

# Fiscal Year 2019-20 Final Budget

Cosumnes Community Services District



**Enriching Community  
Saving Lives**



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## COSUMNES CSD BOARD OF DIRECTORS



Gil Albiani, President



Orlando Fuentes, Vice President



Jim Luttrell, Board Member



Jaclyn Moreno, Board Member



Rod Brewer, Board Member

## COSUMNES CSD EXECUTIVE STAFF



Joshua Green, General Manager

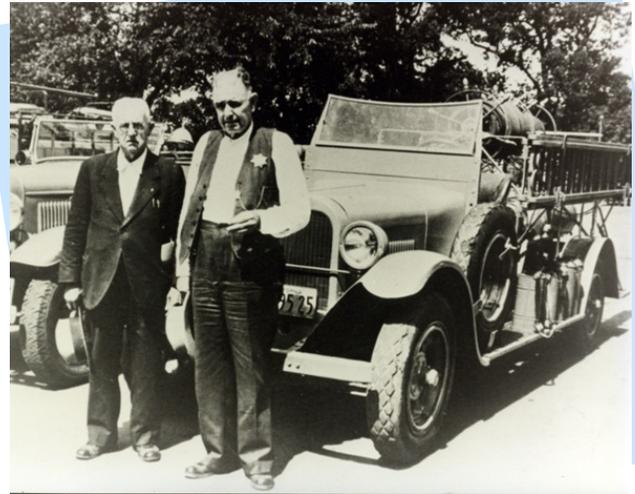


Michael McLaughlin, Fire Chief

## COSUMNES CSD DEMOGRAPHICS

### PURPOSE

The Cosumnes Community Services District (CSD) is a regional agency that provides fire protection and emergency medical services for the cities of Elk Grove and Galt, as well as unincorporated areas of south Sacramento County. Its award-winning parks and recreation services operate exclusively within the Elk Grove community, while fire protection and emergency medical services are provided throughout the District. Public Safety is the CSD's top priority.

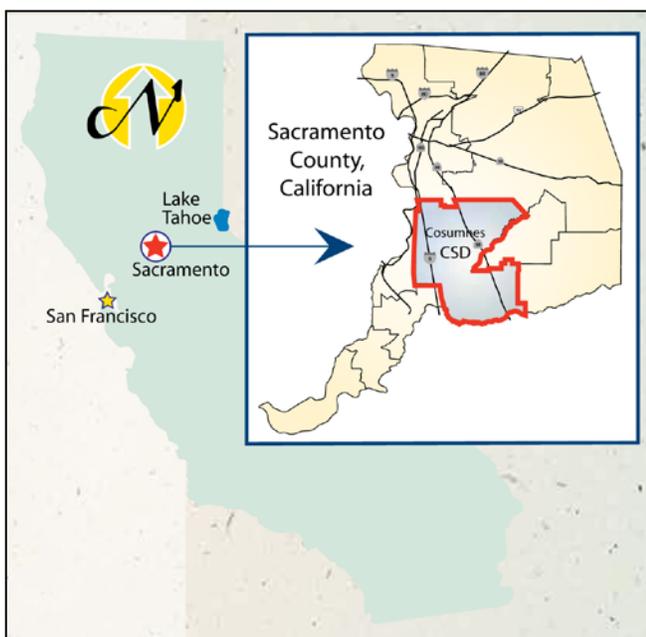


### HISTORY

The Cosumnes CSD is a product of three local public service agencies. The District was created in 2006 through a merger of Elk Grove Community Services District and the Galt Fire Protection District. The Elk Grove CSD has provided services in the Elk Grove area since 1985, having formed through a merger of the Elk Grove Recreation and Park District (established in 1936) and the Elk Grove Fire Protection District (established in 1925). The Galt Fire Protection District was established in 1921.

### LOCATION

The District, located in California's Central Valley in the southern portion of Sacramento County, is four miles south of the Sacramento City limits, 92 miles east of San Francisco, and 379 miles north of Los Angeles. The District is the largest community services district in California encompassing 157 square-miles.



### GOVERNMENT

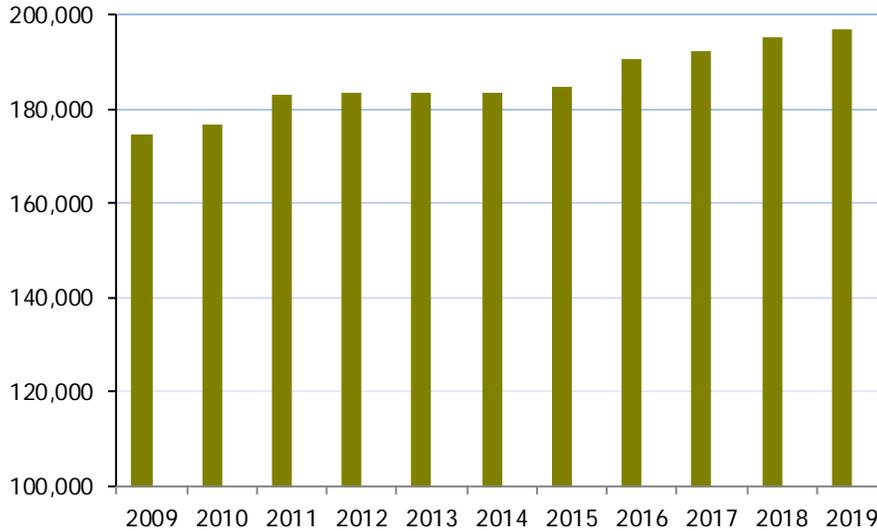
The District is a political subdivision of the State of California. Its jurisdiction lies in the 3rd and 5th Congressional Districts, the 10th and 15th State Assembly Districts, and the 1st and 5th State Senate Districts.



## POPULATION

The District serves 197,042 residents as of June 30, 2019.<sup>1</sup> The jurisdiction experienced growth from 2009 to 2012 with an average annual population increase of 12%. From 2013 to 2018, the population increased an average of 4.8% per year and has remained fairly constant since 2013.

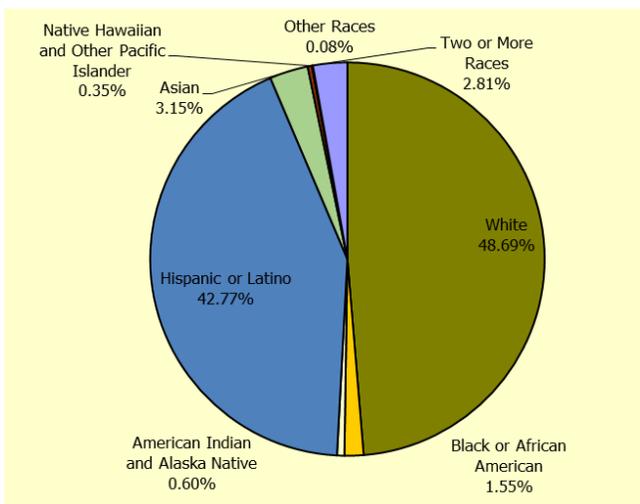
Population 2009-2019



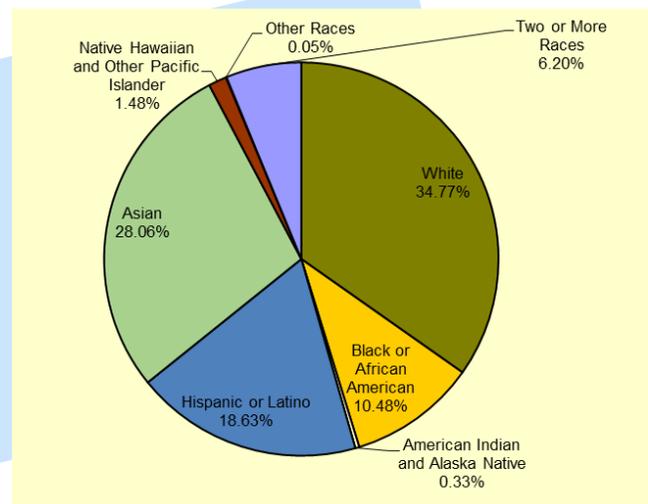
## DIVERSITY

The community's diverse population mirrors California's diversity. The rich cultural diversity adds a vibrant quality to the community. The racial make-up of the two cities within the jurisdiction is shown below.<sup>1</sup>

Galt Racial Diversity



Elk Grove Racial Diversity



<sup>1</sup> Source: City of Elk Grove and City of Galt: Demographics

## INCOME

Elk Grove median household income is \$85,556. Galt median household income is \$68,908.<sup>2</sup>

## HOUSING

Elk Grove has 51,351 housing units averaging 3.25 people per household. The median home value is \$349,500. Galt has 7,846 housing units with an average of 3.27 people per household. The median home value is \$270,300.<sup>3</sup>

## EDUCATION

The Elk Grove Unified School District, Galt Joint Union Elementary School District and the Galt Joint Union High School District are the school districts serving the jurisdiction. Together the Districts have 47 elementary schools, ten middle schools, nine high schools and six alternative high schools. A number of private schools are in the area along with several recently emerged charter schools. Cosumnes River College is just north of the jurisdiction's boundaries. California State University, Sacramento and University of California, Davis are both within commuting distance.

Level of Education (Age 25+)		
	Elk Grove	Galt
High School Diplomas	90.2%	81.9%
Bachelor's Degrees	36.6%	17.3%

*Source: U.S. Census Bureau: State and County QuickFacts*

## RECREATION



In addition to a 127-acre regional park, there are 97 neighborhood and community parks offering year-round recreation opportunities. The number of parks in the Elk Grove service area has increased by more than 37% over the last ten years. Sports facilities are abundant, including 51 baseball/softball diamonds and 43 soccer/football fields. The area has 18 miles of off-street trails, a nine-hole golf course, two community centers, four recreation centers, two aquatic complexes, a skate park and three dog parks.

The community offers a multitude of special events such as concerts in the park, parades, 4<sup>th</sup> of July fireworks, a multicultural festival and a chili cook-off to name just a few. The annual Giant Pumpkin Festival, Strauss Festival, and the Galt Strawberry Festival bring thousands of visitors from throughout Northern California.

### Park Expansion in Last 10 Years

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
No. of Parks	85	89	90	91	92	94	94	95	96	97	98
Park Acreage	911	962	966	978	981	985	985	994	996	1,007	1,020

<sup>2</sup> Source: U.S. Census Bureau: State and County QuickFacts

<sup>3</sup> Source: U.S. Census Bureau: State and County QuickFacts

**EMPLOYMENT**

The California Employee Development Department estimates the City of Elk Grove (which the Parks and Recreation Department serves) to have a labor force of 82,900. Of the estimated labor force, 80,300 are employed, resulting in a 3.2% unemployment rate. The Cities of Galt and Elk Grove combined (Fire Department's jurisdiction) has an estimated 94,500 people in its labor force with 91,300 employed resulting in an unemployment rate of 3.4%. The top ten employers are public service providers, manufacturers and retailers. Of the top ten employers in the jurisdiction, public agencies provide 59 percent of the employment opportunities.

Major Employers	# Employees
Elk Grove Unified School District	3,427
Apple Computer	500
Bel Air/Raleys Supermarkets	433
All Data	421
City of Elk Grove	318
Cosumnes Community Services District	305
Wal Mart	156
Elk Grove Ford	124
Maita Chevrolet	120
Home Depot	111

**PRINCIPAL PROPERTY TAXPAYERS**

Property tax revenue is the largest funding source for the District. The majority of the principal taxpayers<sup>4</sup> are development corporations.

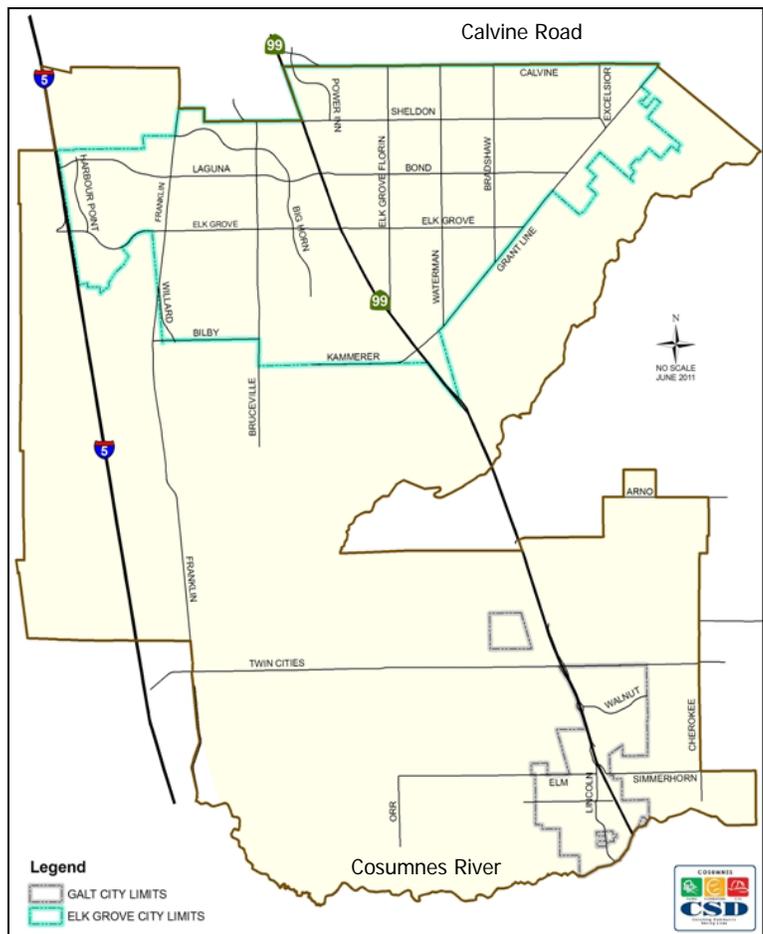
Principal Property Taxpayers	% of Total District Taxable Assessed Value
Apple Computer, Inc.	0.99%
Donahue Schriber Realty Group LP	0.49%
Pappas Laguna 2 LP	0.46%
Laguna Springs Corporation Center	0.41%
Oakmont Properties II LP	0.33%
9130 Nolan Street LLC	0.23%
Jackson II LLC	0.23%
Fairfield Bella Vista LLC	0.21%
DS Properties 18	0.21%
Norwalk Flallon LLC Upland Terry LLC	0.20%

<sup>4</sup> Source: County of Sacramento Assessor's Office and HdL Coren & Cone

## JURISDICTION PROFILE

### BACKGROUND

The Cosumnes Community Services District 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 197,042 people within a 157 square-mile jurisdiction that includes the cities of Elk Grove and Galt, and the unincorporated area of south Sacramento County. The Fire Department serves Elk Grove and Galt, while the Parks and Recreation Department serves exclusively the Elk Grove portion of the District. The District employs 305 full-time staff. The three departments within the CSD are the Administrative Services Department, the Fire Department and the Parks and Recreation Department



### CORE SERVICES

- Fire and rescue response
- Award-winning parks and facilities
- Emergency Medical Services
- Community events
- School and business safety inspections
- Swim lessons and aquatics programs
- Disaster preparedness programs
- Sports leagues, classes, camps
- Fire and life safety education
- Preschools, after-school programs and year-round camps
- Specialty classes for children, teens and adults



## COSUMNES CSD DEPARTMENTS

**The Fire Department** covers a growing, diversified, and dynamic area of southern Sacramento County. The Fire Department operates from eight stations and an administration facility with 189 full-time personnel. The Department responded to 19,790 incidents last fiscal year. Fire-rescue operations are provided by eight advance life support engine companies, seven 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 include new construction plan reviews, construction inspections, arson investigation, and fire code enforcement

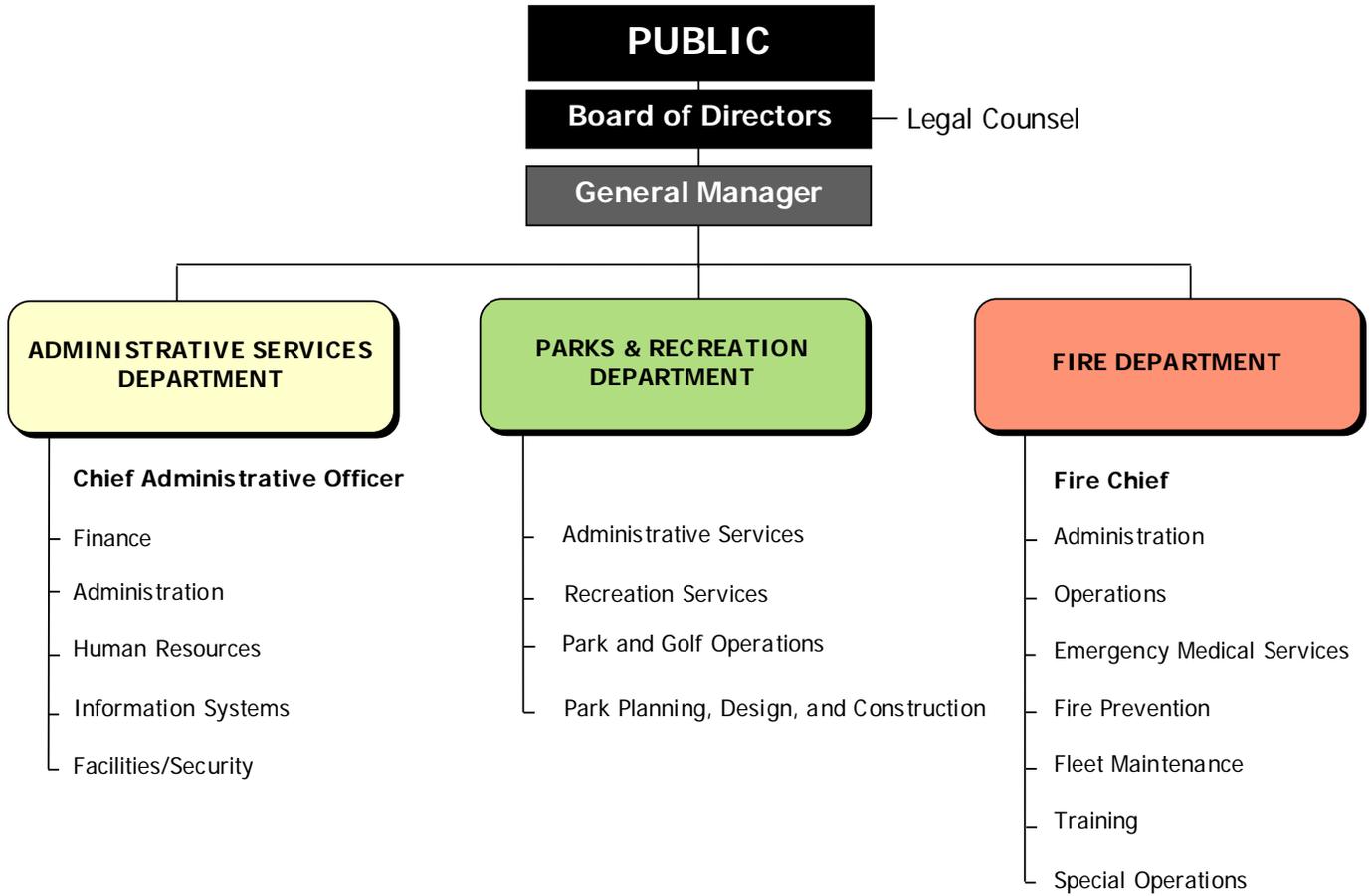


**The Parks & Recreation Department** vision is to offer an inclusive and connected park, recreation, and trails system that delivers opportunities for health and wellness, social interaction, and delight to the Elk Grove community. The department strives to achieve this vision by meeting the needs of the growing community, revitalizing and developing community spaces, enhancing community connections, and ensuring a sustainable parks and recreation system. 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.

**Administrative Services Department** operations benefit the Board of Directors, 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. A major function of Administrative Services is the development and monitoring of the CSD budget.



**COSUMNES CSD ORGANIZATIONAL CHART**



**2018/2019 AWARDS AND RECOGNITION**

AWARD	PROGRAM/PROJECT	AWARDED BY
Excellence in Financial Reporting	CSD Comprehensive Annual Financial Report	Government Finance Officers Association
Excellence in Operating Budget	CSD Operating Budget	CA Society of Municipal Finance Officers
ZOLL Pulse Award	Fire Department EMS Division	ZOLL Pulse Award
Agency Showcase Marketing Award	Summer 2018 Activity Guide	California Parks & Recreation Society
Revolutionary Technology Award	Fire Department Next Generation SMART Concept	Revolutionary Technologies Expo
Hometown Hero	Fire Department Engineer Joe Guardino and Firefighter Julie Rider	Rotary Club of Elk Grove



## DISTRICT VISION, MISSION AND GOALS

Established 2011

### VISION

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

### MISSION

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

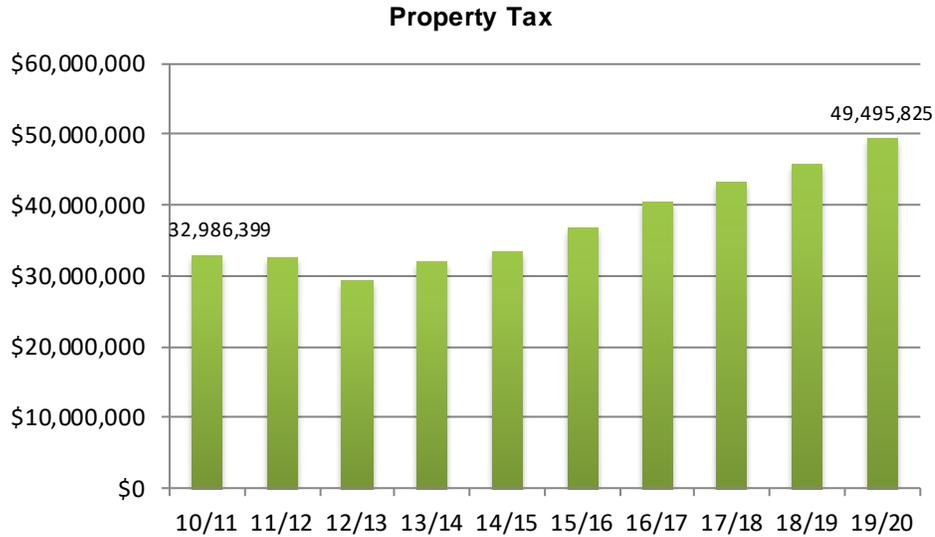
### GOALS AND STRATEGIES

1. The CSD will provide exceptional service to customers.
  - a. Empower employees to provide exceptional service to all internal and external customers.
  - b. Communicate accurate and timely information to all internal and external customers using multiple mediums, as resources allow.
  - c. Provide opportunities for internal and external customer input and feedback.
2. The CSD will make safety a priority in all operations.
  - a. Prepare staff and community members for emergency situations.
  - b. Design and maintain parks, facilities, and apparatus using established standards for safety.
  - c. Identify and mitigate unsafe conditions.
3. The CSD will provide quality facilities, parks, and apparatus.
  - a. Design parks, facilities, and apparatus taking into account environmental, fiscal, and operational sustainability.
  - b. Utilize established standards for quality and durability to maintain parks, facilities, and apparatus.
  - c. Plan for replacement and/or repair of facilities, parks, and apparatus, as resources allow.
4. The CSD will provide services, programs, and facilities based on the distinct needs of the community.
  - a. Identify the needs of the community.
  - b. Categorize and prioritize services and programs.
  - c. Balance offerings with resources available.
5. The CSD will ensure its financial stability and accountability.
  - a. Maintain high standards of financial accountability.
  - b. Deliver services and programs in a cost-effective manner utilizing available resources, emphasizing efficiency and accountability in day-to-day operations.
  - c. Protect existing revenue streams.
  - d. Seek and improve external funding sources.
  - e. Identify long-range funding needs.
6. The CSD will ensure transparency in all District operations.
  - a. 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.
  - b. Actively involve CSD personnel in decisions that affect them.
  - c. Promote civic involvement by educating community stakeholders and engaging them in decision making.



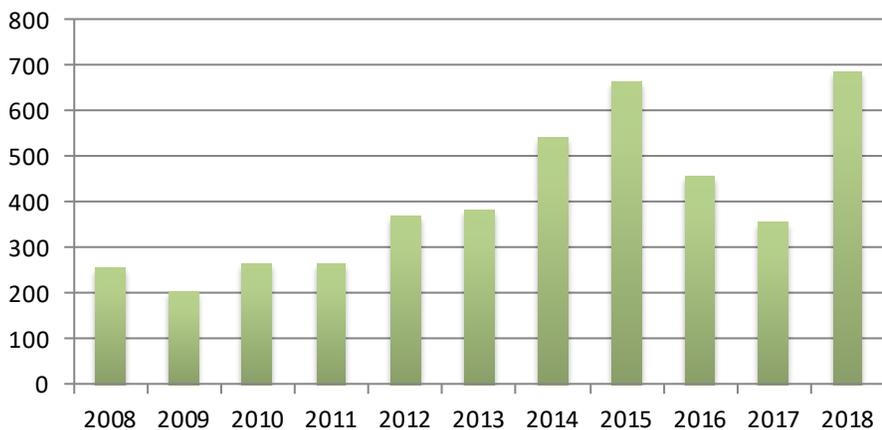
## ECONOMIC OUTLOOK

The primary funding source for District operations is property taxes. 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 in the 2008/09 FY. After five years of property tax decline, the District experienced a 7% increase in FY 2017/18, a 6.75% increase in FY 2018/19, and is estimating a 6.5% increase in 2019/20.



After the sharp decline in the number of single-family residential building permits issued in 2007, there has been a slow return in development in the Elk Grove area, with some fluidity since 2015.

**City of Elk Grove  
Annual Single-Family Building Permit Issuance**



The housing market for single-family resale homes is showing signs of recovery as home prices have increased gradually in the last two years. The median home value in Elk Grove in June 2018 was \$330,000 compared to \$349,500 in April 2019 – a 6% increase. Galt experienced a 3% increase during the same period with the median home value in June 2018 being \$263,000 and increasing to \$270,300 in April 2019.

Declining unemployment rates within the jurisdiction are anticipated to contribute to a gradual, but continual economic recovery. Annual unemployment rates have steadily declined since a 2010 high of 10.4 percent in Elk Grove and 20.3 percent in Galt. The California average unemployment rate for 2018 falls between the two cities at 3.62%.

**Unemployment Rates - Annual Average**

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Elk Grove	5.8%	9.1%	10.4%	9.8%	8.6%	7.1%	5.6%	4.6%	4.5%	3.9%	3.2%
Galt	11.9%	18.2%	20.3%	19.4%	17.1%	14.4%	8.6%	7.1%	7.0%	6.3%	5.3%

**LEGISLATIVE OUTLOOK**

Senate Bill 3 was signed by Governor Jerry Brown on April 4, 2016. This legislation raises the California minimum wage for all industries beginning January 1, 2017 and incrementally increases the minimum wage through January 1, 2022 until it reaches \$15 per hour.

**LEGISLATIVE WATCH**

Senate Bill 266. This bill requires employers who entered into a Memorandum of Understanding (MOU) with an employee bargaining unit, and if what was agreed upon in the MOU that was considered pensionable compensation for the employees, is ultimately determined by the pension system to not qualify as a pensionable benefit, and the employee retires, then the employer would make direct payments to the retiree in amount disallowed by the pension system.

Senate Bill 518. This bill eliminates the negative impacts for plaintiffs involved in a California Public Records Act lawsuit that do not accept the terms of a pre-trial settlement offer, and do not prevail in court at a level greater than the pre-trial offer, known as a Section “998 offer”.

Assembly Bill 5. This bill would state the intent of the Legislature to codify the decision in the Dynamex case and clarify its application. The bill would provide that the factors of the “ABC” test be applied in order to determine the status of a worker as an employee or independent contractor for all provisions of the Labor Code and the Unemployment Insurance Code, unless another definition or specification of “employee” is provided. The bill would codify existing exemptions for specified professions that are not subject to wage orders of the Industrial Welfare Commission or the ruling in the Dynamex case. Because this bill would expand the categories of individuals eligible to receive benefits from, and thus would result in additional moneys being deposited into, the Unemployment Fund, a continuously appropriated fund, the bill would make an appropriation. The bill would state that these changes do not constitute a change in, but are declaratory of, existing law with regard to violations of the Labor Code relating to wage orders of the Industrial Welfare Commission.

Assembly Bill 1486. This bill requires public agencies to offer a right of first refusal to affordable housing developers, schools, and parks before disposing of surplus land or entering discussions or negotiations with potential buyers. This invalidates transfers of land where an agency did not follow the proper disposal procedures.

Assembly Bill 1705. This bill requires a new Medi-Cal intergovernmental transfer program (IGT) for public ground emergency medical transportation providers (public ambulance providers) that would provide additional payments to these providers in fee-for-service (FFS) Medi-Cal and Medi-Cal managed care (MCMC) plans that is equal to 100% of projected costs. The bill replaces the existing certified public expenditures program used to fund FFS public ground providers with the new IGT-funded program. The bill exempts public ambulance providers from the Quality Assurance Fee (QAF) and the resulting Medi-Cal add on payments resulting from revenue from the QAF. Requires implementation of the new program to be on July 1, 2021.

## BUDGET HIGHLIGHTS

### District Overall Changes from the 2018/19 Fiscal Year

The District's 2019/20 FY Budget totals \$93.7 million, which is approximately \$800,000 more than the 2018/19 FY Amended Budget. Changes from the previous fiscal year are summarized as follows:

- Increase in salaries and benefits by \$2.9 million are due to the 2019 Fire Academy, 522 contract negotiations, City of Elk Grove Aquatic Center staffing, CalPERS unfunded liability, Cost of Living adjustments, merit increases, workers compensation, minimum wage increase, and actuarially determined contributions (formerly ARC).
- Increase in services and supplies by \$130,000 is largely driven by the Recruit Academy 2019-01 need for personal protective gear, and other equipment and services to recruit firefighters.
- Increase in leases and loans by \$180,000 can be attributed to the addition of Fire Department-wide self-contained breathing apparatus and two Type 5 wildland engines. Of note, this coming fiscal year marks the final loan payment for Station 72.
- Increase in fixed assets by \$1.2 million can be attributed to the purchase of Department-wide self-contained breathing apparatus within the Fire Department.
- Decrease in capital improvements/assets by \$3.5 million can be attributed to the completion of the Administration Building remodel in the prior fiscal year.
- Decrease in Operating Transfers out by \$145,000 related to the elimination of an inter-department transfer within the Fire Department.

## MAJOR PRIORITIES AND FUNDING SOURCES

### Administrative Services Department

- Promote diversity, equity, and inclusion.
- Fully funding the actuarially determined contribution for retiree health. Funding source: General Fund
- Update and monitor the District's five-year projection financial guidelines in order to protect District reserve fund balances.
- District-wide ADA Assessment. Funding source: General Fund.

### Fire Department

- Meet the Fire Department's response time goal. Funding source: General Fund.
- Maintain and maximize ImageTrend Records Management System Elite. Funding source: General Fund.
- Complete impact study of the proposed Wilton Rancheria Casino. Funding source: General Fund.
- Develop Command Training Center in the Training Division to facilitate officer development and succession planning at all levels of the organization. Funding source: General Fund.
- Enhance and standardize the safety of Fire Department personnel by upgrading our self-contained breathing apparatus (SCBA). Funding source: General Fund
- Continue ongoing Strategic and Master Plan initiatives to further embrace a growing community and Fire Department. Funding source: General Fund.
- Enhance staffing levels, reorganize workflows and staff assignments to effectively address organizational needs and work practices. Funding source: General Fund.



- Develop and maintain community partnerships to support Fire Department and EMS interests in the community working towards workforce sustainability and diversity, public presence, and professional development. Funding source: General Fund.

**Parks and Recreation Department**

- Facility asset preservation. Scheduled for this fiscal year are the following one-time projects: Beeman Recreation Center update and repair, Pavilion interior paint and new flooring, Laguna Town Hall roof replacement (year 1 of 3), Strauss Island improvements, Elk Grove Recreation Center dry rot repairs, Wackford Complex deck shade replacements, demolition of the 8812 modular trailer, Sonitrol upgrade at Wackford Complex, HVAC replacement at Johnson Recreation Center, and exterior paint at the Pavilion. Funding Source: Program Revenue, Program Reserves or General Fund.
- Implementation of the Parks and Recreation Department’s Strategic Plan to guide facility development, recreation programming, and park operations over the next 3 years. Funding Source: General Fund.
- Execution of agreement between the District and City of Elk Grove for the oversight and management of the City’s new Aquatic Center. Funding Source: City of Elk Grove
- Morse Park Community Center – Complete business and operations study, community outreach, and master plan pending program funding availability. Funding Source: Operating transfer in from L&L East Franklin Benefit Zone, Park Impact Fees, and Quimby Fees.
- Town Square Park – Replace playground equipment and add a picnic area. Funding source: Operating transfer in from L&L Laguna Benefit Zone and Mello Roos Special Taxes.
- Oasis Community Park – Complete construction of a 20-acre community park located in the Madeira East Development. Funding source: Laguna Ridge Supplemental Park Fee.
- Singh and Kaur Park – Complete construction of a 5.1-acre neighborhood park located in the Madeira East Development. Funding source: Laguna Ridge Supplemental Park Fee.
- Morse Park Dog Park Upgrade – Complete construction of dog park upgrades. This project is part of a District wide plan to update dog parks. Funding source: Operating transfer in from L&L East Franklin Zone.
- Madeira East-South Park – Community outreach, design development and construction documents of a 1.3-acre neighborhood park located in the Madeira East Development. Funding source: Laguna Ridge Supplemental Park Fee.
- Elk Grove Veteran’s Memorial Garden – Complete construction of Phase One. Funding Source: Other/Unfunded

**POLICY AND ASSUMPTION FOR KEY REVENUE**

**Ambulance Transport**

Using detailed fiscal and business trend modeling, Wittman Enterprises (The District’s EMS billing company) estimates the number of billable transports combined with payment breakdown projections for the following year. This projection is then reviewed by Fire Department staff, using a combination of intuitive trend modeling and demographic projections to verify Wittman’s methodology.

**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 five-year Capital Improvement Plan (CIP) to schedule park construction. The estimate is based on the schedule of projects for FY 2019/2020, remaining costs for existing projects and the costs for new projects. The projects for which the estimate is based on include Morse

Park Community Center, Oasis Park, Town Square Park playground revitalization, Elk Grove Park Veteran's Memorial Garden, Singh and Kaur Park, Morse Park Dog Park upgrade, Lichtenberger and Pederson playground revitalization, Parksite #9 – Crooked Creek, and Madeira East-South Park. (Project descriptions are included in the Major Priorities and Funding Sources Section). Funding may come from a number of sources, including park impact fees, Quimby fees and Cosumnes Legacy Foundation.

### **Operating Transfer In**

The Landscape and Lighting Act of 1972 allows cities, counties and special districts to levy assessments for land purchase and the construction, operations and maintenance of parks, landscaping, lighting, traffic signals and graffiti abatement. The CSD Landscape and Lighting Assessment District generates revenue within 13 benefit zones and four sub-assessment zones. Assessments are based on benefits to be received in each benefit zone. A portion of the assessment within each benefit zone may be used for park maintenance, parks rehabilitation, safety lighting, and corridor maintenance in accordance with the California Streets & Highways Code Sec. 22500 et seq.

### **Plan Check Fees**

The Fire Department uses demographic trend modeling to determine if Fire Prevention Bureau revenue will increase based on development and economic trend factors inherent in the community and region.

### **Property Tax**

The primary funding source for District operations is property taxes. After five years of property tax decline, the District experienced a 6.75% increase in FY 2018/19 and is expecting a 6.5% increase in the 2019/20 FY. Under California State law, District property taxes are assessed and collected by the County of Sacramento up to 1% full cash value of taxable property, plus other increases approved by the voters and distributed in accordance with statutory formulas. Sacramento County property tax revenue assumptions are based on inflation factors, resale values and new development trends.

### **Quimby Fees**

Fees collected from developers in-lieu of land dedication for parks and recreation facilities. The revenues must be used "for the purpose of developing new or rehabilitating existing neighborhood or community parks or recreational facilities to serve the subdivision." California Government Code Section 66477 provides the authority and formula for the dedication or the payment of fees for subdivisions. In cooperation with the City of Elk Grove, the CSD administers the fee collection. Funds are restricted to the rehabilitation or new development of parks or recreational facilities that will serve the residential subdivisions that are assessed the fee.

### **Recreation Fees**

Staff examined the previous year's revenue performance before beginning revenue forecasting for the 2019/20 Fiscal Year. The basis for the estimate includes examination of past performance combined with a thorough review of participation trends going forward and the incorporation of new and/or revised fees.

### **Supplemental Park Fee**

District park planning staff performs landscape architectural services for City of Elk Grove park and landscape improvement projects under a Master Services Agreement. The City provides funding for these projects and the project details are identified in the City CIP.



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**COSUMNES CSD**

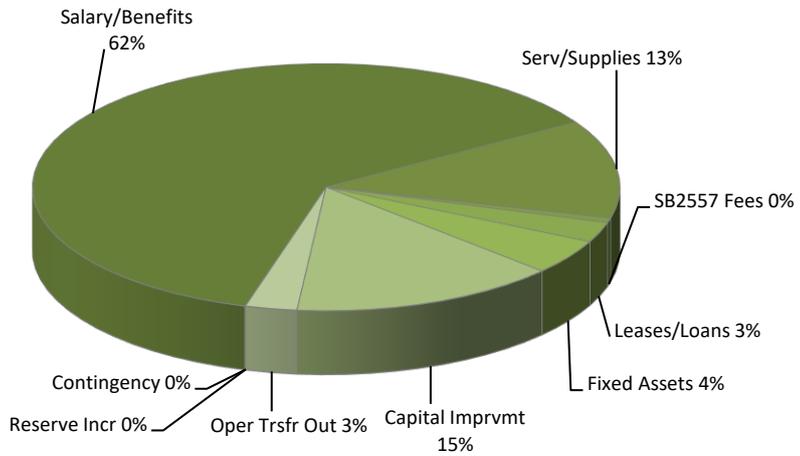
OBJECT NAME	ADMIN SVCS	FIRE	RECREATION	GENERAL FUND TOTAL	DEBT SERVICE FUND
<i>EXPENDITURES</i>					
Salaries/Benefits	4,524,545	43,980,345	9,347,162	57,852,052	
Services/Supplies	543,220	7,278,368	4,249,011	12,070,599	
Leases/Loans	653,289	1,759,142	52,004	2,464,435	1,736,147
Fixed Assets	2,500	4,208,463	94,645	4,305,608	
Capital Improvements	10,000	186,500	13,577,664	13,774,164	
Operating Transfers Out	75,872	1,465,880	1,126,358	2,668,110	
Contingencies			8,000	8,000	
Reserve Increase			8,230	8,230	
<i>Subtotal</i>	<i>5,809,426</i>	<i>58,878,698</i>	<i>28,463,074</i>	<i>93,151,198</i>	<i>1,736,147</i>
SB2557 Co. Admin Fees	567,062	0	0	567,062	
<i>Subtotal</i>	<i>567,062</i>	<i>0</i>	<i>0</i>	<i>567,062</i>	
<b>TOTAL EXPENDITURES</b>	<b>6,376,488</b>	<b>58,878,698</b>	<b>28,463,074</b>	<b>93,718,260</b>	<b>1,736,147</b>
<i>REVENUES</i>					
Property Taxes - Elk Grove	5,554,887	33,295,739	5,479,949	44,330,575	
Property Taxes - Galt		5,165,250		5,165,250	
Interest Income	200,000			200,000	
Recreation/Other Svc Fees			6,661,251	6,661,251	
Ambulance/Plan Ck Fees		11,043,877	10,000	11,053,877	
Federal/State Aid Funds		640,000	537,525	1,177,525	
Encumbered Funds		258,569	35,000	293,569	
Use of Reserves		3,548,679	2,191,749	5,740,428	
Other Revenue**	7,500	4,876,260	11,179,519	16,063,279	
Operating Transfers In	614,101	50,324	2,368,081	3,032,506	1,736,147
<b>TOTAL REVENUES</b>	<b>6,376,488</b>	<b>58,878,698</b>	<b>28,463,074</b>	<b>93,718,260</b>	<b>1,736,147</b>
<i>NET</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, insurance proceeds, vehicle code fines and Sale of Personal Property.

### COSUMNES CSD

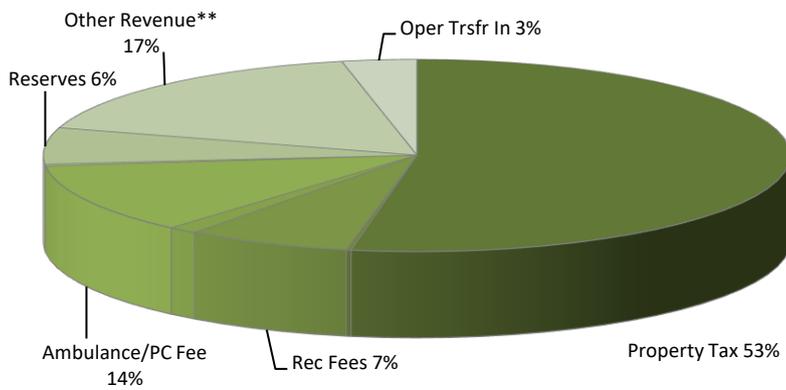
#### EXPENDITURES BY OBJECT TYPE

<i>Obj. Type</i>	<i>Amount</i>	<i>Percent</i>
Salary/Benefits	57,852,052	62%
Serv/Supplies	12,070,599	13%
SB2557 Fees	567,062	1%
Leases/Loans	2,464,435	3%
Fixed Assets	4,305,608	5%
Capital Imprvmt	13,774,164	15%
Oper Trsfr Out	2,668,110	3%
Contingency	8,000	0%
Reserve Incr	8,230	0%
<b>TOTAL</b>	<b>93,718,260</b>	<b>100%</b>



#### REVENUES BY OBJECT TYPE

<i>Obj. Type</i>	<i>Amount</i>	<i>Percent</i>
Property Tax	49,495,825	53%
Interest Income	200,000	0%
Rec Fees	6,661,251	7%
Federal/State Aid	1,177,525	1%
Ambulance/PC Fee	11,053,877	12%
Encumbrances	293,569	0%
Reserves	5,740,428	6%
Other Revenue**	16,063,279	17%
Oper Trsfr In	3,032,506	3%
<b>TOTAL</b>	<b>93,718,260</b>	<b>100%</b>



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

**COSUMNES CSD  
Reserves**

	<b>6/30/2019 BALANCE</b>	<b>BUDGETED FY 19/20</b>	<b>INCREASE FY 19/20</b>	<b>7/1/2019 BALANCE</b>
<b>BOARD DESIGNATED RESERVES</b>				
EMERGENCY RESERVE	\$ 3,546,446			3,546,446
<b>CAPITAL RESERVES</b>				
EG Rec Cntr Cap Imprv	31,000	15,000		16,000
Laguna Town Hall	40,000	40,000		-
Pavilion	30,000	20,000		10,000
Wackford Complex	70,550	33,807		36,743
Fox Aquatic Complex	40,700			40,700
Youth Facility Development	98,520			98,520
Apparatus Replacement	386,999	274,038		112,961
Fire Facilities	7,528			7,528
Golf Capital Improvement	15,000	15,000		-
Sport Field Light Replacement	38,595		8,230	46,825
Singh & Kaur Park	121,568			121,568
Oasis Park	231,609			231,609
Intergovernmental Transfer	1,820,854			1,820,854
<b>BUDGET STABILIZATION ACCOUNT</b>				
Recreation Reserves	4,650,671			4,650,671
Fire Reserves	7,537,810	1,398,874		6,138,936
Administrative Services Reserves	2,320,070			2,320,070
<b>SUB-TOTAL BOARD DESIGNATED</b>	<u>20,987,920</u>	<u>1,796,719</u>	<u>8,230</u>	<u>19,199,431</u>
<b>LEGALLY DESIGNATED RESERVES</b>				
FIRE DEVELOPMENT IMPACT FEES	4,407,856	1,875,767		2,532,089
<b>PARK DEVELOPMENT IMPACT FEES</b>				
East Franklin	4,318,867	300,000		4,018,867
Eastern Elk Grove	7,047,016	1,290,000		5,757,016
West Laguna	73,213			73,213
Lakeside	74,613			74,613
Laguna Stonelake	3,160			3,160
PARK IN-LIEU FEES	<u>4,559,636</u>	<u>477,942</u>		<u>4,081,694</u>
<b>SUB-TOTAL LEGALLY DESIGNATED</b>	<u>20,484,361</u>	<u>3,943,709</u>	<u>0</u>	<u>16,540,652</u>
<b>TOTAL CSD RESERVES</b>	<u>\$ 41,472,281</u>	<u>5,740,428</u>	<u>8,230</u>	<u>35,740,083</u>



**COSUMNES CSD**  
**Debt Service Fund Budget 9231**  
**Line Item Detail**

<b>ACCT NO.</b>	<b>ACCOUNT</b>		<b>AMOUNT</b>
<b>3210</b>	<b>Interest Expense</b>		752,960
	Interest payment on Underwood Park Well	2,043	
	Interest payment of Pension Obligation Bond	451,675	
	Interest payment of Fleet Maintenance Refinance	206,250	
	Interest payment of Clean Renewable Energy Bond	92,992	
<b>3220</b>	<b>Bond/Loan Redemption</b>		983,187
	Principal payment on Underwood Park Well	13,187	
	Principal payment on Pension Obligation Bond	100,000	
	Principal payment on Fleet Maintenance Refinance	715,000	
	Principal payment on Clean Renewable Energy Bond	155,000	
	<b>TOTAL 3000 ACCOUNTS</b>		<b>\$ 1,736,147</b>
	<b>TOTAL EXPENDITURES</b>		<b>\$ 1,736,147</b>
<b>6990</b>	<b>Operating Transfers In</b>		\$ 1,736,147
	<b>TOTAL 6000 ACCOUNTS</b>		<b>\$ 1,736,147</b>
	<b>TOTAL REVENUES</b>		<b>\$ 1,736,147</b>

# Administrative Services Department

Cosumnes Community Services District



**Enriching Community  
Saving Lives**



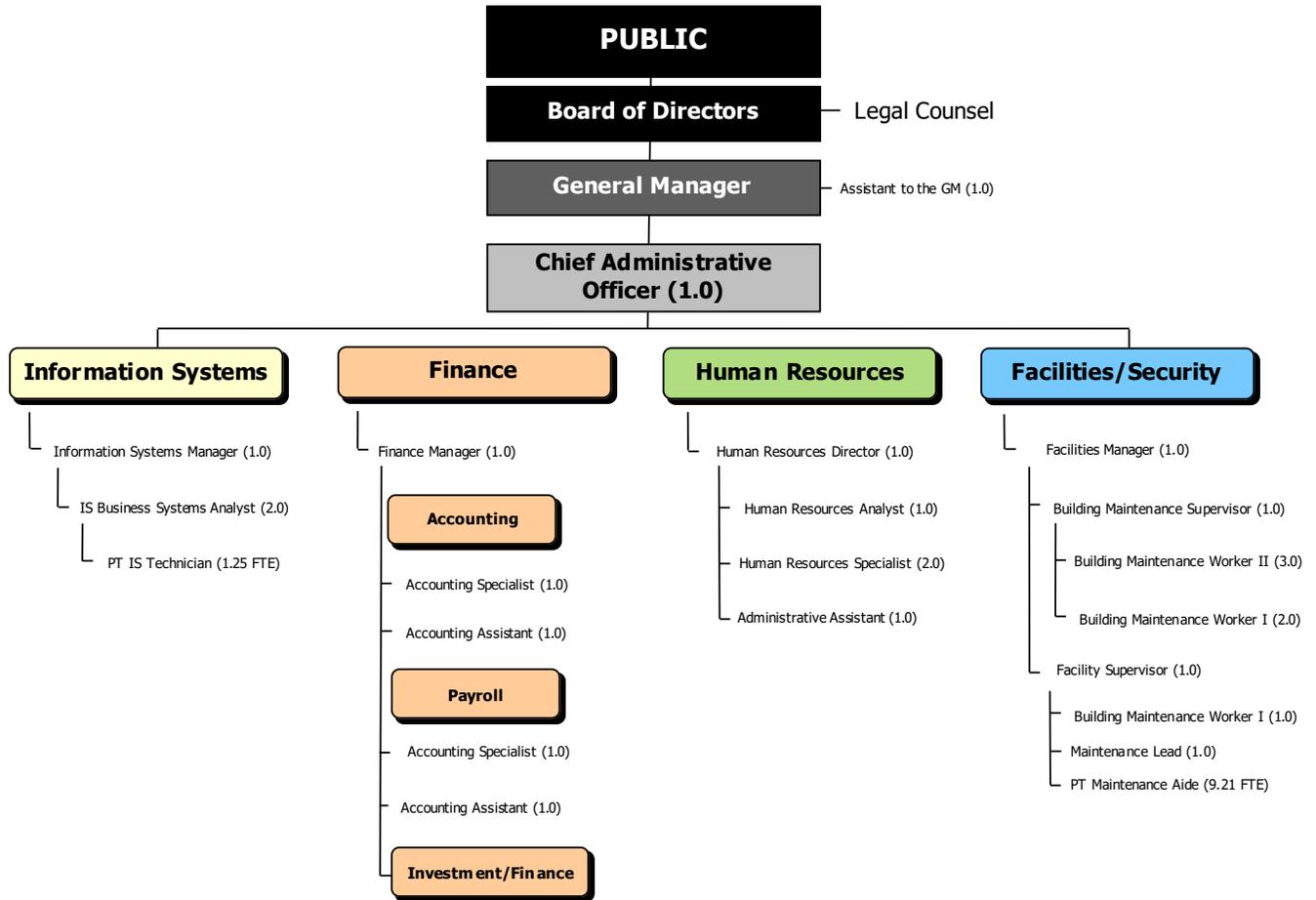
## ADMINISTRATIVE SERVICES DEPARTMENT Budget 1000

### 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 the 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 estimation and information staff can provide in order to make responsible financial decisions that could impact service levels.

- **Finance** – 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. In addition, Administration oversees the entire payroll function for the District, and prepares monthly and quarterly payroll tax returns to Federal and State Agencies.
- **Facilities** – 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. 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.
- **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.
- **Human Resources** – The Administrative Services Department oversees all human resource functions from recruitment of personnel to evaluation of staff to ensure laws are adhered to and consistently applied throughout the District. Also, Human Resources is responsible for the administration of the District’s employee benefit package and updates the District’s personnel manual and part-time manuals.
- **Administration** – 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. 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, and attends community events.
- **Administration Building** – The Administration Building serves as home to the District’s Administration Services Department staff.

**DEPARTMENT ORGANIZATIONAL CHART**



**PRIORITIES/HIGHLIGHTS**

- The Cosumnes CSD's local economy is improving, and as the population continues to grow and political leaders are focused on bringing business and commerce to the region, the demand for housing emerges. An extraordinarily low supply of homes for sale pushed prices higher this spring across the Sacramento region. In April 2019, the median home price of \$349,500 in Sacramento County was the highest in 11 years. Property tax revenues are projected to increase 6.5% compared to the prior fiscal year due to consumer price index increase of 2.5% combined with modest local development.
- Administration will continue to monitor and manage the District's pension and OPEB liabilities as they near \$120 million in total.
- The Administrative Services Department completed the Dillard Ranch property transfer for the Administration Building parking lot and adjoining property.
- Administration will continue to update and monitor the District's five-year projection financial guidelines in order to protect District reserve fund balances.

**FULL-TIME STAFFING**

ADMINISTRATION						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Administrative Specialist	0.4	0.4	0.4	0.4	0	Alcanices, Eileen; Position Reclassified to Exec. Asst.
Assistant to General Manager	1	1	1	1	1	Gomez, Elenice
Chief Administrative Officer	0	0	0	0	1	Vacant
Communication Specialist	0.25	0.25	0.25	0.25	0.25	Vacant
Legal Counsel	0	0	0	0	1	Sigrid Asmundson
General Manager	1	1	1	1	1	Green, Joshua
	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>	<b>4.25</b>	
HUMAN RESOURCES						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Administrative Assistant	0	1	1	1	1	Nicula, Christine
Human Resources Analyst	1	1	1	1	1	Newman, Sheena
Human Resources Director	0	0	0	0	1	Ambrosini, Joseph
Human Resources Manager	1	1	1	1	0	Position Reclassified to HR Dir.
Human Resources Specialist	2	2	2	2	2	Roman, Sonia; Warson, Jennifer
	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
INFORMATION SYSTEMS						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Information Systems Manager	1	1	1	1	1	Haddon, Jack
Business Systems Analyst	2	2	2	2	2	Khang, Shou; Manez, Joseph
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	
FACILITIES						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Building Maintenance Worker I	3	3	3	3	3	Lazalier, Nicholas; Casarez, Lance; Williams, Donshay
Building Maintenance Worker II	3	3	3	3	3	Stewart, Bill; McCrum, Victor; Silva, Michael
Building Maintenance Supervisor	1	1	1	1	1	Daly, John
Facilities Manager	1	1	1	1	1	Vacant
Maintenance Lead	1	1	1	1	1	Piatt, Larry
Recreation Facility Supervisor	1	1	1	1	1	Lutz, James
	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	
FINANCE						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Accounting Assistant	1	1	1	1	0	Upgrade to Accounting Specialist
Accounting Assistant	1	1	1	1	1	Parsons, Terry
Accounting Assistant	0	0	0	0	1	Kumar, Ashika; Upgrade from Off. Spec.
Accounting Specialist	1	1	1	1	1	Leoncio, Marilyn
Accounting Specialist	0	0	0	0	1	Vacant; Upgrade from Acct. Asst.
Finance Manager	1	1	1	1	1	Edwards, Jeremy
	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	
<b>Department Totals</b>	<b>23.65</b>	<b>24.65</b>	<b>24.65</b>	<b>24.65</b>	<b>27.25</b>	

*\*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.*

## ADMINISTRATIVE SERVICES DEPARTMENT BUDGET SUMMARY BY SUB-BUDGET

### Expenses by Category

	Finance 1001	Facilities 1002	Info. Systems 1003	HR 1004	Admin 1005	Admin Bldg 1006	Admin. Serv. Department Total
Salaries and Benefits	556,668	1,493,440	541,274	706,325	1,226,838	0	4,524,545
Services and Supplies	64,711	94,247	1,650	26,110	866,465	57,099	1,110,282
Leases and Loans	653,289	0	0	0	0	0	653,289
Fixed Assets	0	0	0	0	2,500	10,000	12,500
Operating Transfers	15,068	18,610	5,793	8,110	28,291	0	75,872
<b>TOTAL EXPENDITURES</b>	<b>1,289,736</b>	<b>1,606,297</b>	<b>548,717</b>	<b>740,545</b>	<b>2,124,094</b>	<b>67,099</b>	<b>6,376,488</b>

### Revenue by Accounts

Operating Transfers In	(340,092)	(9,306)	0	0	(264,703)	0	(614,101)
Property Tax	(742,144)	(1,596,991)	(548,717)	(740,545)	(1,859,391)	(67,099)	(5,554,887)
Interest Income	(200,000)	0	0	0	0	0	(200,000)
Revenues-Other	(7,500)	0	0	0	0	0	(7,500)
<b>TOTAL REVENUE</b>	<b>(1,289,736)</b>	<b>(1,606,297)</b>	<b>(548,717)</b>	<b>(740,545)</b>	<b>(2,124,094)</b>	<b>(67,099)</b>	<b>(6,376,488)</b>

<b>NET OVERAGE/(DEFICIT)</b>	<b>0</b>						
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## ADMINISTRATIVE SERVICES DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
1110	Salaries	1,515,857	1,746,177	1,926,966	1,973,399	2,607,197
1121	Part-time/Extra Help	404,409	417,631	455,471	485,471	486,298
1210	Retirement	185,959	220,464	332,643	332,643	441,497
1220	Medi/Social Security	37,506	42,032	37,607	37,607	40,250
1230	Group Insurance	543,847	626,988	852,152	852,152	871,543
1240	Work Compensation	50,415	52,092	74,400	74,400	77,760
<b>Salaries and Benefits Total</b>		<b>2,737,993</b>	<b>3,105,384</b>	<b>3,679,239</b>	<b>3,755,672</b>	<b>4,524,545</b>
2005	Advertising	2,357	4,756	2,700	2,700	6,000
2021	Subscriptions	107	113	1,225	1,225	1,300
2022	Books/Periodicals	1,758	164	0	0	250
2029	Conferences	2,423	3,330	15,000	15,000	15,726
2030	Networking Events	0	0	555	555	2,000
2035	Training	6,837	4,625	7,659	7,659	6,149
2038	Pre Employment	0	0	874	874	690
2039	Employee Transportation	324	38	284	284	285
2051	Insurance	23,599	27,530	35,638	35,638	38,342
2061	Memberships	8,526	8,165	12,757	12,757	16,217
2076	Office Supplies	12,771	22,829	6,750	6,750	3,500
2081	Postage Service	5,290	3,972	7,500	7,500	7,825
2085	Printing Services	3,205	2,121	1,785	1,785	4,785
2103	Ag Services/Supplies	295	890	1,500	0	1,500
2111	Building Maintenance	6,297	1,360	10,200	0	10,200
2141	Land Improvements	4,840	0	450	0	0
2191	Electricity	0	0	16,000	0	16,000
2193	Refuse Collect/Disposal Svcs	1,639	2,067	2,114	0	2,114
2195	Sewage Disposal Services	0	0	1,250	0	1,250
2197	Telephone/Telegraph Services	13,307	11,783	15,452	15,452	12,026
2198	Water	0	0	6,000	0	6,000
2205	Automotive Maintenance Svcs	9,580	7,087	10,000	10,000	7,650
2226	Expendable Tools	2,398	2,840	1,350	1,350	1,300
2231	Fire Extinguisher Maint.	21	0	0	0	0
2236	Fuel/Lubricant Supply	19,961	21,275	21,000	21,000	20,019
2261	Office Equipment Maintenance	5,655	4,890	5,600	5,600	5,400
2275	Rent/Lease Equipment Service	300,848	320,854	132,332	538,332	18,567
2291	Other Equip Maint. Svc/Sup	104	120	500	500	0
2314	Clothing/Personal Supply	2,859	2,802	4,747	4,747	8,149



## ADMINISTRATIVE SERVICES DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
2332	Food Supplies	1,739	3,904	1,000	1,000	3,400
2443	Medical Services	1,657	988	0	0	0
2505	Account/Financial Services	500,481	498,491	542,351	542,351	570,062
2531	Legal Services	148,889	119,990	125,000	225,000	38,474
2561	Storm Water Prev. Progam	0	0	1,423	1,423	0
2591	Professional Services	3,974,812	1,682,461	143,016	237,924	236,426
2811	Data Processing Maint Svs	32,621	33,415	49,680	49,680	45,951
2812	Data Processing Supplies	12,289	4,242	4,400	4,400	2,350
2817	Election Services	0	93,148	95,343	97,468	0
2852	Recreational Supplies	20,715	0	0	0	375
2880	Prior Year Expenditures	568	0	0	0	0
2950	Taxes/Lic./Assmts.	13,720	11,163	0	0	0
<b>Service and Supplies Total</b>		<b>5,142,492</b>	<b>2,901,413</b>	<b>1,283,435</b>	<b>1,848,954</b>	<b>1,110,282</b>
3210	Interest Expenses	129,791	116,058	93,549	93,549	90,245
3230	Lease Obligation Retire	544,499	528,922	551,434	551,434	563,044
<b>Leases and Loans Total</b>		<b>674,290</b>	<b>644,980</b>	<b>644,983</b>	<b>644,983</b>	<b>653,289</b>
4201	Structures & Improvements	0	289,896	7,000,000	6,401,361	0
4202	Improvements Other Than Bldg.	101,677	1,342,332	0	0	10,000
4301	Vehicles	0	0	0	30,000	0
4302	Other Equipment	3,453	0	0	0	0
4303	Office Equipment	9,120	0	0	725,974	0
4305	Computer Equipment	11,773	251,289	4,500	0	2,500
<b>Fixed Assets Total</b>		<b>126,023</b>	<b>1,883,517</b>	<b>7,004,500</b>	<b>7,157,335</b>	<b>12,500</b>
6980	Facility Use Transfer	71,036	101,561	70,845	70,845	75,872
<b>Operating Transfers Out</b>		<b>71,036</b>	<b>101,561</b>	<b>70,845</b>	<b>70,845</b>	<b>75,872</b>
Reserve Increase		2,468,441	6,398,648	0	0	0
<b>TOTAL EXPENDITURES</b>		<b>11,220,275</b>	<b>15,035,503</b>	<b>12,683,002</b>	<b>13,477,789</b>	<b>6,376,488</b>
6990	Operating Transfers In	(333,829)	(259,672)	(341,062)	(348,562)	(614,101)
<b>Operating Transfers In</b>		<b>(333,829)</b>	<b>(259,672)</b>	<b>(341,062)</b>	<b>(348,562)</b>	<b>(614,101)</b>
9101	Property Tax	(5,733,393)	(5,323,432)	(4,966,926)	(5,348,408)	(5,554,887)
9410	Interest Income	(139,596)	(206,488)	(200,000)	(200,000)	(200,000)
9529	In Lieu Taxes-Other	(338)	0	0	0	0
9569	State Aid Other Misc. Prog.	(8,147)	0	0	0	0



### ADMINISTRATIVE SERVICES DEPARTMENT BUDGET SUMMARY

<b>Acct. No.</b>	<b>Account Description</b>	<b>Actual 2016-17</b>	<b>Actual 2017-18</b>	<b>Approved 2018-19</b>	<b>Projected 2018-19</b>	<b>Requested 2019-20</b>
9740	Insurance Proceeds	(4,924,060)	(1,081,367)	(1,137,514)	(3,302,004)	0
9790	Revenues-Other	(19,906)	(128,297)	(7,500)	(7,500)	(7,500)
9870	Long Term Loan	(61,006)	(6,845,000)	(2,000,000)	(1,250,000)	0
9998	Encumbered Funds	0	0	(30,000)	(30,000)	0
9999	Reserves	0	(1,191,247)	(4,000,000)	(3,111,331)	0
<b>Subtotal 9000</b>		<b>(10,886,446)</b>	<b>(14,775,831)</b>	<b>(12,341,940)</b>	<b>(13,249,243)</b>	<b>(5,762,387)</b>
<b>TOTAL REVENUE</b>		<b>(11,220,275)</b>	<b>(15,035,503)</b>	<b>(12,683,002)</b>	<b>(13,597,805)</b>	<b>(6,376,488)</b>
<b>NET OVERAGE/(DEFICIT)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>120,016</b>	<b>0</b>

## ADMINISTRATIVE SERVICES DEPARTMENT – FINANCE

### Sub-Budget 1001

#### MAJOR FUNCTIONS

The Finance Division 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. Finance processes all District accounts payable and accounts receivable, including reconciliation of District checking accounts and monitoring of daily cash balances. Furthermore, Finance prepares the Comprehensive Annual Financial Report which is submitted to the Government Financial Officers Association for review. In addition, Finance oversees the entire payroll function for the District, and prepares monthly and quarterly tax returns to Federal and State Agencies.

#### 2018-19 ACCOMPLISHMENTS

- Finance completed and received Board approval of District Final Budget for FY 18/19. (Goal 6a)
- Finance coordinated and completed the District's FY 17/18 Annual District Audit and Comprehensive Annual Financial Report. (Goal 5a, 6a)
- Finance completed the District's FY 17/18 State Controllers Report and the 2018 Government Compensation Report for the State of California. (Goal 5a, 6a)
- Finance analyzed cash flow and purchased negotiable certificates of deposit, corporate notes, and US Treasuries for the District. (Goal 5c)
- Finance completed implementation of new Enterprise Resource Planning (ERP) financial management and human resource suite within the New World software system. (Goal 5a)

#### GOALS FOR 2019-20

- Accounts payable and accounts receivable will utilize new ERP database. (Goal 5a, 6a)
- Accounts payable will pay invoices within five days of receipt. (Goal 3b)
- Accounts receivable will deposit checks and cash same day as receipt. (Goal 6a)
- Finance will coordinate the District's Audit and 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 210 days of fiscal year end to the California State Controller's Office. (Goal 5a, 6a)
- Finance will submit the 990 tax return for the Cosumnes Legacy Foundation. (Goal 5a, 6a)
- Finance will continue with the administration of the District's cash flow and investment portfolio. (Goal 5b, 5c)
- Payroll will prepare and submit Quarterly and Annual Form 941 to Internal Revenue Service within 30 days of quarter end. (Goal 5a, 6a)
- Payroll will pay employees within the payroll period defined in the District's payroll schedule. (Goal 5b)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Proposed 2019-20</b>
Invoices Processed	9,717	9,814	9,912
Checks Cut	5,507	5,562	5,618
Receipts Processed	2,426	2,450	2,475
Payroll	6,342	6,405	6,469

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	424,933	479,661	487,226	556,668
Service and Supplies	46,259	58,021	58,021	64,711
Leases / Loans	644,981	644,983	644,983	653,289
Fixed Assets	2,027	3,000	0	0
Operating Transfers	13,297	13,463	13,463	15,068
<b>Total Expenditures</b>	<b>1,131,497</b>	<b>1,199,128</b>	<b>1,203,693</b>	<b>1,289,736</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers	312,233	341,062	341,062	340,092
Property Tax	692,768	658,066	662,631	742,144
Interest Income	115,888	200,000	200,000	200,000
Revenues Other	10,608	0	0	7,500
<b>Total Revenue</b>	<b>1,131,497</b>	<b>1,199,128</b>	<b>1,203,693</b>	<b>1,289,736</b>

\* Finance Budget Previously Not Separated

**Budget Highlights**

Salaries and Benefits

Finance salaries and benefits have increased in the current year for full time staff due to the addition of an Accounting Assistant position, the upgrade of an Accounting Assistant position to Accounting Specialist, COLA adjustment, merit increases, the unfunded liability for Cal PERS retirement, the actuarially determined contribution for retiree health care, and workers compensation cost.

Services and Supplies

Finance accounted for the annual maintenance cost associated with the New World ERP financial management and human resource suite software in the current year.

Leases/Loans

The principal and interest payments of the Emerald Lakes Golf Course and Dillard Ranch properties are paid within the Finance Division.

Operating Transfers In

The operating transfers in account consist of the administrative cost pool allocated from the Landscape and Lighting Districts which reimburses the Finances Division for its cost associated from the overhead allocation.

Interest Income

The interest income proposed for the current budget year reflects collection and earnings as the Federal Funds overnight rate reaches two and a half percent.

**ADMINISTRATIVE SERVICES DEPARTMENT – FACILITIES  
Sub-Budget 1002**

**MAJOR FUNCTIONS**

The Facilities Division is responsible for building maintenance throughout the District. Also, Facilities assists with the planning, development, management, and improvement of various District facilities, and administers other projects District Wide. The Facilities Division 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, Facilities acts as a liaison to the Elk Grove Police Department and the Sacramento County Sheriff’s Department for all District Wide security related issues.

**2018-19 ACCOMPLISHMENTS**

- Facilities will complete approximately 2,775 work orders. (Goals 2b, 3b, 3c)
- Facilities upgraded security access for staff at the following recreation facilities, Pavilion, Emerald Lakes Golf Course, Laguna Town Hall, Youth Center, Johnson Recreation Center, Stephenson Recreation Center, and Castello Recreation Center. (Goal 3c)
- Facilities conducted SMAQMD annual inspections on generators and gas tanks. (Goal 3b)
- Facilities conducted hazardous waste materials inspections for the Sacramento County Environmental Management Department and updated the California Unified Program Agency database for the District. (Goal 3b)

**GOALS FOR 2019-20**

- Facilities will complete work orders within a week of submittal. (Goal 2c)
- Facilities will continue to control cost and maintain District facilities efficiently. (Goals 3c, 5b)
- Facilities will provide roof preventative maintenance on all District facilities. (Goals 2b, 3c)
- Facilities will monitor complete District-Wide ADA assessment. (Goal 2b, 3b)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Proposed 2019-20</b>
Work Orders Completed	2,535	2,560	2,586

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	1,220,915	1,373,995	1,394,247	1,493,440
Service and Supplies	51,417	79,241	49,241	94,247
Fixed Assets	1,056	1,500	30,000	0
Operating Transfers	11,913	17,817	17,817	18,610
<b>Total Expenditures</b>	<b>1,285,301</b>	<b>1,472,553</b>	<b>1,491,305</b>	<b>1,606,297</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Property Tax	1,277,156	1,442,553	1,453,805	1,596,991
Operating Transfers	8,145	0	7,500	9,306
Encumbered Funds	0	30,000	30,000	0
<b>Total Revenue</b>	<b>1,285,301</b>	<b>1,472,553</b>	<b>1,491,305</b>	<b>1,606,297</b>

*\* Facilities Budget Previously Not Separated*

**Budget Highlights**

Salaries and Benefits

Facilities salaries and benefits have increased in the current year for full time staff due to COLA adjustment, merit increases, the unfunded liability for Cal PERS retirement, the actuarially determined contribution for retiree health care, minimum wage impacts and workers compensation cost.

Services and Supplies

Facilities budgeted the cost associated to perform and complete an ADA assessment plan for all District Facilities.

## ADMINISTRATIVE SERVICES DEPARTMENT – INFORMATION SYSTEMS Sub-Budget 1003

### MAJOR FUNCTIONS

The Information Systems Division 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, Information Systems is responsible for development and maintenance of the District’s website including on-line registration for various District recreation programs.

### 2018-19 ACCOMPLISHMENTS

- Information Systems will complete approximately 1,184 work orders. (Goal 1a, 1b, 1c)
- Information Systems implemented a new back up and disaster recovery software. (Goal 1a 2a)
- Information Systems coordinated the New World ERP financial and human resources suite and Active Net Software upgrades. (Goal 1a, 1b)
- Information Systems completed the District exchange online hosted email, network performance and phone system upgrades. (Goal 1a, 1b, 1c)
- Information Systems set up the Elk Grove Aquatic Center and the District Administration Building. (Goal 1a, 1b, 1c)

### GOALS FOR 2019-20

- Information Systems will complete work orders within a day of submittal. (Goal 1a)
- Information Systems will assist with an IT assessment and development of an IT Strategic Plan. (Goal 1a, 1c)
- Information Systems will set up the Beeman facility for District staff. (Goal 1a, 3b)
- Information Systems will assess network and telecommunications providers for improved performance and efficiency. (Goal 1a, 3c)
- Information Systems will continue to control cost and maintain District management information systems efficiently. (Goal 5b)

### PERFORMANCE / WORKLOAD MEASURES

Measure	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Proposed 2019-20</b>
Work Orders Completed	1,172	1,184	1,196
Website Statistics – Total Hits	1,669,712	1,686,409	1,703,273

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	453,393	510,614	512,451	541,274
Service and Supplies	3,828	1,250	1,250	1,650
Operating Transfers	5,415	5,608	5,608	5,793
<b>Total Expenditures</b>	<b>462,636</b>	<b>517,472</b>	<b>519,309</b>	<b>548,717</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Property Tax	462,636	517,472	519,309	548,717
<b>Total Revenue</b>	<b>462,636</b>	<b>517,472</b>	<b>519,309</b>	<b>548,717</b>

*\* Information Systems Budget Previously Not Separated*

**Budget Highlights**

Salaries and Benefits

Information Systems salaries and benefits have increased in the current year for full time staff due to COLA adjustment, merit increases, the unfunded liability for Cal PERS retirement, the actuarially determined contribution for retiree health care and workers compensation cost.



## ADMINISTRATIVE SERVICES DEPARTMENT – HUMAN RESOURCES Sub-Budget 1004

### MAJOR FUNCTIONS

The Human Resources Division 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. Also, Human Resources is responsible for the administration of the District’s employee benefit package and updates the District’s personnel manual and part-time employee manuals.

### 2018-19 ACCOMPLISHMENTS

- Human Resources completed benefit fair, open enrollment requirements with CalPERS and American Fidelity for changes to take effect January 1, 2019. (Goal 1b)
- Human Resources, in collaboration with the Employee Handbook Committee, completed updates and revisions to the full-time handbook. (Goal 1a)
- Human Resources successfully completed labor negotiations with Firefighters Local 522 and the Management Employees Organization (MEO). (Goal 1c, 6b)
- Human Resources completed 8 desk audits, which identified and streamlined similar work and assisted Departments in identifying an appropriate alignment of duties. (Goal 1a, 1c, 6b)

### GOALS FOR 2019-20

- Human Resources will build the District employee training program and revise the recruitment process. (Goal 1a)
- Human Resources will oversee the District Policy Committee in order to complete the policy and procedures revisions for the District. (Goals 1a, 1b)
- Human Resources will complete an employee engagement survey to evaluate the District’s progress in the area of Diversity, Equity, and Inclusion. (Goal 1a, 4a)
- Human Resources will successfully complete labor negotiations with Teamsters Local 150 (Full Time and Part Time) and Teamsters Local 853 (Supervisor Unit). (Goal 1c, 6b)
- Human Resources will review and evaluate enhancements to the District benefit packages. (Goal 6b)

### PERFORMANCE / WORKLOAD MEASURES

Measure	Actual 2017-18	Actual 2018-19	Proposed 2019-20
Applications	3,313	3,346	3,681
Recruitments	158	160	163
Personnel Action Forms	784	792	799
Off Payroll Forms	229	231	234
Unemployment Forms	27	27	28
New Hire/Re-Hire Orientation	240	242	245
Applications for Promotion	0	0	1
Workers Compensation Reports	144	145	147
Trainings Provided	4	5	7

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	587,874	668,437	681,975	706,325
Service and Supplies	50,961	21,176	46,176	26,110
Operating Transfers	7,581	7,851	7,851	8,110
<b>Total Expenditures</b>	<b>646,416</b>	<b>697,464</b>	<b>736,002</b>	<b>740,545</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Property Tax	645,702	697,464	736,002	740,545
Revenues Other	714	0	0	0
<b>Total Revenue</b>	<b>646,416</b>	<b>697,464</b>	<b>736,002</b>	<b>740,545</b>

*\* Human Resources Budget Previously Not Separated*

**Budget Highlights**

Salaries and Benefits

Human Resources salaries and benefits have increased in the current year for full time staff due to COLA adjustment, merit increases, the unfunded liability for Cal PERS retirement, the actuarially determined contribution for retiree health care and workers compensation cost.



## ADMINISTRATIVE SERVICES DEPARTMENT – ADMINISTRATION Sub-Budget 1005

### MAJOR FUNCTIONS

The General Manager/Secretary of the Board acts as liaison between District staff and Board Members, the media, the County, the City of Elk Grove, the City of Galt, other special districts, and the community. The Administration Division reviews and authorizes all District communications, assists with the development of Fire and Parks and Recreation Department public education programs, coordination and marketing of CSD events, and attends community events.

### 2018-19 ACCOMPLISHMENTS

- Administration continued to outline the District's diversity efforts and inclusion in the workforce to the Board of Directors. (Goals 1b, 1c, 6c)
- Administration completed the real estate trade with the County of Sacramento which swaps the Dillard Ranch property with the land and parking lot surrounding the Administration Building. (Goals 2b, 3c)
- Administration completed the Administration Building project. (Goal 1a, 3a,)

### GOALS FOR 2019-20

- Administration will continue to update and monitor the District's five-year projection financial guidelines in order to protect District reserve fund balances. (Goals 5a, 5e, 6a)
- Administration will negotiate a final settlement with District insurance SDRMA for the Administration Building. (Goals 2b, 3a)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	746,848	646,532	679,773	1,226,838
Service and Supplies	1,017,275	986,233	1,158,266	866,465
Fixed Assets	5,151,050	0	0	2,500
Operating Transfers	24,966	26,106	26,106	28,291
Reserve Increase	0	0	120,016	0
<b>Total Expenditures</b>	<b>6,940,139</b>	<b>1,658,871</b>	<b>1,984,161</b>	<b>2,124,094</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Transfer In	0	0	0	264,703
Property Tax	1,743,666	1,651,371	1,976,661	1,859,391
Revenues – Other	80,697	7,500	7,500	0
Reserves	5,115,776	0	0	0
<b>Total Revenue</b>	<b>6,940,139</b>	<b>1,658,871</b>	<b>1,984,161</b>	<b>2,124,094</b>

\* Administration Budget Previously Not Separated

**Budget Highlights**

Salaries and Benefits

Administration salaries and benefits have increased in the current year for full time staff due to the addition of District Legal Counsel, a Chief Administrative Officer, COLA adjustment, merit increase, the unfunded liability for Cal PERS retirement, the actuarially determined contribution for retiree health care, and workers compensation cost.

Services and Supplies

The majority of expenses within the services and supplies category for the Administrative Services Department are related to the County of Sacramento fee to administer the District’s property tax collections (~\$567K).

Property Tax

The District is estimating an increase in property tax revenues of 6.5% for the current 2019/20 fiscal year.



## **ADMINISTRATIVE SERVICES DEPARTMENT – ADMINISTRATION BUILDING Sub-Budget 1006**

### **MAJOR FUNCTIONS**

The Cosumnes Community Services District Administration Building (8820 Elk Grove Boulevard) is completely remodeled, and staff officially moved back into the District Administration Building on March 1, 2019. The community was invited to the building's grand reopening event on April 25, 2019, during which the historic building was showcased. The exterior retained its historically significant brick exterior walls while the interior was transformed into a contemporary and energy-efficient office space, board chambers, and registration location.

### **2018-19 ACCOMPLISHMENTS**

- The Administration building project included site circulation, landscape improvements, code required upgrades to structural systems, Title 24 improvements to the thermal performance and ADA accessibility upgrades throughout. (Goals 2b, 3a, and 3b)
- The community participated in the building's grand reopening event which included a ribbon cutting ceremony, followed by a reception and look inside the beautifully renovated space. (Goal 1a)

### **GOALS FOR 2019-20**

- The Administration building site will be analyzed for parking lot improvements and research will be conducted for photovoltaic utilization. (Goals 2b, 3a, and 3b)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Service and Supplies	1,313,216	137,514	536,000	57,099
Fixed Assets	3,974,955	7,000,000	7,127,335	10,000
Operating Transfers	28,030	0	0	0
<b>Total Expenditures</b>	<b>5,316,201</b>	<b>7,137,514</b>	<b>7,663,335</b>	<b>67,099</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Insurance Proceeds	836,404	1,137,514	3,302,004	0
Long Term Loan Proceeds	0	2,000,000	1,250,000	0
Taxes	0	0	0	67,099
Reserves	4,479,797	4,000,000	3,111,331	0
<b>Total Revenue</b>	<b>5,316,201</b>	<b>7,137,514</b>	<b>7,663,335</b>	<b>67,099</b>

*\* Administration Building Budget Previously Not Separated*

**Budget Highlights**

Fixed Assets

The Administration building adjoining portion of the sidewalk requires demolition and replacement to ensure safety standards.

Reserves

The Administration building construction will be funded with the collection of insurance proceeds and the anticipated use of reserves and/or financing as needed which will be determined by the Board at a later date once the final negotiated insurance payment is collected by the District.



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# Fire Department

Cosumnes Community Services District



Enriching Community  
Saving Lives



## FIRE DEPARTMENT Budget 2000

### DEPARTMENT DESCRIPTION

For more than a century, the Cosumnes 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 Fire Department operates from eight stations and an administration facility with a total of 189 personnel. The Department responded to 19,790 incidents in 2018, an insignificant increase of 15 incidents over 2017.

Fire-rescue operations are provided by eight advanced life support (ALS) engine companies, seven rescue ambulance units, one aerial ladder truck company, and one Battalion Chief. These resources are staffed around the clock three hundred sixty-five days a year. There are additional apparatus devoted to wildland fire, swift-water rescue, confined space rescue, and mass casualty incidents. Fire prevention services include new construction plan reviews, fire & life safety inspections in existing occupancies, new construction inspections, arson investigation, and fire code enforcement.

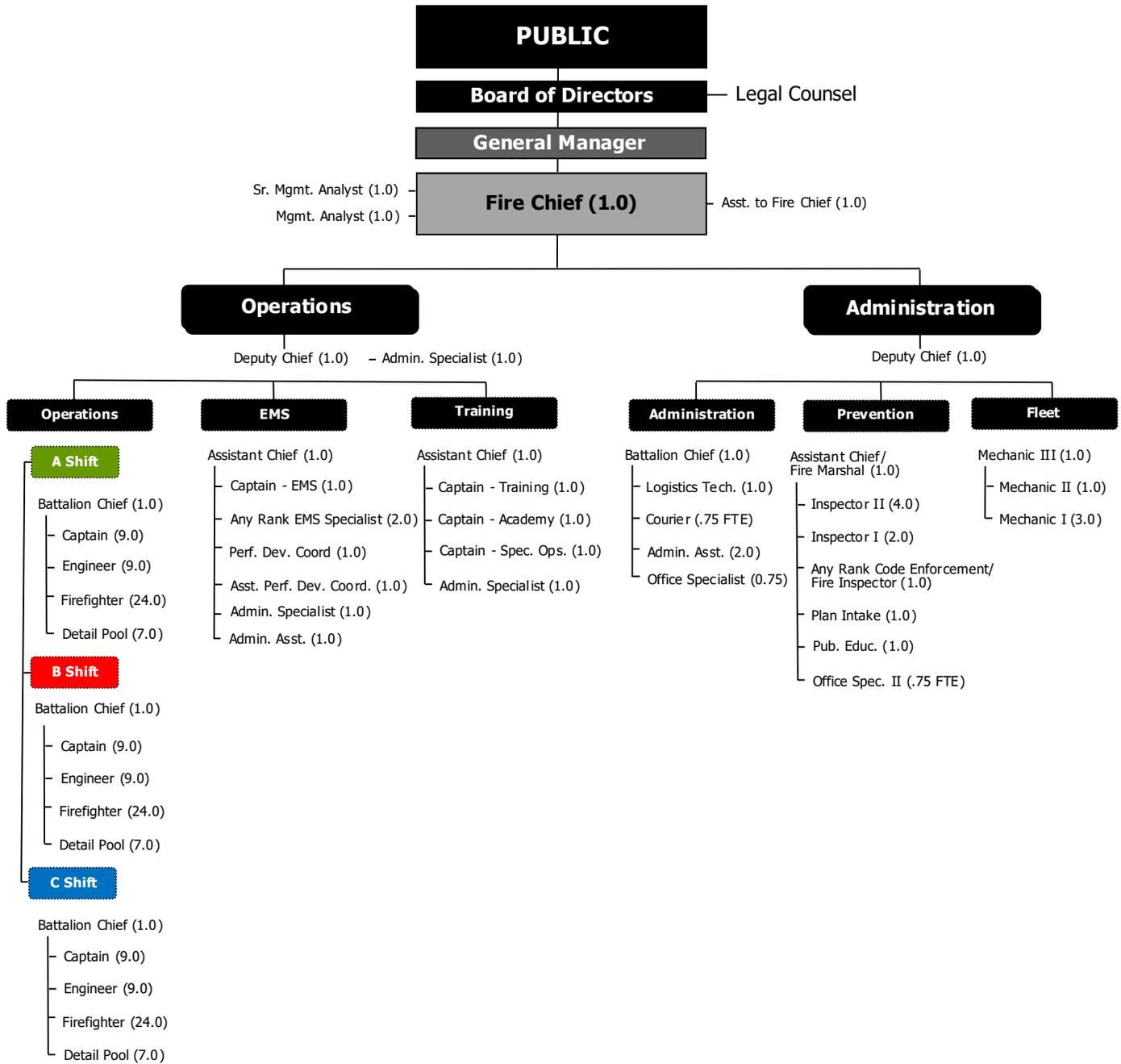
The Cosumnes Fire Department covers a growing, diversified, and dynamic area of southern Sacramento County. As the District continues to change in the coming years, the Fire Department will continue to adapt to meet the needs of the community it serves. The men and women of this Department are devoted 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.

- **Administration** – The Administration Division provides executive management and is responsible for Board relations, labor relations, budget, strategic and master planning, hiring, policy issues, media relations, external influences, department accountability and emergency management and disaster preparedness.
- **Operations** – The Operations Division provides leadership and management of assigned emergency personnel, responds to and mitigates emergencies 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 divisions have been created to support the Operations Division: 1) Emergency Medical Services, 2) Training, and 3) Special Operations. Due to the scope of programs and cost recovery mechanisms, each of these sections has been divided into separate sub-budgets.
- **Emergency Medical Services** – The Cosumnes Fire Department provides ambulance transportation and pre-hospital care for the cities of Elk Grove and Galt, while also providing mutual aid transportation for Wilton, Herald, Courtland, and Walnut Grove. The Fire Department employs 168 Emergency Medical Technicians (EMTs), 88 of whom are paramedics, and operates seven full-time ambulance companies, which are all overseen by the Department's Emergency Medical Services (EMS) Division.
- **Prevention** – The Fire Prevention Division is responsible for providing the communities of Elk Grove and Galt with specialized prevention services related to fire, life, occupational, property, and environmental safety. The Division is responsible for fire code enforcement, fire & life safety inspection in new and existing occupancies, plan check and review, fire/arson/post-blast investigation, and public education to help keep our communities safe.

- **Fleet** – The Cosumnes 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 Maintenance Division is tasked with servicing and repairing the Department's vehicles to be ready at any moment to respond to emergencies, and is charged with scheduling, servicing, and tracking preventive maintenance and repairs on all CSD and Fire Department vehicles and apparatus; installing all radio and MDC (mobile data computer) equipment on all new Fire Department vehicles, including complete build-up of all staff vehicles; performing emergency radio repair and maintenance; and maintaining, testing, and fit testing of SCBA equipment.
- **Training** – 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, but are not limited to: company/command level fire combat for structures, wildland, industrial and transportation, hazardous materials incidents, rescue and emergency medical services. In addition, the Training Division manages the Cosumnes River College (CRC) Firefighter Internship Program. This specialized program, offered in partnership with CRC, attempts to enlist new men and women into the firefighting profession by providing a hands-on training experience.
- **Special Operations** – The Special Operations Division coordinates the Technical Rescue program, including maintenance and inventory of rescue equipment and managing the specialized training programs in all of the rescue disciplines, including swift water rescue, extrication, and high/low angle rescue.
- **Community Emergency Response Team (CERT)** – The Fire Operations and Training Divisions are responsible for the CERT program, a community team devoted to providing volunteer hours in the event of a major emergency that taxes the resources of the Fire Department. Community members are trained in basic emergency service delivery on a consistent basis and respond when called upon to enhance the services provided by the Fire Department during large-scale events.
- **Recruit Academy** – The Training Division is responsible for conducting recruit academies when necessary to provide training to newly hired firefighters.
- **Capital Projects** – The Fire Administration Division is responsible for the capital projects, those large facility, apparatus, and equipment purchases that generally require debt-financing.



DEPARTMENT ORGANIZATIONAL CHART



**PRIORITIES/HIGHLIGHTS**

- Promote diversity, equity, and inclusion
- Develop a succession management plan
- Continue to maintain positive labor/management relations
- Transition all Fire Department Standard Operating Procedures into Lexipol
- Complete impact study of the proposed Wilton Rancheria Casino
- Update Fire Impact Fee Nexus Study
- Update EMS Fee Nexus Study
- Meet the established response time performance measure whereby the first-due unit should arrive within 7 minutes, 90% of the time from the receipt of the 9-1-1 call in the regional fire dispatch center
- Continue to engage in Computer-Aided Dispatch update/implementation and additional dispatch enhancements
- Prepare for the addition of Station 77
- Enhance and standardize the safety of Fire Department personnel by upgrading our self-contained breathing apparatus (SCBA)
- Maintain and maximize the use ImageTrend RMS Elite
- Continue ongoing Strategic and Master Plan initiatives to further embrace a growing community and Fire Department
- Defend our obligation and right to provide medical response and transportations as afforded through Health and Safety Code Section 1797.201 and the Sacramento County Settlement Agreement
- Develop and maintain community partnerships to support Fire Department and EMS interests in the community working towards workforce sustainability and diversity, public presence, and professional development
- Explore opportunities in the alternative deployment models of patient care and follow up via Community Paramedicine and or Mobile Integrated Health
- Monitor ambulance unit hour utilization (UHU) and implement actions to maintain the UHU at a safe and sustainable level
- Enhance staffing levels, reorganize workflows and staff assignments to effectively address organizational needs and work practices
- Utilize Community Risk Analysis data to develop a Public Education Program focused on addressing specific risks
- In coordination with the Cities of Elk Grove and Galt, implement electronic plan submittal/review processes
- Continue to maintain, service, and repair Fire Department fleet, communications equipment, and breathing apparatus through the Fleet Maintenance Division
- Develop and manage Recruit Academy 2019.01
- Develop Command Training Center in the Training Division to facilitate officer development and succession planning at all levels of the organization
- Continue to ensure all personnel receive mandated annual training while developing training programs that embrace new technology, methods, and emerging threats
- Continue to enhance training and preparation for high-risk, low-probability emergencies



**FULL-TIME STAFFING**

OFFICE OF THE FIRE CHIEF						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Fire Chief	1	1	1	1	1	McLaughlin, Mike
Sr. Management Analyst (Budget)	1	1	1	1	1	Ebner, John
Management Analyst (Analytics)	0	1	1	1	1	Poggio, Anne
Assistant to the Fire Chief	1	1	1	1	1	Collins, Molly
Administrative Assistant (Accounts Payable)	0	1	1	1	1	Reyes, Jessica
<b>SUBTOTAL</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
OPERATIONS BRANCH						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Deputy Chief, Operations	1	1	1	1	1	Bair, Troy
Administrative Specialist, Offices of the Deputy Fire Chiefs	1	1	1	1	1	Vacant
<b>SUBTOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
SHIFT OPERATIONS						
Battalion Chief, Operations (A-B-C) - Battalion 10	3	3	3	3	3	Holden, S.; McLean, K; Clarke, R.
Battalion Chief, Operations (A-B-C) - Battalion	0	0	0	0	0	
Fire Captains	27	27	27	27	27	
Fire Engineers	27	27	27	27	27	
Firefighter/Paramedics	36	36	58	72	72	
Firefighter	55	54	19	13	12	
Recruits (Academy)	0	21	21	0	22	9 for vacancies, 9 for attrition in FY 20, and 4 for attrition in FY 21
<b>SUBTOTAL</b>	<b>148</b>	<b>168</b>	<b>155</b>	<b>142</b>	<b>163</b>	Temp. position authorization based on expected attrition and onboarding time period. No new FTEs authorized
<b>BASE STAFFING LEVEL</b>	<b>145</b>	<b>144</b>	<b>150</b>	<b>150</b>	<b>150</b>	
EMERGENCY MEDICAL SERVICES (EMS)						
Battalion Chief, EMS	1	1	1	1	0	
Assistant Chief (Acting), EMS	0	0	0	0	1	Shurr, Brett
Day Staff Captain, EMS	1	1	1	1	1	Clarke, Scott
Day Staff Any Rank, EMS	0	0	2	2	2	Raschein, Ed; Quarisa, Justin
Performance & Development Coordinator	1	1	1	1	1	Carrington, Julie
Assistant Performance & Development Coordinator	0	1	1	1	1	Bugai, Jim
Administrative Assistant, EMS	0	1	1	1	1	Murray, Jessica
Administrative Assistant/EMS Billing Technician, EMS	1	1	1	1	1	Lira, Nicole
<b>SUBTOTAL</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>	
TRAINING / SPECIAL OPERATIONS						
Battalion Chief, Training	1	1	1	1	0	
Assistant Chief (Acting), Training	0	0	0	0	1	Freeman, Josh
Day Staff Captain, Training	1	1	1	1	1	DeMarco, Matt
Day Staff Captain, Special Operations	1	1	1	1	1	Bouslaugh, Mani
Day Staff Captain, Academy	0	1	1	1	1	Kasparian, Robert
Administrative Specialist (Training)	1	1	1	1	1	Suarez, Marisela
<b>SUBTOTAL</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
	<b>158</b>	<b>181</b>	<b>170</b>	<b>157</b>	<b>178</b>	

**FULL-TIME STAFFING**

ADMINISTRATIVE BRANCH						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Deputy Chief, Administration	1	1	1	1	1	Zehnder, Paul
Battalion Chief, Administration	1	1	1	1	1	Quiggle, Dan
Administrative Assistant (Staffing)	1	1	1	1	1	Venturelli, Lisa
<b>SUBTOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	
<b>LOGISTICS</b>						
Logistics Technician	1	1	1	1	1	Singleton, Brandon
<b>SUBTOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>FLEET MAINTENANCE</b>						
General Mechanic III	1	1	1	1	1	Robin, Jack
General Mechanic II	1	1	1	1	1	Walton, Bill
General Mechanic I	3	3	3	3	3	Marriott, Bruce; Conrad, Matt; Dean, Jason
<b>SUBTOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
<b>RADIO/SCBA'S</b>						
Communications Technician	0	0	0	0	0	
SCBA Technician	0	0	0	0	0	
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>FIRE PREVENTION</b>						
Fire Marshal/Assistant Chief	1	1	1	1	1	Yahnke, Morgana
Plan Intake Specialist	1	1	1	1	1	DeHart, Rae Ann
Fire Inspector II	4	4	4	4	4	Clarke, Bryan; Hauptert, Robert; Flint, Matt; Anderson, Amber
Fire Inspector I	1	1	1	2	2	Angus, Jenna; Burton, Reuben
Public Education Officer	1	1	1	1	1	Schamber, Laurel
Day Shift Any Rank, Fire Investigator/Code Enforcement	0	0	1	1	1	Schell, Bryan
<b>SUBTOTAL</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>	
	<b>17</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>19</b>	
	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	
<i>Department Total - Filled</i>	178	203	193	181	202	
<i>Department Total - Baseline (Authorized)</i>	175	179	188	189	189	

## FIRE DEPARTMENT FINAL BUDGET SUMMARY BY SUB-BUDGET

**Expenses by Category**

	Admin	Operations	EMS	Fire Prevention	Fleet Maint	Training	Special Operations	CERT	Academy	Capital	Fire Department
	2001	2002	2003	2004	2005	2006	2007	2008	2020	2025	Totals
Salaries & Benefits	1,975,393	23,784,472	12,570,409	2,007,598	794,671	1,003,015	279,202	26,432	1,539,153	0	43,980,345
Services & Supplies	471,793	2,953,603	1,569,143	226,714	146,417	267,227	83,247	11,031	349,687	1,199,506	7,278,368
Leases & Loans	302,772	1,182,914	273,456	0	0	0	0	0	0	0	1,759,142
Fixed Assets	128,848	434,220	28,872	72,800	158,881	9,450	0	0	0	3,561,892	4,394,963
Total Allocations	972,624	281,113	155,709	29,262	13,586	10,450	3,136	0	0	0	1,465,880
<b>TOTAL EXPENDITURES</b>	<b>3,851,430</b>	<b>28,636,322</b>	<b>14,597,589</b>	<b>2,336,374</b>	<b>1,113,555</b>	<b>1,290,142</b>	<b>365,585</b>	<b>37,463</b>	<b>1,888,840</b>	<b>4,761,398</b>	<b>58,878,698</b>

**Revenue by Accounts**

Operating Transfers In	(19,324)	(27,000)	0	0	(4,000)	0	0	0	0	0	(50,324)
Property Taxes	(2,472,094)	(27,645,283)	(3,540,612)	(1,697,374)	(972,974)	(1,241,642)	(365,585)	(35,459)	(489,966)	0	(38,460,989)
Plan Check Fees	0	0	0	(619,000)	0	0	0	0	0	0	(619,000)
Building Rental	(315,187)	0	0	0	0	0	0	0	0	0	(315,187)
Galt RDA	(125,000)	0	0	0	0	0	0	0	0	0	(125,000)
Federal Aid - Pub Safety	0	(640,000)	0	0	0	0	0	0	0	0	(640,000)
Fee for Service Permits	0	0	0	(20,000)	0	0	0	0	0	0	(20,000)
Fire Control Charges	(160,000)	0	0	0	0	0	0	0	0	0	(160,000)
GEMT	0	0	(430,000)	0	0	0	0	0	0	0	(430,000)
EMS-IGT	0	0	(1,532,377)	0	0	0	0	0	0	0	(1,532,377)
First Responder Fee	0	0	(578,000)	0	0	0	0	0	0	0	(578,000)
Srv Fees/Charges Gen	0	0	0	0	0	(8,500)	0	0	0	0	(8,500)
Ambulance Transport Fees	0	0	(8,460,000)	0	0	0	0	0	0	0	(8,460,000)
Ambulance Collections	0	0	(35,000)	0	0	0	0	0	0	0	(35,000)
Revenues-Other	0	0	(19,600)	0	0	(40,000)	0	(2,000)	0	0	(61,600)
Long Term Loan Proceeds	0	0	0	0	0	0	0	0	0	(3,575,468)	(3,575,468)
Encumbered Funds	(69,988)	(50,000)	(2,000)	0	(136,581)	0	0	0	0	0	(258,569)
Reserves	(689,837)	(274,038)	0	0	0	0	0	0	(1,398,874)	(1,185,930)	(3,548,679)
<b>TOTAL REVENUE</b>	<b>(3,851,430)</b>	<b>(28,636,322)</b>	<b>(14,597,589)</b>	<b>(2,336,374)</b>	<b>(1,113,555)</b>	<b>(1,290,142)</b>	<b>(365,585)</b>	<b>(37,463)</b>	<b>(1,888,840)</b>	<b>(4,761,398)</b>	<b>(58,878,698)</b>
<b>NET OVERAGE/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## FIRE DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
1110	Salaries	20,035,373	22,313,964	22,497,986	22,800,000	23,650,479
1121	Part-time/Extra Help	20,007	27,621	76,792	76,792	71,430
1131	Overtime - Reimbursed	1,009,467	2,121,960	1	1,685,516	1
1132	Overtime	584,284	466,948	215,369	269,000	345,208
1133	Overtime - Station Staffing	3,440,231	3,487,512	2,262,554	2,875,000	3,331,420
1143	Uniform Allowance	162,713	126,587	184,300	184,300	176,602
1210	Retirement	4,958,774	5,358,886	6,030,946	6,080,000	7,096,870
1220	Medi/Social Security	358,044	408,350	318,227	427,000	332,749
1230	Group Insurance	6,325,965	6,287,603	6,543,405	6,200,000	6,799,458
1240	Work Compensation	1,533,361	1,895,767	2,116,176	2,150,000	2,176,128
<b>Salaries and Benefits Total</b>		<b>38,428,219</b>	<b>42,495,199</b>	<b>40,245,756</b>	<b>42,747,608</b>	<b>43,980,345</b>
2005	Advertising	8,745	1,384	0	0	0
2006	Legal Notices	0	2,093	1,600	1,600	2,000
2010	Permits/Licenses	0	9,566	22,587	22,587	25,945
2015	Blueprint/Copying Service	0	0	0	0	600
2021	Subscriptions	11,741	13,194	5,337	5,337	12,867
2022	Books/Periodicals	10,932	10,405	9,595	9,595	12,500
2025	Film/Photo	1,458	5,064	22,210	22,210	13,932
2029	Conferences	39,579	74,053	105,000	105,000	113,253
2035	Training	59,769	190,390	153,971	153,971	181,904
2036	Certifications	0	9,770	1,700	1,700	28,150
2038	Pre-Employment	0	4,851	5,000	5,000	0
2039	Employee Transportation	9,777	1,791	2,600	2,600	4,450
2040	Strike Team Travel	1,599	10,611	1	1	1
2051	Insurance	211,120	251,065	309,500	309,500	372,000
2061	Memberships	5,891	4,395	10,448	10,488	9,930
2076	Office Supplies	23,237	34,096	24,495	24,495	26,475
2077	Public Ed Materials	9,623	9,915	9,750	9,750	9,750
2081	Postage Service	2,579	2,321	4,550	4,550	3,300
2085	Printing Services	3,203	4,002	13,420	13,420	13,580
2103	Ag Services/Supplies	35,942	46,534	39,400	39,400	42,100
2111	Building Maintenance	162,996	183,974	152,154	152,154	106,589
2191	Electricity	123,656	107,275	87,125	87,125	85,800
2192	Natural Gas/LPG Fuel Oil	44,607	48,232	73,920	73,920	69,560
2193	Refuse Collect/Disposal Svcs	12,665	14,730	19,399	19,399	22,174
2195	Sewage Disposal Services	12,994	15,903	11,950	11,950	12,700
2197	Telephone/Telegraph Services	186,537	211,244	213,370	213,370	223,601
2198	Water	42,944	49,354	43,600	43,600	44,375
2205	Automotive Maintenance Svcs	245,053	300,766	311,950	311,950	281,900
2226	Expendable Tools	1,757	2,844	72,520	72,520	44,225
2231	Fire Equipment and Maintenance	189,820	196,612	168,115	168,115	250,171
2236	Fuel/Lubricant Supply	230,759	284,611	306,775	306,775	306,745
2252	Medical Equip Supply	389,603	364,457	410,999	410,999	403,963

## FIRE DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
2261	Office Equipment Maintenance	9,923	7,940	10,550	10,550	6,750
2271	Radio Maintenance	4,802	12,381	26,930	26,930	20,180
2275	Rent/Lease Equipment Service	34,551	58,538	26,761	26,761	56,869
2291	Other Equip Maint. Svc/Sup	104,108	100,604	57,055	57,055	59,531
2314	Clothing/Personal Supply	499,327	265,302	292,800	292,800	580,927
2332	Food Supplies	19,774	18,207	12,720	12,720	18,740
2443	Medical Services	45,132	46,724	116,010	116,010	137,710
2505	Accounting/Financial Services	77,159	77,932	75,000	75,000	95,000
2511	Appraisal	0	0	350	350	0
2531	Legal Services	139,341	133,568	125,000	150,000	118,962
2591	Professional Services	998,910	919,754	2,394,400	2,394,400	2,332,047
2811	Data Processing Maint Svs	73,703	70,815	48,181	48,181	66,821
2812	Data Processing Supplies	21,388	35,597	14,023	14,023	41,461
2931	Communication Services	727,211	744,014	856,046	856,046	1,018,830
<b>Service and Supplies Total</b>		<b>4,833,915</b>	<b>4,956,877</b>	<b>6,668,867</b>	<b>6,693,907</b>	<b>7,278,368</b>
3210	Interest Expenses	330,996	121,104	162,269	162,269	137,342
3230	Lease Obligation Retire	1,503,113	907,060	1,429,597	1,429,597	1,621,800
<b>Leases and Loans Total</b>		<b>1,834,109</b>	<b>1,028,164</b>	<b>1,591,866</b>	<b>1,591,866</b>	<b>1,759,142</b>
4201	Structures & Improvements	0	8,748	146,000	146,000	160,000
4202	Improvements Other Than Bldg.	0	31,822	51,775	120,000	26,500
4301	Vehicles	920,476	1,919,109	1,512,400	1,512,400	2,386,634
4302	Other Equipment	1,060,314	202,609	561,999	561,999	1,789,581
4303	Office Equipment	13,961	3,092	0	0	1,800
4304	Office Furniture	0	4,567	6,000	6,000	1,000
4305	Computer Equipment	44,635	50,223	30,398	30,398	29,448
<b>Fixed Assets Total</b>		<b>2,039,386</b>	<b>2,220,171</b>	<b>2,308,572</b>	<b>2,376,797</b>	<b>4,394,963</b>
6980	Operating Transfers Out	665,198	1,615,500	1,740,979	1,740,979	1,465,880
	EMS-IGT Rollover Reserve	859,977	3,090,362	0	0	0
<b>Reserves &amp; Allocations Total</b>		<b>1,525,175</b>	<b>4,705,862</b>	<b>1,740,979</b>	<b>1,740,979</b>	<b>1,465,880</b>
<b>TOTAL EXPENDITURES</b>		<b>48,660,804</b>	<b>55,406,274</b>	<b>52,556,040</b>	<b>55,151,157</b>	<b>58,878,698</b>
6990	Operating Transfers In	(21,703)	(52,520)	(277,603)	(277,603)	(50,324)
9101	Property Taxes	(32,046,285)	(34,696,181)	(35,950,928)	(36,100,928)	(38,460,989)
9291	Expedited Plan Check Fees	(16,158)	(1,384)	0	0	0
9295	Plan Check Fees	(645,398)	(747,897)	(550,000)	(625,000)	(619,000)
9310	Vehicle Code Fines	(711)	(113)	0	0	0
9410	Interest Income	(14,866)	(586)	0	0	0
9429	Building Rental	(307,691)	(314,259)	(315,187)	(315,187)	(315,187)
9530	Galt RDA Funds	(215,055)	(189,723)	(260,519)	(185,408)	(125,000)
9532	Aide from County Funds	0	0	0	0	(4)



### FIRE DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
9564	State Aid - Public Safety	(1,723,331)	(3,079,113)	(1)	(2,596,000)	(1)
9571	Federal Aid - Public Safety	(12,380)	(232,748)	(745,136)	(745,136)	(640,000)
9643	Fee for Service Permits	(58,089)	(10,230)	(20,000)	(20,000)	(20,000)
9648	Fire Control Service Charges	(38,000)	(83,868)	(40,600)	(40,600)	(160,000)
9696	Service Fees/Charges - GEMT	(172,328)	(638,074)	(325,000)	(240,000)	(430,000)
9697	Service Fees/Charges - IGT	(1,315,838)	(2,760,799)	0	0	(1,532,377)
9698	Service Fees/Charges - FRF	(615,135)	(588,734)	(675,000)	(600,000)	(578,000)
9699	Ambulance Transport Fees	(7,544,387)	(8,579,209)	(8,400,000)	(8,400,000)	(8,468,500)
9699	Ambulance Collections	0	(27,830)	(20,000)	(20,000)	(35,000)
9730	Donations/Contributions	(1,000)	(2,423)	(25,000)	(25,000)	0
9740	Insurance Proceeds	(2,681)	(25,199)	0	0	0
9790	Revenues-Other	(156,693)	(83,300)	(102,112)	(102,112)	(61,600)
9860	Sale of Personal Property	(210)	(22,909)	0	0	0
9870	Long Term Loan Proceeds	(651,669)	(1,295,000)	(1,528,068)	(1,528,068)	(3,575,468)
9998	Encumbered Funds	(1,821,926)	(98,000)	0	0	(258,569)
9999	Reserves	(1,279,270)	(1,876,175)	(3,320,886)	(3,330,115)	(3,548,679)
<b>TOTAL REVENUE</b>		<b>(48,660,804)</b>	<b>(55,406,274)</b>	<b>(52,556,040)</b>	<b>(55,151,157)</b>	<b>(58,878,698)</b>
<b>NET OVERAGE/(DEFICIT)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## FIRE DEPARTMENT – ADMINISTRATION Sub-Budget 2001

### MAJOR FUNCTIONS

The Administrative Section of the Fire Department is comprised of the Fire Chief, Deputy Fire Chief – Administration and Support Services, Administrative Battalion Chief, Senior Management Analyst, Management Analyst, Assistant to the Fire Chief, Administrative Assistant – Accounts Payable/Receivable, Administrative Assistant – Staffing, Logistics Technician, part-time Logistics Courier, and part-time Office Specialist.

Fire Chief Michael W. McLaughlin 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) legislative advocacy; and 10) Department accountability.

Deputy Chief Paul Zehnder is responsible for: 1) personnel management and investigations; 2) agency representative for procedural issues; 3) sub-budget management; 4) Fire Prevention; 5) fleet services; and 6) serves as Third-in-Command of the Fire Department.

Administrative Battalion Chief Dan Quiggle is responsible for: 1) the operational component of capital facilities; 2) Cosumnes CSD Emergency Preparedness Program; 3) personal protective equipment (PPE) program; 4) logistics; and 5) other specialized duties as assigned by the Fire Chief.

Senior Management Analyst John Ebner is responsible for 1) budget development, management, and analysis; 2) capital project management; 3) fee preparation and collection; 4) purchasing and accounts payable; and 5) other assorted business-related practices within the Fire Department.

Management Analyst Anne Poggio is responsible for 1) single-point of contact for all Fire Department data analytics; 2) data collection and analysis to determine current and project future needs of the Department; 3) system administrator for all Department-wide programs, including: ImageTrend, Telestaff, and Intterra; 4) budget development and administration in coordination with the Sr. Management Analyst; 5) grant writing and maintenance; and 6) back-up Department administrator for Tyler New World ERP.

Executive Assistant to the Fire Chief Nancy Jones is responsible for 1) Fire Chief confidential administrative support; 2) Board Staff Report administration; 3) CFD records retention and storage program administration; and 4) CFD strategic and master planning administration.

### 2018-19 ACCOMPLISHMENTS

- Continued implementation of the findings and recommendations of the Standards of Coverage, Management Assessment, and Strategic Plan, as approved by the Board of Directors (Goals 1a, 2a, 2b, 3c, 4a, 4b, 4c, and 6b)
- Revised the CFD Strategic Plan (Admin Goals 3a, 3b, 3e, 4c, and 7a)
- Continuously sought out and obtained external revenue sources to assist the Department in accomplishing its Mission (Admin Goals 1a, 1b and 1c)
- Developed the design and construction documents process for Station 77 development (Admin Goals 1a, 1c, 3a, 3b, and 3c)
- Actively coordinated the Regional Diversity Task Force (Admin Goals 2a, 4a, 4b, and 4c)
- Implemented Tenzinga Performance Management System (Admin Goals 2b, 3b, and 3c)
- Provided Emergency Operations Plan (EOP) training (Admin Goals 3a, 3e, 7a, 7b and 7c)
- Continued transition of Department Standard Operating Procedures into Lexipol (Admin Goals 3a, 3b, 3d, and 3e)

- Maintained positive labor/management relations (Admin Goals 4a, 4b, and 4c)

**GOALS FOR 2019-20**

- Complete a Fire Impact Fee nexus study (Admin Goals 1a, 1c, 3a, 3b, and 3c)
- Enter into a services agreement with Wilton Rancheria (Goals 5b and 5d)
- Utilize the Tenzinga Performance Evaluation program (Admin Goals 2b, 3b, and 3c)
- Promote diversity, equity, and inclusion (Admin Goals 2a, 4a, 4b, and 4c)
- Develop succession management plan (Goals 1a, 2a, and 5a)
- Continue to enhance the use of data and analytics (Goal 3b)
- Maximize the use of existing technology platforms and identify means for reducing impacts on line personnel (Goal 3b)
- Complete transition of Department Standard Operating Procedures into Lexipol (Admin Goals 3a, 3b, 3d, and 3e)
- Continue to maintain positive labor/management relations (Admin Goals 4a, 4b, and 4c)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Proposed 2019-20</b>
Department Facilities	10	10	10

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	4,405,204	7,328,143	7,355,643	1,975,393
Service & Supplies	761,069	2,077,619	2,102,619	471,793
Leases & Loans	302,773	302,773	302,773	302,773
Fixed Assets	32,442	70,435	138,660	184,848
Operating Transfers Out	1,615,500	1,514,700	1,514,700	972,624
Reserve Increase	2,415,085	0	0	0
<b>Total Expenditures</b>	<b>9,532,073</b>	<b>11,293,670</b>	<b>11,414,395</b>	<b>3,851,430</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers In	32,926	245,603	291,329	19,324
Property Tax	8,097,330	8,560,041	8,710,041	2,472,094
Building Rental	309,313	315,187	315,187	315,187
Galt RDA	189,723	260,519	185,518	125,000
Fire Control Service Charges	83,868	40,600	40,600	160,000
Revenues - Other	5,916	25,000	25,000	0
Encumbered Funds	0	0	0	69,988
Reserves	812,997	1,846,720	1,846,720	689,837
<b>Total Revenue</b>	<b>9,532,073</b>	<b>11,293,670</b>	<b>11,414,395</b>	<b>3,851,430</b>

**Budget Highlights**

Salaries & Benefits

The Fire Administration sub-budget for salaries and benefits drops significantly for FY 2019/20 due to a reallocation of department-wide expenses like the PERS unfunded liability and the annual retirement health care contribution (GASB 45). These expenses were formerly paid through the Fire Administration sub-budget and are now allocated across all Fire Department sub-budgets in order to more accurately reflect the costs of Fire Operations, EMS, Training, etc. Offsetting the reallocation of long-term benefits are increases in salaries to all staff of 2% effective 1/1/19, and 2% effective 7/1/19. Additionally, the Fire Administration preliminary budget reflects a reorganization of resources, with an Administrative Assistant moved from Fire Prevention to Fire Administration in order to handle Accounts Payable and Receivable, along with the addition of a part-time Office Specialist to handle front-counter customer service and accounting duties

The final budget reflects expenses related to updated contracts for Chief Officers and the Management Employees Organization, along with updated 2020 health care costs.

Services & Supplies

The Fire Administration services and supplies budget drops as a result of additional reallocations for legal services, professional services, and insurance liability. These expenses are now contained within the Fire sub-budgets that are generating the expense. For instance, in previous years legal costs were paid through the Fire Administration budget. The Fire Department now breaks out legal services invoices and charges the sub-budget responsible for those expenses accordingly.

For FY 2019/20 the Fire Department has created new sub-budgets for the Community Emergency Response Program, Recruit Academy, and Capital Projects. Professional services for capital projects are now contained within that new sub-budget, where they were formerly in the Fire Administration sub-budget, which also accounts for a reduction in Fire Administration services and supplies.

The final budget reflects savings in legal services and updated expenses for a new wireless network, the Fire Department's share of the CSD Climate Action Plan, and professional services.

#### Leases & Loans

FY 2019/20 sees the final debt financing payment for Station 72.

#### Operating Transfers Out

A sharp decrease in this category can be attributed a reallocation of the PERS pension bond to the other Fire Department sub-budgets.

#### Operating Transfers In

This account was used in FY 2018/19 to balance the EMS sub-budget, which generated a surplus in revenue over expense last year. The need to account for a surplus and balance the EMS sub-budget for FY 2019/20 no longer exists.

#### Property Taxes

With the reallocation of significant expenses in the Fire Administration sub-budget, property tax is also reallocated into the remaining Fire Department sub-budgets to account for their increased expenses.

Overall the Fire Department Elk Grove property tax allocation increases by 6.5%, or \$2,044,814. Galt property tax increases by 6.5% as well, or \$315,000.

#### Galt RDA

As the Galt RDA winds down its activities the residual tax increments that were passed through to the Fire Department as a result of the 2009 Settlement Agreement with the City of Galt revert to normal property tax. While this revenue stream is decreasing there is no loss in overall revenue as Galt property tax increases in relation to the decreasing residual tax increments.

#### Fire Control Service Charges

This account contains revenue from the Community Facilities Districts (CFDs) in both Elk Grove and Galt. In Elk Grove there has been a substantial jump in revenue with the sale of residential and commercial real estate that has been annexed into the Elk Grove CFD over the past few years.

#### Encumbered Funds

The final budget rolls funds over from FY 2018/19 for a Deputy Chief command vehicle, the COOP Development Project, and the 911 Go Smart Program.

#### Reserves

Reserve decreases can be attributed to the creation of a new sub-budget for capital projects, resulting in the movement of Fire Impact Fee Reserves for the design of Station 46, Station 77, and Station 78 to the new sub-budget.

## FIRE DEPARTMENT – OPERATIONS Sub-Budget 2002

### MAJOR FUNCTIONS

The Operations Division provides leadership and management of assigned emergency personnel; responds to and mitigates various emergencies 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 divisions have been created to support the Operations Division: 1) Emergency Medical Services; 2) Training; and 3) Special Operations. Due to the scope of programs and cost recovery mechanisms, each of these sections has been divided into separate sub-budgets.

Deputy Fire Chief Troy Bair leads the Operations Division, which staffs eight engine companies, one ladder truck company, seven paramedic ambulances, and a command officer on a 24-hour basis. Additionally, the Operations Division cross-staffs the following apparatus as seasons and emergency circumstances dictate: eight wildland fire engines, one foam unit, one Heavy Rescue unit, one technical rescue trailer, one mass decontamination trailer, one mass casualty incident trailer, one swift water rescue boat, and two flood boat trailers.

The Deputy Fire Chief - Operations is also responsible for: 1) Department emergency mitigation operations; 2) agency representative for procedural issues; 3) Duty Officer functions; 4) sub-budget management; and 5) is Second-in-Command of the Fire Department.

Administrative Specialist Molly Collins is responsible for: 1) Deputy Fire Chief confidential administrative support; 2) Fire Department Mutual Aid and Operational Cost Recovery; 3) Lexipol Administration for the Department; 4) Liaison to the Department of Motor Vehicles; and 5) Responsible for the coordination of recruitment and promotional processes with the Human Resources Division.

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

### 2018-19 ACCOMPLISHMENTS

- The Board adopted response time performance measure requires the first-due unit to arrive within 7 minutes, 90% of the time from the receipt of the 9-1-1 call in the regional fire dispatch center. This equates to 1-minute dispatch time, 2-minute company turnout time, and 4-minute drive time in the most populated areas. In 2018, this was met 73.1% of the time (Ops Goals 1a, and 1b)
- Responded to 19,790 calls for service in 2018, 74.66% of which were medical emergencies. (Goals 1a, 1b, and EMS Goal 1c)
- Enhanced the accuracy of NFIRS reporting in the ImageTrend Records Management System (RMS) (Ops Goals 4a, 4b, 4c, and 6a)
- Completed upgrade of TeleStaff/Kronos staffing program to fully integrate with the ERP payroll system (Ops Goals 2b, 2c, and 2d)
- Actively engaged in State Mutual Aid system responses, including the Camp Fire in Paradise, the deadliest wildfire in California history (Ops Goals 3a, 3b, 3c, 3d, and 4b)
- Enhanced and standardized the Department's firefighting water delivery equipment and procedures (Ops Goals 2a, 2b, 2c, and 5b)

- Implemented a regional dispatch enhancement to better align with the Medical Priority Dispatch System (MPDS) (Ops Goals 1a, 2c, 3a, and 5b)

**GOALS FOR 2019-20**

- Meet the Board adopted response time performance measure whereby the first-due unit should arrive within 7 minutes, 90% of the time from the receipt of the 9-1-1 call in the regional fire dispatch center. This equates to 1-minute dispatch time, 2-minute company turnout time, and 4-minute drive time in the most populated areas (Ops Goals 1a and 1b)
- Continue to engage in CAD update/implementation and additional dispatch enhancements (Ops Goals 1a, 2b, 2c, 3a, and 5b)
- Prepare for the addition of Station 77 (Ops Goals 1a, 1b, 2d, 4a, 4b)
- Continue to identify response needs to address the unique hazards that the Wilton Rancheria Casino will bring to the District and prepare for Station 78 (Goals 1a, 1b, 2a, 2d, and 4b)
- Evaluate staffing levels using unit hour utilization data (Ops Goals 1a, 1b, 2a, 2c, 2d, 4a, and 4b)
- Further enhance and standardize the safety of our personnel by upgrading our Self-Contained Breathing Apparatus (SCBA) systems and additional safety equipment (Ops Goals 2a, 2b, 2c, 4a, and 4b)

**PERFORMANCE/WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Proposed 2019-20</b>
Fire & Life Safety Emergencies	19,785	20,379	20,990
Fire Stations	8	8	8
Staffed Companies	17	17	17

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries and Benefits	27,650,362	21,298,992	23,506,976	23,784,472
Service and Supplies	2,699,973	2,603,201	2,603,201	2,953,603
Leases / Loans	533,425	924,338	924,338	1,182,914
Fixed Assets	1,448,278	1,507,820	1,507,820	434,220
Operating Transfers Out	0	0	1,784,637	281,113
<b>Total Expenditures</b>	<b>32,332,038</b>	<b>26,334,351</b>	<b>30,326,972</b>	<b>28,636,322</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers In	4,420,082	27,000	27,000	27,000
Property Tax	22,859,646	24,333,249	24,333,249	27,645,283
State Aid (Wildland)	3,079,073	1	2,555,000	1
Federal Aid (FEMA SAFER)	232,748	745,136	745,136	640,000
Loan Proceeds	1,295,000	1,000,000	1,000,000	0
Miscellaneous	80,467	0	0	0
Encumbered Funds	93,000	0	0	50,000
Reserves	365,021	228,965	228,965	274,038
<b>Total Revenue</b>	<b>32,332,038</b>	<b>26,334,351</b>	<b>30,326,972</b>	<b>28,636,322</b>

**Budget Highlights**

Salaries & Benefits

Salary and benefits in the Operations Division increase by \$235,000. A 2% increase in full-time employee salaries and a 1.5% increase in worker’s compensation insurance were offset by the reallocation of 7 firefighter/paramedics in the detail pool to the EMS sub-budget to more accurately track the cost of the EMS Division. The Fire Operations sub-budget also picks up allocations for PERS unfunded liability and the Annual Retirement Contribution, expenses that were formerly captured in the Fire Administration sub-budget.

As with previous years, no estimate is made on reimbursed overtime associated with wildland firefighting, though the Amended FY 2018/19 budget contains \$1.68 million in reimbursed overtime. Because of this, the year over year increase in the Fire Operations salaries and benefits is \$1.9 million.

The final budget reflects expenses related to updated contracts for Chief Officers and the Management Employees Organization, along with updated 2020 health care costs.

Services & Supplies

The services and supplies category increases by \$350,000, largely due to increases in liability insurance (\$65,000), personnel protective equipment (\$290,000), emergency dispatch (\$162,000), and general inflation; costs that are offset by savings in building maintenance and professional services.

Leases & Loans

This category increases by \$267,533 with the addition of loans for Department-wide Self-Contained Breathing Apparatus and two Type 5 Wildland Engines.

Fixed Assets

Fixed asset purchases in Fire Operations drop by over a million dollars, but this is caused by the creation of a new Capital Projects sub-budget. There are two Type I Fire Engines included in that new sub-budget that in past fiscal years would have been budgeted in Fire Operations. The Fire Operations Fixed Asset Budget includes normal

fixed asset expenses like station roof repairs and wellness equipment, as well as an upgrade to Station 45's kitchen and patio, a new command vehicle for the Deputy Chief – Operations, and Self-Contained Breathing Apparatus fit testing machines.

The final budget reflects an additional \$50,000 for station roof repairs that were deferred from FY 2018/19 to FY 2019/20.

#### Operating Transfers Out

Transfers Out in Fire Operations are \$281,113. Each of the main sub-budgets contained within the overall Fire Department budget is now recording allocated expenses for its share of the Opterra Solar project bonds and the PERS Pension Bond. In previous fiscal years those expenses were recorded in the Fire Administration sub-budget as Transfers Out. This reallocation of expenses in the various sub-budgets allows for a more accurate budget assessment of the cost of each Fire Department Division.

In the FY 2018/19 Amended Budget, Operating Transfers are utilized for accounting purposes to balance the Fire Operations sub-budget.

#### State Aid (Wildland)

The budget remains at \$1 for wildland fire reimbursements, but the new normal is for the Cosumnes Fire Department to be active responding to large western wildfires each fire season.

#### Federal Aid (FEMA SAFER Grant)

The Federal Emergency Management Agency SAFER Grant will fund eight firefighters at 75% for the first 8 months of the fiscal year, and 35% for the last 4 months of the fiscal year, with the Department matching the other 25% and 65%, respectively, with General Fund revenue.

#### Encumbered Funds

At final budget the Fire Department will rollover and encumber \$50,000 from FY 2018/19 in order to fund deferred maintenance station roof repairs.

#### Reserves

Reserve use increases slightly as the Fire Department Apparatus/Equipment Replacement Reserve will cover the loan payment for radios purchases in 2017 and part of the loan payment for Type I engines purchased in 2013.

## **FIRE DEPARTMENT – EMERGENCY MEDICAL SERVICES Sub-Budget 2003**

### **MAJOR FUNCTIONS**

The Cosumnes Fire Department provides ambulance transportation and pre-hospital emergency medical services to the citizens of Elk Grove and Galt; while also providing transportation services for Wilton, Herald, Courtland, and Walnut Grove. The Fire Department employs 174 Emergency Medical Technicians (EMTs), 113 of whom are Paramedics, and operates seven full-time ambulance companies in order to provide those services, which are all overseen by the Department's Emergency Medical Services (EMS) Division.

The EMS division is managed by an Assistant Chief and supported by an EMS Captain, two Any Rank EMS Specialists, a Performance and Development Coordinator, an Assistant Performance and Development Coordinator, an Administrative Specialist, and an Administrative Assistant. The EMS Lab, located at the Fire Department's Training Facility, offers state-of-the-art training equipment for continuing education and training for District and regional EMS providers. The EMS Division also utilizes a Mobile Training Unit designed to bring realistic simulation training to District fire stations in order to help crews minimize their out of area time from their first due response areas.

Brett Shurr, the Acting Assistant 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.

Scott Clark, the EMS Captain, and EMS Specialists, Ed Raschein and Justin Quarisa, work in a coordinated manner to ensure projects, tasks, and assignments supporting the EMS Division and line operations are completed. These assignments not only support the Fire Department, but EMS functions within the Parks and Recreation and CSD Administration Departments as well. These assignments include, but are not limited to, maintaining supplies, equipment, and technology, and providing training such as Stop the Bleed, High Performance CPR, and Lifeguard medical aid transition scenarios. A new function added to the Division includes patient advocate representative and care center and hospital liaisons.

The Performance and Development Coordinator (PDC), Julie Carrington, and Assistant Performance and Development Coordinator (APDC), Jim Bugai, are 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.

### **2018-19 ACCOMPLISHMENTS**

- Integrated new Emergency Medical Services staffing positions – Any Rank EMS Specialists (EMS Goals 1a, 1b, 1c, and 3a)
- Completed trial study for high fidelity feedback mannequins for EMS Training and completed purchase of equipment. (EMS Goals 1a and 1c)
- Purchased two medic units and support equipment to maintain fleet readiness (EMS Goal 1c)
- Provided Train the Trainer course in Pre-Hospital Trauma Life Support to meet county and state mandated requirements (EMS Goal 1a, 1b, 1c, and 2c)
- Provided PHTLS provider course to all department line operations staff to meet or exceed county and state mandated requirement (EMS Goal 1a, 1b, 1c, and 2c)
- Maintained situational awareness of transport unit deployment modeling to ensure maximum efficiency (EMS Goals 1a, 1c, and 3a)

### GOALS FOR 2019-20

- Purchase one new medic unit and support equipment to maintain fleet readiness (EMS Goal 1c)
- Purchase two new EMS staff vehicles, one to replace 71-36 and one new addition for the two staff added in FY18-19. (EMS Goal 1c)
- Develop and maintain community partnerships to support Fire Department and EMS interests in the community working towards workforce sustainability and diversity, public presence, and professional development. (EMS Goals 1d, 2b, and 2c)
- Modernize the EMS lab to facilitate continued state of the art training ventures. (EMS Goals 1c and 3c)
- Provide for professional development opportunities to develop administrative and line operations staff. (EMS Goal 1a)
- Pursue grant opportunities and alternative revenue sources for operational stabilization and sustainability (EMS Goals 2a and 2c)
- Deploy Rescue Taskforce Personal Protective Equipment and training and conduct multi-agency Intentional Mass-Casualty Training exercises (EMS Goals 1a, 1c, and 1d)
- Explore opportunities to deploy Health Information Exchange with regional partners (EMS Goal 1d)
- Explore opportunities in the alternative deployment models of patient care and follow up via Community Paramedicine and or Mobile Integrated Health (EMS Goal 1d)

### PERFORMANCE / WORKLOAD MEASURES

Measure	Actual 2017-18	Budget 2018-19	Proposed 2019-20
Ambulance Transports	14,301	14,240	14,525
EMT/Paramedic Training Hours	1,350	1,350	1,350
Academy EMT/Paramedic Training Hours	1,200	0	1,254
CQI Hours/Committee Member	18	18	18

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	6,362,483	8,696,479	8,861,293	12,570,409
Service & Supplies	2,020,876	1,323,952	1,323,952	1,569,143
Leases & Loans	191,967	364,755	364,755	273,456
Fixed Assets	693,225	599,916	599,916	28,872
Operating Transfers Out	0	226,279	226,279	155,709
EMS-IGT Reserves	1,245,201	0	0	0
Reserves	4,341,786	0	0	0
<b>Total Expenditures</b>	<b>14,885,538</b>	<b>11,211,381</b>	<b>11,376,195</b>	<b>14,597,589</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers In	0	0	324,814	0
Property Tax	223,290	0	0	3,540,612
GEMT Program	638,074	325,000	240,000	430,000
EMS-IGT Program	2,760,799	0	0	1,532,377
First Responder Fee	588,734	675,000	600,000	578,000
Ambulance Transport Fees	8,598,089	8,420,000	8,420,000	8,495,000
Revenues – Other	24,050	18,112	18,112	19,600
Loan Proceeds	560,051	528,068	528,068	0
Encumbered Funds	0	0	0	2,000
Reserves	695,451	1,245,201	1,245,201	0
<b>Total Revenue</b>	<b>14,885,538</b>	<b>11,211,381</b>	<b>11,376,195</b>	<b>14,597,589</b>

**Budget Highlights**

Salaries & Benefits

A 2% increase in full-time employee salaries and a 1.5% increase in worker’s compensation insurance led to an increase in EMS salaries and benefits, but the primary reason for the much larger increase is the reorganization of resources from the Operations sub-budget to the EMS Division sub-budget. Seven firefighter/paramedics in the detail pool were moved into the EMS sub-budget to more accurately track costs in the EMS Division. In past fiscal years the Fire Operations sub-budget funded the entire detail pool, but this reorganization acknowledges the fact that the detail pool also supports ambulance daily leaves, and one-third of the detail pool should be funded by EMS. The EMS sub-budget also picks up allocations for PERS unfunded liability and the Annual Retirement Contribution, expenses that were formerly captured in the Fire Administration sub-budget.

As part of the SAFER Grant application and acceptance, and approval of Academy 2018-01, the Board of Directors approved three firefighter/paramedic positions in addition to the number of personnel needed to maintain the base shift staffing level. During FY19, two of these personnel were administratively transferred to the EMS Division as Any Rank, Day-Shift EMS Specialists, and one was administratively transferred to the Fire Prevention Division as an Any-Rank, Day Shift Fire Investigator/Code Enforcement Officer. The FY20 budget accounts for the salaries and benefits for these positions in the respective budgets.

The final budget reflects increases in salaries and benefits related to the Management Employees Organization contract and updated 2020 health care costs.

Services & Supplies

An increase of \$259,657 is largely due to the reallocation of legal and accounting services (\$70,000 and \$28,310, formerly contained within the Fire Administration sub-budget), the addition of EMS Rights Advocacy (\$72,000), and

general inflation in medical supplies. The final budget reflects savings in legal services and a small increase in expenses related to conferences.

#### Leases & Loans

Leases and Loans drop slightly as the EMS Division retired a loan for monitor/defibrillators and added a loan for two 2019 ambulances that is slightly less costly.

#### Fixed Assets

Fixed Assets drop substantially with the creation of a Capital Projects sub-budget, which now contains the expenses and revenues related to the purchase of new ambulances and the long-term loan proceeds used to pay for the assets.

#### Operating Transfers Out

Transfers Out in Fire EMS decreases by \$70,570. This account was used to balance the EMS sub-budget in FY 2018/19 by moving enough EMS expenses into the Fire Administration sub-budget; a move necessary because EMS generated more revenue than expenses last year. In addition, each of the main sub-budgets contained within the overall Fire Department budget is now recording allocated expenses for its share of the Opterra Solar project bonds and the PERS Pension Bond. In previous fiscal years those expenses were recorded in the Fire Administration sub-budget as Transfers Out. This reallocation of expenses in the various sub-budgets allows for a more accurate budget assessment of the cost of each Fire Department Division.

#### EMS-IGT Reserves

The EMS-IGT program returns to an annual cycle in FY 2019/20 instead of a two-year program, negating the need to use reserves for the second year of the two-year cycle.

The final budget shows an update in EMS-IGT revenue, increasing by \$332,377 as a result of new program information.

#### Property Tax

With increases in salaries and benefits as a result of the resource reallocation mentioned above, the EMS sub-budget increases its property tax allocation by \$3,828,009.

#### GEMT Program

The addition of the Ground Emergency Medical Transport Quality Assurance Fee, a program similar to the EMS-IGT program, the Fire Department expects to see an increase in GEMT revenue of \$190,000.

#### Transport & First Responder Fees

The EMS Division generates substantial revenue from ambulance transport and first responder fees, but revenue from both programs has flattened in the past two years. A small increase of \$75,000 is expected.

#### EMS-IGT Program

As mentioned above, the EMS-IGT program returns to a one-year program, with revenues of approximately \$1,200,000 expected.

#### Loan Proceeds

Loan proceeds have been moved into the new Capital Projects sub-budget.

#### Encumbered Funds

A final budget update of rollover of funds from FY 2018/19 allow attendance at the Image Trend conference (department records management/patient care report system).

#### Reserves

EMS-IGT revenues will not be used from previous years to support FY 2019/20 programs.

## FIRE DEPARTMENT – FIRE PREVENTION Sub-Budget 2004

### MAJOR FUNCTIONS

The Cosumnes 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.

Morgana Yahnke, the Fire Marshal, reports to the Deputy Chief of Administration and leads the Fire Prevention Bureau with responsibility for oversight of: 1) code enforcement; 2) inspection of new and existing occupancies; 3) plan review and construction inspection; 4) fire investigation; 5) public education; and 6) sub-budget management. The Fire Marshal supervises the Fire Prevention staff, which includes six Fire Inspectors, a Fire Investigation/Code Enforcement Officer, a Plan Intake Coordinator, a Public Education Officer, a part-time Administrative Assistant and a contracted, part-time Plans Examiner.

The Annual Inspection and Code Enforcement Program is primarily responsible for inspection of existing occupancies for compliance with the appropriate California Building regulations (e.g. the California Fire Code, California Code of Regulations Title 19, California Health & Safety Code, Cosumnes Fire Department local Ordinance and applicable NFPA standards). Occupancies are typically assigned regular inspections based on statutory requirements to conduct life safety inspections in certain occupancy types. This program area also encompasses the Vegetation Management Program. This program's primary purpose is to limit the potential sources of fuel for fire through abatement of combustible rubbish and vegetation to create "defensible space" around properties. This "defensible space" allows firefighters to effectively stop fires from spreading from open space areas to homes and properties.

The Plan Review and Construction Inspection Programs are primarily responsible for plan review, new construction inspections, and fire and life safety systems acceptance testing. This testing ensures that life safety systems are installed per the approved plans and will operate as designed when needed.

The Fire Investigation Program is responsible for determining origin and cause of fires. In the coming year, the Department is implementing a new "Shift Investigator" program with the intent of educating more of our members in fire investigation techniques and creating a sustainable investigation program for the future. The Fire investigators work closely with other law enforcement personnel from our County and City agencies to affect the successful investigation, arrest, prosecution, and conviction of arsonists.

The Public Education Program provides a long list of valuable programs to the public to promote and teach fire safety to all ages through a variety of delivery methods. The programs range from teaching parents how to properly install car seats, to assisting senior citizens in learning how to recognize and eliminate hazards in their home.

### 2018-19 ACCOMPLISHMENTS

- Received grant funding from the Home Fire Sprinkler Coalition to build an educational prop to demonstrate how residential fire sprinklers operate, utilized this prop at several public events (Fire Prevention Goals 2a, and 5a)
- Collaborated with Local 522 to distribute National Child ID kits (DNA kits) to all Kindergarten students in elementary schools in Galt (Fire Prevention Goal 5a)
- Implemented the use of the Location/Occupant portions of ImageTrend software to execute all state mandated Annual Inspections (Fire Prevention Goals 6a and 6b)
- In accordance with Senate Bill 1205, adding Section 13146.4 to the California Health and Safety Code, annual inspections were completed in 100% of all schools (75) and applicable residential occupancies (75) within our District response area (Fire Prevention Goal 1a)

- Recruited and began training six new Shift Fire Investigators for implementation of a "Shift Fire Investigator" program (Fire Prevention Goal 4a)
- Purchased computer software and hardware needed to implement electronic plan review program for one Plans Examiner to begin transition to paperless plan review (Fire Prevention Goals 1a, 6a, and 6b)

### GOALS FOR 2019-20

- Continue to develop a robust Annual Inspection Program, to include target-hazard occupancies and full development of ImageTrend software for new and existing occupancies (Fire Prevention Goals 6a and 6b)
- Continue to develop the Fire Investigation/Code Enforcement Officer, as well the Shift Investigators, to create a well-trained cadre of Fire Investigators within the department. (Fire Prevention Goal 4a)
- Utilize Community Risk Analysis data to develop a Public Education Program focused on addressing specific risks. (Fire Prevention Goals 2a, 3d, 5a, 5c, 6a, and 6b)
- In coordination with the Cities of Elk Grove and Galt, implement electronic plan submittal/review processes (Fire Prevention Goals 2b, 6a, and 6b)

### PERFORMANCE/WORKLOAD MEASURES

Measure	Budget 2018-19	Proposed 2019-20
Plan Checks	492	541
Construction Inspections	2,329	2,562
Annual State Mandated Inspections	150	162
Code Enforcement Inspections	168	180
Weed Abatement Inspections	180	185
Car Seat Inspections/Installations	117	120
Citizen Contacts (special events, school visits, etc.)	36,788	38,000
Station Tours	72	75

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Amended 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	1,202,610	1,295,553	1,309,053	2,007,598
Service & Supplies	253,633	243,909	243,909	226,714
Fixed Assets	1,109	2,800	2,800	72,800
Operating Transfers	0	0	61,500	29,262
Reserves	123,064	0	0	0
<b>Total Expenditures</b>	<b>1,580,416</b>	<b>1,542,262</b>	<b>1,617,262</b>	<b>2,336,374</b>

<b>Revenue by Account</b>	<b>Actual 2018-19</b>	<b>Adopted 2018-19</b>	<b>Amended 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers	5,041	0	0	0
Property Tax	801,468	972,262	972,262	1,697,374
Plan Check Fees	749,281	550,000	625,000	619,000
Fees for Service Permits	10,230	20,000	20,000	20,000
Revenues - Other	14,396	2	2	0
<b>Total Revenue</b>	<b>1,580,416</b>	<b>1,542,262</b>	<b>1,617,262</b>	<b>2,336,374</b>

**Budget Highlights**

Salaries & Benefits

A 2% increase in full-time employee salaries, increasing retirement costs, and a 1.5% increase in worker’s compensation insurance leads to increased salary and benefits costs in the Fire Prevention Division, but the main increase is related to the addition of a full-time Fire Inspector I (\$118,994), which is partially offset by reducing the contract plans examiner contract by 50%. The Fire Prevention sub-budget also picks up allocations for PERS unfunded liability and the Annual Retirement Contribution, expenses that were formerly captured in the Fire Administration sub-budget.

As part of the SAFER Grant application and acceptance, and approval of Academy 2018-01, the Board of Directors approved three firefighter/paramedic positions in addition to the number of personnel needed to maintain the base shift staffing level. During FY19, two of these personnel were administratively transferred to the EMS Division as Any Rank, Day-Shift EMS Specialists, and one was administratively transferred to the Fire Prevention Division as an Any-Rank, Day Shift Fire Investigator/Code Enforcement Officer. The FY20 budget accounts for the salaries and benefits for these positions in the respective budgets.

The final budget reflects increases in salaries and benefits related to the Management Employees Organization contract and updated 2020 health care costs.

Services & Supplies

The services and supplies budget for Fire Prevention drops slightly to \$226,714 with the reduction of hours for a contracted Plans Examiner.

Fixed Assets

Fire Prevention fixed assets expenses rise as the Division moves toward replacing aging vehicles.

Operating Transfers Out

Transfers Out in Fire Prevention increases by \$29,262. Each of the main sub-budgets contained within the overall Fire Department budget is now recording allocated expenses for its share of the Opterra Solar project bonds and the PERS Pension Bond. In previous fiscal years those expenses were recorded in the Fire Administration sub-

budget as Transfers Out. This reallocation of expenses in the various sub-budgets allows for a more accurate budget assessment of the cost of each Fire Department Division.

#### Plan Check Fees

The Fire Prevention Division is using a 5-year analysis of plan check revenue to estimate revenue for FY 2019/20. The average yearly revenue over that span is \$619,000.

## **FIRE DEPARTMENT – FLEET MAINTENANCE Sub-Budget 2005**

### **MAJOR FUNCTIONS**

The Cosumnes 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 Maintenance Division is tasked with servicing and repairing the Department's vehicles to be ready at any moment to respond to emergencies. The Division's staff is comprised of three General Equipment Mechanic Is, one General Equipment Mechanic II, and one General Equipment Mechanic III.

Jack Robin, the General Equipment Mechanic III in charge of the Division, reports directly to the Deputy Fire Chief – Administration and Support Services 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.

### **2018-19 ACCOMPLISHMENTS**

- Maintained fleet of Fire apparatus and District vehicles to District standards and perform service and repairs as needed (Fleet Maintenance Goals 1a and 1b)
- Provided in-house SCBA, radio, and MDC repair and maintenance services (Fleet Maintenance Goals 1a and 1b)
- Conducted respiratory FIT testing for all Department safety personnel (Fleet Maintenance Goals 1a and 1b)
- Completed build-up of two Type I Engines, one Battalion Chief Command Vehicle, and assorted staff vehicles (Fleet Maintenance Goals 1a and 1b)
- Upgraded the Fleet Maintenance facility indoor lighting to energy efficient LED (Fleet Maintenance Goals 2a and 2b)

### **GOALS FOR 2019-20**

- Continually assess the workload of the mechanics to ensure that the staffing levels meet the current and short-term needs of the Department (Fleet Maintenance Goal 2c)
- Assess the ongoing feasibility for Fleet Management to be responsible for and provide all in-house SCBA, radio, and MDC repair and maintenance services (Fleet Maintenance Goal 2c)
- Keep fleet of Fire apparatus and District vehicles maintained to District standards and perform service and repairs as needed (Fleet Maintenance Goals 1a and 1b)
- Complete the build-up of one Mobile Air Unit and three staff vehicles (Fleet Maintenance Goals 1a and 1b)
- Completed ethanol-free fuel project (Fleet Maintenance Goals 1b and 2a)
- Support the development of the specification and purchase of two replacement wildland fire engines (Fleet Maintenance Goals 1a and 1b)
- Add new diagnostic tools to inventory to provide more efficient service and maintenance (Fleet Maintenance Goals 2a, 2b, and 2c)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	599,119	619,681	624,181	794,671
Service & Supplies	129,393	116,052	116,052	146,417
Fixed Assets	2,550	34,801	34,801	158,881
Operating Transfers Out	0	0	0	13,586
<b>Total Expenditures</b>	<b>731,062</b>	<b>770,534</b>	<b>775,034</b>	<b>1,113,555</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers In	5,000	5,000	9,500	4,000
Property Tax	726,062	765,534	765,534	972,974
Encumbered Funds	0	0	0	136,555
<b>Total Revenue</b>	<b>731,062</b>	<b>770,534</b>	<b>775,034</b>	<b>1,113,555</b>

**Budget Highlights**

Salaries and Benefits

Salaries and benefits in Fleet Maintenance increase by \$167,010. A 2% increase in full-time employee salaries and a 1.5% increase in worker’s compensation insurance play a part in the increase, but as with the other Fire Department sub-budgets, allocations for PERS unfunded liability and the Annual Retirement Contribution have been moved from the Fire Administration sub-budget to Fleet Maintenance.

The final budget reflects updated 2020 health care costs.

Services and Supplies

The Fleet Maintenance services and supplies budget increases by \$25,115. This is due to general inflation and the reallocation of accounting services and insurance liability, two expenses that were formerly contained within the Fire Department’s Administration sub-budget.

The final budget adds in apparatus pump testing expenses.

Fixed Assets

This category is slightly down, with expected purchases of a drill press and a Snap-On Prolink scanner.

The final budget shows an additional expense for a Department-wide fuel management system.

Operating Transfers Out

Transfers Out in Fleet Maintenance increases by \$13,586. Each of the main sub-budgets contained within the overall Fire Department budget is now recording allocated expenses for its share of the Opterra Solar project bonds and the PERS Pension Bond. In previous fiscal years those expenses were recorded in the Fire Administration sub-budget. This reallocation of expenses in the various sub-budgets allows for a more accurate budget assessment of the cost of each Fire Department Division.

Encumbered Funds

The final budget contains a rollover from FY 2018/19 for a Department-wide fuel management system.

## FIRE DEPARTMENT – TRAINING Sub-Budget 2006

### 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, but are not limited to: company/command level fire combat for structures, wildland, industrial and transportation, hazardous materials incidents, rescue and emergency medical services. Specialized training programs such as swift water rescue, extrication, and high/low angle rescue are also coordinated through the Training Division in cooperation with the Special Operations Division.

The Training Division manages the Cosumnes River College (CRC) Firefighter Internship Program. This specialized 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.

Led by Acting Assistant Chief Josh Freeman, the Training staff includes the Training Assistant Chief, two Training Captains, Matt DeMarco and Rob Kasparian, and an Administrative Specialist. The Training Assistant Chief is responsible for: 1) management of Department training; and 2) sub-budget management.

### 2018-19 ACCOMPLISHMENTS

- Completed Recruit Academy 2018-01 (Training & Spec Ops Goals 1a and 1d)
- Received California State Fire Marshal's Office Local Academy Accreditation (Training & Spec Ops Goals 1a and 1b)
- Developed and presented an internal Engineer's Academy (Training & Spec Ops Goals 1a, 1b, and 3b)
- Conducted an Engineer's Promotional Exam (Training & Spec Ops Goals 1a, 1b, and 3b)
- Hosted and managed the following State Fire Marshal classes (Training & Spec Ops Goals 1a, 1b, 1c, 3a, and 3b):
  - Driver Operator 1A and 1B
  - Investigation 1B
  - Vehicle Extraction
  - Fire Control 3A and 4B
  - HazMat First Responder Operations/Decontamination
  - Crew Boss/Engine Boss
- Conducted Battalion Chief Exam Training & Spec Ops Goals 1a, 1b, and 3b)

### GOALS FOR 2019-20

- Complete probationary testing for Recruit Academy 2018.01 (Training & Spec Ops Goals 1a, 1b, 1c, 3a, and 3b)
- Develop and manage Recruit Academy 2019.01 (Training & Spec Ops Goals 1a and 1d)
- Develop and manage a Company Officer's Academy (Training & Spec Ops Goals 1a, 1b, and 3b)
- Conduct a Battalion Chief exam (Training & Spec Ops Goals 1a, 1b, and 3b)
- Conduct an Engineer exam (Training & Spec Ops Goals 1a, 1b, and 3b)
- Participate in the development of the Fire Department Capital Improvement Plan (Goals 2a and 2b)

- Participate in the development of a Department succession and recruitment plan (Goals 2a, 4a, 4b, and 4c)
- Implement a Command Training Center (Training & Spec Ops Goals 1a, 1b, 2a, and 2b)
- Host and manage the Company Officer series of State Fire Marshal Classes (Training & Spec Ops Goals 1a, 1b, 1c, 3a, and 3b)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	1,166,314	771,779	777,779	1,003,015
Service & Supplies	281,088	228,088	228,088	267,227
Fixed Assets	24,702	82,800	82,800	9,450
Operating Transfers Out	0	0	0	10,450
<b>Total Expenditures</b>	<b>1,472,104</b>	<b>1,082,667</b>	<b>1,088,667</b>	<b>1,290,142</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Operating Transfers In	339,385	0	6,000	0
Property Tax	1,119,576	998,667	998,667	1,241,642
Service Fees/Charges-Other	8,950	0	0	8,500
Miscellaneous Revenue	4,193	84,000	84,000	40,000
<b>Total Revenue</b>	<b>1,472,104</b>	<b>1,082,667</b>	<b>1,088,667</b>	<b>1,290,142</b>

**Budget Highlights**

Salaries and Benefits

Salaries and benefits in the Training Division increase by \$199,900. A 2% increase in full-time employee salaries and a 1.5% increase in worker’s compensation insurance play a part in the increase, but as with the other Fire Department sub-budgets, allocations for PERS unfunded liability (\$72,677) and the Annual Retirement Contribution (\$57,960) have been moved from the Fire Administration sub-budget to Training.

The final budget reflects increases in salaries and benefits related to the Management Employees Organization contract and updated 2020 health care costs.

Services and Supplies

Services and supplies expenses increase as a result of general inflation, the allocation of certain utility expenses to the Training sub-budget, and an increase in the Professional Growth program outlined in the new 522 labor contract (the previous iteration of the Professional Growth program was not widely used, the new changes make the program easier to manage and utilize).

Fixed Assets

This category is down as a result of certain training props having been purchased and installed in FY 2018/19.

Operating Transfers Out

Transfers Out in Training increases by \$10,450. Each of the main sub-budgets contained within the overall Fire Department budget is now recording allocated expenses for its share of the Opterra Solar project bonds and the PERS Pension Bond. In previous fiscal years those expenses were recorded in the Fire Administration sub-budget. This reallocation of expenses in the various sub-budgets allows for a more accurate budget assessment of the cost of each Fire Department Division.

Miscellaneous Revenue

A reduction in both the American River College reimbursement and the California Joint Apprenticeship Committee training reimbursement leads to a \$44,000 decrease in miscellaneous revenues. These are conservative revenue estimates, it is possible that the revenue from these programs will exceed projections.

## **FIRE DEPARTMENT – SPECIAL OPERATIONS Sub-Budget 2007**

### **MAJOR FUNCTIONS**

The Special Operations Division works in concert with the Training Division to provide specialized training in high-risk, low-frequency emergency incidents. Based out of the William Perry Schulze Training Center, Special Operations utilizes some of the more interesting training props, like the Confined Space area or the rail tank car, and provides support for the Training Division during live training evolutions.

Special Operations consists of one Special Operations Captain, Mani Bouslaugh, who is responsible for coordinating the Technical Rescue program and reports directly to the Training Acting Assistant Chief Josh Freeman.

### **2018-19 ACCOMPLISHMENTS**

- Updated and improved REM equipment cache (Training & Spec Ops Goal 2a)
- Transitioned UAS program to the Special Operations Division (Training & Spec Ops Goals 1a, 3a, and 3b)
- Hosted and managed the following State Fire Marshal classes (Training & Spec Ops Goals 1a, 1b, 1c, 3a, and 3b):
  - a. Confined Space Operations
  - b. Confined Space Awareness
  - c. LARRO
  - d. Rescue Systems 1
  - e. River/Flood Water Rescue
  - f. Trench Rescue
  - g. Rescue Systems 2

### **GOALS FOR 2019-20**

- Expand the Unmanned Aerial System Program (Training & Spec Ops Goals 1a, 3a, and 3b)
- Upgrade the flood boat program (Training & Spec Ops Goals 1a, 3a, and 3b)
- Refurbish the Collapse House (Training & Spec Ops Goals 1a, 3a, and 3b)
- Increase the number of qualified Rescue Technicians (Training & Spec Ops Goals 1b and 3a)
- Address anticipated changes in the national Urban Search & Rescue Program (Training and Spec Ops Goals 1a and 1c)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	260,207	235,129	235,683	279,202
Service & Supplies	29,695	76,046	76,046	83,247
Fixed Assets	3,381	10,000	10,000	0
Operating Transfers Out	73,472	0	0	3,136
<b>Total Expenditures</b>	<b>366,755</b>	<b>321,175</b>	<b>321,729</b>	<b>365,585</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Property Tax	366,715	321,175	321,175	365,585
Miscellaneous	40	0	554	0
<b>Total Revenue</b>	<b>366,755</b>	<b>321,175</b>	<b>321,729</b>	<b>365,585</b>

**Budget Highlights**

Salaries & Benefits

Salaries and benefits in Special Operations increase by \$42,694. A 2% increase in full-time employee salaries and a 1.5% increase in worker’s compensation insurance play a part in the increase, but as with the other Fire Department sub-budgets, allocations for PERS unfunded liability (\$21,802) and the Annual Retirement Contribution (\$17,388) have been moved from the Fire Administration sub-budget to Special Operations.

The final budget reflects updated 2020 health care costs.

Services & Supplies

Equipment needs are largely unchanged, though there is a small inflationary increase.

Property Taxes

The Special Operations Division is entirely funded by the General Fund through property taxes. Occasional miscellaneous revenue is generated through grants or training classes.

## **FIRE DEPARTMENT – COMMUNITY EMERGENCY RESPONSE TEAM Sub-Budget 2008**

### **MAJOR FUNCTIONS**

Following a major disaster, first responders who provide fire and medical services often struggle to meet the demand for these services. Factors like number of victims, communication failures, and road blockages will prevent people from accessing emergency services they have come to expect at a moment's notice through 911. People will have to rely on each other for help in order to meet their immediate lifesaving and life sustaining needs.

The Fire Department can predict that emergency services will not meet immediate needs following a major disaster, especially if there is no warning as in an earthquake, and to that end has created the Community Emergency Response Team (CERT) program to provide the following services in the event of an unforeseen emergency or disaster:

- Present citizens the facts about what to expect following a major disaster in terms of immediate services
- Give the message about their responsibility for mitigation and preparedness.
- Train them in needed lifesaving skills with emphasis on decision making skills, rescuer safety, and doing the greatest good for the greatest number.
- Organize teams so that they are an extension of first responder services offering immediate help to victims until professional services arrive.

The Elk Grove/Galt CERT program is about readiness, people helping people, rescuer safety, and doing the greatest good for the greatest number of people. It is a positive and realistic approach to emergency and disaster situations where the citizens and leaders of Elk Grove and Galt can contribute to emergency services.

The CERT sub-budget, designated number 2008, is a new sub-budget within the Fire Department. In previous years the CERT budget was contained within either the Fire Administration sub-budget or the Fire Operations sub-budget.

### **2018-19 ACCOMPLISHMENTS**

- Conducted 11 separate CERT classes for community volunteers (Training & Spec Ops Goals 1a and 1c)

### **GOALS FOR 2019-20**

- Conduct 11 separate CERT classes for community volunteers (Training & Spec Ops Goals 1a and 1c)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	0	0	0	26,432
Service & Supplies	0	0	0	11,031
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,463</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Property Tax	0	0	0	35,459
Revenues - Other	0	0	0	2,000
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,463</b>

*\*not previously split*

**Budget Highlights**

Salaries & Benefits

Salaries and benefits in the CERT budget consist of the regular overtime for Department Subject Matter Experts who conduct classes for community volunteers.

Services & Supplies

Most of the expenses in this category are related to the supplies necessary to conduct CERT classes. There are some expenses related to events, like fuel use and rehab medical supplies.

## **FIRE DEPARTMENT – RECRUIT ACADEMY Sub-Budget 2020**

### **MAJOR FUNCTIONS**

The Cosumnes Fire Department Recruit Academy is a new sub-budget within the Fire Department designed to outline and manage the expenses and revenues related to recruit academies that the Fire Department conducts. In previous years, the Recruit Academy budget was contained within the Fire Operations sub-budget. Over the past ten years, on average, a formal Recruit Academy has been conducted once every three years. It is a Cosumnes Fire Department internal academy, with almost all training and management conducted on-site at the William Perry Schulze Fire Training Center. Some off-site training takes place as necessary. Generally, the Recruit Academy is six months long and utilizes in-house Subject Matter Experts and Training Captains.

The full curriculum ranges from basic firefighting techniques to more advanced EMS and special rescue training. Once a recruit has graduated from the Recruit Academy, they are a fully functioning Cosumnes Fire Department firefighter, with all the capabilities and training necessary to provide the excellent services our community has come to expect.

### **2018-19 ACCOMPLISHMENTS**

- No Recruit Academy conducted in 2018/19

### **GOALS FOR 2019-20**

- Conduct a full six-month Recruit Academy for 22 Fire Recruits (Training & Spec Ops Goals 1a, 1d, and 3a)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Salaries & Benefits	0	0	0	1,539,153
Service & Supplies	0	0	0	349,687
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,888,840</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2017-18</b>	<b>Projected 2017-18</b>	<b>Proposed 2018-19</b>
Property Tax	0	0	0	489,966
Reserves	0	0	0	1,398,874
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,888,840</b>

*\*not previously split*

**Budget Highlights**

Salaries & Benefits

Salaries and benefits for the Recruit Academy can be attributed to the payroll expenses for 22 Recruit Firefighters and the overtime cost of utilizing line personnel as Recruit Academy Instructors.

The final budget moves salary and benefits for two Recruit Academy Instructors from Fire Operations to the Recruit Academy while simultaneously transferring station staffing overtime from the Recruit Academy to Fire Operations. At preliminary budget the instructors had not been identified and the expense was shown as station staffing overtime. There is also an update to 2020 health care expenses.

Services & Supplies

The Recruit Academy services and supplies expenses are related to the need to purchase personal protective equipment, training supplies, and assorted professional services like background checks for 22 Recruit Firefighters.

Property Taxes

A one-time property tax influx of \$425,437 is being used for the Recruit Academy.

At final budget \$64,529 of the normal Elk Grove property tax allocation will be used to help fund the Recruit Academy.

Reserves

The majority of the Recruit Academy will be funded using reserves.

## **FIRE DEPARTMENT – CAPITAL PROJECTS Sub-Budget 2025**

### **MAJOR FUNCTIONS**

The Fire Department Capital Projects sub-budget is new for FY 2019/20. Formerly contained primarily within the Administrative sub-budget (capital facilities), the Fire Operations sub-budget (apparatus), and the EMS sub-budget (ambulances), these costs are being moved into a sub-budget of their own in order to more accurately track expenses and revenue, while also providing an easy way to articulate the overall Operating Budget by outlining those capital costs that are not part of the Operating Budget.

The Capital Projects sub-budget consists of the costs associated with the purchase of large capital projects or apparatus along with the Long-Term Loan Proceeds used to fund the expenses. Actual operating costs for loan payments, and the revenue used for those loan payments are contained within the Division sub-budgets.

### **2018-19 ACCOMPLISHMENTS**

- No prior sub-budget.

### **GOALS FOR 2019-20**

- Complete the design and construction documents for the expansion of Station 46 and the new construction of Stations 77 and 78 (Fire Administration Goal 3a; Fire Operations Goals 1a and 2c)
- Purchase one new ambulance, two Type I engines, and Department-wide self-contained breathing apparatus (Fleet Maintenance Goal 1a; Fire Operations Goals 2b, 2c, 3a, and 5b)

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Service & Supplies	0	0	0	1,199,506
Fixed Assets	0	0	0	3,561,892
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,761,398</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Proposed 2019-20</b>
Long-Term Loan Proceeds	0	0	0	3,575,468
Reserves	0	0	0	1,185,930
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,761,398</b>

*\*not previously split*

**Budget Highlights**

Services & Supplies

The new Capital Projects sub-budget contains expenses for the design and construction drawings for Stations 46, 77, and 78.

Fixed Assets

Fixed asset expenses include a block wall at Station 46, one new ambulance, two Type I engines, and the assorted equipment related to the apparatus and ambulance.

The final budget reflects additional expenses for the Type 5 engine equipment and buildout.

Long-Term Loan Proceeds

Debt financing will be used to cover the expense of one ambulance, two Type I engines, and Department-wide self-contained breathing apparatus.

A change to the final budget shows additional long-term loan proceeds for the Type 5 engine equipment and build out.

Reserves

Fire Impact fee reserves will be used to finance the design and construction drawings for Stations 46, 77, and 78, along with the construction of a block wall at Station 46.



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# Parks and Recreation Department

Cosumnes Community Services District



**Enriching Community  
Saving Lives**

## PARKS & RECREATION DEPARTMENT Budget 3000

### DEPARTMENT DESCRIPTION

The Parks and Recreation Department's mission is to provide exceptional parks and recreation services to the diverse Elk Grove community. The vision is to have an inclusive and connected park, recreation, and trails system that delivers opportunities for health and wellness, social interaction, and delight to the Elk Grove community.

- **Administrative Services** – The Parks Administrative Services collaborates and coordinates with local and regional partners to bring services and events to the community through partnerships, contracted recreation and the Community Support Program. Staff manage the Department marketing, communications and sponsorships. Staff oversee the customer service staff for the community centers and rentals of in-door and outdoor facilities. Parks Administrative Services manages the Department finances, policy and budget direction, budget development and financial reporting and oversight. Staff is responsible for teen services, committees and programming.
- **Recreation Services** – The Recreation Services is responsible for CSD recreation activities including the department recreational facilities, community and aquatic centers, preschools, afterschool programs, summer camps, adaptive and inclusive recreation programs, special events, sports, aquatics, concessions, and volunteers.
- **Park and Golf Operations** – Park and Golf Operations includes all land management activities at parks, streetscapes, trails, Emerald Lakes Golf Course and other owned greenspaces. As well as, facility maintenance for aquatic centers, spray grounds, and sports centers. Park and Golf Operations is divided into four units: Asset Management, West Sector, East Sector, and South Sector, which includes the City of Elk Grove contract and Emerald Lakes Goff Course.
- **Park Planning, Design and Construction** – The Park Planning, Design and Construction is responsible for planning, new park design and construction management, Park Maintenance Management Plan revitalization projects, as well as oversight, preparation and administration of the Department's Capital Improvement Plan (CIP). Staff conduct community outreach meetings and responds to community concerns, manages consultants, handles in-house design and construction documentation, prepares cost estimates, and reviews and comments on private and public development projects that impact the CSD.



**PRIORITIES/HIGHLIGHTS**

- Meeting the needs of our growing community. Create responsive programs, parks and facilities for Elk Grove's diverse and growing community.
- Revitalizing and developing community spaces. Strengthen parks and recreation facilities for future generations.
- Enhancing community connections. Foster collaborative partnerships that leverage strengths and resources to enhance recreation experiences.
- Ensuring a sustainable parks and recreation system. Allocate staff and resources based on sound operational practices to ensure long-term operation and maintainability.

**FULL-TIME STAFFING**

PARKS ADMINISTRATIVE SERVICES						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Administrative Assistant	4	4	4	4	4	Kies, Mitzi; Sami, Sandhya; Potter, Kirsten; Takhar, Kavita
Administrative Assistant - COEG	0	1	1	1	1	Henson, Leah
Administrator*	1	1	1	1	0	Vacant; Joshua Green promoted to General Manager
Communications Specialist	1	1	1	1	1	Pattenaude, Craig
Community Services Superintendent	1	1	1	1	0	Position Reclassified to Parks and Recreation Director
Community Sponsorship & Marketing Specialist	1	1	1	1	1	Hooper, Anna
Executive Assistant	0	0	1	1	1	Alcanices, Eileen
Administrative Specialist	0.6	0.6	0	0	0	Position Reclassified to Executive Assistant
Facility Coordinator - Rentals	1	1	1	1	1	Blake, Denise
Graphic Specialist	1	1	1	1	1	Comejo, Brittany
Graphic Specialist	0	0	0	0	1	Vacant; Position upgrade from two part-time positions
Management Analyst	1	1	0	0	0	Position Reclassified to Sr. Management Analyst
Marketing & Communications Supervisor	1	1	1	1	1	Brinkman, Jenna
Parks and Recreation Director	0	0	0	0	1	Gonzalez, Kelly
Recreation Coordinator - CEP	2	2	2	2	2	Moritz, Timory; Rhoan, Elizabeth
Recreation Coordinator - Front Office	0	1	1	1	1	Long, Doreen
Recreation Coordinator - Teens	1	1	1	1	1	Udasco, Clyde
Recreation Manager	0	0	1	1	1	Newman, Angela
Recreation Supervisor - CEP	1	1	1	1	1	Lutz, Marni
Recreation Supervisor - Front Office	1	1	0	0	0	Position Reclassified to Recreation Manager
Sr. Management Analyst	0	0	1	1	1	Baptista, Carolyn
	<b>17.6</b>	<b>19.6</b>	<b>20</b>	<b>20</b>	<b>20</b>	
RECREATION SERVICES						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Administrative Assistant - Sports	1	1	1	1	1	Fawcett, Jamie
Parks and Recreation Director	0	0	0	0	1	Dopson, Mike
Preschool Teacher	6	6	6	6	6	Croisdale, Kelly; Edwards, Roberta; McClanahan, Nicole; Hays, Racoya; Roach, Natascha; Young, Andrew
Recreation Coordinator - COEG	0	1	1	1	1	Miller, Kate
Recreation Coordinator - CSD Aqua	1	1	1	1	1	Campbell, Elizabeth
Recreation Coordinator - KC	1	1	1	1	1	Ward, Katy
Recreation Coordinator - RAD	1	1	1	1	1	Simon, Brittany
Recreation Coordinator - Special Events	2	2	2	2	2	Geiger, Brita; Shortino, Heather
Recreation Coordinator - Sports	3	3	3	3	3	Chavez, Brian; Long, Jonathan; Pichly, Andre
Recreation Coordinator - Sports	0	0	1	1	1	Vacant; Position upgrade from two part-time positions
Recreation Coordinator - Youth	1	1	0	0	0	Position Reclassified to Recreation Supervisor
Recreation Manager	2	2	2	2	2	Siemens, Jonnie; Farris, Traci
Recreation Superintendent	1	1	1	1	0	Position Reclassified to Parks and Recreation Director
Recreation Supervisor - COEG	0	1	1	1	1	DeRosier, Teri
Recreation Supervisor - CSD Aqua	1	1	1	1	1	Hughes, Liz
Recreation Supervisor - KC, RAD	1	1	1	1	1	Panis, Chantal
Recreation Supervisor - Special Events	1	1	1	1	1	Vargas, Michelle
Recreation Supervisor - Sports	1	1	1	1	1	Golbin, Andrew
Recreation Supervisor - Youth	0	0	1	1	1	Ramirez, Bernadette
	<b>23</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>	

\* Budget figures do not represent the newly converted positions; Parks Administrator position

PARK & GOLF OPERATIONS						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Administrative Assistant	1	1	0	0	0	Position Reclassified to Administrative Specialist
Administrative Specialist	0	0	1	1	1	Dawson, Pamela
Construction Project Manager	1	1	1	1	1	Smith, Hal
Golf Manager	1	1	1	1	0	Position Reclassified to Park Maintenance Manager
Golf Professional	1	1	1	1	1	Hamilton, Katie
Landscape Maintenance Inspector	2	2	2	2	2	Garcia, Alvaro; Hudson, Brian
Maintenance Supervisor	1	1	1	1	1	Stebbins, Justin
Maintenance Worker I	2	2	2	2	2	Escalera, Alejandro; Livingston, Robert
Management Analyst	0	0	1	1	2	Branco, Josh; Vacant
Management Analyst	1	1	0	0	0	Position Reclassified to Sr. Management Analyst
Park Maintenance Manager	3	3	3	3	4	Kotow, Louren; Ellermeier, Justin; Repetti, Jeff; Urbano, Gilbert
Park Maintenance Supervisor	4	4	4	4	4	Glendinning, Kennett; Lepper, Alex; Moscato, Jonathan; Stewart, Randall
Park Maintenance Worker	7	7	7	7	7	Campbell, Ross; Inderbitzin, Edmund; Watanabe, Cliff; Jimenez, Lilia; Padilla, Isaiah; Patton, Kenneth; Rosenberg, Joel
Park Maintenance Worker	0	0	0	0	4	Vacant
Park Maintenance Worker, Sr.	6	6	6	6	6	Garcia, Jose; Brazda, Kevin; Daniels Jr., William; Fines, Frank; Jackson, Benjamin; Sanchez, Albert
Park Maintenance Worker, Sr.	0	0	0	0	2	Vacant
Park Maintenance Worker, Sr.	0	1	1	1	1	Chavez, Elio
Park Superintendent	1	1	1	1	0	Position Reclassified to Parks and Recreation Director
Parks and Recreation Director	0	0	0	0	1	Sims, Steve
Sr. Management Analyst	0	0	1	1	1	Manges, Rachele
	<b>31</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>40</b>	
PARK PLANNING, DESIGN & CONSTRUCTION						
Position	Authorized 2016/17	Authorized 2017/18	Authorized 2018/19	Filled 2018/19	Proposed 2019/20	Employee(s) / Comments
Chief of Planning Design and Cons	1	1	1	1	1	Mewton, Paul
Landscape Architect, Assoc.	1	1	1	1	1	Vierra, Erik
Landscape Architect, Sr.	0	1	1	1	1	Noblett, Sheri
	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	
<b>Department Totals</b>	<b>73.6</b>	<b>79.6</b>	<b>82</b>	<b>82</b>	<b>89</b>	

\* Budget figures do not represent the newly converted positions; Parks Administrator position

### PARKS & RECREATION DEPARTMENT BUDGET SUMMARY BY SUB-BUDGET

**Expenses by Category**

	<b>Parks Admin</b>	<b>Aquatics &amp; Concessions</b>	<b>Communications</b>	<b>Sports</b>	<b>Youth Development</b>	<b>Special Events</b>	<b>Golf Course</b>	<b>Facilities</b>	<b>Community Enrich/Partner</b>	<b>Park Planning</b>	<b>Parks Dept. Totals</b>
Salaries and Benefits	1,802,062	835,124	355,943	785,008	1,811,288	389,074	749,721	1,737,011	400,330	481,601	9,347,162
Services and Supplies	530,071	140,691	158,934	324,601	174,763	426,934	431,635	1,713,693	347,689	0	4,249,011
Leases and Loans	9,293	0	0	0	0	0	6,960	35,751	0	0	52,004
Fixed Assets	69,800	0	0	6,000	0	0	56,995	22,850	1,000	13,515,664	13,672,309
Operating Transfers	445,081	69,485	0	61,600	165,295	2,284	0	278,523	104,090	0	1,126,358
Contingencies	0	0	0	8,000	0	0	0	0	0	0	8,000
Reserve Increase	0	0	0	8,230	0	0	0	0	0	0	8,230
<b>TOTAL EXPENDITURES</b>	<b>2,856,307</b>	<b>1,045,300</b>	<b>514,877</b>	<b>1,193,439</b>	<b>2,151,346</b>	<b>818,292</b>	<b>1,245,311</b>	<b>3,787,828</b>	<b>853,109</b>	<b>13,997,265</b>	<b>28,463,074</b>

**Revenue by Accounts**

Operating Transfers In	(493,348)	(300)	(44,224)	(10,010)	(1,000)	(75,000)	0	(5,660)	0	(1,738,539)	(2,368,081)
Property Tax	(2,351,959)	0	(470,653)	(90,929)	0	(403,396)	(267,291)	(1,605,335)	(290,386)	0	(5,479,949)
Plan Check Fees	0	0	0	0	0	0	0	0	0	(10,000)	(10,000)
Vechilce Code Fines	(11,000)	0	0	0	0	0	0	0	0	0	(11,000)
Building Rental	0	(75,000)	0	(30,000)	0	0	0	(685,827)	0	0	(790,827)
Aide from County Funds	0	0	0	0	0	0	0	0	0	(537,525)	(537,525)
Recreation Fees	0	(970,000)	0	(1,062,500)	(2,150,346)	(336,246)	(956,020)	(730,046)	(456,093)	0	(6,661,251)
Donations/Contributions	0	0	0	0	0	0	0	0	(83,800)	0	(83,800)
Revenues-Other	0	0	0	0	0	(3,650)	(7,000)	(617,153)	(22,830)	(9,643,259)	(10,293,892)
Encumbered Funds	0	0	0	0	0	0	0	(35,000)	0	0	(35,000)
Reserves	0	0	0	0	0	0	(15,000)	(108,807)	0	(2,067,942)	(2,191,749)
<b>TOTAL REVENUE</b>	<b>(2,856,307)</b>	<b>(1,045,300)</b>	<b>(514,877)</b>	<b>(1,193,439)</b>	<b>(2,151,346)</b>	<b>(818,292)</b>	<b>(1,245,311)</b>	<b>(3,787,828)</b>	<b>(853,109)</b>	<b>(13,997,265)</b>	<b>(28,463,074)</b>
<b>NET OVERAGE/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



PARKS & RECREATION DEPARTMENT BUDGET SUMMARY

Table with 7 columns: Acct. No., Account Description, Actual 2016-17, Actual 2017-18, Approved 2018-19, Projected 2018-19, Requested 2019-20. Rows include Salaries and Benefits Total, Advertising, Legal Notice, Permits / Licenses, Subscriptions, Books/Periodicals, Film/Photo, Conferences, Networking Events, Training, Certifications, Pre Employment, Insurance, Memberships, Office Supplies, Public Ed Materials, Postage Service, Printing Services, Ag Services/Supplies, Tree Services, Building Maintenance, Chemical Supplies, Land Improvements, Irrigation, Electricity, Natural Gas/LPG Fuel Oil, Refuse Collect/Disposal Svcs, Sewage Disposal Services, Telephone/Telegraph Services, Water, Automotive Maintenance Svs, Expendable Tools, Fire Extinguisher Maint., Fuel/Lubricant Supply, Medical Equip Supply, Office Equipment Maintenance, Rent/Lease Equipment Service, Other Equip Maint. Svc/Sup.



### PARKS & RECREATION DEPARTMENT BUDGET SUMMARY

Acct. No.	Account Description	Actual 2016-17	Actual 2017-18	Approved 2018-19	Projected 2018-19	Requested 2019-20
2314	Clothing/Personal Supply	35,746	34,561	46,017	44,421	41,102
2332	Food Supplies	148,097	171,889	176,195	190,791	199,737
2351	Laundry Service	177	292	550	642	725
2505	Account/Financial Services	5,627	5,374	5,500	5,500	5,500
2531	Legal Services	50,997	99,699	100,000	100,000	23,085
2561	Storm Water Prev. Program	0	2,347	3,513	3,513	3,918
2591	Professional Services	1,258,032	1,455,093	1,578,698	1,421,665	1,584,965
2811	Data Processing Maint Svs	41,917	25,815	36,111	63,174	108,969
2812	Data Processing Supplies	30,542	23,474	17,990	31,048	17,239
2851	Recreational Trips	15,822	15,283	15,405	17,195	16,888
2852	Recreational Supplies	353,694	336,972	360,435	399,579	383,336
<b>Service and Supplies Total</b>		<b>3,508,896</b>	<b>3,728,057</b>	<b>3,949,324</b>	<b>3,951,860</b>	<b>4,249,011</b>
3210	Interest Expenses	10,934	9,308	10,913	10,243	11,256
3230	Lease Obligation Retire	46,210	37,165	38,956	36,963	40,748
<b>Leases and Loans Total</b>		<b>57,144</b>	<b>46,472</b>	<b>49,869</b>	<b>47,206</b>	<b>52,004</b>
4201	Structures & Improvements	28,353	0	42,500	42,500	18,000
4202	Improvements Other Than Bldg.	2,110,422	3,515,701	10,504,470	10,647,346	13,559,664
4301	Vehicles	0	0	13,000	13,000	0
4302	Other Equipment	38,006	60,574	0	42,800	18,995
4305	Computer Equipment	38,581	18,978	34,700	65,065	75,650
<b>Fixed Assets Total</b>		<b>2,216,378</b>	<b>3,595,253</b>	<b>10,594,670</b>	<b>10,810,711</b>	<b>13,672,309</b>
6980	Facility Use Transfer	509,367	716,335	852,439	1,002,238	1,126,358
<b>Operating Transfers Out</b>		<b>509,367</b>	<b>716,335</b>	<b>852,439</b>	<b>1,002,238</b>	<b>1,126,358</b>
			0			
7901	Contingencies		0	0	0	8,000
7999	Reserve Increase	21,095	15,500	21,044	8,230	8,230
<b>TOTAL EXPENDITURES</b>		<b>13,599,613</b>	<b>15,933,254</b>	<b>24,383,161</b>	<b>24,334,305</b>	<b>28,463,074</b>



### PARKS & RECREATION DEPARTMENT BUDGET SUMMARY

<u>Acct. No.</u>	<u>Account Description</u>	<u>Actual 2016-17</u>	<u>Actual 2017-18</u>	<u>Approved 2018-19</u>	<u>Projected 2018-19</u>	<u>Requested 2019-20</u>
			0			
6990	Operating Transfers In	(1,190,264)	(1,555,895)	(1,863,027)	(2,017,714)	(2,368,081)
	<b>Operating Transfers In</b>	<b>(1,190,264)</b>	<b>(1,555,895)</b>	<b>(1,863,027)</b>	<b>(2,017,714)</b>	<b>(2,368,081)</b>
			0			
9101	Property Tax	(4,109,195)	(4,600,000)	(4,907,098)	(5,025,616)	(5,479,949)
9295	Plan Check Fees	(2,278)	(8,055)	(5,000)	(10,000)	(10,000)
9310	Vehicle Code Fines	0	(5,064)	(1,500)	(8,000)	(11,000)
9429	Building Rental	(821,640)	(803,006)	(822,436)	(832,707)	(790,827)
9532	Aide from County Funds	(238,607)	(73,546)	(820,000)	(820,000)	(537,525)
9646	Recreation Fees	(5,516,007)	(5,852,021)	(6,590,378)	(6,098,232)	(6,661,251)
9730	Donations/Contributions	(84,699)	(87,562)	(88,300)	(80,640)	(83,800)
9790	Revenues-Other	(732,406)	(291,895)	(8,394,172)	(8,550,146)	(10,293,892)
9998	Encumbered Funds	0	(70,023)	(12,500)	(12,500)	(35,000)
9999	Reserves	(886,436)	(2,581,466)	(878,750)	(878,750)	(2,191,749)
	<b>Subtotal 9000</b>	<b>(12,409,348)</b>	<b>(14,377,359)</b>	<b>(22,520,134)</b>	<b>(22,316,591)</b>	<b>(26,094,993)</b>
	<b>TOTAL REVENUE</b>	<b>(13,599,613)</b>	<b>(15,933,254)</b>	<b>(24,383,161)</b>	<b>(24,334,305)</b>	<b>(28,463,074)</b>
	<b>NET OVERAGE/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## PARKS & RECREATION DEPARTMENT – ADMINISTRATIVE SERVICES Sub-Budget 3100

### MAJOR FUNCTIONS

The Administrative Services 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.

Staff provides administrative, communication and clerical support to the Recreation, Park & Golf Operations, and Park Planning, Design and Construction teams as well as the 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, marketing, staff training and development, records retention, and fixed assets.

### 2018-19 ACCOMPLISHMENTS

- Continued oversight of the “How Are We Doing” customer service program. (Goal 1b, 1c)
- Provided support to the Cosumnes Legacy Foundation. (Goal 1a, 1b)
- Provided monthly support to the Department, including accounting for Department payables and receivables, performing monthly budget reviews and assisting with the Community Services and Recreation Division’s Cost Recovery program. (Goal 5a, 5b, 6a)
- Managed the Department’s Standard Operating Procedures to ensure staff adherence to policies and procedures. (Goal 1a)
- Provided the Board with the Department’s Fee Schedule for approval, which incorporated local benchmarking and cost of service analysis. (Goal 5a, 5b, 6a)
- Reviewed and edited submission of communication items including newsletter articles, ads and graphics. (Goal 1a)
- Created the Parks & Recreation Department’s Three-Year Strategic Plan. (Goal 4a-c)
- Reallocated resources within the Department to meet the demands in recreation programming. The Department was restructured from five to four divisions; aligning like services and creating a clearer career track for staff. (Goal 4a-c)
- Continued implementation of new Enterprise Resource Planning (ERP) software for the District. (Goal 5a)

### GOALS FOR 2019-20

- Provide support to Department, District and Cosumnes Legacy Foundation staff. (Goal 1a, 1b)
- Manage Department’s finances. (Goal 5a, 5b, 5e)
- Support staff through the implementation of the Department’s Three-Year Strategic Plan. (Goal 1a, 5a)
- Continue oversight of Department’s area of new Cosumnes CSD website. Staff will lead the re-design process of the website and mobile app. (Goal 1b)

### PERFORMANCE / WORKLOAD MEASURES

Measure	Actual 2017-18	Budget 2018-19	Final 2019-20
How Are We Doing Comments	72	70	70
Volunteer Hours	14,786	12,420	13,500

Records Destroyed (# of boxes) 30 25 35  
**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	1,163,159	1,260,514	1,264,233	1,802,062
Service and Supplies	488,020	440,031	490,156	530,071
Leases/Loans	8,883	9,293	9,293	9,293
Fixed Assets	14,709	32,200	34,040	69,800
Operating Transfers	245,861	247,884	353,465	445,081
<b>Total Expenditures</b>	<b>1,920,583</b>	<b>1,989,922</b>	<b>2,151,187</b>	<b>2,856,307</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	57,515	308,605	408,781	493,348
Property Tax	1,632,646	1,671,317	1,725,906	2,351,959
Vehicle Code Fines	5,064	1,500	8,000	11,000
Aid from County Funds	73,546	0	0	0
Other Revenue	9,049	0	0	0
Encumbered Funds	45,023	8,500	8,500	0
Reserves	97,740	0	0	0
<b>Total Revenue</b>	<b>1,920,583</b>	<b>1,989,922</b>	<b>2,151,187</b>	<b>2,856,307</b>

**Budget Highlights**

Salaries and Benefits

Unfunded liability contribution, group insurance and worker compensation have increased compared to prior year. Full time expenses increased due to a reallocation of Management expenses from individual program budgets to the Parks Administrative Services budget. In addition, the Parks and Recreation Administrator position funds have been reallocated to the District Administrative Services Division to offset expenses for the Chief Administrative Officer position.

Services and Supplies

This category contains expenses associated to the services and supplies that benefit the entire Department. Expenses include professional development, pre-employment, legal and technology. The total expenses within this category have increased compared to the prior year due to the final transfer of park security expenses from the Landscape and Lighting budget to the General Fund budget and the inclusion of off-site temporary storage rental.

Fixed Assets

Staff has created a computer replacement plan. The plan allocates money each year for a set amount of computers to be upgraded which will ensure staff has adequate equipment to perform their daily work. This category has increased due to the one-time allocation of funds to replace unresponsive security cameras.

Operating Transfers

Payment towards the Opterra Bond and Pension Bond are allocated in the Transfers Out account.



## PARKS & RECREATION DEPARTMENT – AQUATICS & CONCESSIONS Sub-Budget 3200

### MAJOR FUNCTIONS

The Aquatics section includes all programming of the Jerry Fox Swim Center and Wackford Community & Aquatic Complex. Aquatic programming includes: swim lessons, recreation swim, lap swim, water aerobics, lifeguard certifications, water safety instruction, junior lifeguards, pool parties, and pool rentals to both individual and groups. 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 Complex and the Bartholomew Sports Complex. Food service is offered during recreation swim hours at both aquatic centers and during weekday league softball nights and youth and adult softball and baseball tournaments during the weekend.

### 2018-19 ACCOMPLISHMENTS

- Provided open public recreation swim to 31,031 swimmers at District aquatic facilities. (Goal 4c)
- Provided 783 swim lesson classes to 3,624 participants teaching lifesaving skills. (Goals 2c, 4a, 4c)
- Participated as a host location for the World's Largest Swim Lesson. (Goal 2c, 4a, 4c)
- Continued to facilitate facility usage of the Wackford 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 involvement and leadership within the California Parks and Recreation Society (CPRS) with staff being elected and serving in leadership positions at the State, District, and Section levels. (Goals 1a, 6b)
- Conducted 33 American Red Cross Lifeguard Training, Water Safety Instructor, and Basic Water Rescue classes; certifying and training 990 participants. (Goals 2a, 2c, 4a)
- Conducted approximately 50 hours of training for over 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)
- Hosted the Healthy Kids Extravaganza, a Health & Wellness event, to bring awareness to childhood obesity. (Goals 2a, 2c, 6c)
- Recruitment planning, implementation, and hiring of lifeguards and food service staff for programs and operations during the summer. (Goals 4a-c)
- Implemented concessions staff assisting with Pool Parties, Splash Parties and Field Trip catering. (Goals 1c, 4a-c)
- Hosted the Pool of Pumpkins, a floating pumpkin patch event, for the 5<sup>th</sup> consecutive year welcoming over 500 participants. (Goals 4a-c)
- Held a successful Aquatic Section Retreat where staff defined roles for both supervisors and coordinators. (Goals 1a, 6b)
- Continued to build interdepartmental relationships with CSD Fire to plan and implement onsite volunteer organization for the Fire Department's "Mass Casualties Incident" trainings. (Goals 2a, 2c)

- Adapted Aquatic Leadership Development (ALD) into Recreation Leadership Development (RLD) in partnership with the new Recreation Services Area and Community Services Area to provide professional development for over 50 part-time staff. (Goals 1a, 1c, 6b)

**GOALS FOR 2019-20**

- Update the facility equipment replacement plan for aquatic & concession operations. (Goals 3c)
- Continue our staff recognition program of internal customer service that provides a positive and engaging workplace through acknowledgment of good work performance. (Goal 1a)
- Implement teambuilding opportunities that include gathering of staff in and outside of work where applicable to help foster a positive work environment. (Goal 1a)
- Provide onsite supervision of staff and programs at Jerry Fox Swim Center, Home Run Snacks, and Clyde’s Cave to ensure high quality programming and service is delivered. (Goal 1a)
- Provide swim lesson program evaluations at the conclusion of all swim lesson sessions to receive comments and concerns of participants. (Goals 4a-c)
- Implement new aquatic programming at Wackford Complex and Jerry Fox Swim Center to include water polo clinics, camp splash and adult fitness on the pool deck. (Goals 4a-c)
- Maintain relationships with the current community groups utilizing our facilities: high school swim teams, high school water polo teams, Elk Grove Piranhas swim team, Special Olympics, and welcome any new community group to the best of our abilities. (Goal 6c)
- Provide on-going training to aquatic staff through monthly or semi-monthly training that reinforces core skills needed for successful performance and job success. Continue the development of job succession training for all aquatic positions and concession operations. (Goals 2 a-c)
- Provide safe, clean, and great service at our concession operations located at the Aqua Café, Home Run Snacks, and Clyde’s Cave aquatic and sport facilities that meet County regulations and safety standards. (Goals 4c, 3b)
- Continue the growth of the Healthy Kid Extravaganza event with the partnership of all areas included in Recreation Services Area. (Goals 1a, 4a-c)
- Continue to build interdepartmental relationships between Aquatics, Park and Golf Operations, and Facilities to enhance and streamline operations at the Wackford Complex, Jerry Fox Swim Center and future Elk Grove Aquatic Complex. (Goals 3a-c)
- Implement job shadowing for Recreation Coordinators within the Recreation Services Area including shadowing 2 hours in each specific area. (Goal 1a, 6b)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Hours of Trainings	3,852	3,900	3,900
Swim Lesson Classes	1,287	1,260	1,280
Swim Lesson Participation	6,092	5,200	6,000
Recreation Swim Participation	57,771	60,000	55,000
Swim for Fitness / Water Aerobics Daily Participation	20,077	18,000	18,000
Education / Training Classes	47	50	50
Education / Training Participation	1,368	1,000	1,000
Wackford Aquatic Pools Rentals	30	24	20
Jerry Fox Swim Center Rentals	39	35	25
Pool Parties	230	220	220
User Group Lane Hours	10,225	5,400	5,400

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	962,587	868,395	892,130	835,124
Service and Supplies	200,958	130,134	150,534	140,691
Operating Transfers	3,714	55,721	62,236	69,485
<b>Total Expenditures</b>	<b>1,167,259</b>	<b>1,054,250</b>	<b>1,104,900</b>	<b>1,045,300</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	7,422	300	300	300
Property Tax	2,129	0	0	0
Building Rental	93,628	105,000	105,000	75,000
Recreation Fees	1,063,530	948,950	999,600	970,000
<b>Total Revenue</b>	<b>1,167,259</b>	<b>1,054,250</b>	<b>1,104,900</b>	<b>1,045,300</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. These increases were offset by a decrease within full time expenses due to a reallocation of management expenses from individual program budgets to the Parks Administrative Services budget.

Services and Supplies

Total expenses within the Aquatics sub-budget services and supplies category have decreased from prior years due to the projected decrease in projected contracted courses.

Operating Transfers

Costs associated to overhead are transferred from the Aquatics sub-budget to the Parks Administration sub-budget.

Building Rental

Rentals fees associated with User groups, the school district joint use and aquatic facility rentals.

Recreation Fees

Most of the aquatic programming is planned for a decrease in participation due to the unknown effects from the opening of the new City of Elk Grove Aquatic Center. Staff will look closely at the relationship of program participation to salaries during the Fiscal Year 2019-2020 mid-year review process.



## **PARKS & RECREATION DEPARTMENT – COMMUNICATIONS Sub-Budget 3300**

### **MAJOR FUNCTIONS**

The Communications section includes graphic design, communications, and marketing. This section provides District-wide marketing resources for the Parks and Recreation, Administration and Fire Departments.

The section works with District staff to develop and implement marketing campaigns for department programs, events and activities. Examples of duties include: production and design of District advertisements, flyers, brochures, invitations, posters, banners, t-shirts, signs, logos, maps, promotional items, and the seasonal Activity Guide; review and development of District-wide newsletter, news releases and supplemental Activity Guide articles. The section assists with public relations, media relations and publicity for the District. Staff is responsible for taking photos, producing videos, and updating the photo and video archives. The section is also responsible for social media coordination for the Parks and Recreation Department and as a social media liaison to the Fire Department to coordinate messages. This section reviews, updates and creates information and graphics for the District website to ensure information is current and up-to-date.

### **2018-19 ACCOMPLISHMENTS**

- Developed and executed the “A Lifetime of Discovery” July is Parks and Recreation Month marketing campaign. The campaign increased engagement across social media platforms, provided a fun opportunity to engage with the public which raised awareness of the vital role parks and recreation play in the community. (Goals 1a-c)
- Received a first-place marketing award from CalFest (California/Nevada Festivals and Events Association) for Best Promotional Item (Giant Pumpkin Festival Sweatshirt Design). (Goals 1a-b)
- Received a marketing showcase award from District 2 of the California Park and Recreation Society (CPRS) for the Summer 2018 Activity Guide. (Goals 1a-c, 4c, 6b)
- Increased the District photo and video archives. (Goals 1b, 6c)
- Orientated and mentored three students in the Elk Grove Civic Summer Internship Program who were placed in the section for three weeks. (Goals 1a-b)
- Produced videos for social media including Healthy Kids Extravaganza, Giant Pumpkin Festival, RAD Dance for Fitness, Father Daughter Dance, and Family Dance. (Goals 1a, 6a)
- Completed the District Fall, Winter/Spring and Summer Activity Guides and produced the District-wide quarterly e-newsletters. (Goals 1a, 1b, 6c)
- Designed themed logo, marketing collateral, social media posts and shirts for 2018 Giant Pumpkin Festival. (Goals 1a, 1c, 4c)
- Designed the Fire Department’s Strategic Plan booklet and the Parks and Recreation Department’s Strategic Plan booklet. (Goals 1a, 1b, 4a)
- Reviewed designs of shirts and fliers to maintain graphic standards for District marketing materials. (Goals 1a, 1b)
- Implemented the Parks and Recreation Department’s social media plan. (Goals 1a-c, 6b)
- Reviewed and distributed public service announcements and news releases. (Goals 1a, 1b)
- Designed logos, web graphics and outdoor banners for marketing materials. (Goals 1a, 6b)
- Completed 549 graphic and 1,085 communication work order requests. (Goals 1b-c)

**GOALS FOR 2019-20**

- Increase inventory of District photos and videos for marketing materials and social media by visiting CSD facilities, programs and events monthly. (Goals 1b, 6c)
- Design and produce the Activity Guide three times per year. (Goals 1a, 1b, 6c)
- Coordinate and produce the District quarterly email newsletter. (Goals 1b, 6c)
- Provide educational training for staff in the Fire Department on best practices in graphic design and branding. (Goals 1a, 5a, 6b)
- Create advertisements and inserts for the Elk Grove Citizen Newspaper. (Goals 1b, 6a)
- Design marketing collateral, social media posts and shirt design for 2019 Giant Pumpkin Festival. (Goals 1a, 1c, 4c)
- Create marketing calendar and campaign for "July is Parks and Recreation Month". (Goals 1a-c, 4c, 6b)
- Begin an inclusive communication plan that identifies the Parks and Recreation Department's key messages, target audiences, and potential communication actions. (Goals 1a, 6a, 6c)
- Review and distribute public service announcements and news releases. (Goals 1a, 1b)
- Create, design and review District logos, shirts, fliers, web graphics and outdoor banners for marketing materials. (Goals 1a, 6b)
- Create new reader board and movie theater advertisements. (Goal 1b)
- Complete 1,400 graphic and 2,400 communication work order requests. (Goal 1b-c)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Graphics Work Orders Completed	831	1,313	1,400
Communication Orders Completed	2,051	2,310	2,400

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	430,374	363,439	372,231	355,943
Service and Supplies	109,433	143,854	142,893	158,934
Operating Transfers	92,754	90,300	78,640	0
<b>Total Expenditures</b>	<b>632,561</b>	<b>597,593</b>	<b>593,764</b>	<b>514,877</b>

<b>Revenue by Account</b>	<b>Actual 2016-17</b>	<b>Adopted 2017-18</b>	<b>Projected 2017-18</b>	<b>Final 2018-19</b>
Operating Transfers	36,936	0	0	44,224
Property Tax	508,313	509,293	513,124	470,653
Donations/Contributions	87,312	88,300	80,640	0
<b>Total Revenue</b>	<b>632,561</b>	<b>597,593</b>	<b>593,764</b>	<b>514,877</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. Group insurance and worker compensation rates increased as well. The Communications position moved from the Parks Administrative Services sub-budget to the Communications sub-budget. In addition, the Board approved a Graphic Specialist full time position converted from two part time positions. The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget.

Services and Supplies

Mobile computer and camera equipment for off-site event use, online social media platform tools, and an increase in printing expenses has created a net increase within the Services and Supplies expense category. The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget.

Operating Transfers

The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget, thus a reduction of operating transfers expenses.

Donations/Contributions

The Sponsorship staff and revenue moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget, thus a reduction of revenue in this sub-budget.

## **PARKS & RECREATION DEPARTMENT – SPORTS**

### **Sub-Budget 3400**

#### **MAJOR FUNCTIONS**

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

The adult sports program area includes seasonal sports leagues emphasizing sportsmanship and recreation play in soccer, softball, flag football and basketball. Also included is a drop-in program for 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. All volunteer coaches go through online certification training through Positive Coaching Alliance (PCA) and a Concussion Training with the CDC Head's Up program.

Staff works with community sports groups to provide fields for practice, games and tournaments.

#### **2018-19 ACCOMPLISHMENTS**

- Continued implementation of a field selection process that has increased the number of youth sports organizations, and Elk Grove residents, with access to CSD fields. (Goals 4a-c)
- Continued working relationships with Elk Grove youth sports organizations. (Goal 6c)
- Increased number of gym and field rentals including tournaments by maximizing facility usage and increased communication with field users (Goals 4a-c).
- Worked with the Elk Grove Unified School District to obtain facility use for the CSD youth basketball league. (Goals 6c)
- Continued to maintain ID badge process for volunteer coaches. These identify who is eligible to be around youth participants and ensures the safety of the participants. (Goals 1a-c, 2c)
- Continued an online coach certification program, Positive Coaching Alliance (PCA), to allow coaches an easier process for meeting all CSD coaching requirements. (Goals 1a-c, 2c)
- Offered a variety of sports programs that promoted positive, active, and healthy lifestyles for both youth and adults. (Goal 4c)
- Implemented online registration for youth sports leagues through Active Net. (Goals 1a-c)
- Managed online registration for all adult sports programs through Team Sideline. (Goals 1a-c)
- Staff attended numerous outreach events including special events, school open houses and school orientations. (Goals 1a-c).
- Improved part time staffing structure through evaluation and improvements to staff training and interaction. (Goals 1a-c)
- Created the new Family Sports Forum program, which is a free program, designed to educate parents about trends and issues in Youth Sports today. (Goals 1c, 6c)
- Continued collaboration with Sacramento Kings to put on a new Jr. Kings Basketball programs. (Goals 4a-c)
- Restructured the Pee Wee sports classes to improve participant experience. (Goals 4a-c)

- Completed restructuring of Sports team by combining 2 part-time positions into 1 full-time coordinator. (Goals 1a-c)
- Created a new logo and branding campaign for the sports section. (Goal 1b)
- Created a new Free Play program at BSP for the community to have access to the turf fields. (Goals 4a-c)

**GOALS FOR 2019-20**

- Continue to maintain strong partnerships Elk Grove Unified School District and Elk Grove youth sports organizations. (Goal 6c)
- Continue to improve customer service within the sports section through training and increased communication with participants. (Goals 1a, 1b)
- Continue improvements to the field user program and manual. (Goals 4a-c)
- Audit field user groups to ensure they meet or exceed the residency requirements and that CSD facilities are used in accordance with the results of the field selection process. (Goals 6a, 3b)
- Create an equipment inventory and life cycle plan for sports including a responsible way to recycle old equipment. (Goals 3b, 3c)
- Continue to maintain a strong partnership with Park and Golf Operations to ensure fields are in safe conditions, maintained properly, and open communication regarding events. (Goals 6c)
- Collaborate with community health related companies and by using California Parks and Recreation Society (CPRS) and other industry resources, educate participants on the benefits of involvement in our sports programs. (Goal 6c)
- Expand adult sports offerings to offset the decreased participation in old programs. (Goals 4a-c)
- Collaborate with local high schools and colleges to offer volunteer opportunities as youth sports league coaches. (Goals 4a-c)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Youth Teams	222	270	230
Youth Classes / Camps	195	250	220
Youth Participation	5,828	7,000	6,500
Adult Teams	325	400	350
Adult Participation	7,021	8,200	7,200
<b>Facility Rentals</b>			
Field Rentals	1,364	1,100	1,500
Wackford Gym Rentals	767	900	900

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	752,299	760,297	772,624	785,008
Service and Supplies	352,984	353,342	326,102	324,601
Fixed Assets	10,244	0	7,500	6,000
Operating Transfers	65,933	126,637	121,350	61,600
Contingency	0	0	0	8,000
Deferred Maintenance	0	8,230	8,230	8,230
<b>Total Expenditures</b>	<b>1,181,460</b>	<b>1,248,506</b>	<b>1,235,806</b>	<b>1,193,439</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	9,906	10,190	10,190	10,010
Property Tax	98,926	74,681	94,831	90,929
Building Rental	29,096	25,000	30,000	30,000
Recreation Fees	1,043,531	1,078,885	1,040,835	1,062,500
Revenue Other	0	0	200	0
Reserves (BSP)	0	59,750	59,750	0
<b>Total Revenue</b>	<b>1,181,460</b>	<b>1,248,506</b>	<b>1,235,806</b>	<b>1,193,439</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. Group insurance and worker compensation rates increased as well. In addition, the Board approved the creation of one full time Recreation Coordinator, which was offset by the elimination of two Assistant Recreation Coordinator positions.

Services and Supplies

Total expenses within the Sports sub-budget services and supplies category are projected to stay within consistency of prior adopted fiscal year.

Operating Transfers / Reserves

Decrease in operating transfers and use of dedicated reserves due to prior year's transfer of funds from the BSP Reserve account to the Landscape & Lighting budget to help fund the BSP turf replacement.

Contingency

Unforeseen expense tied to field light maintenance or replacement.

Recreation Fees

Staff are projecting a nominal increase within recreation user fees due to a recent increase within youth league fees.



## **PARKS & RECREATION DEPARTMENT – YOUTH DEVELOPMENT Sub-Budget 3500**

### **MAJOR FUNCTIONS**

The Youth Development section includes Buddy Bunch, Toddler Time, Preschool, Recreation Adventures (RAD), Kid Central Before and After School, Off-Track Day Camp, Summer Camp, Teen Afterschool, Teen Taxi, Teen Summer Adventure Camp, Teen Action Committee, Teen Leadership Committee, and staffing of The Grove rentals.

Tiny Tot Preschools, Pre-Kindergarten programs, Toddler Time and Buddy Bunch offer opportunities for children ages 18 months to five years of age to foster their social and emotional, cognitive, physical and creative development. The Preschool and Pre-K classes serve approximately 520 children ages three to five annually. Toddler Time operates in two six-month sessions and serves up to 60 children each session. Buddy Bunch is a parent participation class that welcomes parents and their children ages 18 to 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 five elementary schools and one CSD facility. Before school care is offered at two sites and afterschool 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 school breaks. Kid Central day camp operates at the Elk Grove Youth Center, located in Elk Grove Park. Day camp offers arts and crafts, games, sports, drama, music, science, clubs, guest speakers, special theme parties, swimming (summer camp only), and field trips.

Teen programming includes operation of "The Grove," an after-school program featuring a variety of activities including healthy cooking projects, recreation activities, art projects, homework help and special events. Teen services also operate the Teen Taxi program, a complimentary shuttle service for middle school students who participate in the afterschool program. The Teen program area offers a summer camp for middle school students and leadership committees for middle school and high school students called "The Teen Action Committee" and "Teen Leadership Committee". These committees participate in service-learning projects and advise Recreation staff on services and recreational needs of the teen population. Teen staff also serves as facility monitors for rentals of The Grove, in partnership with the CSD facilities section.

Recreation ADventures (RAD) programs include sports and fitness, aquatics and social dances. Staff provides resources to internal and external customers, participant assessments for class placement and support services, and training for the Parks and Recreation Departments to ensure that laws set forth by the Americans with Disabilities Act are followed. RAD provides opportunities for individuals with disabilities to have a fun experience in an inclusive environment. Staff in RAD also provide support for adaptive services via swim instruction and other recreational experiences.

### **2018-19 ACCOMPLISHMENTS**

- The CSD participated in the Elk Grove/South Sacramento Kindergarten Transition Community Collaborative. The committee's purpose is to share best practices for helping children and families in the community to successfully transition to kindergarten. (Goals 1a, 1b, 4a, 4c, 6c)
- Tiny Tot Preschools partnered with RAD to work with INALLIANCE, a group who works with people with disabilities to provide onsite work experience in a volunteer capacity with the assistance of a coach. (Goals 4a)



- Tiny Tot Preschool provided Parent Education support and tips via the Preschool Newsletter with articles and information for positive parenting practices. (Goals 1a)
- Tiny Tot Preschools partnered with the Cosumnes Fire Department Public Education Officer to present "Burn Prevention" presentations to all preschool classes; CSD Aquatics presented Water Safety; Pre-Kindergarten visited Emerald Lakes Golf Course for Father's Day Celebration and Preschoolers had a field trip to the PeeWee Gym offered by CSD Sports Department. (Goals 1a, 2a, 4a-c)
- Tiny Tot Preschools hosted the annual Harvest Carnivals for all Preschool and PreK participants and families in October with 409 in attendance while Annual Mother's Day Tea had 518 participants. (Goals 4a-c)
- Tiny Tot Preschool families participated in a food drive for the Elk Grove Food Bank and collected over 1,187 pounds of food. The preschool families collected 350 new toys for the CSD Fire Department Toy Drive and a van full of donations for Chicks in Crisis. (Goal 1a, 4a-c, 5a)
- Tiny Tot Preschools collaborated with Cosumnes Oaks and Sheldon High School students in completing their Senior/ Junior High School project.
- Recreation Manager and Recreation Supervisor participated in National Association for the Education of Young Children Forum in November 2018 while two Preschool Teachers attended the California Association for the Education of Young Children conference in April 2019.
- Kid Central implemented a new "Random Acts of Kindness" Curriculum to promote kindness and empower children to make a positive impact in their community. (Goals 1a, 2a, 4a-c, 5b)
- Staff in Kid Central continued their Mentorship program allowing staff opportunities for professional development while remaining within staff job classification requirements. (Goals 1a, 1b)
- Kid Central School Site staff participated in their EGUSD elementary school Fall/Harvest Carnivals, Spring Open Houses and Ice Cream social events.
- Kid Central sites each held one family night event where parents came to the last two hours of program to participate in special activities with their children.
- The Teen Action Committee (TAC) partnered with the City of Elk Grove's Youth Commission and hosted the annual Teen Forum at the Wackford Community and Aquatic Complex with approximately 40 teens in attendance on November 1. The purpose of the forum was to get direct feedback from teens what activities and events they would like to see provided to them in their community. (Goals 4a-c)
- The Teen Center hosted quarterly Late-Night events. Events included Noche de Musica, where teens played Spanish bingo, enjoyed a piñata and watched Coco. The Disney themed late-night featured Mickey Mouse themed food, Ursula slime, a pool noodle light saber battle, and participants watched the Emperor's New Groove. (Goals 4a-c)
- TAC partnered with the City of Elk Grove's Youth Commission to host Shape Your Future event at Wackford Community and Aquatic Complex on January 19 with approximately 100 teens in attendance. (Goals 4a-c)
- TAC hosted a Unity Day at Wackford Community and Aquatic Complex with approximately 60 teens in attendance on February 23. A special guest speaker spoke to the teens about achieving goals and reaching your destination outside of your comfort zone. (Goals 4a-c)
- The Teen Leadership Committee painted garden themed panels to brighten up the children's garden within the Elk Grove Community Garden. (Goals 1a, 1b, 4a, 4b)
- After hearing a need to create events that offered a safe, inclusive environment for teens to gather at an affordable rate at Teen Forum, TAC hosted a Dive in Movie. This event was held at the Wackford Aquatic Complex with approximately 60 teens swimming, playing lawn games and watching Peter Rabbit. (Goals 4a-c)

- RAD staff implemented a membership program for all RAD participants to allow for efficient program registration processes. (Goals 4a-c)
- RAD staff changed from drop in card registration to activity registration, which allowed staff to stay in a lower participant to staff ratio to enhance program quality. (Goals 4a-c)
- RAD collaborated with Sacramento State Students to facilitate the first annual RAD Talent Show.
- The Teen Afterschool program staff provided supplemental enrichment opportunities through themed clubs and workshops. (Goal 4a-c)
- The Teen Leadership Committee partnered with RAD to offer a Fun Friday program that brought Teens of all abilities together. (Goal 4a-c)

**GOALS FOR 2019-20**

- Develop and maintain relationships with Elk Grove Unified School District to provide quality customer service and facilitate community problem solving. (Goal 6c)
- Assess training needs of full time and part time staff and develop and implement trainings for professional growth and development. (Goals 1a, 1b, 2a, 2c)
- Teen program staff will create and implement two Parent Information Nights. (Goals 1a, 4b)
- Make program observations a priority to ensure safety and quality assurance at Teen and Kid Central sites. (Goals 2a, 2c)
- TAC to lead and implement two community events. (Goals 1a, 1b, 4a, 4b)
- Partner with the City of Elk Grove’s Youth Commission on one event. (Goals 1a, 1b, 4a, 4b)
- RAD programming to add more time slots for classes and fun for participants. (Goals 4a-c)
- Increase marketing efforts to generate growth in attendance and revenue for Teens and Kid Central programs and camps. (Goals 5a, 5c)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Preschool Participation	6,753	6,801	6,750
School Age Attendance	8,241	8,325	8,300
Teen Summer Camp Participation	1654	1790	1829
Teen After School Participation	8805	8815	8611

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	2,034,725	1,832,806	1,812,944	1,811,288
Service and Supplies	324,142	164,935	167,141	174,763
Operating Transfers	26,642	177,992	144,220	165,295
Reserve Increase	15,500	0	0	0
<b>Total Expenditures</b>	<b>2,401,009</b>	<b>2,175,733</b>	<b>2,124,305</b>	<b>2,151,346</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	4,000	1,000	2,618	1,000
Property Tax	74,866	0	0	0
Recreation Fees	2,322,144	2,174,733	2,121,687	2,150,346
<b>Total Revenue</b>	<b>2,401,009</b>	<b>2,175,733</b>	<b>2,124,305</b>	<b>2,151,346</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. Group insurance and worker compensation rates increased as well. In addition, the Board approved the reclassification of a Recreation Coordinator position to a Recreation Supervisor position and the conversion of two part time positions to a Recreation Coordinator position.

Services and Supplies

Total expenses within the Sports sub-budget services and supplies category are projected to stay within consistency of prior adopted fiscal year.

Operating Transfers

Costs associated to overhead are transferred from the Youth sub-budget to the Parks Administration sub-budget.

Recreation Fees

Revenue within the Kid Central and Preschool programs are projecting a nominal increase due to recent Board approved fee increases.

## PARKS & RECREATION DEPARTMENT – SPECIAL EVENTS Sub-Budget 3600

### MAJOR FUNCTIONS

The Special Events section organizes regional and community events that strengthen community image and sense of place by engaging local residents in recreation experiences at their local parks and facilities.

The Special Events staff coordinates approximately 30 annual community events that are offered in various parks and facilities throughout the year.

In addition, the only regional event is The Elk Grove Giant Pumpkin Festival which is an annual two-day event held in Elk Grove Park on the first weekend in October. The Special Events section is responsible for multiple lead areas: Vendors, Entertainment, Procurement, the Theme with Look and Feel, the Pumpkin Launch, the Pumpkin Store, the AG Area, Parking, Pumpkin Taxis and help manage overall Logistics.

In addition, the Special Events staff budgets for and manages three Service Agreements with local non-profit organizations in order to provide three additional community events in partnership with these service groups. Staff assists with marketing, pre-event registration and the coordination of supplies and facilities.

### 2018-19 ACCOMPLISHMENTS

- Received the first place Award of Excellence for a Wearable Souvenir at the Cal Fest Conference for the design of the retail sweatshirt with hand-drawn graphic from the Elk Grove Giant Pumpkin Festival. (Goals 1a, 4a-c)
- Hosted the third annual event Kids Night Out, Parents Night Off based on community need and recreation trends. There were 69 participants that attended. (Goals 1a, 1c, 4c)
- Special Events staff hosted four sold-out Father Daughter Dances in February. (Goals 1a, 4a-c)
- Hosted first Family Dance based on community need and recreation trends. (Goals 1a, 1c, 4c)
- Staff took the lead on coordinating the Elk Grove Giant Pumpkin Festival event including attempting and achieving a Guinness World Record for the largest jack-o-lantern at 2,077 pounds which in turn helped increase attendance to 68,000 in 2018. (Goals 1a, 1b, 4a, 4c)
- Staff hosted activities for children and an information booth in partnership with EGUSD Food & Nutrition Services at Amundson Park in July. (Goals 1a, 4a)
- Special Events staff coordinated a renovation celebration for McConnell Park's re-opening which included music themed entertainment, giveaways, and shaved ice event. (Goals 1a, c, 3a)
- Special Events staff hosted a pop-up event in September that celebrated grandparents. It was a picnic style with a story reading in English and Spanish for the children and was held at Miwok Park. (Goals 1a, 4a-c)
- Staff worked in collaboration with the Park Planning and Communications teams to host the opening celebration for George Park, the first CSD only park opening in multiple years. (Goals 1a, 3a, 4a-c)
- Special Events staff hosted a pop-up event in March that focused on art. It was a Messy Me Art in the Park held at Betschart Park. (Goals 1a, 4a-c)
- Staff worked with the City of Elk Grove to co-produce the second FitFest event which combined the Kids Warrior Challenge event, Elk Grove Gauntlet competition, and a fitness festival with all free activities. (Goals 1a, 4a-c)
- Special Events staff hosted a May Flowers Pop Up event at Wright Park. The event was all free and had a planting station, ladybug release, coloring station and a flower craft. (Goals 1a-c, 4a-c)

- Special Events staff coordinated a renovation celebration for Wackman Park’s re-opening which included activities, giveaways, and shaved ice. (Goals 1a, c, 3a)
- Staff purchased a new trailer and equipment for special events. (Goals 2c, 3c)

**GOALS FOR 2019-20**

- Provide at least two professional development training opportunities to each Special Events and Support Services staff member. (Goal 1a)
- Survey trends and create programs, events and event amenities that meet the needs of our customers. (Goals 4a-c, 1c)
- In an effort to build relationships and plan for future events in our community, meet with the City of Elk Grove event staff to plan out event calendars for the year. (Goal 1b, 1c, 4a-c)
- Collaborate with the City of Elk Grove to host the third annual FitFest to include the District’s Kids Warrior Challenge along with the City of Elk Grove’s Gauntlet competition. FitFest will also include Healthy Family Festival that will provide multiple free activities for children. (Goals 1b, 1c, 4 a-c)
- Create event activities that foster both mental and physical development for the youth in our community through hands on activities at special events including but not limited to: Mother Son event, FitFest and Healthy Family Fest, Pop Up Events and the Giant Pumpkin Festival. (Goal 4a, 4c)
- Conduct a Special Events team 34-Strong training to focus on our team strengths and what strengths each individual member brings to the team, in an effort to utilize each staff member in the best way possible. (Goal 1a)
- Inventory Special Events equipment and determine what equipment will be available for internal/external reservations. Include estimated date of purchase and date of replacement needed. (Goal 3b, 3c)
- Host four community neighborhood Pop Up Events within the community based on the feedback received from the Master Plan. (Goals 1 a-c, 4a-c)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Regional Event	1	1	1
Community Events	26	30	31
Community Events Participation	67,111	64,981	85,161

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	484,646	404,341	423,578	389,074
Service and Supplies	482,028	379,549	402,587	426,934
Fixed Assets	0	13,000	13,000	0
Operating Transfers	33,176	5,862	4,508	2,284
<b>Total Expenditures</b>	<b>999,849</b>	<b>802,752</b>	<b>843,673</b>	<b>818,292</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	77,098	75,000	68,300	75,000
Property Tax	413,599	452,109	442,708	403,396
Recreation Fees	477,987	274,668	324,699	336,246
Other Revenue	31,165	975	7,966	3,650
<b>Total Revenue</b>	<b>999,849</b>	<b>802,752</b>	<b>843,673</b>	<b>818,292</b>

**Budget Highlights**

Salaries and Benefits

Despite increases associated with minimum wage and full-time benefits, the net Salaries and Benefits expenses decreased due to a reallocation of Management expenses from individual program budgets to the Parks Administrative Services budget.

Services and Supplies

Staff will partner with the City of Elk Grove on multiple events that focus on diversity and culture. These events are new to the Special Events budget for this fiscal year, thus an increase within this expense category.

Fixed Assets

Decrease in expenses due to the purchase of a trailer and event equipment in prior fiscal year.

Operating Transfers

Costs associated to transfers out to other department programs for assistance with events and transfers in from sponsorship revenue earned from Communications and Marketing sub-budget.

Recreation Fees

Staff are projecting to stay within the consistency of prior year revenue. Due to the feedback from the community during the 2018 Master Plan process, staff are finding ways to provide no or low-cost events.



## PARKS & RECREATION DEPARTMENT – GOLF COURSE Sub-Budget 3700

### 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 three lakes, four par-3 holes, four par-4 holes and one par-5 hole. Six holes play directly adjacent to a water hazard. Staff maintains all areas of the golf course and common areas including parking lot.

Located at the golf course is a golf shop, a covered driving range and practice area. The golf shop offers customers merchandise and food concessions for purchase. The lighted driving range consists of 16 covered artificial grass tees for public use, 20 grass tees for public use and 8 grass tees used for golf instruction by professional staff. Golf 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.

Designated practice areas also include a putting green, a chipping and pitching green and two practice sand bunkers.

Emerald Lakes Golf Course is operated year-round, seven days a week from dawn to 8 p.m. (winter) and as late as 10 p.m. (summer), to accommodate golfers that use the night lit practice facilities.

### 2018-19 ACCOMPLISHMENTS

- We continue to convert areas under densely populated trees to bark which improves aesthetics, reduces maintenance cost (less water, mowing, fertilizing), while improving playability. (Goals 2b, 2c, 3a, 3c, 4a, 5b)
- Continued "water reduction plan" that reduced water usage approximately 35% during the growing season (July – October). (Goal 3b)
- Driving range mats were covered and raised planter beds were installed behind the mats to improve customer experience at Emerald Lakes. (Goals 2b, 3a, 4a, 5c,)
- Staff improved the equipment maintenance program by adhering to scheduled maintenance dates. (Goals 2b, 2c, 3b, 3c, 5b)
- Staff secured quality, used equipment at a fraction of the cost of new equipment (3c)
- Staff hosted four CSD tournaments. (Goals 4a-4c)
- Staff continues to develop The First Tee of Greater Sacramento Elk Grove chapter. Staff incorporated the LPGA junior league and US Kids Golf League. The programs have been adjusted to capture younger kids wanting to participate. (Goals 4a, 4b)
- Staff took the PGA Jr. League in house versus subbing out coaching duties. The result was a \$2400 addition to our revenue stream. (5a, 5b)
- Staff continues to use social media avenues (Facebook, Twitter, and Instagram) to generate new interest in the golf course. Staff will continue to cross-market with other CSD programs such as Wacky Golf, Healthy Kids' Faire, and Tiny Tots Pre-school field trip and after school programs. (Goals 1b, 1c)
- Staff held a mother's day brunch, family fun night and father's day BBQ for our customers this year. (4a)
- The Pro Shop began to provide new products for purchase in strategic locations to better help increase revenue and offer a better shopping experience. (Goals 1a, 1c, 5b, 5c, 5d)

- Created new marketing materials such as an update tri-fold pamphlet and handouts to help promote course activities. (Goals 1b, 4b, 4c)
- Created a Friday night mentor league catering to women golfers. This league introduces new female golfers to course play without the pressure of pace of play, creating a more relaxed environment. (Goals 4a, 4b)
- Created a couples league to allow both partners to participate in a learning program at the same time. (4a)
- Focused on customer service training with all staff. Staff identified the needs of the customer, which led to change in merchandise options. (Goals 1a, 4a, 4c, 5a, 6b)
- Pro Shop and Driving Range staff have been cross-trained in each area. This allows management the ability to utilize existing staff in places of need at any given time. (Goal 1a)
- Recreation staff held a training to implement a new program for kids with autism. This program will begin in summer 2019. (1c, 4a, 4 b, 4c)
- Staff received approval by the Cosumnes Legacy Foundation to create a dedication account for future donations to help offset the costs of needed equipment. (Goals 5d)
- Maintenance staff began maintaining the newly renovated Bermuda soccer field at LCP. Staff are using existing resources to save costs. (Goal 3b)
- Rather than performing the invasive spring aeration to course greens, staff performed a new process called dryject. This process saves the District money by not having to close the course to heal from the typical aeration process. (Goal 5b)
- The course manager has expedited the training/development process with staff as responsibilities in Laguna Ridge continue to increase. (Goal 6b)
- Staff installed a new driving range software which will allow customers to purchase directly from the range ball machine via a credit card. In the short amount of time it has been in use, the course has seen an increase in revenue. (Goal 5d)
- Maintenance staff built new fencing on the course and a cover for the range ball machine area rather than hire contractors. (Goal 5b)

## GOALS FOR 2019-20

- Foster employee learning and growth by providing training and educational resources for employees in irrigation, software management, new golf programming and best business practices. (Goal 1a)
- Continue to develop new marketing programs (social media, movie theater advertising, cross promotion within CSD) that encourage more youth to become involved in the game of golf. (Goals 1b, 1d)
- Continue to explore revenue-generating opportunities through custom fitting and orders, marketing for corporate outings, utilization of the new flight scope software, and expansion of online and social media postings. (Goals 1b, 4a, 4b, 4c, 5b, 5d)
- Maintain relationships with the current community groups utilizing the golf course: Emerald Lake Men's and Women's Clubs and the Del Webb Men's Club, and research and recruit new community groups to create ongoing participation at the golf course through leagues, lessons and tournaments. (Goal 6c)
- Increase golf lessons through new programs and subcontractors to promote healthy and active lifestyles and bring new players to the course. (Goals 5b, 5c)

- Create a facility management plan for all golf course assets and buildings. (Goals 3b, 3c, 5e)
- Maintain facility standards to ensure a safe, clean and green golf course facility and prioritize equipment or asset replacement based on safety concerns. (Goals 3b, 3c)
- Reduce the number of Saturday morning tournaments to allow the surrounding community the opportunity to enjoy the facility on weekend mornings. (Goal 4a, 4c).
- Work with Sr. Leadership staff to create a full-time position to instruct the increasing participation within the First Tee and youth courses participation. (Goal 4a, 4b).
- Create a new full time position through the reduction of part time positions. This will allow for an increase of focus within community outreach and pro shop support. (Goal 5b)

**PERFORMANCE / WORKLOAD MEASURES**

Measure	Actual 2017-18	Budget 2018-19	Final 2019-20
Golf Lesson Participants	1,678	1,300	1,600
Golf Rounds Played	29,823	29,500	29,000
Number of annual tournaments	78	80	72

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	733,865	777,451	798,124	749,721
Service and Supplies	379,928	402,161	405,326	431,635
Leases / Loans	10,717	8,325	8,325	6,960
Fixed Assets	14,017	0	0	56,995
Operating Transfers	7,427	6,462	0	0
<b>Total Expenditures</b>	<b>1,145,953</b>	<b>1,194,399</b>	<b>1,211,775</b>	<b>1,245,311</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	342	500	6,315	0
Property Tax	187,851	302,099	266,388	267,291
State Aid	4,722	0	0	0
Recreation Fees	944,829	884,800	932,033	956,020
Other Revenue	8,210	7,000	7,039	7,000
Reserves	0	0	0	15,000
<b>Total Revenue</b>	<b>1,145,953</b>	<b>1,194,399</b>	<b>1,211,775</b>	<b>1,245,311</b>

**Budget Highlights**

Salaries and Benefits

Despite increases associated with minimum wage and full-time benefits, the net Salaries and Benefits expenses decreased due to a reallocation of Management expenses from individual program budgets to the Parks Administrative Services budget.

Services and Supplies

Agriculture and landscape maintenance expenses increased to allow staff to renovate tees and address erosion control. In addition, property insurance increased by 11%.

Fixed Assets

Replacement of the lake irrigation pump and purchase of Toro units.

Recreation Fees

With unpredictable weather staff will evaluate revenue projections at mid-year after having some time to analyze earnings.

Reserves

Use of dedicated golf course reserves to fund irrigation pump.



## PARKS & RECREATION DEPARTMENT – FACILITIES

### Sub-Budget 3800

#### MAJOR FUNCTIONS

CSD 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. Landscape and pool maintenance are provided by Park Operations staff, with a cost transfer provided to the Lighting and Landscaping budget from the specific facility budgets.

To offset 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 Complex. Picnic sites are offered at three locations and private event rentals are offered at the Wackford Complex, Laguna Town Hall, and Pavilion.

In October 2017 the CSD Board of Directors approved an agreement with the City of Elk Grove for the management and operations of the Elk Grove Aquatic Center. Under the Agreement, the City will retain ownership and oversight of the facility, while the CSD is responsible for day to day operations, programming and staffing. All expenses and revenue associated to the Elk Grove Aquatic Center are in the Facilities sub-budget. Per agreement, the City of Elk Grove will subsidize costs that exceed revenue resulting in a balanced budget.

#### 2018-19 ACCOMPLISHMENTS

- Provided excellent customer service as evaluated by 90% exceeds expectations on rental surveys. (Goals 1a-c, 4c)
- Provided regular customer service training for all registration staff. (Goals 1a-c, 2a, 2c)
- Front desk staff hosted the Customer Appreciation Day to thank the customers and families for their business. (Goals 1a, 1c, 4b)
- Supported Recreation teams through staff participation and facilitating event / meeting space. (Goals 1a, 4c)
- Maintained facility reservation web pages and dedicated pages to all rental facilities. (Goals 1b, 5b)
- Updated picnic reservation process to simplify it for customers and to increase staff efficiencies. (Goals 1a, 1b, 5b, 5c)
- Provided open public recreation swim to 12,311 swimmers at the Elk Grove Aquatics Center. (Goal 4c)
- Provided 208 swim lesson classes to 1,861 participants teaching lifesaving skills at the Elk Grove Aquatics Center. (Goals 2c, 4a, 4c)
- Continued partnership with the City of Elk Grove to open, operate, and provide user group lane space at the Elk Grove Aquatics Center (Goals 4a, 4c, 5b)
- Wackford Complex installed new laterals in the filtration system for Adventure Bay and Splash Island and continued to complete deck repairs and grate replacement. (Goal 3c)
- Wackford Complex installed a new heating system for Adventure Bay. (Goal 3c)
- Staff continued the execution of the agreement between the CSD and City of Elk Grove for oversight and management of the City's new Aquatic Center. (Goals 4 a-c)

- Lead the implementation of the new facility management feature within the Department’s registration and reservation software. (Goals 1a, 5a)
- Developed forms for new platform to process rental paperwork digitally. (Goals 1a, 5a)
- Sound systems upgraded at Laguna Town Hall and the Wackford Complex. (Goals 3b, 3c)
- Sonitrol upgrades installed at various locations within the District. (Goals 3b, 3c)

**GOALS FOR 2019-20**

- Evaluate current customer service standards for effectiveness and make adjustments to the evaluation tool if needed to measure standards. (Goals 1a, 1c)
- Offer indoor and outdoor rental opportunities at Laguna Town Hall, Wackford Complex, Pavilion, Strauss Island, Elk Grove Park, Morse Park, and Derr-Okamoto Park that meet the needs of the community. (Goals 4a-c, 5d)
- Employ a measurement tool to capture the customer service and the condition of the facility to rental customers. (Goals 1a-c, 3c)
- Update and evaluate facility reservation evaluation and guest check out process. (Goals 1b, 5c)
- Re-evaluate picnic reservation process. (Goals 1a, 1b, 5b, 5c)
- Staff will continue to execute the agreement between the CSD and City of Elk Grove for oversight and management of the City’s new Aquatic Center. (Goals 4 a-c)
- Continue to upgrade equipment available to facility renters to maintain and improve existing rental standards. (Goals 3b, 3c, 4c)
- Continue to help staff with the recreation software for the Department. (Goals 1a, 5a)

**PROJECTS FOR 2019-20**

- Elk Grove Park Pavilion: Exterior paint and flooring
- Elk Grove Recreation Center: Dry rot repair on walk way
- Johnson Recreation Center: HVAC replacement
- Laguna Town Hall: Roof replacement (year 1 of 3)
- Beeman Recreation Center: Interior paint, flooring, barn repair and appliances
- Strauss Island: Interior upgrades such as carpet removal and wall framing
- Main Office: Demo the 8812 modular trailer
- Wackford Community & Aquatic Complex: Deck shade replacement and Sonitrol upgrade

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Laguna Town Hall Rentals	149	131	159
Pavilion & Strauss Island Rentals	73	70	106
Wackford Community and Aquatic Complex Rentals	444	426	537
Picnic Site Rentals	440	460	647

**BUDGET SUMMARY – CSD Facilities**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	830,234	900,287	926,168	755,271
Service and Supplies	1,365,525	1,298,668	1,350,182	1,519,753
Leases / Loans	26,922	2,6923	26,923	30,423
Fixed Assets	79,018	44,200	109,200	22,050
Operating Transfers	110,536	109,477	101,252	101,252
Deferred Maintenance	0	12,814	0	0
<b>Total Expenditures</b>	<b>2,412,235</b>	<b>2,392,369</b>	<b>2,513,725</b>	<b>2,428,749</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	7,039	5,000	5,390	5,660
Property Tax	1,681,971	1,716,448	1,817,764	1,605,335
Building Rental	680,282	666,921	686,571	673,947
Other Revenue	18,244	0	0	0
Encumbered	25,000	4,000	4,000	35,000
Reserves	0	0	0	108,807
<b>Total Revenue</b>	<b>2,412,235</b>	<b>2,392,369</b>	<b>2,513,725</b>	<b>2,428,749</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. These expenses were offset by a shift in management allocated salary from the Facility sub-budget to the Parks Administration sub-budget.

Services and Supplies

Staff have projected estimates for the inclusion of the operating costs of the Beeman Recreation Center as well as one-time costs to update and repair the site. This category includes expenses for the following one-time projects: Pavilion interior paint and new flooring, Laguna Town Hall roof replacement (year 1 of 3), Strauss Island improvements, Elk Grove Recreation Center dry rot repairs, Wackford Complex deck shade replacements, demolition of the 8812 modular trailer and a Sonitrol upgrade at Wackford Complex.

Fixed Assets

This category includes expenses for the following projects: HVAC replacement at the Johnson Recreation Center.

Encumbered

The following projects were held in the prior year and will be performed in the 2019-2020 fiscal year: exterior paint at the Pavilion and HVAC replacement at Johnson Recreation Center.

Building Rental

Staff analyzes rental revenue based upon what has been booked to date for the next fiscal year and the average number of bookings that occur.

**BUDGET SUMMARY – City of Elk Grove Aquatic Center**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	33,053	943,600	474,436	981,740
Service and Supplies	2,976	352,143	214,919	193,940
Leases / Loans	0	5,328	2,665	5,328
Fixed Assets	1,507	800	59,625	800
Operating Transfers	5,630	0	112,746	177,271
<b>Total Expenditures</b>	<b>43,166</b>	<b>1,301,871</b>	<b>864,391</b>	<b>1,359,079</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Building Rental	0	25,515	11,136	11,880
Recreation Fees	0	802,226	223,698	730,046
Other Revenue	43,166	474,130	629,557	617,153
<b>Total Revenue</b>	<b>43,166</b>	<b>1,301,871</b>	<b>864,391</b>	<b>1,359,079</b>

**Budget Highlights**

Salaries and Benefits

The Board adopted a new Part Time Salary Schedule which addressed the annual minimum wage increase and classification compaction. As a result, part time expenses have increased and will continue to increase. Group insurance and worker compensation rates increased as well. In addition, the delay of the Aquatic Center resulted in the fluctuating adopted, projected and proposed budgets for Fiscal Years 2018-19 and 2019-20.

Services and Supplies

Expenses within this classification decreased due to the one-time startup costs at the Center to accommodate the operational and programming needs of the new site.

Fixed Assets

Expenses within this classification decreased due to the one-time startup costs at the Center to accommodate the operational and programming needs of the new site.

Operating Transfers

Administration overhead costs transferred to the Parks Administration Division budget.

Building Rental and Recreation Fees

The delay of the Aquatic Center resulted in the fluctuating adopted, projected and proposed budgets for Fiscal Years 2018-19 and 2019-20. Staff proposed estimates based upon programming schedules of the new center.

**PARKS & RECREATION DEPARTMENT – PARK PLANNING DIVISION  
Sub-Budget 3900**

**MAJOR FUNCTIONS**

The Park Planning Division plans and develops parks and trails and acquires land for recreational purposes. Annually, staff develops and implements the Parks and Recreation Department 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 well as overseeing numerous consultants. 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 CSD regarding the status of new parks and trails.

Staff also provides landscape architectural services for some of the City of Elk Grove’s Capital Improvement Plan projects. The City reimburses the CSD for staff time and expenditures on these projects. In May 2015 with the approval of the new Memorandum of Understanding between the City of Elk Grove and the CSD, this process was modified for the new park development in Laguna Ridge. The CSD is now fully responsible for designing and building new parks and the City provides the funding as required.

**2018-19 ACCOMPLISHMENTS**

- Oversaw the completion of 13 acres of new park construction at Kammerer Park (City of Elk Grove). (Goals 2b, 3a-c)
- Completed construction of two park improvement projects; McConnell Park & Playground Revitalization, Batey & Wackman Playground Revitalization. (Goals 2b, 3a-c)
- Completed 100 % construction documents (w/consultant) for new 20-acre Oasis Community Park (City of Elk Grove). (Goals 2b, 3a-c)
- Completed phase 1 of community outreach and concept plan for one-acre McDonald Park Phase II. (Goals 2b, 3a-c)
- Completed community outreach and concept plan for Morse Park Dog Park Upgrade. (Goals 2b, 3a-c)
- Completed 90% construction documents for one new park; 5-acre Singh & Kaur Park (City of Elk Grove). (Goals 2b, 3a-c)
- Completed 100% construction documents for one park improvement project; Morse Park Dog Park Upgrade. (Goals 2b, 3a-c)
- Completed 100% construction documents for two park improvement projects; Elk Grove Park Veteran’s Memorial Garden project, Batey & Wackman Playground Revitalization. (Goals 2b, 3a-c)
- Completed (w/consultant) the 2018 Parks & Recreation Master Plan including approval of Park Design Principles by both the CSD Board and City Council. (Goals 1c, 4a, 5e, 6c)
- Provided plan checking services for civil and landscape improvement plans for parks, trails and landscape corridors (post entitlement) for 60 new development projects. (Goals 1c, 4a, 5e, 6c)
- Provided pre-entitlement review of nine new development projects involving parks, trail and landscape corridors. (Goals 1b, 2b, 3a-c)
- Completed Developer Agreement for Milestone Development (Goals 1b, 2b, 3a-c)
- Completed construction of phase one of the Elk Grove Park Veteran’s Memorial Garden project. (Goals 2b, 3a-c).

**GOALS FOR 2019-20**

- Manage the planning, design and construction of 9 projects as identified in the 2019-2020 CIP. (Goals 2b, 3a-c)
- Provide customer service for both internal and external customers. (Goals 1b, 1c)
- Complete Climate Action Plan (Goals 3a,4c)
- Complete Nexus Study for East Elk Grove Financing Plan (Goals 1c, 4a, 5e, 6c)
- Complete CFD for Silverado Village Subdivision (Goals 1c, 4a, 5e, 6c)
- Complete Developer Agreements for 2 new subdivision developments; Silverado Village and Sheldon Farms North. (Goals 1c, 4a, 5e, 6c)
- Conduct long range planning services for parks, park facilities, trails and landscape corridors. (Goals 1c, 4a, 5e, 6c)
- Complete construction documents for Singh & Kaur Park. (Goals 2b, 3a-c)
- Complete design and construction documents for, Town Square Park Playground Revitalization and Lichtenberger and Pedersen Playground Revitalization. (Goals 2b, 3a-c)
- Complete construction of Morse Park Dog Park Upgrade. (Goals 2b, 3a-c)
- Complete construction of Oasis Community Park (20 acres) (City of Elk Grove). (Goals 2b, 3a-c)
- Complete community outreach, design development and construction documents for the 1.3-acre Madeira East-South Park. City of Elk Grove (Goals 2b, 3a-c)
- Complete Business and Operations Study, community outreach and master plan for Morse Park Community Center pending program funding availability. (Goals 2b, 3a-c)
- Provide plan checking services for new subdivision developments (post entitlement) and planning services for new pre-entitlement projects. (Goal 1b)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Capital Improvement Projects	11	11	9

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	406,694	483,729	459,241	481,601
Service and Supplies	22,062	0	0	0
Fixed Assets	3,475,760	10,504,470	10,587,346	13,515,664
Operating Transfers	124,662	0	3,095	0
<b>Total Expenditures</b>	<b>4,029,179</b>	<b>10,988,199</b>	<b>11,046,587</b>	<b>13,997,265</b>

<b>Revenue by Account</b>	<b>Actual 2017-18</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Operating Transfers	1,355,636	1,462,432	1,515,820	1,738,539
Plan Check	8,055	5,000	10,000	10,000
Aide from County Funds	0	820,000	820,000	537,525
Other Revenue	181,761	7,881,767	7,881,767	9,643,259
Reserves	2,483,726	819,000	819,000	2,067,942
<b>Total Revenue</b>	<b>4,029,179</b>	<b>10,988,199</b>	<b>11,046,587</b>	<b>13,997,265</b>

**Budget Highlights**

Salaries and Benefits

Salary expenses fund three full time positions within the Park Planning, Design and Construction sub-budget.

Fixed Assets

This category contains capital projects from the Fiscal Year 2019-2020 of the five-year CIP.

Other Revenue

Revenue associated with the City of Elk Grove projects within the Fiscal Year 2019-2020 of the five-year CIP.



## **PARKS & RECREATION DEPARTMENT – COMMUNITY ENRICHMENT & PARTNERSHIP Sub-Budget 3000**

### **MAJOR FUNCTIONS**

The Community Enrichment & Partnership section includes the management of the Community Support Program, contracted instructors, and special event rentals. In addition, staff seek revenue, donations and in-kind support to support programs and facilities to offset the demand on the General Fund.

Applications for the Community Support program are submitted annually in Spring. Staff are responsible for facilitating the Department's contributions, through the use of facilities or equipment, for events and programs produced by other community organizations. Staff from this section and the facilities section partner to provide technical and logistical support to recipients of the Community Support Program.

This team also facilitates all large special event rentals that take place on District property. Staff ensures permits are in place, assists with logistic planning and acts as a liaison with Cosumnes CSD Fire and Elk Grove Police Department to ensure the events are up to code and safe for the community.

In addition, staff are responsible for multiple lead areas for the CSD's annual Giant Pumpkin Festival. Staff assist in overseeing Supplies & Logistics, the Produce Weigh Off and the Pumpkin Regatta. In addition, staff also facilitates the Giant Pumpkin Grower's Forum in partnership with the California Pumpkin Growers in March.

The Community Enrichment & Partnership team contract leisure enrichment classes and camps that are offered for all different age groups. Currently, there are over 30 contract instructors that teach a variety of classes including arts and crafts, performing arts, education, health and fitness, and sports as well as specialized skilled camps.

### **2018-19 ACCOMPLISHMENTS (July – June)**

- Staff updated and distributed the new Contract Instructor Manual as well as the Independent Contractor Agreement for the second half of 2018. (Goals 1a, 1b, 2a, 4c)
- Staff solicited new class proposals and signed agreements with new instructors. (Goals 4a-c)
- Facilitated 55 events through the Community Support Program, provided local non-profit organizations with equipment, facilities or hosted various community events. (Goals 1a, 1b, 4a-c)
- Staff updated and sent out the Community Support Program application for the 2020 calendar year. (Goals 1a, 1b, 4a-c)
- Staff facilitated the 2019 Giant Pumpkin Growers Forum in March, providing tips and tools to grow Giant Pumpkins and to provide an opportunity for the local community to purchase seeds from various record setting pumpkins. (Goals 1b, 1c, 4a)
- Staff hosted CSD information booths at Elk Fest, Multicultural Festival, Dickens Fair, Run4Hunger and the TOFA Health and Wellness Festival to provide program and event information to the community. Staff also took the opportunity to obtain feedback about what the community likes, dislikes and would like to see the CSD offer more of. (Goals 1a-c, 4a)
- Staff collaborated with the City of Elk Grove to host the Diwali Celebration of Lights and Lunar New Year events. (Goals 1b, 1c, 4a)
- Staff created a standardized process and educated staff throughout the District regarding the facilitation of all contracted classes. (Goals 1a-c, 2c, 6a)



- Created Terms and Conditions specifically related to Community Support Program events and update in Active Net. (Goals 1a, 1b)
- Hosted two planning meetings with the City of Elk Grove for 2020 and have begun to facilitate a Partnership Agreement that incorporates all special events, facility usage and benefits to both organizations. (Goals 4a-c, 6a)
- Created a Post Event Recap for organizations that received a grant through the Community Support Program. At the completion on the event, organizations report attendance and financial data, as well as whether the event met goals set forth for the event. (Goals 1c, 4c, 5a-c)
- Created a "Teach a Class" training for anyone in our community interested in teaching a contracted class through the CSD. Staff will go over the types of classes CSD is looking to add that coincide with the Districts Mission and Vision, the application process, timelines, requirements, and contracts. (Goals 1b, 1c, 4a, 6a-c)
- Secured in-kind donations for marketing materials for the Giant Pumpkin Festival. (Goals 5a, 5b)
- Secured contributions from corporate event partners for District programs and events equaling \$81,675 in cash and \$174,947 in-kind contributions year to date. (Goals 5b-d)
- Created standard sponsorship agreement forms for use throughout the Parks and Recreation Department. (Goals 1a, 5a-d)
- Secured contributions of \$7,125 in cash and \$1,850 in-kind for 42 T-Ball teams from local business partners. (Goals 5b-d)
- Secured 45 business and media sponsors for the 2018 GPF. Retained 35 existing business sponsors for events and programs and secured 6 new business sponsors for Giant Pumpkin Festival. (Goal 5c, 5d)
- Developed calendar for all sections with sponsorship and marketing opportunities available to partners and sponsors when seeking external funding sources. (Goals 1a, 1b, 5e)
- Secured cash Sponsorship program for the "Tooth Fairy" with an annual supporter of the Districts events and programs resulting in 16 scheduled visits to our Tiny Tots program. (Goals 4a, 5a, 5b, 5d)
- Secured in-kind donations for refreshments for Parks Operations meetings, Sports volunteer trainings and Recreation Adventure events. (Goals 5a, 5b, 5c)
- Brokered media partnerships with three radio stations and two televised partnerships resulting in \$92,188 in on-air media promotions for Special Events and programs. (Goals 1b, 5a, 5b)
- Secured a new business sponsors resulting in a \$3,000 contribution for the CSD Fire Departments Regional Safety Day. (Goal 4c,5d)
- Reviewed partnership proposals with all sections to maintain sponsorship standards for all District events and programs. (Goals 1a, 1b, 4a – c, 5b, 5d)

## GOALS FOR 2019-20

- Create new standards for the Community Support Program to best align with the CSD's new Mission, Vision and Goals. (Goals 1a, 1b, 2a, 2c)
- Create a new Special Event Rental Application to assist the facilitation of large special events that take place in Elk Grove Park and throughout the CSD. (Goals 1a, 1b, 2a, 2c)
- Create an interactive Info Booth/Kiosk to use at events where staff can both market CSD programs and solicit surveys/feedback from the community including underrepresented community members as to what programs/events they would like to see offered. (Goals 4a-c)
- Search out and expand programming in the following areas: Teens, Health & Wellness, Connecting with Nature and Active Adults. (Goals 4a-c)

- Finalize a Memorandum of Understanding with the City of Elk Grove that incorporates all special events, facility usage and benefits to both organizations. (Goals 4a-c, 6a)
- Facilitate 45+ events through the Community Support Program, providing local non-profit organizations with equipment, facilities for various community events. (Goals 1a, 1b, 4a-c)
- Secure five new business sponsors. (Goal 5d)
- Develop a new on-line and print sponsorship marketing plan. (Goals 4a, 5b-e)
- Identify a minimum of five new long-range sponsorship partnership options to support existing District events and programs. (Goals 5d, 5e)
- Secure in-kind donations for marketing materials for the Giant Pumpkin Festival. (Goals 5a, 5b)

**PERFORMANCE / WORKLOAD MEASURES**

<b>Measure</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Final 2019-20</b>
Community Partnership Events	54	61	45
Enrichment Classes	883	920	916
Enrichment Participation	7,432	7,599	7,263
Cash Donations (\$)	\$86,957	\$88,300	\$83,300
In Kind Donations (\$)	\$174,853	\$180,000	\$195,000

**BUDGET SUMMARY**

<b>Expenses by Category</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Salaries and Benefits	320,956	318,351	400,330
Service and Supplies	284,507	302,020	347,689
Fixed Assets	0	0	1,000
Operating Transfers	32,104	23,821	104,090
<b>Total Expenditures</b>	<b>637,567</b>	<b>644,192</b>	<b>853,109</b>

<b>Revenue by Account</b>	<b>Adopted 2018-19</b>	<b>Projected 2018-19</b>	<b>Final 2019-20</b>
Property Tax	181,151	164,895	290,386
Recreation Fees	426,116	455,680	456,093
Donations/Contributions	0	0	83,800
Other Revenue	30,300	23,617	22,830
<b>Total Revenue</b>	<b>637,567</b>	<b>644,192</b>	<b>853,109</b>

**Budget Highlights**

Salaries and Benefits

Despite increases associated with minimum wage and full-time benefits, the net Salaries and Benefits expenses decreased due to a reallocation of Management expenses from individual program budgets to the Parks Administrative Services budget. The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget.

Services and Supplies

This year's budget includes instructor payments and marketing and promotional materials to be used at various events. Staff plan to purchase a new software to manage and track the numerous grants and event permit requests that go through this section. The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget.

Fixed Assets

The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget. Expenses within this classification are for a new laptop.

Operating Transfers

With the addition of the Department's new recreation software and in an effort to make the Community Support Program more efficient, staff will continue to process all expenses through the Active Net and fees will be set up to go directly into the Community Support sub-budget. Immediately following each event, transfers will distribute fees to the appropriate department. The Sponsorship staff and expenses moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget; thus an increase for transferring revenue to the corresponding program sub-budget.

Recreation Fees

Staff are projecting to stay within the consistency of prior year revenue. Due to the feedback from the community during the 2018 Master Plan process, staff are finding ways to provide additional grant opportunities.

Donations/Contributions

The Sponsorship staff and revenue moved from the Communications sub-budget to the Community Enrichment & Partnerships sub-budget, thus an increase of revenue in this sub-budget.

**DECISION PACKAGES**

The District held a Board Budget Workshop on April 9, 2019, and the CSD Board of Directors were presented with a financial forecast overview, base budget, required decision packages, and discretionary decision packages for consideration. The Board prioritized the decision packages and directed staff to allocate resources for 11 of the packages presented.

**FUNDED DECISION PACKAGES**

<b>Package</b>	<b>Title</b>
A-01	Mandatory Administration Adds
F-01	Mandatory Fire Adds
P-01	Mandatory Parks and Recreation Adds
P-11	Golf Restroom and Elk Grove Park Restroom/Changing Room
F-13	Self-Contained Breathing Apparatus Replacement and Upgrade
A-15	Replace Unresponsive Security Cameras
P-03	Maintenance Corp Yard (Study)
A-11	ADA Assessment and Transition Plan
A-12	Part-Time position to Full-Time position in Finance
F-12	Recruit Academy 19-01 to Fill 13 Projected Vacancies
A-08	Employee Assistance Programs

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## **DECISION PACKAGES**

Required Budget Additions

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**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** ALL  
**TITLE:** A-01: Mandatory Administration Adds

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$137,508

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This overall mandatory Administration package includes salary and benefits, pension unfunded accrued liability, and property insurance. The cost includes increases in the following categories: \$65k salary and benefits, \$25k minimum wage, \$45k unfunded accrued liability, and \$3k property insurance.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The results from the list above deliver the Board approved salary and minimum wage adjustments combined with the increases to current pension, and property insurance. The outcome from these mandatory cost are \$137,508.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** All  
**TITLE:** F-01: Mandatory Fire Adds

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$1,493,329

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This overall mandatory Fire package includes salary and benefits, pension unfunded accrued liability, and property insurance. The cost includes increases in the following categories: \$1.4M salary and benefits and \$52k in property insurance.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The results from the list above deliver the Board approved 522 contract negotiations and the 2% salary adjustment combined with the increases to current pension and property insurance. The outcome from these mandatory cost are \$1,441,329.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** All  
**TITLE:** P-01: Mandatory Parks & Recreation Adds

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**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: L&L

FUNDING REQUESTED: \$552,502 (General-Fund) + \$220,979 (Landscape & Lighting)

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This overall mandatory Recreation package includes salary and benefits, pension unfunded accrued liability, property insurance, pension bond payments, and Sonitrol and park security. The General Fund cost includes increases in the following categories: \$277k salary and benefits, \$100k minimum wage, \$76k unfunded accrued liability, \$13k property insurance, \$7k pension bond payments, and \$79k for Sonitrol and Park Security.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The results from the list above deliver the Board approved salary and minimum wage adjustments combined with the increases to current pension, property insurance, pension bond payments, and Sonitrol and Park Security expenses. The outcome from these mandatory cost are \$552,502.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Joshua Green, General Manager

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# **DECISION PACKAGES**

Planning and Growth



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**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Administration  
**TITLE:** A-04: Climate Action Plan & Climate Readiness Collaborative Membership

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$115,000 ONE-TIME; \$6,000 ONGOING

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

The Climate Action Plan (CAP) would be focused on quantifying and mitigating greenhouse gas emissions within Cosumnes CSD’s operations and facilities, as well as identifying strategies to increase the overall sustainability and resilience of our operations. The CAP is estimated at \$115k based on inquiries made to other like-sized jurisdictions. Membership in the Capital Region Climate Readiness Collaborative is an ongoing \$6k annually.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The CSD will be integrate the plan into its Strategic plan to help insure its sustainability and as well as follow through guiding the District in decisions moving forward.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The CSD will be the standard for other local agencies to follow, by taking the initiative to go beyond the minimum and addressing the needs for a safer place for the community. Our carbon print will get smaller, and we will strive for sustainability through climate resiliency, environmental stewardship, and lower green house gas emissions, thus enriching the lives of our community members.

CREATED BY: Elenice Gomez, Assistant to the General Manager

REQUESTED BY: Director Jaclyn Moreno



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Information Systems  
**TITLE:** A-06: Increase Information Systems (IS) Budget

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$ Unknown

NUMBER OF FTE REQUESTED: Unknown FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Director Moreno requested staff to create an Add Package to increase the Information Systems (IS) Budget to meet the needs of the growing District (personnel and services). On March 20, 2019 the Board of Directors approved staff to solicit services to acquire a District IT/Information Systems assessment and strategic plan. The completion of this plan will determine if any additional funds to the IS Budget are needed. Due to this, staff propose postponing this Add Package until the completion of the plan.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The District IT/Information Systems assessment and strategic plan will include a review of the current practices and work flow, a complete business and information technology assessment, and development of a strategic plan for prioritizing current and future work needs.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Additional funding within the IS Budget will help the District provide superior services to the community. It meets the following District Goals and Strategies: 1a, 1b, 3b, 3c, 5b, 6a, 6c.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Director Jaclyn Moreno



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Facilities  
**TITLE:** A-10: Facility Asset Study/Plan

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$450,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

A facility asset study/plan is a systematic study of property and its occupants for determining if current structures meet the needs of the occupants. Consultants use the process of a space needs analysis to identify needs, or gaps between current conditions and users desired conditions or wants. The assessment becomes a planning mechanism for developing, re-purposing or purchasing property that will support the District’s mission and objectives.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

At the conclusion of a facility asset study, the District will be provided with a facility inventory, existing condition analysis including evaluation of code compliance, operational efficiency and strategic importance, projected organizational needs and space analysis, gap analysis, facility cost projections/life cycle cost analysis, and a prioritized facility master plan report. This information will be used for planning long-range capital improvement efforts and investment across the District.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

A facility asset study/plan supports the District’s mission and vision by providing quality facilities based on the distinct needs of the community. Resources may also be re-allocated to ensure long-term operation and maintainability.

CREATED BY: Eileen Alcanices, Executive Assistant

REQUESTED BY: Board President Gil Albiani



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** All  
**TITLE:** A-11: ADA Assessment and Transition Plan

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$35,000 (estimated)

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

The ADA Act comprises five title prohibiting discrimination against disabled persons. Title II of the ADA required state and local governments to make their programs, services, and activities accessible to persons with disabilities. It also established physical access requirements for public facilities (buildings and sidewalks, etc.) under Title II of the ADA.

The proposed ADA Assessment and Transition Plan will include:

- Identification of existing obstacles limiting accessibility
- Steps to ensure facilities within the public right of way are made accessible to all individuals
- Schedule for achieving compliance

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The plan will identify any programmatic and physical barriers limiting accessibility and will provide recommendations for complying with accessibility requirements as mandated by the ADA and State of California Access codes. It will also provide the basis for prioritizing , budgeting, implementing, and monitoring barrier removal.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

An ADA Assessment and Transition Plan supports the District’s mission and vision by creating responsive parks and facilities for the District’s diverse community.

CREATED BY: Eileen Alcanices, Executive Assistant

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Fire Administration  
**TITLE:** F-06: Construction of Station 77 & Design of Station 78

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: Impact Fees

FUNDING REQUESTED: \$7,700,000

NUMBER OF FTE REQUESTED: 0 in FY20; 11-17 in FY21 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Approve the construction of Station 77 and develop the preliminary design and progress toward completing the architectural and engineering construction drawings for Station 78

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Station 77: The Board of Directors have already approved the design construction documents. The construction of the station would be financed from fire impact fees. The cost of construction is to be determined.  
Station 78: Authorize the District’s architectural firm MFDB to work with the Fire Department Station Design Committee to develop preliminary drawings and construction documents. The cost of construction for Station 78 are to be determined.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Administration Objectives 1b and 1c, and Operations Objectives 1a, 1b, and 2d.

CREATED BY: Paul Zehnder, Deputy Chief of Administration

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-02: Urban Forestry, Elk Grove Park, and Jerry Fox Master Plans

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: L&L

FUNDING REQUESTED: \$210,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

- A. Develop an Urban Forestry Plan to help increase shade canopy within Elk Grove parks (\$35,000 – L&L).
- B. Develop a Master Plan for Elk Grove Park is needed to guide use and future development. The Master Plan should include a revitalization plan that recognizes Elk Grove Park’s size and status as the most visited and valued park in Elk Grove. The plan should specify how uses and facilities can best serve the Elk Grove community. (\$100,000 – L&L).
- C. Develop a Master Plan for the updated swim center, engaging the community in the design process. (\$75,000 - GF)

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Within the 2018 Parks, Recreation, and Facilities Master Plan, these three plans were cited as a necessity. The Urban Forestry Plan will allo staff to create strategies and actions to increase the tree canopy over time. The Elk Grove Park and Jerry Fox Swim Center (JFSC) plans will allow staff to develop a phasing plan for renovations and improvements including the use of facility space (Youth Center, Strauss Island, Pavilion, JFSC) and event support infrastructure for community gatherings.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets one of the Parks & Recreation Department’s Districtwide Recommendations from the 2018 Parks, Recreation and Facilities Master Plan. Aligns with Strategic Plan #2.2.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-03: Maintenance Corp Yard (Study)

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: L&L One-Time

FUNDING REQUESTED: \$15,000 for a space needs study. Staff estimate that a new yard will cost in excess of \$7.7million. Prior to committing funding for a new corp yard, staff is recommending that a space study be conducted that looks not only at what we need today, but what will be needed in the future as the District will be building 30 new parks within the next 10-15 years.

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Operations staff is currently stationed in two undersized facilities – one in Laguna Community Park and one in Elk Grove Park. Staff and equipment have outgrown both facilities as the parks and recreation system continues to grow. The Elk Grove Park location lacks adequate locker room facilities and restrooms with hot water. A single maintenance facility would work create efficiencies and create a more cohesive staff culture. One of the District Wide recommendations from the 2018 CSD Parks and Recreation and Facilities Master Plan: Plan for Play is to develop a Park Operations headquarters facility and corporation yard that is designed to grow with the CSD park system.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

A single facility would create efficiencies as meetings and other tasks are duplicated at each of the current locations. A single facility would also foster a more cohesive culture as all staff would be working out of the same facility and not in two silos. It would also create equity amongst crews by providing the same working conditions. Staff recommend a park headquarters building as identified in the 2018 CSD Parks & Recreation and Facilities Master Plan. In Fiscal Year 2019-20 staff will identify potential locations and a consultant to perform a space needs study.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The 2018 CSD Parks and Recreation and Facilities Master Plan also identified that 2 of the 18 Landscape and Lighting Districts do not have a sustainable level of funding. The Divisions asset management program will come on-line within the year and will more accurately identify funding needed for long-range asset management to extend the lifecycle of current and future asset to endure generational equity. Those long-term goal will have an impact on the availability of funds needed to complete an undertaking such as a new Park Operations headquarters facility and corporation yard.

CREATED BY: Rachele Manges, Sr. Management Analyst

REQUESTED BY: Director Rod Brewer



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## **DECISION PACKAGES**

Equipment and Maintenance



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**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services/Parks and Recreation  
**DIVISION:** Administrative Services/Parks & Recreation  
**TITLE:** A-03: Elk Grove Blvd/Administration Sidewalk Replacement & Dry Rot Repair

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER:

FUNDING REQUESTED: \$25,000.00

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

- A. Remove and replace existing lifted sidewalk in front of the Administration Building on Elk Grove Blvd. (\$10,000)
- B. Remove / repair dry rot on Elk Grove Recreation Center walkway. (\$15,000)

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Removes hazardous / tripping environment; creating safe access for pedestrian traffic.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Provide a safe sidewalk and walkway access for the community

CREATED BY: Priscilla Oliver, Facility Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Facilities  
**TITLE:** A-14: Facilities Division Replacement Vehicle

---

TYPE OF PACKAGE:  
ADD PACKAGE  
EFFICIENCY PACKAGE

FUNDING SOURCE:  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER:

FUNDING REQUESTED: \$10,200

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would include an Enterprise lease for a new Nissan Van utilized by District HVAC worker.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The District would replace a 2004 Ford Econoline Van with over 200,000 miles. This would alleviate maintenance from the heavily impacted Fire Fleet Maintenance department and increase fuel efficiency.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Facilities: Security  
**TITLE:** A-15: Replace Unresponsive Security Cameras

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$52,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Replace the unresponsive security cameras and the following parks: Baker, Betschart, Castello, Fite, Foulks, Miwok, Mix and Oneta.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Once replaced, staff will have access to view park activity at each location. Viewing capabilities allow staff to monitor parks and provide film, if requested, to the Elk Grove Police Department. Staff currently have cameras, including the ones in this package, at 30 parks.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets the District's Goal #2: The CSD will make safety a priority in all operations. Meets the Parks & Recreation Strategic Plan #4.7: Develop and implement best practices for safety of both public and staff.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Administration/Fleet  
**TITLE:** F-02: Replace Staff Vehicles

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$115,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Purchase a new full size pickup truck with camper shell for the purpose of fire investigation/code enforcement response. This vehicle would be an emergency response vehicle and would include buildup for emergency response. The two additional vehicles would be for fire inspectors and would not be emergency response vehicles, the type of vehicle is to be determined.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The fire prevention division has a need to add vehicles to accommodate the additional personnel working in the division. The vehicle for fire investigation would replace an older, high mileage department pickup that is not currently equipped for emergency response. The other two vehicles, one is additional for the new Fire Inspector I position and the other is to replace an older, high mileage vehicle.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan - Fleet Objective 1.

CREATED BY: Paul Zehnder, Deputy Chief of Administration

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Training  
**TITLE:** F-03: Replace Training Facility Forklift

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$50,000

NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:  
Replacement forklift for the fire department training center.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:  
The current forklift used by the training staff is approaching the end of its usable life. The current forklift was purchased used, its age is unknown and it has limited abilities. A replacement unit will allow for a newer model with fewer mechanical issues and offer more versatility.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?  
The package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Training/Special Operations Objective 2a, and Fleet Objective 1.

CREATED BY: Josh Freeman, Acting Assistant Chief - Training

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Special Operations  
**TITLE:** F-04: Stackable Boat Trailer For Station 72

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$25,000

NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:  
 Purchase a stackable boat trailer for Boat 72.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:  
 This purchase will allow for the boat response out of Station 72 to have the appropriate resource for incident demands. Currently, Boat 72 responds with an inflatable rescue boat. At times, the appropriate resource is a flood rescue boat. Currently, the flood rescue boats are deployed in groups of 4 and trailered as such. A rapid deployment of a flood rescue boat is not feasible with our current setup. The stackable trailer will allow crews from Station 72 to respond with both types of boats and deploy the most appropriate resource in an efficient manner.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?  
 This program supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Training/Special Operations Objective 2a; and Fleet Objective 1a.

CREATED BY: Josh Freeman, Acting Assistant Chief - Training

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Special Operations  
**TITLE:** F-05: Replacement Semi Truck

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$45,000

NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:  
Replacement semi truck for the Special Operations Division

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:  
The current semi truck used by the Special Operations Division is at the end of its usable life. The current semi truck was purchased used and is a 1981 model that has limited abilities. A replacement unit will allow for a newer model with fewer mechanical issues, offer more versatility and provide more safety during transportation.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?  
This package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Fleet Objective 1a; Operations Objective 1; and Training Objective 2a.

CREATED BY: Josh Freeman, Acting Assistant Chief - Training

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-13: SCBA Replacement and Upgrade

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: Finance and/or Reserve Use

FUNDING REQUESTED: Assistance to Firefighters Grant (AFG) 22.5% cash match: \$123,680; replace remaining inventory: \$1,074,000. One-time Payment: \$1,198,000; Five-Year Finance annual payment: \$258,318

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Replace 262 self-contained breathing apparatus and 500 cylinders. The Department applied for an AFG grant with other regional departments two years ago to replace end of service life equipment, and move us to a higher pressure cylinder and system to meet new NFPA standards. This grant was for 76 new complete SCBA units (Harness, MMR, Mask, and 2 cylinders each) and an additional 67 face pieces. The grant was funded and we have been awarded a \$538,535 grant - \$414,855 in grant funds and \$123,680 local cash match. To replace our entire inventory to match the new specification (safety issues) we will need to purchase an additional 156 SCBAs. This purchase to replace the inventory that was not included in the AFG grant will replace the rest of the rest of the aging SCBA equipment in the department. Lastly, with the change in SCBA specifications we will need to update our aging Rapid Intervention Crew Packs. This is included in the cost of the package.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Ensure current inventory of SCBAs is within NFPA and industry specs.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Administration Objective 8a; Operations Objectives 2c and 3a; and Training/Special Operations Objective 2a.

CREATED BY: Josh Freeman, Acting Assistant Chief - Training

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-14: Replace Two Type One Fire Engines

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER: Finance and/or Reserves

**FUNDING REQUESTED:** \$1,500,000 Total; financed payments of \$323,436 Annually

**NUMBER OF FTE REQUESTED:** 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Purchase two new type one fire engines, one for Fire Station 77 and one to replace Engine 46. A 5-year \$1,500,000 loan for Type I's would result in yearly payments of \$323,436 (\$299,999 in principal and \$23,437 in interest).

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The purchase of two new type one fire engines will provide Fire Station 77 with a new engine when it opens in the fall of 2020. Engine 46 is need of being replaced as it is greater than 10 years old in frontline service.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Values, and the Cosumnes Fire Department 2018-2021 Strategic Plan - Operations Objective 1; and Fleet Objectives 1a and 1b.

**CREATED BY:** Kevin McLean, Battalion Chief

**REQUESTED BY:** Troy Bair, Deputy Chief of Operations



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-15: Personal Safety System Harnesses

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$100,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Purchase and issue a Personal Safety System (PSS) Harness to all line personnel.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The Fire Department of New York (FDNY) and Petzl developed the Petzl EXO Personal Safety System (PSS) to provide firefighters with a means for safely exiting a hostile environment in a burning structure. This system is designed to be worn on the outside of the firefighter’s protective pants and under the turnout coat for easy access, for rapid deployment, and to protect the system from the fire atmosphere. This safety equipment will enhance the level of personal protective equipment on the fireground for firefighter survival, victim removal, and rapid intervention operations.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Administration Objective 8e; Operations Objectives 1b, 2b, and 2c.

CREATED BY: Kevin McLean, Battalion Chief

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Facilities  
**TITLE:** P-08: Recreation Facility Projects

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$73,700

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

- A. Elk Grove Park Strauss Island reroof. Remove and replace the existing 30+ year old roof material. Repair dry rot at eaves and fascia as needed. (\$5,200)
- B. Laguna Town Hall reroof (Year 1 of 3). (\$40,000)
- C. Beeman Center One Time Repairs and Maintenance. Remove siding on barn, paint interior, new flooring and new appliances. (\$28,500)

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Extend the life of the buildings, esthetically improvement for operation, programming and rentals. Eliminate an unhealthy maintenace issue.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Provide esthetically pleasing and safe facilities for the community. Meets District Goals #2 and #3.

CREATED BY: Priscilla Oliver, Facilities Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-11: Golf Restroom & Elk Grove Park Restroom/Changing Room

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$6,240 annual cost for lease; \$1,200 delivery fee; plus \$2,640 est. annual sewer/water. Costs will be within Golf (General Fund, \$10,080) and District Wide Elk Grove Park (L&L, \$10,080) budgets.

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Lease a 12'x44' office with restroom for the Elk Grove Park corp yard and the Emerald Lakes Golf Course. Units will be used by staff as a meeting/lunch room and restroom/changing room.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Providing this essential work environment will increase employee morale and potentially decrease staff turn over.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This item will be step one of meeting the Parks & Recreation Department's Strategic Plan # 2.4.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Director Jaclyn Moreno



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-12: Park Operations Lifecycle Projects

**TYPE OF PACKAGE:**

- ADD PACKAGE
- EFFICIENCY PACKAGE

**FUNDING SOURCE:**

- GENERAL FUND: ONE-TIME
- GENERAL FUND: ONGOING
- OTHER: L&L ONGOING

FUNDING REQUESTED: \$3,375,093

NUMBER OF FTE REQUESTED: 1 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Each year the Parks Operations Division undertakes projects based on the Asset Life Cycle Plan within the Park Maintenance Management Plan (PMMP). These projects include asset repairs and replacement. Some of the projects are one-time in nature others occur on a cyclable basis. There are 193 PMMP projects identified for the 2019-2020 Fiscal Year totaling \$3.6 million. Park Operation staff annually assess the condition of equipment and makes any necessary purchases. This year's purchases will include a high temperature steam weed abatement machine and a burrow blocker for ground squirrel control. Both items are new purchases intended to reduce pesticide use. The Administrative Analyst position will coordinate and execute the Park and Golf Operations procurement efforts; including writing professional services agreements, creating requests for proposals, auditing Calcard purchases and invoices to insure they coded correctly and that the purchase follows District purchasing policies, managing contract and purchase orders. Assists with asset management and coordinate all project purchases. Park and Golf Operations manages approximately 130 purchase orders annually totally \$4.5m and that level of purchasing requires more direct oversight. The Division created 52 contracts last fiscal year which does not include multi-year contracts already in place that need expenditure monitoring.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

We are committed to providing and maintaining a generationally equitable park system which requires an ongoing commitment towards asset repairs and replacement. Similarly, in order to maintain the system, equipment requisition and replacement is needed. Our commitment to environmental sustainability practices, motivates our need to use non-pesticides methods which can be accomplished by utilizing using high temperature steam for weed control and non-toxic methods of invasive squirrel control. The position requested will alleviate the time field staff spends on purchasing allowing for more time to accomplish projects. Central purchasing/contract service within Parks and Golf operations will increase transparency, reduce duplicated services, and reduce costs by the creation of long-term contracts, participation in CMAS, and the oversight of services to ensure staff's needs are met. Position will follow District wide procurement/contracts policies. Position will create accountability through the distribution of consistent RFPs, bids, etc.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The District's Goal #5 Financial Stability states the CSD will ensure its financial stability and accountability. With a \$25 million Landscape and Lighting budget, the District must deliver services and programs in a cost-effective manner, utilizing available resources, emphasizing efficiency and accountability in day-to-day operations. The 2018 CSD Parks and Recreation and Facilities Master Plan: Plan for Play, Goal #3 is to allocate staff and resources based on sound operational practices to ensure long-term operation and maintainability.

CREATED BY: Rachele Manges, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-16: Golf Equipment

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$54,460

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

- A. Back Lake Irrigation Pump Replacemnt (\$44,000)
- B. Toro Utility Unit and Toro Tee/Collar Mower (\$10,460)

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The back lake pump system is over 25 years old which requires annual repairs. It requires twice as much electricity to run (when compared to front pump) and staff must remove the pump from the lake in the winter due to flooding. A new system would be submersible. Staff is having trouble finding replacement parts for 12 year old Utility Unit and 20 year old Tee/Collar Mower. Replacement equipment are highly desired.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets District Goals #2 and #3 and the Parks & Recreation Strategic Plan #1.5, #2.2, and #4.7.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



# **DECISION PACKAGES**

Equity and Partnerships

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**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Human Resources  
**TITLE:** A-02: Diversity, Equity, and Inclusion (Training)

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$25,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Ongoing funding for Human Resources to provide training to educate staff about diversity, equity and inclusion.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The increased allowance of District wide training, especially for diversity, equity and inclusion, will help the District begin the steps to implement the District's 4 Equity Goals and Objectives.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This meets the Parks & Recreation Department's mission (At Cosumnes CSD, we provide exceptional parks and recreation services to our diverse Elk Grove community) and Strategic Plan Goal #1.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Director Orlando Fuentes



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Recreation  
**TITLE:** P-05: Free and Low Cost Events

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$20,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Increase General Fund allocation to allow Special Events team to create more free and low cost events. This includes the possibility of additional movie nights and concerts.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Increased engagement and participation by community members in a wider range of locations within the District.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets Parks & Recreation Department's Strategic Plan #1.1., 1.2, 1.8, 2.7, 3.5. in addition to meeting the new programming directions indicated in the 2018 Master Plan (neighborhood-scaled events, low-cost and no-cost programs, and parks as a programming venue).

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Recreation  
**TITLE:** P-07: City of Elk Grove Co-Produced Events

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$35,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

The Parks & Recreation Department’s Special Event section would like to co-produce diverse events with the City of Elk Grove, such as, but not limited to: Festival of Lights, Martin Luther King Breakfast, and Lunar New Year.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

This is a ‘win win’ situation for the CSD, City of Elk Grove and the Elk Grove community. The community will have the ability to participate and attend cultural focused events, which is what they voiced during the 2018 Master Plan. The CSD and City will join forces to produce and provide talented events that meet both agency’s high standards of customer service.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets the District’s Goal #1 and #4. In addition it meets the Parks & Recreation’s Strategic Plan #1.1, 1.5, 3.1, and 3.5.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Director Orlando Fuentes



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Parks Administrative Services  
**TITLE:** P-9: Community Support Program

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$65,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Purchase the following items for the Community Support Program: Online Grant and Special Event Permit software and additional event equipment.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Staff are currently restructuring the Community Support Program, Special Event Permit process, and Partnership Agreements. The implementation of software designed for the specific use of online grant and special event permit processing will 1) increase transparency, 2) provide efficiency and 3) allow staff to build inter-department and inter-government workflows. The process will be user-friendly and create accountability upon the customer; thus reducing staff time. To enhance and increase the Community Support Program in-kind grant offerings, staff are currently researching additional event locations, thus the need for additional event equipment.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

These changes will allow the District meet the Parks & Recreation’s Strategic Plan #3.3: Implement an equitable Partnership Program based on criteria consistent with the Department mission, vision and goals.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Director Orlando Fuentes



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Recreation Services  
**TITLE:** P-13: Expanding Scholarship Opportunities

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$60,000

NUMBER OF FTE REQUESTED: 0.25 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Provide an annual \$60,000 scholarship fund for the community to apply for. Scholarship will have set criteria and application standards. Funds awarded will cover the cost of CSD program and any necessary supplies required to participate.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Staff would like to further support awardees by funding some (or all) of the supplies needed to participate in a CSD activity. For example: an awardee that receives funding for summer swim lessons would also receive a scholarship to purchase a swim suit, towel, goggles, swim cap, t-shirt, sunscreen, and a bag to carry all items. The same concept would apply if an awardee was looking to receive a scholarship in sports. If the family wished to receive a scholarship in pre-school, staff would provide a yearlong scholarship at a discounted rate. This scholarship would also cover any material or field trip fees associated with the program. Access to a well-balanced preschool program allows children an early opportunity to play and explore and a foundation to succeed in academics. Providing scholarships for low income families will have lasting effects such as increasing the odds of high school graduation. Recreation programs provide opportunities for communities to connect and come together.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Expanding scholarship opportunities will provide recreation experiences to our diverse community, assist in helping breakdown social economic barriers, deliver opportunities for health and wellness, and foster a diversity of social interaction.

CREATED BY: Mike Dopson, Director of Recreation and Community Services; Angela Newman, Recreation Manager

REQUESTED BY: Director Jaclyn Moreno



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## **DECISION PACKAGES**

Organizational and Personnel Management



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**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Finance  
**TITLE:** A-05: Restore Purchasing & Contract Manager (Management Analyst)

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$110,000

NUMBER OF FTE REQUESTED: 1 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Position will supervise District's purchasing functions, contract oversight; coordinate purchasing activities; serves as a technical procurement / contract resource for management staff and employees; is the subject matter expert authority that performs management of purchasing / contract administration of District projects and provides highly responsible staff assistance to the Finance Manager. Salary estimated at Step 4 (\$80,940 plus Benefits).

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Central purchasing/contract service area will increase transparency, reduce duplicated services, and reduce costs by the creation of long-term contracts, participation in CMAS, and the oversight of services to ensure staff's needs are met. Position will create/follow District wide procurement/contracts policies. Position will create accountability through the distribution of consistent RFPs, bids, etc.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The District's Goal #5 Financial Stability, states the CSD will ensure its financial stability and accountability. With a \$92.9 million General Fund operating budget and a \$25 million Landscape and Lighting budget, the District must deliver services and programs in a cost effective manner, utilizing available resources, emphasizing efficiency and accountability in day-to-day operations.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** All  
**TITLE:** A-07: Evaluation Software

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER:

FUNDING REQUESTED: \$17,000

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

The District recognizes that its success is dependent on the success of its employees. Retaining, managing, and helping each talent grow is a challenging task as it takes more time and commitment from both the employer and employee.

The use of evaluation software is a way for staff to regularly identify and record positive employee traits, help employees work on areas that need improvement, and work with employees to set goals for career development. An evaluation software will facilitate the improvement of employee’s morale and avoid unrealistic assignments that lead to fall in productivity.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

An ideal, electronic replacement system shall provide the capacity of tie knowledge, skills and abilities or competencies, goals, metrics, action plans and log events together as they relate to an employee’s job classification and duties for the purpose of providing employees with performance appraisals. A system should also include the availability to develop unique evaluation form templates that can be assigned to individual employees.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

An evaluation software package supports the District’s mission and vision by retaining the best staff, succession planning, and opportunities for staff development.

CREATED BY: Eileen Alcanices, Executive Assistant

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Human Resources  
**TITLE:** A-08: Employee Assistance Programs

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$0

NUMBER OF FTE REQUESTED: 0.0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Evaluate alternatives to our current Employee Assistance Program and select a provider that has increased options for public safety and lifeguard personnel.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Evaluate alternatives; likely net 0 cost to switch providers, but will need to be done at the beginning of the Fiscal Year.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Joshua Green, General Manager

REQUESTED BY: Director Rod Brewer



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Administration  
**TITLE:** A-09: Risk Manager

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$110,000

NUMBER OF FTE REQUESTED: 1.0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would add a general funded, full-time employee, Risk Management Analyst within the Administration division. The cost includes: \$80k salary increase and \$30k benefit increase.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The Risk Manager would would implement policies and conduct trainings that help reduce District overall risk, investigate and assess potential risks for assigned projects, and propose solutions for minimizing risk and liability. This position would include insurance, health and safety policies, disaster recovery measures and business continuity plans.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Finance  
**TITLE:** A-12: PT to FT for Finance

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$52,096

NUMBER OF FTE REQUESTED: .25 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would convert a part-time Office Specialist I working 32+ (.75 FTE) to a full-time position (1.0 FTE) for a net increase of 0.25 FTE. The cost includes: \$17k salary increase and \$35k benefit increase.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The District would solidify the Accounts Payable/Receivable team with adequate back-up and support. This position will also support the Finance Manager with financial duties and projects.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Jeremy Edwards, Finance Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Administrative Services  
**DIVISION:** Human Resources / Training  
**TITLE:** A-13: Professional Growth and Succession Program

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$40,000

NUMBER OF FTE REQUESTED: 0.25 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

To initiate an on-going staff training program for new and existing employees with a base level of training that serves to reinforce the CSD culture. Additionally, the program will ultimately provide training for existing employees to continue their career development and assist in both retaining valuable employees, and further our succession planning efforts.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

To prepare staff at all levels for advancement within the profession. This training academy is set up in a university format where you have a number of courses in a progressive series to capture all levels. The levels are intended to address the different career development needs within the organization.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

We are providing professional development growth opportunities to staff so they can better serve our diverse population, as well as help prepare the District for long term sustainability and succession planning

CREATED BY: Mike Dopson, Director of Recreation and Community Services

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Multiple  
**DIVISION:** Multiple  
**TITLE:** A-16: Conversion of 35+ hr/wk positions to Full-Time (General Fund)

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TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$168,538

NUMBER OF FTE REQUESTED: 0.835 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would convert all existing general funded, part-time employees working 35+ (4.165 FTE) to full-time positions (5.0 FTE) for a net increase of 0.835 FTE. These positions, are primarily in Assistant Recreation Coordinator positions. The cost includes: \$60k salary increase and \$108k benefit increase. It should be noted, that 1 of the FTE would be located in the Administrative Department in the Facilities Division.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The District would convert 2 positions at the Golf Course, 2 positions within Recreation, and 1 position within Facilities (Admin) to full time. It isn't likely that we would see the increase in hours available, as effective working time would decrease with accrued leaves.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life. This also supports Parks & Recreation Strategic Plan items: 1.6, 3.3, 3.1, 1.1, 4.1 & 4.8

CREATED BY: Joshua Green, General Manager

REQUESTED BY: Director Jaclyn Moreno



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Fleet Maintenance  
**TITLE:** F-07: Addition of General Mechanic I

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$89,243

NUMBER OF FTE REQUESTED: 1 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:  
Add an additional General Mechanic I position

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:  
Currently the Fleet Maintenance Division is supported with one General Mechanic III, one General Mechanic II, and three General Mechanic I's. In an effort to support our increasing workload and provide personnel with training and the opportunity for succession planning the addition of a General Mechanic I will provide the resources to achieve those results. This will also prepare the division for potential upcoming retirements.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?  
The package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Administration Objectives 2a and 2b, and Fleet Objective 2c.

CREATED BY: Paul Zehnder, Deputy Chief of Administration

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** EMS & Training Divisions  
**TITLE:** F-08: EMS Captain – Convert from EMS Specialist

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$59,814

NUMBER OF FTE REQUESTED: 0 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Add one staff Captain/Paramedic to the EMS Division, and add one any-rack Training Specialist in the Training Division.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The EMS Captain position would replace one of the any-rank EMS Specialist in the EMS Division. In considering this add, all Fire Captains are currently eligible to bid the EMS Specialist position and would be compensated for a day-shift assignment as stipulated in the MOU. It is important to note that no Fire Captains applied for these position. The any-rank Training Specialist will offset the workload within the Training Division as it relates to the administration of recruit academies, probationary evaluations, promotional examinations, training mandates, daily/weekly/monthly training and drills for all personnel, and succession and mentoring

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Vision, and Cosumnes Fire Department 2018-2021 Strategic Plan – EMS Objectives 1a, 1c, and 3a, and Training/Special Operations Objectives 3a and 3b.

CREATED BY: Brett Shurr, Acting Assistant Chief – EMS

REQUESTED BY: Director Rod Brewer



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** EMS  
**TITLE:** F-09: Additional Medic Unit Firefighter/Paramedics

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER: Amb Transport Revenue

**FUNDING REQUESTED:** \$635,671 in Fiscal Year 2020; \$426,954 in one-time academy costs, and \$208,717 for 4 months of service costs (\$358,717 offset by a projected revenue of ~\$150,000). The ongoing costs in FY21 are projected to be \$1,076,153, which will be nearly offset by ambulance transport revenue.

**NUMBER OF FTE REQUESTED:** 6 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**  
 Add six fulltime firefighter/paramedics to Academy 19-01 to fully implement an additional Medic Unit.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**  
 Currently, five of the seven ambulances experience a unit-hour-utilization of more than 40% and one that is consistently above 50% (Medic 74 was 57 % in February 2019). This is not sustainable and places an excessive burden on personnel as well and the EMS system. The general fund allocation will be greatly reduced by ambulance transport revenue once the unit is staffed and operational. The costs associated with the hiring of personnel to staff this additional unit is shown in the Decision Package Form for Academy 19-01 (F-12).

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**  
 This Package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Operations Objectives 1a and 1b; and EMS Objective 1c.

**CREATED BY:** Troy Bair, Deputy Chief of Operations

**REQUESTED BY:** Director Jaclyn Moreno and Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-10: 24-Hour Shift Battalion Chief (Restore)

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER:

**FUNDING REQUESTED:** \$470,405 in Fiscal Year 2020; \$213,477 in one-time academy costs, and \$256,928 for 4 months of service costs. The ongoing costs in FY21 are projected to be \$774,390.

**NUMBER OF FTE REQUESTED:** 3 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**  
 The addition of a second on-duty 24 hour shift battalion

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**  
 To restore the second Battalion Chief position lost during the recession and more effectively manage the personnel assigned to the shifts each day. Currently our Shift Battalion Chiefs manage 16 companies each day. The ideal span of control for one person in the emergency setting is 3-7 companies. With the increasing workload on our shift BC's they are working at well above their capacity and can't continue to do so for a long period of time without some relief. The costs associated with this hiring represent the ongoing costs of three battalion chiefs salaries and benefits. The costs of onboarding individuals to backfill for these positions are referenced in the Decision Package Form for Academy 19-01.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**  
 This package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan - Administrative Objectives 2a and 2b; Operations Objectives 1b, 2c, 2d, 4a, 4b, and 5a; and Emergency Medical Services Objective 1c.

**CREATED BY:** Troy Bair, Deputy Fire Chief - Operations

**REQUESTED BY:** Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-11: 4<sup>th</sup> Firefighter on Engine 45

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$367,846 in Fiscal Year 2020; \$213,477 in one-time academy costs, and \$154,369 for 4 months of service costs. The ongoing costs in FY21 are projected to be \$463,107

NUMBER OF FTE REQUESTED: 3 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Increase the staffing level on Engine 45 from a three person company (fire captain, fire engineer, and firefighter), to a four person company (fire captain, fire engineer, and two firefighters).

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The staffing levels at Station 45 and 46 in Galt are identical to Station 71, 72, 73, and 76 in Elk Grove, higher staffed by two personnel per shift than Station 75 in Elk Grove (no ambulance), and less than Station 74 in Elk Grove (Truck company). Historical data shows that Station 45 responds to an average 10-15 structure fires and vehicle accidents requiring extrication per year - This is equivalent to 0.0005-0.00075% of the annual Fire Department call volume. The City of Galt is currently protected by one firefighter per 2,600 residents. The City of Elk Grove is currently protected by one firefighter per 5,677 residents. This package will increase protection level in Galt to one firefighter per 2,363 residents: More than double the level provided in Elk Grove. This add will not increase ambulance staffing to address unit-hour-utilization (UHU) impacts, it will not alleviate the impacts of increased call volume on personnel, and it will not mitigate the mandatory overtime demands on personnel.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Vision, and Cosumnes Fire Department 2018-2021 Strategic Plan – Operations Objective 1b.

CREATED BY: Michael McLaughlin, Fire Chief

REQUESTED BY: Director Rod Brewer



**FISCAL YEAR:** FY 19-20  
**DEPARTMENT:** Fire  
**DIVISION:** Operations  
**TITLE:** F-12: Academy 19-01 to fill 13 Projected Vacancies

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$1,173,467 (Academy Costs: \$248,400 and Per Recruit Costs: \$71,159)

NUMBER OF FTE REQUESTED: 0 new FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Initiate Recruit Academy 19-01 with a projected start date of 9/9/19 and a graduation date of 2/21/20

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Recruit Academy 19-01 is intended to fill current and projected vacancies as well as filling new positions within the Operations Division of the fire department. Six vacancies exist currently; we project two more retirements before the end of April 2019, and five more before the end of FY20. This means that the Department must hire and hold an academy to maintain the existing minimum staffing levels and meet the approved roster staffing level requirements of the SAFER grant. In addition to the 13 attrition positions, the Department is looking to hire 6 for an additional ambulance (F-09) and 3 to restore the 24 hour shift Battalion Chief that was cut in 2010 (F-10). See the attached documents for the breakdown of potential academy staffing options. Some of the cost of an academy are one time costs associated with hiring, staffing the academy, and training the recruits. The salary and benefit costs of the recruits are ongoing. Therefore, as noted above, the costs associated with an academy are both one time and ongoing in nature.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This Package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Operations Objectives 1a, 1b, and 2c.

CREATED BY: Josh Freeman, Acting Assistant Chief - Training

REQUESTED BY: Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Fire  
**DIVISION:** Training  
**TITLE:** F-16: Training Specialist Position

---

**TYPE OF PACKAGE:**  
ADD PACKAGE  
EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
GENERAL FUND: ONE-TIME  
GENERAL FUND: ONGOING  
OTHER:

**FUNDING REQUESTED:** \$128,159 in Fiscal Year 2020; \$71,159 in one-time academy costs, and \$57,000 for 4 months of service costs. The ongoing costs in FY21 are projected to be \$170,000

**NUMBER OF FTE REQUESTED:** 1 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Bolster the staffing in the Training Division with the addition of an any-rank rotational Training Specialist position

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

This position will assist the division by allowing for appropriate project/program distribution.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This package supports the District Mission and Vision, and the Cosumnes Fire Department 2018-2021 Strategic Plan – Training/Special Operations Objectives 3a and 3b.

**CREATED BY:** Josh Freeman, Acting Assistant Chief

**REQUESTED BY:** Michael McLaughlin, Fire Chief



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-04: Replace Park Contract Maintenance with In-House Staff

---

**TYPE OF PACKAGE:**  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

**FUNDING SOURCE:**  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: L&L One-Time & Ongoing

**FUNDING REQUESTED:** \$ 252,000 Start up cost, \$3,280,000 annual cost

**NUMBER OF FTE REQUESTED:** 26 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Park and trail maintenance for the District’s 98 parks and trails is currently being performed by a contractor. The contract is in year three of a five-year agreement which is renewed January 1, annually. This proposed package studies the cost of bringing the maintenance of the park and trail system in-house utilizing full time staff at existing classifications. This in-house proposal is based on the staffing level and equipment plan the current contractor provided in their contract proposal. Per contract specifications, the contractor is currently responsible for mowing, pruning, fertilization, pesticide application, irrigation repairs, litter and trash control, and hardscapes. Current landscape maintenance service levels would be followed if landscape maintenance were to be performed in-house.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Bringing the maintenance of park and trail landscape in-house would establish additional full-time opportunities for current part-time staff. There would be a large start-up cost to purchase equipment. Although identified as an upfront cost, equipment will also need to be replaced as it reaches its useful life. A 10% contingency was added both to the start-up costs and annual costs to account for miscellaneous expenses such as fuel for equipment and trucks, certifications and licenses for staff, and equipment maintenance. Additional staff and equipment would necessitate additional space, facilities, vehicles. Additional personnel positions would be part of the Teamster’s labor union. This contract is currently in negotiations, and staff costs may as a result. The current annual cost of the Park and Trail maintenance contract is \$1,481,084 with an annual CPI increase. This proposal would exasperate the current overcrowding the District’s two Park Operations Corp yards.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

The current method of contracting out the maintenance of parks and trails is in line with the Park & Recreation Goal #4 ensuring a Sustainable Park and Recreation System and the District’s Goal #5; Financial Stability. Many of the Landscape and Lighting District Benefit Zones are not financially sustainable long-term, and the additional cost of bringing these maintenance activities in-house would only expedite funding shortfalls. Because our analysis shows the cost of in-house landscape maintenance is considerably higher than contracted landscape maintenance, it may be counter intuitive to the above goals if in-house maintenance were to be implement.

**CREATED BY:** Rachele Manges, Sr. Management Analyst

**REQUESTED BY:** Director Jim Luttrell



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Parks Administrative Services  
**TITLE:** P-06: Facility Supervisor (Front Office/Rentals)

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$99,661

NUMBER OF FTE REQUESTED: 1 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Addition of one full-time Facility Supervisor staff within front office/rental service area for the Parks & Recreation Department. Salary estimated at Step 4 (\$77,532 plus Benefits).

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Current Recreation Manager has eight direct reports, all under a Supervisor level. The creation of a Facility Supervisor will alleviate the direct reports to two and create a direct succession plan within the front office/rental service area. In addition, the Supervisor will manage the increase of Department rentals (Beeman/Morse), manage staff at CSD and City sites, and allow the Recreation Manager to focus on program implementation and registration software management for the entire Department.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

Meets the Parks & Recreation's Strategic Plan #4.8: Attract and retain the best staff through appropriate compensation, training, resource provision, succession planning, and opportunities for individual development.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Parks Administrative Services  
**TITLE:** P-10: Restore Management Analyst Position (Special Projects)

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER:

FUNDING REQUESTED: \$110,000

NUMBER OF FTE REQUESTED: 1 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

Restore the Management Analyst position, the Department previously had pre-recession, to support staff with department and district wide special projects. Salary estimated at Step 4 (\$80,940 plus Benefits).

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Position will help the Department and District meet the objectives and actions within the 2019-2022 Strategic Plan and 2018 ten-year Master Plan. Such projects include the following: Beeman Recreation Center business plan, update of District and Department policies and procedures, agency accreditation through the National Recreation and Parks Association, 2018 Master Plan Districtwide Recommendations, and oversight of tracking and reporting of the Department Strategic Plan.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

In order to meet the needs of the growing diverse community, the reinstatement of analytical staff is needed. The addition of the position will help the District and Department meet Goal #1 and #4 while meeting numerous Parks & Recreation’s Strategic Plan objectives.

CREATED BY: Carolyn Baptista, Sr. Management Analyst

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20

**DEPARTMENT:** Parks & Recreation

**DIVISION:** Multiple

**TITLE:** P-14: Assistant Recreation Coordinator (PT) Conversion to Recreation Coordinator (FT)

---

**TYPE OF PACKAGE:**

- ADD PACKAGE
- EFFICIENCY PACKAGE

**FUNDING SOURCE:**

- GENERAL FUND: ONE-TIME
- GENERAL FUND: ONGOING
- OTHER:

FUNDING REQUESTED: \$318,734

NUMBER OF FTE REQUESTED: 2.65 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would convert all existing Part-Time Assistant Recreation Coordinators (6.35 FTE) to Full-Time Recreation Coordinators (9.0 FTE) for a net increase of 2.65 FTE. Assistant Recreation Coordinators largely perform the same work as Recreation Coordinators including scheduling other part-time staff, approving payroll, contract oversight, evaluations of other employees, etc. By adding 2.65 FTE, we would ensure that none of our current employees would be negatively impacted. The cost includes: \$127k salary increase and \$192k benefit increase. It should be noted, that 1 of the FTE would be located in the Administrative Department in the Facilities Division.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

The District would discontinue use of the Assistant Recreation Coordinator PT job description. With the additional 2.65 FTE, the Parks Department would be able to utilize each Assistant Recreation Coordinator for an additional ~4-10 hours per week to accomplish items related to the Department Strategic Plan including Active Adult Programming, Volunteer Coordination, and Teen Programs.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life. This also supports Parks & Recreation Strategic Plan items: 1.6, 3.3, 3.1, 1.1, 4.1 & 4.8

CREATED BY: Joshua Green, General Manager

REQUESTED BY: Joshua Green, General Manager



**FISCAL YEAR:** FY 2019-20  
**DEPARTMENT:** Parks & Recreation  
**DIVISION:** Park & Golf Operations  
**TITLE:** P-15: Conversion of 35+ hr / wk Positions to Full-Time (L&L)

---

TYPE OF PACKAGE:  
 ADD PACKAGE  
 EFFICIENCY PACKAGE

FUNDING SOURCE:  
 GENERAL FUND: ONE-TIME  
 GENERAL FUND: ONGOING  
 OTHER: L&L

FUNDING REQUESTED: \$142,712

NUMBER OF FTE REQUESTED: 0.651 FTE

**BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:**

This package would convert all existing landscape and lighting funded, part-time employees working 35+ (3.349 FTE) to full-time positions (4.0 FTE) for a net increase of 0.651 FTE. The cost includes: \$55k salary increase and \$87k benefit increase.

**BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:**

Currently, the District is negotiating with Teamsters. One component of the negotiations the District is proposing includes an apprenticeship program. One mechanism for these conversions would be to bargain that apprenticeship program in place, and convert these four positions through that process.

**HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?**

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life. This also supports Parks & Recreation Strategic Plan items: 1.6, 3.3, 3.1, 1.1, 4.1 & 4.8

CREATED BY: Joshua Green, General Manager

REQUESTED BY: Director Jaclyn Moreno

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## FINANCIAL POLICIES

The following are the Board-adopted financial policy statements which are the general principles by which the District is guided in its management of public affairs. District standard operating procedures are in place for the implementation of the policies, as needed.

### ANNUAL BUDGET

The Board will adopt a balanced budget annually to ensure needed services provided to the community are within available resources. The budget will be adopted on or before September 1 of each year and will be effective July 1 of the current year to June 30 of the following year. A preliminary budget will be adopted each year by June 30 to provide authorization to pay bills.

The annual budget document will:

- Be a comprehensive financial plan indicating expected revenues and expenditures in which current year operating expenses are fully funded by current year revenues and identified undesignated/unreserved fund balances.
- Identify capital projects, including anticipated expenses and current and/or reserved fund balances.
- Outline resources necessary to carry out activities consistent with policies and goals set by the Board of Directors.
- Identify fiscal year service levels, goals, and performance measures.
- Be prepared in compliance with generally accepted accounting and budgeting standards for special districts and Government Code 61110.

The General Manager is authorized to implement the programs as approved in the adopted budget. It is the responsibility of the General Manager to establish adequate controls to ensure expenditures do not exceed the approved appropriations.

A transfer of appropriations requires Board authorization. The Board may amend the annual budget at any time by resolution in accordance with the regulations established in Government Code 61111(a).

### LONG TERM FINANCIAL PLANNING

The District will maintain long-term financial plans that project major revenue and expenditures, and identify long-range plans for a minimum of five years. In addition, the District will proactively plan for potential liabilities (i.e., leave payouts, pension plan costs, retiree health costs) in the long-term financial plan. The financial plans will be updated and reviewed by the Board annually.

- Five-year projections for major revenue and expenditure categories will be developed by the General Manager annually. Five-year financial projections shall be reviewed and amended as necessary each year. The District will adhere to the General Fund Allocations determined and approved by the Board in the five-year financial projections.
- A five-year Capital Improvement Plan will identify long-range plans for physical development including construction of new facilities and structures and renovation of existing facilities and structures. The Capital Improvement Plan will prioritize capital projects, provide cost estimates and identify funding sources. Projects must receive Board approval before inclusion in the annual budget.
- Potential liabilities will be included in the five-year projections.

## FINANCIAL REPORTING

The General Manager will maintain an accounting system adequate to provide all of the data needed to allow for the timely preparation of financial statements in conformity with generally accepted accounting principles (GAAP), issue timely financial statements in conformity with GAAP as part of the Comprehensive Annual Financial Report, and have those statements independently audited in accordance with generally accepted accounting standards.

## INTERNAL CONTROLS

The District will have reliable internal controls in place that will ensure compliance with applicable laws and policies, adequately safeguard District assets, and ensure proper and accurate reporting of District financial activities. The internal control system will include segregation of duties, authorization procedures, documentation and record retention, reconciliation, and review and security measures.

## BASIS OF ACCOUNTING

The accounts of the District will be organized on the basis of funds, each of which will be a separate accounting entity. The operations of each fund will be accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Governmental resources are allocated to and accounted for individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Operating budgets are prepared on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period and expenses are recognized in the period in which the related liability is incurred.

The General Fund will be the District's primary operating fund used for all activities of the general government. In addition, the District will also report the Capital Project Fund, Debt Service Fund, Landscape and Lighting Special Revenue Fund and the Foundation Special Revenue Fund.

- **Capital Project Fund** - Used to account for financial resources to be used for the acquisition or construction of major capital facilities, which are financed from the District's Certificate of Participation issues or capital lease financing arrangements.
- **Debt Service Fund** - Used to account for the accumulation of resources for, and the payment of, principal and interest on long-term debt.
- **Foundation Special Revenue Fund** - Used to account for revenues of the Cosumnes Legacy Foundation, which are legally restricted to expenditures approved by the Foundation board.
- **General Fund** - Used for all activities of the general government, except those required to be accounted for in another fund.
- **Landscape and Lighting Special Revenue Fund** - Used to account for the proceeds of specific landscape and lighting revenue sources that are legally restricted to expenditures for specific purposes. The transactions of the District Wide L&L Assessment District are recorded by the respective zones of benefit within the Special Revenue Fund. However, the zones of benefit do not represent separate special revenue funds

## REVENUE

The District will protect and maximize reliable revenue streams, seek and analyze new revenue sources, and strive to diversify revenue sources to manage individual source fluctuations. To ensure long-term financial stability, revenue estimates will be prepared on an annual basis during the budget process and major revenue sources will be projected for a minimum of five years ahead.

### Limits on Revenue Use

- Revenues from one-time or limited duration sources will be used for one-time or limited duration expenditures and not for support of ongoing operating costs. One-time or limited duration expenditures include start up costs, early debt retirement, capital improvement related items, equipment, budget stabilization, and reserve establishment or increase. If the General Manager determines that one-time revenues are needed to correct a budget imbalance, the five-year projection must demonstrate that the operating deficit will not continue.
- Revenue in excess of amounts anticipated will be used for one-time or limited duration expenditures and not for support of ongoing operations. Base operating budget items will have first priority for funding considerations. Once the base operating budget items are funded, the General Manager, in concurrence with the Board, will determine the District's priority needs.

### Revenue Sources

- **Property Tax** - Under California law, property taxes are assessed and collected by the County of Sacramento up to 1% of the full cash value of taxable property, plus other increases approved by the voters and distributed in accordance with statutory formulas. Property tax assumptions from the Sacramento County Assessor's Office are based on inflation factors, resale values and new development trends within the community and region. The County Auditor Controller notifies all taxing entities in March and November of each year with estimates of actual property tax collections, which are compared to the District estimates and adjusted as needed in the five-year projection.
- **Quimby Act Fees** - Collected from developers in lieu of land dedication for parks and recreation facilities. The revenues must be used "for the purpose of developing new or rehabilitating existing neighborhood or community parks or recreational facilities to serve the subdivision." California Government Code Section 66477 provides the authority and formula for the dedication or the payment of fees for subdivisions.
- **Park Development Impact Fees (Park Fee)** – A revenue source approved as part of a Public Facility Financing Plan. These fees are collected from developers at the time a building permit is issued. The revenue must be used to benefit the residents of the planning area from which the fees were collected.
- **CSD Fire Fee Program** – Fees collected for critical infrastructure, such as fire stations and apparatus, through several finance plans designed to allow the Department to keep pace with the growing demands of the community.
- **Ambulance Transport Fees** - Ambulance transport is a key component of the Fire Department's Advanced Life Support services and comprehensive paramedic program. Fees charged for this service are in a manner consistent with the ambulance transport profession. In most cases, insurance plans pay for the service. The CSD Fire Department collects approximately 71 percent of the charges assessed.
- **Fire Protection Systems and Fire Code Plan Review and Construction Inspection Fees** - The CSD Fire Department has a Fire Prevention Division providing full plan review and construction inspection services to developers, construction companies, and the community for building plans. The Division concentrates on fire protection systems and Fire Code requirements when reviewing plans and conducting inspections. Fees are charged for this purpose as allowed by the Health and Safety Code.
- **Mello Roos Special Taxes** - Special taxes collected by the County of Sacramento via annual property tax bills. The special taxes may be used for projects approved by the County and administered by the CSD. California Government Code Section 53311 et seq. allows local government to establish a Mello-Roos special tax district in a developing area to finance specific public facilities and services needed by that particular area. Funds must be used for the specified approved project.



- **Grant and Foundation Funds** - Funding opportunities for park amenities, renovation projects and programming through grants and foundation funding.
- **Reserve Funds** - Funds identified during the CSD budget process for specific projects.
- **Recreation Fees** - fees for participation in recreation activities and programs, for the rental of facilities and for picnic area reservations. Fees are based on Board approved cost recovery methodology.
- **Other Revenue Sources** - Additional revenues from a variety of other sources such as funds from government agencies, donations, operational savings (such as insurance premium refunds), and proceeds from the occasional sale of equipment.

## FEE ESTABLISHMENT

The District will establish user fees, fees for service and Park Impact Fees based on the full cost of providing the service, which will include direct, indirect, and capital costs. Costs can be excluded from the full rate of providing the service if the cost is covered by a one-time or limited duration revenue. No fee shall exceed the costs reasonably borne by the District in providing the service (Gov Code 61123). User fees and fees for service evaluated regularly and, if necessary, adjusted to assure sufficient revenue will be generated to meet service delivery costs. A Nexus Study must be completed to justify Park Impact Fees. Fees may be subsidized, in part or in whole, from the General Fund when the Board determines that full or partial payment would not be in the public’s best interest.

### Definitions

- **User Fees** - A fee charged for the use of a product, service or facility. A rental fee is an example of a user fee.
- **Fees for Service** - A fee charged for specific services. Ambulance transport fees and plan review fees are examples of fees for service.
- **Park Impact Fee** – A fee approved as part of Public Financing Plan. These fees are collected from developers when a building permit is issued.

## RESERVES

The Board may establish designated reserves to ensure sufficient funding to meet operating, capital, debt service, and long-term liability cost obligations. The funds in designated reserves will be used for the exclusive purpose for which the Board established the reserve. Reserves must be maintained as part of the annual budget in accordance with Government Code 61112(a). Appropriations or use of funds from any designated reserve requires Board action.

### Board Designated Reserves

- **The Emergency Operating Reserve** will be maintained at a minimum of eight percent of the annual property tax collections and may be used for unforeseen circumstances in which there is a threat to life, health, or property, or when a significant interruption of services is imminent.
- **Capital Reserves** will be maintained for capital improvements to facilities and apparatus replacement.
- **The Budget Stabilization Reserve** may be used to ensure stability during economic downturns or financial emergencies. The Reserve may be used to maintain current levels of service only. When the Budget Stabilization Reserve is used, a multi-year plan must be in place to restore a balanced budget and, if necessary, the Budget Stabilization Reserve.



## INVESTMENTS

The District Treasurer has the authority to invest and reinvest all funds of the Cosumnes Community Services District. Each transaction and the entire portfolio must comply with California Government Code Section 53601, et seq., and Section 53635, et seq.

District funds not currently needed for District operations will be prudently invested to earn a reasonable return. The specific objectives for all District investments are ranked in order of importance:

1. Safety of Principal
2. Liquidity
3. Public Trust
4. Maximum Rate of Return

## DEBT SERVICE

The Board will consider the use of debt financing for capital asset acquisitions only. Debt financing will not be used for recurring purposes such as current operating and maintenance expenditures. All current expenses will be financed with current available funds whenever possible; however, temporary debt of a short-term nature may occasionally be necessary for the operations due to lack of cash availability.

The District will consider debt financing under the following circumstances:

- The project is necessary to meet service requirements; and
- The term of the debt is not greater than the tangible life of the acquisition; and
- Reliable revenues or resources will be sufficient to service long-term debt.

All debt shall be issued in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.

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## ACRONYMS

AED	Automated External Defibrillator
ALS	Advanced Life Support
ASA	Amateur Softball Association
CA	California
CAFR	Comprehensive Annual Financial Report
CALSAC	California School Age Consortium
CALPERS	California Public Retirement System
CERT	Community Emergency Response Team
CIP	Capital Improvement Plan
COLA	Cost of Living Allowance
CPR	Cardio Pulmonary Resuscitation
CPRS	California Park and Recreation Society
CQI	Continuous Quality Improvement
CRC	Cosumnes River College
CSD	Community Services District
CSMFO	California Society of Municipal Finance Officers
CSP	Community Support Program
EAP	Employee Assistance Program
EG	Elk Grove
EGUSD	Elk Grove Unified School District
EGYSA	Elk Grove Youth Sports Association
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
FICA	Federal Insurance Contributions Act
FT	Full Time
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GEMT	Ground Emergency Medical Transport
GFOA	Government Finance Officers Association
GIS	Global Information Systems
GSSA	Greater Sacramento Softball Association
HR	Human Resources
L & L	Landscape and Lighting

MEO.....	Management Employees Organization
NAEYC.....	National Association for the Education of Young Children
NYSCA.....	National Youths Sports Coaching Association
OSHA.....	Occupational Safety Hazards Administration
PDC.....	Performance and Development Coordinator
PERS.....	Public Employees Retirement System
PGA.....	Professional Golf Association
PT.....	Part Time
RDA.....	Redevelopment Agency
SB2557.....	Senate Bill 2557
SCBA.....	Self Contained Breathing Apparatus
SCUBA.....	Self Contained Underwater Breathing Apparatus
SWPPP.....	Storm Water Pollution Prevention Plan
YTRS.....	Youth and Teen Recreation Services

## GLOSSARY

**Accrual Basis of Accounting** – The accounting basis used by the Cosumnes Community Services District under which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

**Ambulance Fees** - Revenue received from charges incurred for ambulance services provided by the Fire Department.

**Appropriation** – An authorization granted by a legislative body to incur obligations and to make expenditures for specific purposes. This is usually time limited and must be used by a specific deadline.

**Asset** – Resources owned by the Cosumnes Community Services District that have monetary value.

**Authorized Positions** – Currently funded positions or a position that has been unfunded for less than two fiscal years.

**Available Fund Balance** – Amount of fund balance available for use after deducting encumbrances and reserves.

**Bond** – an interest-bearing promise to pay a stipulated sum of money, with the principal amount due on a specific date. Funds raised through the sale of bonds can be used for various public purposes.

**Budget** – A balanced financial plan for a given period of time, which includes appropriations and revenues which finance the various District funds. The District's budget is considered to be a spending plan and a policy guide.

**Capital Improvements** – Expenditures related to the acquisition, replacement, or improvement to Cosumnes Community Service's District's infrastructure.

**Capital Improvement Program (CIP)**– A long range construction plan to be incurred each year over a number of years to meet the capital needs of the Cosumnes Community Services District for the benefit of the community as a whole.

**Capital Project** – Major construction, acquisition, or renovation which increases the useful life of the District's assets or adds to the value of physical assets.

**Census** – The official decennial enumeration of the population conducted by the federal government.

**Community Facilities District** – Under the Mello-Roos Community Facilities Act of 1982, a legislative body may create within its jurisdiction a special district that can issue tax-exempt bonds for the planning, design, acquisition, construction, and/or operation of public facilities, as well as provide public services to district residents. Special tax assessments levied by the district are used to repay the bonds.

**Contingencies** – A budgetary provision representing that portion of the financing requirements set aside to meet unexpected expenditure requirements.

**Dedication** – The turning over by an owner or developer of private land for public use, and the acceptance of land for such use by the governmental agency having jurisdiction over the public function for which it will be used.

**Departments** – Organizational unit grouping like programs together. Cosumnes Community Services District Departments include Administrative Services, Fire, and Parks & Recreation.

**Depreciation** – The expense incurred with the expiration of a capital asset.

**Direct Costs** – Operational expenditures that directly relate to specific revenues. Some of these may include water purchases, energy purchases, and sewer charges.

**Employee benefits** – Contributions made by the Cosumnes Community Services District to meet the needs of District employees and retirees. These benefits include medical, dental, vision, pension (PERS), life insurance, workers compensation, and employee assistance programs.

**Encumbrance** – The designation of appropriated funds to buy an item or service. The purchase of specific future expenditures may require that funds be set aside or committed. This commitment of funds also means to encumber.

**Expenditure** – An amount of money disbursed or obligated when a transfer of services or property for the purpose of acquiring an asset or service. Expenditures include operating expenses, current assets, debt service, capital equipment, and capital improvement.

**Final Budget** – Approved legal spending plan for a fiscal year by a legislative body, such as the CSD Board of Directors.

**Fiscal Year** – A 12-month time frame designated as the operating year for the district, from July 1<sup>st</sup> to June 30<sup>th</sup>.

**Fixed Asset** – An item of long-term character and/or of a significant set value. These include buildings, vehicles, certain office equipment, etc.

**Full-time Equivalent Positions (FTE)** – The conversion of a part time temporary or volunteer position to a decimal equivalent of a full-time position based on an annual amount of 2,080 hours worked.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards for guidelines for external financial accounting including the reporting of financial statements. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**Grants** – A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital or operational, depending on the grantee.

**Improvements** – Buildings, structures, attachments, annexations or other changes to land which are intended to remain so attached or annexed. An example would be park development with improvements including sidewalks, trees, drains, sewers, and playground areas.

**Indirect Cost** – A cost necessary for the District to run as a whole but cannot be specifically distributed to one operation.

**Infrastructure** - The physical assets owned by the Cosumnes Community Services District, including fire stations, community centers, aquatic parks, etc.

**Interest Expense** – Interest costs paid by the Cosumnes Community Services District on interest and debt service.

**Interest Income** – Income received by the District from cash and investments.

**Land** – A fixed asset that reflects the cost of land owned by the District.

**Long-term Debt** – Debt incurred by the District that matures over one year after the date of issuance.

**Median Home Value** - The midway point of all the houses/units sold at market price (or sold amount) over a set period.

**Median Household Income** – The income amount that divides the income distribution into two equal groups; half having income above that amount, and half having income below that amount.

**Operating Budget** – The on-going direct operating costs necessary to operate the three departments. These include salaries, employee benefits, professional services, materials, utilities, administrative expenses, and other miscellaneous expenses.

**Parks** – Open space lands of various sizes whose primary purpose is to provide recreation.

**Plan Check Fees** – Fees charged to developers and builders for the approval of various construction and building plans.

**Policy** – Statement of principle or of guiding actions that imply clear commitment. Directional orders that set forth guidelines to meet goals and objectives.

**Property Taxes** – The District receives approximately 19.5% of the 1% property tax levied against parcels of land within the Cosumnes Community Services District.

**Recreation Fees** – Revenue received from programs and special events within the Parks and Recreation Department.

**Reserve** – Amount in a fund used to meet cash requirements, emergency expenditures or other future defined requirements.

**Resolution** – special or temporary order of a legislative body requiring less formality than a statute or ordinance.

**Revenues** – Income received to finance the operations of the Cosumnes Community Services District.

**Salary & Benefits** – Expenses paid by the District to employees for regular pay, benefits, sick pay, vacation pay, holiday pay, safety pay, overtime pay, and other miscellaneous pay.

**SB2557** – Fee charged by Sacramento County for Property Tax administration.

**Services & Supplies** – Accounts established that cover expenditures for most operating costs for departments and their programs.

**Special District** – Independent unit of local government organized to perform special & specific functions.

**Unemployment Rate** - Percentage of total workforce that is unemployed and looking for paid jobs.

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