUNT NO.</i>	<i>ACCOUNT</i>	<i>AMOUNT</i>
4201	Structures & Improvements	563,990
4202	Improvements Other Than Bldg.	3,659,719
4305	Computer Equipment	7,583
	<i>TOTAL 4000 ACCOUNTS</i>	<i>4,231,292</i>
6980	Operating Transfers Out	613,329
	<i>TOTAL 6980 ACCOUNTS</i>	<i>613,329</i>
	Deferred Maintenance	30,517
	<i>TOTAL EXPENDITURE ACCOUNTS</i>	<i>14,248,045</i>
6990	Operating Transfers In	1,435,398
	<i>Subtotal 6990</i>	<i>1,435,398</i>
9100	Property Tax	2,842,105
9295	Plan Check	1,500
9429	Building Rental	659,615
9646	Recreation Fees	5,461,952
9730	Donations/Contributions	95,065
9790	Revenues-Other	180,262
9998	Encumbered Funds	510,938
9999	Reserves	3,061,210
	<i>TOTAL 9000 ACCOUNTS</i>	<i>12,812,647</i>
	<i>TOTAL REVENUE</i>	<i>14,248,045</i>
	<i>NET OVERAGE/(DEFICIT)</i>	<i>0</i>

**PARKS & RECREATION DEPARTMENT – ADMINISTRATION DIVISION
Sub-budget 9340-01
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		637,750
2000	Services and Supplies		143,920
4000	Fixed Assets		272
6980	Operating Transfers Out		14,902
		Total Expenditure Accounts	\$ 797,156
Revenues			
6990	Operating Transfers In		548,557
9000	Property Tax		87,077
9999	Reserves		151,210
		Total Revenue Accounts	\$ 796,844

MAJOR FUNCTIONS

The Administration Division oversees the Parks and Recreation Department operations to ensure that the Department meets the service needs of the community while implementing direction from the General Manager and the Board of Directors. The Department’s goal is to maintain existing service levels and continue to provide programs and facilities that promote healthy lifestyles and recreation experiences for individuals and families.

Staff provides administrative and clerical support to the Park Maintenance Division, Park Planning Division, Recreation Division and Cosumnes Legacy Foundation. Responsibilities include overseeing the Department’s goals and strategies, operating budget, accounts payables and receivables, cost recovery, standard operating procedures, grant and contract administration, staff training and development, records retention, fixed assets and the Cosumnes Recreation Opportunity Fund.

2011/12 ACCOMPLISHMENTS (July-Feb)

- Continued oversight of the “How Are We Doing” customer service program; implemented suggestions brought forward by responders to the program. (Goal 1b, 1c)
- Provided assistance to the Cosumnes Legacy Foundation. (Goal 1a, 1b)
- With assistance from Information Technology, created a new volunteer recruiting website for specific events and programs. (Goal 1b, 5b)
- Provided monthly financial support to the Department, including accounting for Department payables and receivables, performing monthly budget reviews and assisting with the Recreation Division’s Cost Recovery program. (Goal 5a, 5b, 6a)
- Managed the Department's Standard Operating Procedures and Fixed Assets to ensure staff adherence to policies and procedures and are accountable for District assets. (Goal 1a)

- Provided the Board the Department’s Fee Schedule for approval, which incorporated local benchmarking and cost recovery analysis. (Goal 5a, 5b, 6a)
- Reduced monthly merchant credit card fees by 20% with the elimination of the American Express card as a form of payment and the installation of magnetic card swipers at front desk locations. (Goal 5b)
- Implemented a recycling program in partnership with the City of Elk Grove at Laguna Town Hall, Pavilion and Wackford Community & Aquatic Complex. (Goal 5b)
- Through the District’s Gifts for Tomorrow program, one concrete bench was gifted and placed in the Morse Community Park small dog park and another was gifted and placed along the creek trail in Camden Passage. (Goal 3a)
- \$2,733.74 was funded through our Cosumnes Recreation Opportunity Fund that provides financial assistance to residents of Elk Grove to participate in the department's recreational activities. (Goal 4c)

GOALS FOR 2012/13

- Provide support to Department, District and Cosumnes Legacy Foundation staff. (Goal 1a, 1b)
- Coordinate Department communication efforts. (Goal 1b, 6a)
- Seek funding opportunities to support new and/or existing needs of the Department and community. (Goal 5d)
- Manage Department's finances. (Goal 5a, 5b, 5e)

WORKLOAD MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
How Are We Doing Comments	111	148	150
Volunteer Hours	31,797	26,555	31,850
Records Destroyed (# of boxes)	31	32	30

**PARKS & RECREATION DEPARTMENT – AQUATICS & LEISURE
Sub-budget 9340-02
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		1,047,195
2000	Services and Supplies		474,966
4000	Fixed Assets		600
6980	Operating Transfers Out		48,363
	Deferred Maintenance		2,500
		Total Expenditure Accounts	\$ 1,573,624
Revenues			
6990	Operating Transfers In		5,380
9429	Building Rental		124,244
9464	Recreation Fees		1,444,000
		Total Revenue Accounts	\$ 1,573,624

MAJOR FUNCTIONS

The Aquatics and Leisure section includes the following program areas: aquatics, concessions, pool parties, contract leisure classes and therapeutic recreation. Aquatic courses are programmed at Jerry Fox Swim Center and Wackford Aquatic Complex. Swim lessons, recreation swim and pool rentals are programmed seasonally at both aquatic facilities. Lap swim, fitness and water aerobic classes, lifeguard training, water polo, diving, SCUBA lessons, water safety instructor classes, community water safety classes, certification classes and junior lifeguard academy are programmed at the Wackford Aquatic Complex year round. Training is conducted year round following the guidelines of the American Red Cross Lifeguard Training program.

Concession operations provide food and beverage services at the Jerry Fox Swim Center, Wackford Aquatic Complex and the Bartholomew Sports Complex. Concessions staff also coordinate pool parties seasonally at the Wackford Aquatic Complex.

A variety of contract leisure enrichment classes and camps are offered for youth, teens and adults. Currently, there are over 80 contract instructors that teach a variety of classes including arts and crafts, performing arts, education, health and fitness, sports and specialized skilled camps. Additionally, Therapeutic recreation programs include social programs such as dance and movie nights. Structured therapeutic recreation classes include sports, aquatics, dance and sign language. Staff provides resources, participant assessments, and trainings to the Recreation Division staff to ensure that laws set forth by the American with Disabilities Act are followed.

2011/12 ACCOMPLISHMENTS (July-Feb)

- Provided open public recreation swim to approximately 58,000 swimmers at District aquatic facilities. (Goal 4c)
- Provided over 1,440 swim lesson classes to approximately 6,600 participants teaching life saving skills. (Goals 2c, 4a, 4c)
- Concession staff was honored by the Sacramento County Environmental Management Department with a certificate for Award of Excellence for Food Safety at the Wackford Aquatic Complex Aqua Café. (Goal 2b-c, 3b)
- Continued to facilitate facility usage of the Wackford Aquatic Complex and Jerry Fox Swim Center for high school swimming and water polo teams to conduct practices, swim meets, and games. (Goals 4a, 4c)
- Continued partnership with the Elk Grove Piranhas to provide the community a recreation swimming team to over 320 kids ages 5-18. (Goals 4a, 4c, 5b)
- Demonstrated continued commitment to the profession of Parks and Recreation through their involvement and leadership within the California Parks and Recreation Society (CPRS) with participating in aquatic elected position. (Goals 1a, 6b)
- Conducted five American Red Cross Lifeguard Training classes, certifying just over 300 first responders. (Goals 2a, 2c, 4a)
- Conducted approximately 50 hours of training for nearly 100 lifeguards in the areas of Emergency Action Plans, water rescue skills, CPR/AED, oxygen administration, patient assessment and customer service. (Goals 2a, 2c, 4a)

GOALS FOR 2012/13

- Prioritize facility and equipment replacement for future needs. (Goals 3c)
- Manage section budget. (Goals 5a-c)
- Implement a staff recognition program to help promote a positive work environment. (Goal 1a)
- Plan a minimum of four team building activities per year to help foster a positive work environment. (Goal 1a)
- Maintain onsite supervision by administrative staff and supervisors to off site locations to maintain and improve high quality programs. (Goal 1a)
- Implement surveys to assess the needs of participants. (Goals 4a-c)
- Develop and maintain relationships with local community groups and stakeholders. (Goal 6c)
- Prioritize and provide Leisure and Therapeutic Recreation classes that reflect the needs of the community within existing resources available . (Goals 4a-4c)
- Provide training to staff to ensure safety in all program operations. (Goals 2 a-c)
- Provide concession operations at aquatic and sport facilities that meet safety standards. (Goal 4c/ 3b)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 11/12	Budgeted 12/13
Hours of Trainings	10,320	10,320	10,320
Swim Lesson Classes	1,219	1,442	1,300
Swim Lesson Participation	6,009	6,596	6,100
Recreation Swim Participation	55,272	58,780	55,000
Lap Swim Daily Participation	18,860	19,065	18,000
Education/Training Classes	21	16	15
Education/Training Participation	312	303	281
Leisure Education Classes	989	962	980
Leisure Education Participation	9,775	9,269	9,800
Therapeutic Recreation Classes	134	146	140
Therapeutic Recreation Participation	1,420	1,496	1,500
Accommodation Requests	70	70	70
Wackford Aquatic Pools Rentals	30	26	30
Jerry Fox Swim Center Rentals	34	38	35
User Group Lane Hours	8,606	9,239	8,600

**PARKS & RECREATION DEPARTMENT – TEENS
Sub-budget 9340-03
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		227,835
2000	Services and Supplies		39,995
4000	Fixed Assets		272
		Total Expenditure Accounts	\$ 268,102
Revenues			
9000	Property Tax		191,047
9646	Recreation Fees		77,055
		Total Revenue Accounts	\$ 268,102

MAJOR FUNCTIONS

The Teen section provides safe and fun activities, leadership opportunities and life skills training programs based out of the Wackford Community and Aquatics Complex.

Teen programming includes operation of "The Grove," an after school drop-in program featuring a variety of activities including healthy cooking projects, recreation activities, art projects, homework help and special events. The Teen section also offers a summer camp for middle school students. The section offers two leadership committees for middle school and high school students. The Teen Action Committee and Teen Leadership Committee participate in service learning projects and advise Recreation staff on services and recreational needs of the teen population.

2011/12 ACCOMPLISHMENTS

- The Teen Center after school program attendance increased by 36% to an average of 50 teens a day. (Goals 4a-c)
- Added one additional Teen Taxi service pick up at Pinkerton Middle school that resulted in a 36% increase participation in the after school program. (Goals 4a-c)
- In response to assessing the needs of the program by implementation of a teen survey, The Teen Action Committee planned and implemented a Teen Open Mic Night. (Goals 1c, 4a-c, 6c)
- The Teen Action Committee produced the first Teen Multi-cultural event in collaboration with the City of Elk Grove Multi-Cultural Committee. (Goals 4a-c, 6c)
- The Teen Leadership Committee created a new event for their peers by creating a Life Size Game Night event. (Goals 4a-c, 6c)
- The Teen Leadership Committee volunteered at Toys for Tots, Bingo Night at Sunrise Senior Home, Duck Chuck at the Giant Pumpkin Festival and a CSD Therapeutic Recreation Dance for a total of 1,312 volunteer hours. (Goals 4a-c, 6c)

- Teen staff facilitated ten informational events at Elk Grove Unified School District middle schools to promote and educate parents on the teen services offered by the CSD. (Goals 1b, 4a, 6c)
- Teen Coordinator was the President of the Sacramento Region Teen Resource Committee which produced day long staff training for teen summer camp staff in collaboration with four local parks and recreation agencies serving teens. (Goals 1a, 4c, 6c)
- Teen Coordinator led the Recreation Coordinator staff in creating and implementing a part time staff recognition event. (Goals 1a, 1c)

GOALS FOR 2012/13

- Implement customer service standards for teen programs. (Goals 1a-c)
- Create communication systems to ensure the timely and effective dissemination of information. (Goals 1a-1c, 6a-c)
- Conduct facility and equipment assessments to ensure safety in all program operations. (Goals 2c, 3c)
- Balance program offerings with community needs and financial resources. (Goals 4a-c)
- Manage section budget. (Goals 5a-c).
- Prioritize and offer programs that teach life skills for teens. (Goals 4a-c)
- Provide training and education resources for staff, community and teen participants. (Goal 1a, 2a)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Teen Center Participation	10,086	13,192	12,900

**PARKS & RECREATION DEPARTMENT – SPORTS
Sub-budget 9340-04
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		567,478
2000	Services and Supplies		448,390
4000	Fixed Assets		245
6980	Operating Transfers Out		57,600
	Deferred Maintenance		8,230
		Total Expenditure Accounts	\$ 1,081,943
Revenues			
6990	Operating Transfers In		38,426
9000	Property Tax		84,298
9429	Building Rental		11,000
9464	Recreation Fees		948,219
		Total Revenue Accounts	\$ 1,081,943

MAJOR FUNCTIONS

The Sports section includes youth and adult leagues, youth and adult drop-in programs, camps and clinics, and field and gym rentals.

The adult sports program area includes: seasonal sports leagues emphasizing sportsmanship and recreation play in volleyball, soccer, softball, flag football and basketball. Also included are drop-in programs for open gym volleyball. Programs are held at the Laguna Community Park, Bartholomew Sports Park and Wackford Community and Aquatic Complex.

The youth sports program area includes: leagues, camps, clinics and contracted sport programs for children ages 3-17. Youth programs such as t-ball, flag football, basketball, and soccer foster human development in children by focusing on fundamental skills of each sport. The programs depend on trained and certified staff and volunteers to provide coaching and learning opportunities. National Youth Sports Coaches Association (NYSCA) training clinics are conducted eight times per year for all volunteer coaches.

Staff works with community sports groups to provide practice and game space, including serving as the District’s liaison to the Elk Grove Youth Sports Association (EGYSA).

2011/12 ACCOMPLISHMENTS

- Increased rental revenue by approximately \$37,000 in comparison to the Fiscal Year 2011-12 budgeted figures. (Goal 5d)
- Began selling T-ball “parent shirts” that included team logos. Sold approximately 175 shirts during the 2012 T-ball season as a new revenue generating idea. (Goal 5d)
- Created new She’s Got Game team uniform graphics for 2012. (Goal 1a)

- Created new Pee Wee Soccer League team uniform graphics for 2012. (Goal 1a)
- Hosted State Cup finals, President Cup finals and Association Cup finals for the California Youth Soccer Association at Bartholomew Sports Park for the 2nd year in a row. (Goals 4a-b, 5a-d)
- Hosted the National Softball Association (NSA) Youth Fast pitch World Series at Bartholomew Sports Park, Laguna Community Park and the Kloss Complex in Elk Grove Park. (Goals 4 a-b, 5 a-d)
- Hosted the GSSA League Championship Series (LCS) Softball Tournament at Bartholomew Sports Park which included teams who were adult softball league champions from all over the Sacramento Area. (Goals 4 a-b, 5 a-d)
- Coordinated with the local user groups the transition plan of the Green Diamond relocation at Elk Grove Park after relocation due to the addition of the bike park. (Goal 3b – 3c)
- Expanded Friday night adult softball leagues by adding one additional field to meet the demands of the program. (Goal 4a-c)
- Worked with Elk Grove Youth Baseball to extend Field #2 at Rau Park and to replace infield grass with Bermuda Grass. (Goal 3c)

GOALS FOR 2012/13

- Foster employee learning and growth by providing training and educational resources for employees. (Goal 1a, 2a-c)
- Balance program offerings with community needs and financial resources. (Goals 4a-4c)
- Maintain strategic alliances with Elk Grove Youth Sports Association and Elk Grove Unified School District. (Goal 6c)
- Maintain delivery of facility standards at both indoor and outdoor athletic facilities that promote safety in all program operations. (Goals 3b, 3c)
- Offer programs that promote positive, active, and healthy lifestyles for both youth and adults. (Goal 4c)
- Manage section budget. (Goals 5a-c)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Youth Teams	296	290	295
Youth Classes / Camps	184	178	155
Youth Participation	6,921	6,852	6,434
Adult Teams	556	538	490
Adult Participation	9,831	9,517	8,227
Facility Rentals			
Field Rentals	730	905	900
Wackford Gym Rentals	465	489	460

**PARKS & RECREATION DEPARTMENT – YOUTH DEVELOPMENT
Sub-budget 9340-05
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		1,316,803
2000	Services and Supplies		67,417
4000	Fixed Assets		218
6980	Operating Transfers Out		372,905
		Total Expenditure Accounts	\$ 1,757,343
Revenues			
9464	Recreation Fees		1,757,343
		Total Revenue Accounts	\$ 1,757,343

MAJOR FUNCTIONS

The Youth Development section includes Preschool, Pre-Kindergarten, and Kid Central Before and After-school, Off-Track Day Camp and Summer Camp programs.

Tiny Tot Preschools, Pre Kindergarten programs, Toddler Time and Buddy Bunch offer opportunities for children ages eighteen months to 5 years of age to foster their social-emotional, cognitive, physical and creative development. The Preschool and Pre-K classes serve approximately 500 children ages 3-5 annually. Toddler Time operates in two six-month sessions and serves 60 children each session. Buddy Bunch is a parent participation class that welcomes parents and their children ages 18 - 36 months the opportunity to interact with other adults and children in a setting facilitated by recreation staff.

The Kid Central Before and After School program is a partnership between the CSD and Elk Grove Unified School District and services seven schools located at six elementary schools and one CSD facility. Before school care is offered at two sites and after-school programming is available at all sites. Students are offered a variety of recreational experiences including group and individual play, crafts, visual and performing arts, sports, clubs, science and homework help.

The Kid Central Off-Track Day Camp and Summer Camp are day camp programs operating from 7:00 a.m. to 6:00 p.m. for elementary school-aged children on summer break. Kid Central day camps operate at the Elk Grove Youth Center, located in Elk Grove Regional Park. Day camps offer arts and crafts, games, sports, drama, music, science, clubs, guest speakers, special theme parties, swimming (summer camp only), and field trips.

2011/12 ACCOMPLISHMENTS (July-Feb)

- Tiny Tot Preschools hosted the second annual Scholastic book faire. This event raised \$1,200 in scholastic book points which provided additional books and supplies for the preschool classrooms. (Goal 5d)
- Tiny Tot Preschools launched a new logo for all preschool programs. (Goal 1a)
- Staff participated in partnership with the Sacramento County Office of Education (SCOE) in the Preschool Bridging Model (PBM) program. As part of the partnership, staff received free professional

development training for employees. In addition, the preschool program received the benefit of the ongoing observations and feedback from a specialized and trained professional from the Sacramento County Office of Education. (Goals 1a, 1c, 4a)

- The CSD developed a leadership committee titled the Elk Grove/South Sacramento Kindergarten Transition Community Collaborative. The committee has held three community meetings with attendance of 40-50 participants in which CSD staff actively participated. The committee purpose is to come together as a community to share best practices for helping children and families transition to kindergarten. (Goals 1a, 1b, 4a, 4c, 6c)
- Preschools implemented the SPARK Early Childhood Physical Education (PE) curriculum in August 2011. The PE curriculum provides teachers lessons to incorporate structured physical activities during outdoor play. (Goal 1a, 4a)
- Tiny Tot Preschools hosted two Parent Orientations for preschool parents for approximately 300 parents. (Goals 1a, 1b, 6a, 6c)
- Preschool evaluations were conducted in June. Parents were asked to give feedback on their preschool experience. Evaluations had a scoring system between 1-10, with 10 being the highest score. Approximately 250 evaluations were completed and the average 2011-2012 Tiny Tots Preschool score was 9.5 out of 10. (Goals 1a, 1c, 4a)
- Kid Central was voted as best child care facility in the 2011 Best of Elk Grove campaign. (Goal 4a)
- Kid Central was awarded a \$5,000 grant from the Lego Children’s Fund. The grant will help to implement a filmmaking club at the afterschool program. (Goal 5d)
- Kid Central implemented a children’s archery program at the 2011 Summer Camp after receiving a grant from the National Association for the Advancement of Archery. (Goals 1a, 4a, 4c, 5d)
- Kid Central implemented the National Football League’s Punt, Pass & Kick (PPK) program into the afterschool and day camp program curriculum, hosting local PPK meets at all eight Kid Central sites. First place winners from Kid Central local meets advanced to sectional competitions in Sacramento, and one Kid Central participant advanced to the Team Championships held at the San Francisco 49er stadium. She placed first in her division at the Team Championship. (Goals 1a, 4a, 4c)
- Kid Central presented the first “Art Everywhere” project that consisted of hands-on art lessons inspired by the Kennedy Center’s ArtsEDGE curriculum. Participants, age 5-12, created original watercolor paintings that were on exhibit at the Wackford Community Complex in February, and at a local Elk Grove café in March. Kid Central hosted a public art reception for the young artists. This year’s art theme was “Parks Make Life Better.” (Goals 1a, 4a, 4c)
- Kid Central participants had an opportunity to write and publish their own books as part of a Young Authors writing program. Final books were published by Student Treasures – a free student publishing program - who allowed the CSD’s Kid Central to be the first afterschool program/park and recreation department to participate in their program, which is typically offered only to schools. Children had an opportunity to share their writings as part of a public reading at Elk Grove Library, hosted by Kid Central. (Goals 1a, 4a, 4c)
- Kid Central implemented a new health a wellness curriculum into the regular afterschool program. Called “Fun & Food Afterschool,” the curriculum was created by the Harvard Prevention Research Center on Nutrition and Physical Activity, part of the Harvard School of Public Health. (Goals 1a, 4a)

GOALS FOR 2012/13

- Implement a staff recognition program to help promote a positive work environment. (Goal 1a)
- Plan a minimum of four team building activities per year to help foster a positive work environment. (Goal 1a)
- Increase onsite supervision by administrative staff and supervisors to off site locations to maintain and improve high quality programs. (Goal 1a)
- Implement surveys in all Youth Development programs to assess priorities of participants and their families. (Goals 4a, 4b)
- Develop and maintain relationships with local community groups and stakeholders to provide outstanding customer service and facilitate community problem solving. (Goal 6c)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Preschool Participation	7,255	7,032	7,056
School Age Attendance	8,154	8,781	8,700
Drop in Cards	451	500	475

**PARKS & RECREATION DEPARTMENT – SPECIAL EVENTS
Sub-budget 9340-06
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		445,493
2000	Services and Supplies		231,584
3000	Lease / Loan		4,995
4000	Fixed Assets		136
6980	Operating Transfers Out		18,086
		Total Expenditure Accounts	\$ 700,533
Revenues			
9000	Property Tax		412,751
9464	Recreation Fees		182,635
9730	Donations / Contributions		95,065
9790	Other Revenue		10,082
		Total Revenue Accounts	\$ 700,533

MAJOR FUNCTIONS

The Special Events and Support Services section organizes regional, community and co-sponsored special events that strengthen community image and sense of place by engaging local residents in recreation experiences at their local parks and facilities. This section recruits and recognizes partners and sponsors that support and enhance Department programs and events. Staff in this section are also primarily responsible for facilitating the Department’s contributions to events and programs produced by other community organizations.

In addition to events, staff works with regional businesses to develop marketing sponsorships and advertising opportunities within select CSD parks and facilities which will result in financial and in-kind support for CSD programs and events.

Staff from this section and the facilities section partner to provide technical and logistical support to District sponsored events. Special events staff will coordinate sponsorship fulfillment for the following events in the upcoming fiscal year:

- Best of Elk Grove – Elk Grove Online
- Bikes and Bands -- Elk Grove Bike Park Committee
- Crab & Shrimp Feed – Project RIDE, Inc.
- Dickens Faire and Holiday Kick-off – Old Town Elk Grove Foundation
- Elk Grove Community Band Concerts (6) – Elk Grove Community Band
- Elk Grove Greener Gardens Project – California Association of Resource Conservation Districts
- Elk Grove Multicultural Festival -- City of Elk Grove
- Elk Grove Western Festival – Elk Grove Western Festival Inc.
- Equipment Expo – CPRS District II
- Safety Fair – City of Elk Grove Police Department
- Nutrition Fuels Fitness – Fun Run – Northern Area Dietetic Association
- Rockin’ Beef & Reef – Elk Grove Rotary Club
- Run 4 Independence – Elk Grove Food Bank Services

- Salute to Red, White & Blue – City of Elk Grove
- Senior Day in Beeman Park– Senior Center of Elk Grove, Inc.
- Spotlight Elk Grove – Elk Grove Community Foundation
- Springfest & Chili Cook-off – Old Town Elk Grove Foundation
- Strauss Festival – Strauss Festival of Elk Grove Inc.
- Strauss Festival Fundraising Events (3) – Strauss Festival of Elk Grove Inc.
- Veteran’s Day Parade – Elk Grove Veteran’s Day Committee

The following partnerships are budgeted for the upcoming fiscal year: Breakfast with the Bunny (Pride of Laguna Creek Lions), Breakfast with Santa (Pride of Laguna Creek Lions) and Community Camp Out (Elk Grove Lions Club and Boy Scout Troop 007).

Elk Grove’s only regional event is managed by the Special Events staff. The CSD Giant Pumpkin Festival of Elk Grove is an annual 2-day event held in Elk Grove Regional Park on the first weekend in October.

Community events offered throughout the district in various parks and facilities for the upcoming fiscal year:

- Comedy Under the Stars (3)
- Creek Clean-up
- Father Daughter Dances (3)
- Girls Night Out
- GIANT Pumpkin Growers Forum
- Hot Summer Night Concerts (5)
- Mad Hatter Tea
- Park Opening Celebrations (1)
- Spring Egg–stravaganza

2011/12 ACCOMPLISHMENTS

- Received the Best of Elk Grove award for “Best Place for Live Music” for its Hot Summer Nights concert series for the second consecutive year. (Goals 1a, 4a-c)
- Hosted 29 CSD community events and 1 regional event that provided recreational opportunities to 60,780 guests. (Goals 4a-4c)
- Secured contributions from corporate event partners for District programs and events equaling \$79,521 in cash and \$74,385 in in-kind contributions. (Goals 5c, 5d)
- Facilitated use of facilities, equipment and support for 28 District sponsored events equivalent to \$202,511 in contributions. (Goals 1a, 4c)
- Developed and presented a new Board approved policy for Marketing Sponsorships. (Goals 5d,5e)
- Identified approximately 500 unique advertising opportunities, in association with Department recreation and maintenance personnel, for sales associated with the CSD’s new Season Ticket program. (Goals 5d, 5e)

GOALS FOR 2012/13

- Develop methods to encourage exceptional customer service of staff. (Goals 1a, 1c)
- Maintain the highest safety standards in all program operations. (Goals 2a, 2c)
- Offer community and regional event programs that reflect the recreational needs of the community. (Goals 4a-c)
- Provide support to 28 non-profit groups as part of the co-sponsorship agreement process with the CSD. (Goals 4a-c, 5b)
- Offer a variety of sponsorship and marketing opportunities to local, regional and national entities to gain financial and in-kind support for CSD programs. (Goals 5a, 5c, 5d)
- Support Pirates Island Partners, Cosumnes Legacy Foundation, Bike Park Committee and other District special interest groups in efforts to raise awareness and funds. (Goals 1b, 1c, 6a, 6c)
- Create communication systems to ensure the timely and effective dissemination of information. (Goals 1a-1c, 6a-c)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Regional Event	1	1	1
Community Events	40	29	17
Community Events Participation	51,208	60,780	53,384
Co-Sponsored Events	18	28	27
In-kind support provided to co-sponsored groups	\$155,195	\$202,511	\$150,163
Cash Donations (\$)	\$63,225	\$79,521	\$95,065
In Kind Donations (\$)	\$67,530	\$74,385	\$72,000

**PARKS & RECREATION DEPARTMENT – GOLF COURSE
Sub-budget 9340-07
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		607,215
2000	Services and Supplies		387,956
3000	Lease / Loan		6,146
4000	Fixed Assets		40,348
6980	Operating Transfers Out		17,305
		Total Expenditure Accounts	\$ 1,058,700
Revenues			
9464	Recreation Fees		1,052,700
9790	Other Revenue		6,000
		Total Revenue Accounts	\$ 1,058,700

MAJOR FUNCTIONS

The Golf Course section includes the operation and maintenance of a 9-hole, par 33 golf course that encompasses 48 acres. The course has 3 lakes, four par-3 holes, four par-4 holes and one par-5 hole. Each hole consists of a tee box area, fairway, sand traps, and greens. Six holes play directly adjacent to a water hazard. Staff maintain all areas of the golf course.

Located at the golf course is a pro shop, driving range and practice area. The pro shop is operated year-round, seven days a week from dawn to dusk. The shop offers customers merchandise and concessions for purchase. The lighted driving range consists of 20 tees divided into three practice areas and occupies approximately five acres. Designated practice areas include: a putting green; a chipping and pitching green; and a sand bunker

The course features a dedicated teaching area for private and group lessons. Lessons are taught by in-house staff or contracted employees. The golf course offers a number of improvement classes for juniors and adults to focus on the fundamentals of the game.

2011/12 ACCOMPLISHMENTS

- Completed facility projects to improve customer satisfaction, employee effectiveness and efficiencies and encourage return business. Course improvements included upgrades to irrigation systems, new women’s tees on three holes, installed additional cart paths, expanded the tee boxes on hole #2 and #7, installed creek bed along hole #8 to aerate water flow from upper lake to middle lake, worked with City of Elk Grove to repair fence, and properly removed and disposed of waste materials. (Goal 3a, 3c, 5b, 5c, 4a-c)
- Increased membership of the Golf Course website users by 1600+ golfers to assist with communication of information and providing exceptional customer service. (Goal 1a-c, 4a-c)
- Created a schedule of online promotions to assist in meeting the needs of our participants. (Goal 1b, 4a-c)
- Course produced more than 38,000 rounds in Fiscal Year 2011-12 (Goal 4C).

- Partnered with the Emerald Lakes Men’s Club to repair broken equipment. (Goal 4a, 5b)
- Renewed cart lease with Yamaha® Golf cart which provided a new fleet of 25 golf cars and two maintenance vehicles to ensure the safety of the participants traveling on the course. (Goal 2b-c, 4a-c)
- Attended quarterly Men’s and Women’s club meetings to inform regular users of changes in programs and course projects and solicit feedback. (Goal 1b, 1c, 3c, 6c)
- Hosted four CSD tournaments, continued the twilight league, and added a couples club to encourage additional attendance and provide an opportunity for spouses to play together. (4a-c)

GOALS FOR 2012/13

- Foster employee learning and growth by providing training and educational resources for employees. (Goal 1a)
- Balance program offerings with community needs and financial resources. (Goals 4a-c)
- Continue to build strategic alliances with the Men's and Women's Golf Clubs. (Goal 6c)
- Teach the fundamental skills of golf through our golf lesson program to promote healthy and active lifestyles to our participants. (Goals 4a-c)
- Maintain delivery of facility standards to ensure a safe, clean and green golf course facility. (Goals 3b, 3c)
- Manage section budget. (Goals 5a-c).

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Golf Lesson Participants	2077	1,885	2,000
Golf Rounds Played	36,765	38,340	38,000
Number of annual tournaments	97	199	140

PARKS & RECREATION DEPARTMENT – FACILITIES
Sub-budget 9340-08
Activity Statement

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		1,225,330
2000	Services and Supplies		1,218,412
3000	Lease / Loan		22,090
4000	Fixed Assets		533,819
6980	Operating Transfers Out		84,438
	Deferred Maintenance		19,787
		Total Expenditure Accounts	\$ 3,103,876
Revenues			
6990	Operating Transfers In		1,635
9000	Property Tax		2,066,932
9429	Building Rental		524,371
9998	Encumbered Funds		510,938
		Total Revenue Accounts	\$ 3,103,876

MAJOR FUNCTIONS

Facilities included in this sub-budget are: Castello Recreation Center, Parks and Recreation Main Office, Strauss Island, Pavilion, Dillard Ranch, Jerry Fox Swim Center, Johnson Park Recreation Center, Elk Grove Recreation Center, Elk Grove Park Picnic Areas, Laguna Town Hall, Youth Center, Wackford Community and Aquatic Complex (WCAC) and Stephenson Recreation Center.

Recreation facility staff provides day-to-day management of these facilities. General and pool maintenance is provided by Park Maintenance staff, with a cost transfer provided to the Lighting and Landscaping budget from the specific facility budgets.

To off-set operational expenses, facility revenue is generated by rental charges and partnership agreements. A Montessori School utilizes the Elk Grove Recreation Center. Elk Grove High School and Pleasant Grove High School utilize the Jerry Fox Swim Center while Franklin and Laguna Creek High Schools and the Elk Grove Piranhas utilize the Wackford Aquatic Complex.

Annually, recreation facility staff and the District’s Facility Manager evaluate the Department’s facilities to determine the schedule of facility improvements.

2011/12 ACCOMPLISHMENTS

- Staff provided excellent customer service as evaluated by 90% exceeds expectations on rental surveys. (Goals 1a-c, 4c)
- Provided monthly trainings related to safety and customer service. (Goals 1a-c, 2a, 2c)
- In coordination with Administration and Park Maintenance staff, facilitated the CSD Safety Committee to ensure all employees are following policies and procedures to mitigate any unsafe conditions. (Goals 1a-c, 3b, 2a, 2c, 6b)
- Hosted 42 co-sponsored events including the Elk Grove Chamber of Commerce's Annual Business Expo, Strauss Festival and Strauss Teas and numerous community fundraisers and events. (Goals 1a, 4c, 5b)
- Staff created and implemented a Facility Rental Procedures Manual to standardize the facility rental process at all CSD facilities. (Goals 1a, 1c, 3b, 6a, 6b)
- Front desk staff at Wackford Community Center hosted a Customer Appreciation Week to thank all the customers and families for their business. (Goals 1a, 1c, 4b)

GOALS FOR 2012/13

- Implement customer service standards for facility staff. (Goals 1a, 1c)
- Create communication systems to ensure the timely and effective dissemination of information. (Goals 1a-1c, 6a-c)
- Maintain the highest facility safety standards in all operations. (Goals 3b, 3c)
- Conduct facility and equipment assessments. (Goals 2a, 2c, 3c)
- Evaluate effectiveness and efficiencies at registration offices to make recommendations to decrease burden on the general fund. (Goals 5a, 5b)
- Offer indoor and outdoor rental opportunities at Laguna Town Hall, Wackford Community and Aquatic Complex, Pavilion, Strauss Island and Elk Grove Park that meet the needs of the community. (Goals 4a-c, 5d)
- Manage section budget. (Goals 5a-d).
- Continue to offer excellent customer service to rental customers. (Goal 1a)
- Provide training and educational resources to staff and community. (Goal 1a, 6c)
- Complete facility improvement projects within fiscal year budget. (Goal 3c)

PERFORMANCE MEASURES

Measure	Actual 2010/11	Actual 2011/12	Budget 2012/13
Laguna Town Hall Rentals	121	65	80
Pavilion Rentals	111	46	55
Wackford Community and Aquatic Complex Rentals	265	284	308
Picnic Site Rentals	404	478	522

**PARKS & RECREATION DEPARTMENT – PARK PLANNING DIVISION
Sub-budget 9340-09
Activity Statement**

BUDGET SUMMARY

Expenditures			
1000	Salaries and Benefits		242,823
2000	Services and Supplies		8,875
4000	Fixed Assets		3,655,382
		Total Expenditure Accounts	\$ 3,907,080
Revenues			
6990	Operating Transfers In		841,400
9295	Plan Check Fees		1,500
9790	Other Revenue		164,180
9999	Reserves		2,900,000
		Total Revenue Accounts	\$ 3,907,080

MAJOR FUNCTIONS

The Park Planning Division plans and develops parks and trails and acquires land for recreational purposes. Annually, staff develops and implements a Capital Improvement Plan (CIP) for the construction of new parks and trails and the upgrade and renovation of existing park and trail facilities. Staff is responsible for developing master plans for new parks; preparing construction documents, administering bidding and awarding of construction contracts; preparing cost estimates for new park development/upgrades/renovations; and providing in-house landscape architectural services and construction inspection services. As needed, staff will conduct community outreach meetings for the development of new parks or renovation of existing parks. Staff also provides customer service for the District regarding the status of new parks and trails.

In addition, staff reviews private and public development projects that impact the CSD. These include right-of-way improvements, trails, landscape corridors, communication sites and utility installations/repairs.

2011/12 ACCOMPLISHMENTS (July-Feb)

- Completed a total of 14 acres of new park construction: Van Doren Park Phase 2 and Derr-Okamoto Community Park. (Goals 2b, 3a-c)
- Completed three park improvement projects: Elk Grove Bike Park, West Laguna Park Improvements and 2010 Concrete Sidewalk Repair. (Goals 2b, 3a-c)
- Provided Landscape Architectural Services to the City of Elk Grove for the construction of the Elk Grove Rain Garden Plaza (\$450,000 construction budget), which was completed in May 2012. (Goals 2b, 3a-c)
- Worked with City of Elk Grove to complete the Laguna Ridge Park Impact Fee Program, which was approved by City Council in August 2011. (Goals 2b, 3a-c)
- Provided plan checking services for civil and landscape improvement plans (post entitlement) for four new development projects. (Goal 1b)

- Provided pre-entitlement review of five new development projects. (Goal 1b)
- Completed construction documents for the 2.3 acre Buscher Park and the Playground Sand Replacement Project. (Goals 2b, 3a-c)

GOALS FOR 2012/13

- Manage the planning, design and construction of ten projects as identified in the 2012-13 CIP. (Goals 2b, 3a-c)
- Seek new funding sources for park construction, park renovations and trail projects. (Goal 5d)
- Provide customer service for both internal and external customers. (Goals 1b, 1c)
- Conduct long range planning for parks, park facilities, trails and landscape corridors. (Goals 1c, 4a, 5e, 6c)
- Provide Landscape Architectural Services to the City of Elk Grove per the Master Services Agreement for the East Franklin Trail Improvements and Laguna Ridge Specific Plan Park projects. (Goals 2b, 3a)
- Complete construction of Buscher Park, Playground Sand Replacement, Bartholomew Sports Park Maintenance Building and Elk Grove Park Dog Park Upgrade. (Goals 2b, 3a-c)
- Complete construction documents for Laguna Playground Replacement (Case and Colton), Bartholomew Sports Park Maintenance Building and Elk Grove Park Dog Park Upgrade. (Goals 2b, 3a-c)
- Provide plan checking services for new developments (post entitlement) and review pre-entitlement projects. (Goal 1b)
- Complete design development and commence construction documents for Wright Park Phase 2. (Goal 2b, 3a)

WORKLOAD MEASURES

Measure	Actual 2010/11	Projected 2011/12	Budget 2012/13
Capitol Improvement Projects	10	7	10