



CONCURRENT MEETING
CITY COUNCIL/SUCCESSOR AGENCY TO
THE CRA/RCFC

Monday, June 04, 2012

3:00 PM – Special Meeting

5:30 PM – Regular Meeting

AGENDA

David Sander, Mayor

Linda Budge, Vice Mayor

Ken Cooley, Council Member

Robert J. McGarvey, Council Member

Dan Skoglund, Council Member



Regular City Council meeting dates are scheduled on the 1st and 3rd Monday's of each month, unless when Monday is a holiday.
If Monday is a holiday, the meeting will be scheduled for the following Tuesday. Dates are subject to change.

City Council Regular Mtg

~~CANCELLED MTG~~

City Council Special Mtg

~~CANCELLED MTG~~

CITY HALL CLOSED

2012

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CITY HALL CLOSURE DATES

Mon, Jan 2 - Day After New Year's Day
Mon, Jan 16 - Martin Luther King Jr. Day
Fri, Feb 17 - Furlough Day
Mon, Feb 20 - President's Day
Fri, Apr 6 - Furlough Day
Mon, May 28 - Memorial Day
Wed, Jul 4 - Independence Day
Mon, Sep 3 - Labor Day
Mon, Nov 12 - Veterans Day
Thu, Nov 22 - Thanksgiving Day
Fri, Nov 23 - Day After Thanksgiving Day
Mon, Dec 24 - Christmas Eve
Tue, Dec 25 - Christmas Day
Mon, Dec 31 - New Year's Eve

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CITY HALL CLOSURE DATES

Tue, Jan 1 - New Year's Day
Mon, Jan 21 - Martin Luther King Jr. Day
Mon, Feb 18 - President's Day
Mon, May 27 - Memorial Day
Thu, Jul 4 - Independence Day
Mon, Sep 2 - Labor Day
Mon, Nov 11 - Veterans Day
Thu, Nov 28 - Thanksgiving Day
Fri, Nov 29 - Day After Thanksgiving Day
Tue, Dec 24 - Christmas Eve
Wed, Dec 25 - Christmas Day
Tue, Dec 31 - New Year's Eve

*Dates Pending Approval

2014 - Proposed

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**CONCURRENT MEETING
CITY COUNCIL/SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT
AGENCY/RANCHO CORDOVA FINANCING CORPORATION (RCFC)**

**City Hall
2729 Prospect Park Drive, Rancho Cordova**

Monday, June 04, 2012

**3:00 PM – Special Meeting
American River Community Room North**

**5:30 PM – Regular Meeting
David B. Roberts Council Chambers**

AGENDA

1. STUDY SESSION - CALL TO ORDER/ROLL CALL

Council Members Budge, Cooley, McGarvey, Skoglund, and Mayor Sander.

2. PUBLIC COMMENT

At a study session or special meeting, citizens wishing to address the Council for any matter on the agenda may do so at the time the matter is discussed. Note, under the provisions of the California Government Code, the City Council is prohibited from discussing or taking action on any item not on the agenda.

3. SPECIAL MEETING ITEM

- 3.1 **Subject:** Fiscal Year 2012/2013 Budget Workshop
Recommendation: Review and discuss Proposed Budget with Council and Community.
Result of Recommended Action: Staff will incorporate Council direction into final budget document for adoption at the June 4, 2012 City Council meeting.
Staff Report: Donna Silva, Finance Department
Advances Goals: 1 through 6

4. ADJOURNMENT OF STUDY SESSION

Mayor Sander will adjourn the special meeting to regular meeting in the David B. Roberts Council Chambers.

5. REGULAR MEETING - CALL TO ORDER / ROLL CALL

Council Members Budge, Cooley, McGarvey, Skoglund, and Mayor Sander.

6. METRO CABLE TV TELEVISION ANNOUNCEMENT

The Clerk will announce the meetings video recording and playback schedules.

7. PLEDGE OF ALLEGIANCE

The Mayor will call on someone in attendance to lead the Pledge.

8. INVOCATION

Reverend Becky Goodwin, former pastor of Rancho Cordova United Methodist Church, will give the invocation.

9. PRESENTATIONS

- 9.1 Presentation of Proclamations in Recognition of Rose Gregg, Officer Eric Steindorf and Sergeant Jeff Hattersley for Exceptional Community Service.
- 9.2 Presentation Update on Kids Day 2012 and iFest by Cordova Community Council Executive Director, Shelly Blanchard.

10. PUBLIC COMMENT

Citizens wishing to address the Council for any matter on the Consent Calendar or not on the agenda may do so at this time by completing and submitting a Speaker Card to the City Clerk. For items on the agenda, speakers will be called up to the podium by the Mayor at the point on the agenda when the item will be heard. Speakers are encouraged to keep comments to three minutes or less and to state name and community of residence.

Note, under the provisions of the California Government Code, the City Council is prohibited from discussing or taking immediate action on any unagendized item unless it can be demonstrated to be of an emergency nature or the need to take immediate action arose after the posting of the agenda.

11. COUNCIL REPORTS

12. CONSENT CALENDAR ITEMS - ROLL CALL VOTE

- 12.1 **Subject:** Proposed Purchasing Policy Ordinance Amendment
Recommendation: Waive the second reading and adopt Ordinance No. 9-2012.
Result of Recommended Action: Adoption of this ordinance will replace the existing purchasing system ordinance with a new ordinance that is less complex, allowing for

greater flexibility and efficiency.

Staff Report: Donna Silva, Finance Department

Advances Goal: 5

- 12.2 **Subject:** Ordinance Repealing and Replacing Chapter 5.120 "Abatement of Graffiti" of the Rancho Cordova Municipal Code and Repealing Section 16.18.903 "Summary of Abatement Graffiti"

Recommendation: Waive the second reading and adopt Ordinance No. 11-2012.

Result of Recommended Action: Adoption of this ordinance, would give the City of Rancho Cordova additional and clarified tools to prevent and remove graffiti, including making it more difficult for aerosol paints and other materials to be acquired to create graffiti. Ordinance No. 11-2012 is one prong of a new Comprehensive Citywide Graffiti Plan.

Staff Report: Adam Lindgren, City Attorney's Office, Kerry Simpson, Neighborhood Services, and David Gassaway, Public Works Department

Advances Goals: 1 and 2.

- 12.3 **Subject:** Resolution Authorizing the City Manager to Execute a Five Year On-Call Contract with DKS Associates in the Amount of \$300,000 for On-Call Traffic and Transportation Planning Services

Recommendation: Adopt Resolution No. 42-2012.

Result of Recommended Action: Adoption of this resolution will authorize the execution of an on-call contract with DKS Associates for traffic and transportation planning services to support the Public Works Department. This contract will provide professional services through June 2017.

Work performed related to development projects will be funded through developer deposits. Work related to City traffic issues will be funded through either the transportation impact fees or project capital funds.

Staff Report: Cyrus Abhar, Public Works Department

Advances Goals: 2 and 5.

- 12.4 **Subject:** Resolution Approving Memorandum of Understanding for New Stormwater Permit for the Sacramento Joint Stormwater Program

Recommendation: Adopt Resolution No. 43-2012.

Result of Recommended Action: Adoption of this resolution will approve the multi-jurisdictional Memorandum of Understanding (MOU) for the Sacramento Joint Stormwater Program under the new Stormwater Permit. The resolution will also authorize the City Manager to execute to the MOU regarding administrative responsibilities and apportionment of costs between Permittees under NPDES Permit No. CA0082597.

Staff Report: Cyrus Abhar, Public Works Department

Advances Goals: ?

- 12.5 **Subject:** Approval of the Sacramento Enterprise Zone Expansion and Amendment to the Memorandum of Understanding Between the California Enterprise Zone and the Sacramento Enterprise Zone

Recommendation: Adopt Resolution No. 44-2012.

Result of Recommended Action: Adoption of this resolution approves the Sacramento Enterprise Zone expansion and authorizes the City Manager, or his designee, to execute the Memorandum of Understanding between the California Enterprise Zone and the Sacramento Enterprise Zone for the expansion.

Staff Report: Micah Runner, Economic Development Department

Advances Goal: 6

- 12.6 **Subject:** Resolutions Amending the Fiscal Year 2011/2012 Adopted Budget for the City of Rancho Cordova and the City of Rancho Cordova Successor Agency to the Community Redevelopment Agency

Recommendation: That Council:

- a) Adopt Resolution No. 45-2012; and
- b) Adopt Resolution No. SA 3-2012.

Result of Recommended Action: The 2011/2012 Adopted Budget will be amended to reflect significant variances in expenses not originally anticipated in the budget. This amendment will bring our actual anticipated expenditures in line with our approved appropriations for those specific funds. ***No adjustment is needed for the General Fund at this time.***

Staff Report: Donna Silva, Finance Department

Advances Goal: 5

COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE CRA

13. CONSENT PUBLIC HEARING ITEMS - ROLL CALL VOTE

- 13.1 **Subject:** Montelena Douglas - Project No. DD6667 - Rezone and Development Agreement Amendment

Recommendation: Waive first reading and introduce Ordinance No. 12-2012, rescinding Ordinance No. 7-2012 completely and approving a new second amendment to the Development Agreement and a zone change for Villages 4 and 5 for the Montelena Project.

Result of Recommended Action: Adoption of this ordinance will allow the owner to increase the commercial opportunity within the original Montelena project and provide Metro Fire with a permanent site for a new station. This modification will provide a better balance with land uses in the area, and capitalize on a significant corner of Douglas Road and Rancho Cordova Parkway that was not anticipated in the County's adoption of the Sunridge Specific Plan.

Staff Report: Paul Junker, Planning Department

Advances Goals: 1 and 6

GROWING STRONG NEIGHBORHOODS

14. PUBLIC HEARING ITEMS

- 14.1 **Subject:** Public Hearing on, and Adoption of, the Fiscal Year 2012/2013 Operating Budget for the City of Rancho Cordova and the Successor Agency for the Community Redevelopment Agency of the City of Rancho Cordova, Including the Determination of the Appropriations (Gann) Limit for Same, and Adoption of the Five-Year Capital Improvement Plan 2012-2017

Recommendation:

That

Council:

Receive input from the public on the Proposed Budget for Fiscal Year 2012/2013 for the City of Rancho Cordova and the Successor Agency to the Community Redevelopment Agency for the City of Rancho Cordova. Direct staff to process changes discussed during the public hearing, if any, and return with a FY 2012/2013 Proposed Budget for final deliberation at this meeting or on June 18, 2012. If no changes are directed, the Proposed Budget (and All Policies Contained Therein), Appropriation Limit and Five Year Capital Improvement Plan (CIP) can be adopted immediately following the public hearing by adopting:

- a) Resolution No. 46-2012 Approving the Appropriations Limit for Fiscal Year 2012/2013 and Making the Annual Election for Adjustment Factors;



- b) Resolution No. 47-2012 Approving the Citywide Operating Budget for the City for the Fiscal Year July 1, 2012 through June 30, 2013, and Providing for the Appropriations and Expenditures of All Sums Set Forth Therein;
c) Successor Agency to the CRA Resolution No. SA-4-2012 Approving the Operating Budget for the Agency for the Fiscal Year July 1, 2012 through June 30, 2013, and Providing for the Appropriations and Expenditures of All Sums Set Forth Therein; and
d) Resolution No. 48-2012 Approving the Five Year Capital Improvement Plan for the Five Fiscal Years Beginning July 1, 2012 and Ending June 30, 2017.

Result of Recommended Action: The Public Hearing will provide the public with the opportunity to have input on the Fiscal Year 2012/2013 budget prior to adoption of same by the City Council. If there are no changes to the Fiscal Year 2012/2013 Proposed Budget directed as a result of the public hearing held at this meeting, the budget and Five Year CIP may be adopted as is, with state required Gann (appropriation) limit calculations.

The adoption of the budget will provide financial and program guidelines for the City and Successor Agency's operations for period beginning July 1, 2012 and ending June 30, 2013. The budget provides both anticipated resources and planned uses of those resources.

Approval of the Appropriations Limit and factors used therein will ensure compliance with state law. Adoption of the Five Year Capital Improvement Plan will provide a spending plan and timeline for approved projects and ensures that adequate resources are allocated to provide funding for these multiple year, large scale projects.

Staff Report: Donna Silva, Finance Department

Advances Goal: 5

COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE CRA

15. REGULAR CALENDAR ITEMS

15.1 Subject: Entertainment Center Proposal

Recommendation: Evaluate and provide direction on the deal point structure of the proposed entertainment center project.

Result of Recommended Action: Approval of the deal point structure on the entertainment project will allow staff to bring back a comprehensive private/public agreement to build a new entertainment facility in Rancho Cordova.

Staff Report: Joe Chinn, City Manager's Office, Micah Runner, Economic Development Department

Advances Goal: 6

16. COUNCIL REQUESTS FOR FUTURE AGENDA ITEMS

17. CITY MANAGER'S REPORT

18. ADJOURNMENT

Mayor Sander will adjourn the regular meeting to closed session in the Community Board Room.

19. CLOSED SESSION - CALL TO ORDER/ROLL CALL

Council Members Budge, Cooley, McGarvey, Skoglund, and Mayor Sander.

20. CLOSED SESSION

Council may adjourn to Closed Session to discuss the following item(s):

Conference with legal counsel, existing litigation (Government Code Section 54956.9 (a)) City of Rancho Cordova v. Simon Building, LLC et al., Sacramento Superior Court Case No. 34-2009-00032782.

Conference with legal counsel, existing litigation (Government Code Section 54956.9 (a)) Community Redevelopment Agency of the City of Rancho Cordova v. The Lily Company, et al., Sacramento Superior Court Case No. 34-2009-00043404.

Conference with legal counsel, anticipated litigation (Government Code Section 54956.9 (b)), one (1) potential case.

21. OPEN SESSION - REPORT FROM CLOSED SESSION

The City Attorney will report on action taken in Closed Session.

22. ADJOURNMENT

ADDITIONAL INFORMATION

UNLESS THE COUNCIL ADOPTS A MOTION TO EXTEND THE MEETING, ANY ITEM THAT IS NOT INITIATED BEFORE 11:00 PM WILL BE CONTINUED TO THE NEXT DAY AT 5:30 PM OR SCHEDULED ON THE NEXT REGULAR MEETING AGENDA OF THE COUNCIL.

Public documents related to items on the open session portion of this agenda, which are distributed to the City Council less than 72 hours prior to the meeting, shall be available for public inspection at the time the documents are distributed to the Council. Documents are available for inspection at the City Clerk's office located in Rancho Cordova City Hall.

The agenda items are accessible on the City's website at www.cityofranhocordova.org on Thursdays or Fridays prior to the Regular City Council Meeting.

CITYWIDE GOALS - (Adopted March 27, 2012)	
1.	Promote the Positive Image of Rancho Cordova
2.	Ensure a Safe, Inviting and Livable Community
3.	Empower Responsible Citizenship
4.	Establish Logical City Boundaries that Provide Regional Leadership and Address Financial Challenges
5.	Ensure the Availability of the Best Public Services in the Region while Practicing Sound Fiscal Management
6.	Drive Diverse Economic Opportunities

UPCOMING MEETINGS	
<i>Tuesday, June 12, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session – TBD</i>
<i>Monday, June 18, 2012</i>	<i>5:30 p.m. Regular Meeting</i>
<i>Tuesday, June 26, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session – TBD</i>
<i>Monday, July 2, 2012</i>	<i>4:00 p.m. Special Meeting/Work Session – TBD 5:30 p.m. Regular Meeting</i>
Wednesday, July 4, 2012	INDEPENDENCE DAY – CITY HALL CLOSED
<i>Tuesday, July 10, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session – TBD</i>
<i>Monday, July 16, 2012</i>	<i>5:30 p.m. Regular Meeting</i>
<i>Tuesday, July 24, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session - TBD</i>
Monday, August 6, 2012	Regular Meeting – CANCELLED – Council Dark Day
<i>Tuesday, August 14, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session - TBD</i>
<i>Monday, August 20, 2012</i>	<i>5:30 p.m. Regular Meeting</i>
Monday, September 3, 2012	LABOR DAY HOLIDAY – CITY HALL CLOSED
<i>Tuesday, September 4, 2012</i>	<i>4:00 p.m. Special Meeting/Work Session 5:30 p.m. Regular Meeting</i>
<i>Tuesday, September 11, 2012</i>	<i>5:30 p.m. Special Meeting/Work Session - TBD</i>
<i>Monday, September 17, 2012</i>	<i>5:30 p.m. Regular Meeting</i>

If you have any technical questions related to the agenda items, please contact the appropriate department as follows:

DEPARTMENTAL GENERAL TELEPHONE NUMBERS	
Building and Safety Division	(916) 851-8760
City Attorney's Office	(916) 556-1531
City Clerk's Department	(916) 851-8720
City Manager's Office	(916) 851-8800
Communications Department	(916) 851-8791
Economic Development Department	(916) 851-8780
Finance Department	(916) 851-8730
Housing Department	(916) 851-8784
Human Resources Department	(916) 851-8740
IT Department	(916) 851-8700
Neighborhood Services – Animal Services	(916) 851-8770
Parks & Recreation (Cordova Recreation & Park District)	(916) 362-1841
Planning Department	(916) 851-8750
Public Works Department	(916) 851-8710
Rancho Cordova Police Department	(916) 875-9600
Redevelopment Department	(916) 851-8780
Sac Metro Fire District	(916) 859-4300

The Rancho Cordova City Council/Successor Agency to the CRA/RCFC will be videotaped in its entirety and will be cablecast without interruption on Metro Cable 14, the Government Affairs Channel on the Comcast and SureWest Cable Systems. Closed Captioning will be available on the playback cablecast. Tune to Metro Cable Channel 14, for playback times. A VHS copy is available for check out from any library branch, a DVD copy is available from the City Clerk's Department, and a webcast of this meeting will be available for viewing via video streaming from the City's website within 48 hours of adjournment of this meeting. The City does not control scheduling of this telecast and persons interested in watching the televised meeting should confirm this schedule with Metro Cable TV, Channel 14.

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office at (916) 851-8720 at least 48 hours prior to the meeting.

CERTIFICATION OF POSTING OF AGENDA

I, Mindy Cuppy, CMC, City Clerk for the City of Rancho Cordova, declare that the foregoing agenda for the Monday, June 04, 2012 Special and Regular Meeting of the Rancho Cordova City Council/Successor Agency to the CRA/RCFC was posted and available for review on May 31, 2012 at City Hall of the City of Rancho Cordova, 2729 Prospect Park Drive, Rancho Cordova, California, 95670. The agenda is also available on the city website at www.cityofranhocordova.org.

Signed May 31, 2012 at Rancho Cordova, California.


Mindy Cuppy, CMC, City Clerk

CITY OF RANCHO CORDOVA

ORDINANCE NO. 9-2012

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
REPEALING AND RE-ADOPTING CHAPTER 3.60 OF THE RANCHO CORDOVA
MUNICIPAL CODE AND AMENDING SECTION 2.04.110 OF CHAPTER 2.04 OF THE CODE
PERTAINING TO THE CITY'S PURCHASING SYSTEM AND PURCHASING AGENT**

WHEREAS, Government Code Section 54202 et seq., requires every City to adopt policies and procedures governing the purchase of supplies and equipment by the City; and

WHEREAS, the City of Rancho Cordova's purchasing policies and procedures are located in Chapter 3.60 and Section 2.04.110 of the Rancho Cordova Municipal Code; and

WHEREAS, the City Council desires to update the City's purchasing policies and procedures for purchases , in order to conform the policies and procedures with current City practices; and

WHEREAS, the City Council also desires to delegate authority to the City Manager to award contracts for public projects in the amount of \$100,000 or less; and

WHEREAS, the City Council further desires to delegate authority to the City Manager to approve change orders to public project contracts up to a cumulative and final contract amount of \$100,000 for contracts originally totaling \$100,000 or less, and up a cumulative total of 10% of the original contract for contracts of over \$100,000.

THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA DOES ORDAIN AS FOLLOWS:

Section 1. Chapter 3.60 "Purchasing System," of Title 3 of the Rancho Cordova Municipal Code is hereby repealed in its entirety and replaced with a new Chapter 3.60 "Purchasing System" as follows:

3.60.010 ADOPTION OF PURCHASING SYSTEM.

A purchasing system is adopted in order to:

- A. Establish efficient procedures for the purchase of supplies, services and equipment;
- B. Secure supplies, services and equipment at cost commensurate with the level of quality required;
- C. Exercise financial control over purchases; and
- D. Clearly define authority for the purchasing function.

3.60.020 PURCHASING AGENT DESIGNATED.

The city manager is designated as the city's purchasing agent and shall be responsible for the purchase of all supplies, services and equipment for all departments and divisions of the city. The city manager may delegate all or a portion of the purchasing duties to any city staff

member. In accordance with the limitations imposed by section 3.60.030 of this chapter, the purchasing agent shall have the authority to:

- A. Purchase or contract for supplies, services and equipment required by the city in accordance with purchasing procedures outlined in this chapter;
- B. Negotiate and recommend execution of contracts for the purchase of supplies, services and equipment;
- C. Act to procure for the city the necessary quality in supplies, services, and equipment at the lowest cost to the city;
- D. Prepare and recommend to the city council revisions and amendments to the purchasing rules;
- E. Establish and maintain such forms as reasonably necessary to the operation of purchasing guidelines;
- F. Supervise the inspection of all supplies, services, and equipment purchased to ensure conformance with specifications;
- G. Recommend the sale or disposal of all supplies and equipment which cannot be used by the city, or which have become unsuitable for city use;
- H. Maintain records necessary for the efficient acquisition of supplies, equipment and services; and
- I. Award contracts for public projects and approve change orders to contracts for public projects in accordance with the provisions of this Chapter.

3.60.030 LIMITATIONS OF PURCHASING AGENT.

- A. Unless otherwise directed by the city council, the city manager shall have authority to purchase supplies, services and equipment, and approve and execute payment of all warrants in the amount of \$100,000 or less, on an annual basis; drawn upon the city treasury without presentation to the city council, except as provided for in Sections 3.60.110 and 3.60.120 of this Chapter. The purchase of supplies, services and equipment, and payment of warrants in excess of \$100,000, on an annual basis, which have not been authorized pursuant to a specific contract or other instrument previously approved by the city council, shall be presented to the city council for approval.
- B. The city manager shall have the authority to extend or renew contracts, previously approved by the city council, for the purchase of supplies, services, and equipment, so long as no other amendments to the terms of the applicable contract are made, without city council approval
- C. The city manager can promote the peaceful and efficient resolution of many disputes between third parties and the city. The city manager shall, without written concurrence of the city attorney, have the authority to settle for less than \$5,000 any disputes between third parties and the city. The city manager shall, with written concurrence of the city attorney, have the authority to settle for sums between \$5,000 and \$25,000 any disputes between third parties and the city.

3.60.040 PURCHASE PROCEDURES.

- A. Except as otherwise provided in Sections 3.60.110 and 3.60.120 of this Chapter, the purchasing agent or designee shall secure favorable pricing for the procurement of supplies, equipment, and non-professional services. This shall include obtaining at least three bids based upon identical specifications from different vendors prior to purchasing supplies, equipment and non-professional services costing over \$20,000. Bids may be received by informal price checking, in writing, in person, or via the telephone and shall be documented and maintained in a file with the final awarded contract. The competitive bidding procedures as described in Section 20161 et seq. of the Public Contracts Code may be utilized when not otherwise required, at the discretion of the purchasing agent or designee. Award shall be made to the vendor offering the lowest acceptable bid. This requirement shall not apply to the purchase of supplies and equipment for which less than three vendors exist.
- B. The purchase of professional services, such as architectural, landscape architectural, engineering, environmental, land surveying, legal, financial consultants or construction project management contractors shall be made on the basis of demonstrated competence and on the professional qualifications necessary for the satisfactory performance of the services required.
- C. Without complying with the bidding requirements contained in this section, the purchasing agent may participate in, sponsor, conduct or administer a cooperative purchasing agreement for the procurement of any supplies, equipment, and services with one or more public entities in accordance with an agreement entered into between the participants. Such cooperative purchasing may include, but is not limited to, joint or multiparty contracts between public entities and open-ended state public procurement unit contracts which are made available to the city.

3.60.050 PURCHASE ORDERS.

All purchases requiring a contract shall be documented by a purchase order prepared by the purchasing agent or designee.

3.60.060 AVAILABILITY OF SUFFICIENT FUNDS.

No purchase order shall be issued until it has been ascertained that there is to the credit of the department of the city for whose benefit such purchase is to be made, a sufficient unappropriated balance in excess of all unpaid obligations to defray the amount of the purchase order.

3.60.070 MULTI-YEAR CONTRACTS.

A contract for equipment, supplies or services may be entered into for any period of time deemed to be in the best interest of the City, provided that the term of the contract and renewal provisions are included in the contract. Adequate funds must be available to fulfill the first fiscal year's obligation at the time of contract execution. Appropriations for subsequent years are subject to authorization by the City Council. The purchasing agent shall have the authority to enter into multi-year contracts pursuant to this section in amounts not to exceed \$100,000 on an annual basis.

3.60.080 SPLITTING PURCHASE AND PROJECTS PROHIBITED.

It shall be unlawful to split or separate into smaller purchases or projects any purchase or project for the purpose of evading the provisions of this Chapter or the provisions of the Public Contract Code requiring competitive bidding.

3.60.090 INSPECTION AND REVIEW.

The purchasing agent or designee shall require the inspection of supplies and equipment delivered, and contractual services performed, to determine their conformance with the specifications and requirements set forth in the order or contract as applicable.

3.60.100 SURPLUS SUPPLIES AND EQUIPMENT.

At such times as determined by the purchasing agent, reports shall be prepared showing all supplies and equipment which are no longer used or which have become obsolete or worn out. The purchasing agent shall have the authority to sell, trade or exchange all said supplies and equipment. Any such sales shall be in accordance with the Section 3.60.040(A) of this Chapter.

3.60.110 PUBLIC PROJECTS.

- A. The provisions contained in Section 20161 et seq. of the Public Contracts Code establish contract procedures that the city is required to follow for public projects, where the expenditure required for the public project exceeds the limit set by Section 20162 of the Public Contract Code. The term "public project" is defined by Section 20161 of the Public Contract Code as the following: (1) a project for the erection, improvement, painting, or repair of public buildings and works; (2) work in or about streams, bays, waterfronts, embankments, or other work for protection against overflow; (3) street or sewer work except maintenance or repair; and (4) furnishing supplies or materials for any such project, including maintenance or repair of streets or sewers. The definition of public project contained in Section 20161 of the Public Contract Code provided above may be amended from time to time by the state legislature and such amendments shall be incorporated herein.
- B. The city manager shall have the authority to award contracts for public projects in the amount of \$100,000 or less. Contracts for public projects in excess of \$100,000 shall be awarded by the city council.
- C. The city manager shall have authority to approve change orders for public project contracts up to a cumulative and final contract amount of up to \$100,000 for contracts originally totaling \$100,000 or less, and up to a cumulative total of 10% of the original contract for contracts of over \$100,000. Change orders which exceed these amounts shall be presented to the city council for approval.

3.60.120 EXEMPTIONS

- A. Emergencies. The bidding requirements for supplies, services and equipment contained in this Chapter may be dispensed with when an emergency exists involving a sudden, unexpected occurrence or discovery of a condition or circumstance that poses a clear and imminent danger requiring immediate action to prevent or mitigate the loss or impairment of life, health, property, or essential public services. In such an emergency the purchasing agent may procure supplies, services and equipment in an amount greater than \$100,000 provided that any such procurement be reported to the City Council at the next City Council meeting. The procurement of supplies, services and

equipment pursuant to this subdivision shall not extend beyond the period of the emergency. Notwithstanding the forgoing, Section 22050 of the Public Contract Code shall apply to expenditures made for public projects in an emergency.

- B. Grants. Notwithstanding the foregoing, any contract which is paid with grant monies shall strictly adhere to those purchasing provisions set forth in the applicable grant agreement and pursuant to any applicable state or federal law or regulation.

Section 2. Section 2.04.110 of Chapter 2.04, Title 2 of the Rancho Cordova Municipal Code is hereby amended to read as follows:

2.04.110 PURCHASING AGENT.

The city manager is designated as the purchasing agent of the city and is authorized to make purchases as provided in Chapter 3.60 of this Code.

Section 3. Severability.

If any provision of this Ordinance or the application thereof to any person or circumstances is held invalid, such invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are severable. This City Council declares that it would have adopted this Ordinance irrespective of the invalidity of any particular portion thereof and intends that the invalid portions should be severed and the balance of the Ordinance be enforced.

Section 4. Effective Date and Publication.

Within fifteen (15) days from and after adoption, this Ordinance shall be published once in the Grapevine Independent, a newspaper of general circulation printed and published in Sacramento County and circulated in the City of Rancho Cordova, in accordance with California Government Code Section 36933. This Ordinance shall take effect and be enforced thirty (30) days after it is adopted.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the ____ day of _____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

1824717.1

ORDINANCE NO. 11-2012

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA REPEALING AND REPLACING CHAPTER 6.120 OF THE RANCHO CORDOVA MUNICIPAL CODE AND REPEALING SECTION 16.18.903 OF THE RANCHO CORDOVA MUNICIPAL CODE RELATING TO THE ABATEMENT OF GRAFFITI

THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA DOES ORDAIN AS FOLLOWS:

Section 1. Findings

A. Graffiti on public or private property is a condition of blight that not only depreciates the value of property which has been the target of such vandalism, but also depreciates the value of the adjacent and surrounding properties, so as to create a negative impact upon the entire community.

B. Graffiti has been found to be associated with criminal activity and delinquency. It is also a means of identification and intimidation utilized by gangs, and its presence may further gang-related activities.

C. The cost of Graffiti abatement goes beyond the cost of clean-up and removal by: (i) creating fear within the community and blight upon the landscape; (ii) devaluing property; and (iii) detracting from a sense of community enjoyed by the residents of the City of Rancho Cordova (the "City").

D. Acts of Graffiti are often committed by persons under the age of eighteen (18) years using Aerosol paint containers, etchants, and/or Felt-tip Markers. These Graffiti Implements are frequently stolen from retail stores by minors, and, as such, retail stores that display and/or sell these implements should be prohibited from selling them to minors without parental authority and should be required to take reasonable steps to prevent their theft.

E. Graffiti is obnoxious and a public nuisance and, unless the City causes it to be removed from public and private property, it tends to remain. Other properties may then become the target of Graffiti with the result that entire neighborhoods are affected and become less desirable places in which to live and/or work.

F. It is the purpose and intent of the City Council of Rancho Cordova (the "City Council"), through the adoption of this Ordinance to establish a program for the abatement of Graffiti, and to provide additional enforcement tools to protect the public from acts of vandalism and defacement, including the application of Graffiti on public and private property, walls, and other structures, as well as on vehicles and other forms of personal property. Such acts are destructive to the rights and values of private property owners, as well as to the entire community.

G. It is the further intent of the City Council, through the adoption of this Ordinance, to provide notice to all of those who disregard the property rights of others, that the City will strictly enforce the law and vigorously prosecute those persons engaging in the defacement of public and private property.

H. The City Council is authorized to enact this Ordinance pursuant to its police powers, as specified in Article 11, Section 7 of the California Constitution, Government Code Sections 53069.3, 53069.5, 38771 through 38773.7, Penal Code Section 594.5, and Welfare and Institutions Code Section 742.10 et seq.

Based on the foregoing, the City Council of the City of Rancho Cordova does hereby ordain as follows:

SECTION 2. Chapter 6.120, "Abatement of Graffiti," of the Rancho Cordova Municipal Code is hereby repealed and replaced to read as follows:

"Chapter 6.120" – Abatement of Graffiti

6.120.010	Purpose and Intent
6.120.020	Definitions.
6.120.030	Declaration of Public Nuisance.
6.120.040	Application of Graffiti Prohibited.
6.120.050	Maintenance of Graffiti Prohibited.
6.120.060	Possession of Graffiti Implements by Minors Prohibited.
6.120.070	Possession of Graffiti Implements Prohibited in Certain Public Places.
6.120.080	Display & Storage Requirements.
6.120.090	Abatement of Nuisance.
6.120.100	Alternate Abatement Procedures – Graffiti Removal with City Funds.
6.120.110	Notice and Order to Abate Graffiti Nuisance.
6.120.120	Contents of Notice and Order to Abate.
6.120.130	Service of Notice and Order to Abate.
6.120.140	Method of Abatement.
6.120.150	Appeal Hearing Request and Procedure.
6.120.160	Notice of Decision of Appeal.
6.120.170	Recovery of Abatement Costs.
6.120.180	Summary Abatement of Graffiti.
6.120.190	Parental Responsibility.
6.120.200	Administrative Fines.
6.120.210	Prevention of Graffiti Through Land Use Entitlements.
6.120.220	Reward for Information.
6.120.230	Recoupment of City Costs by County Probation Officer.
6.120.240	Penalties.

Section 6.120.010 Purpose and Intent.

It is the purpose and intent of the Rancho Cordova City Council, through the adoption of this Chapter, to establish a program for the abatement of Graffiti, and to provide additional enforcement tools to protect the public from acts of vandalism and defacement, including the application of Graffiti on public and private property, as well as on vehicles and other forms of personal property. Such acts are destructive to the rights and values of private property owners, as well as to the entire community. It is the further intent of the City Council, through the adoption of this Chapter, to provide notice to all of those who disregard the property rights of others, that the City will strictly enforce the law and vigorously prosecute those persons

engaging in the defacement of public and private property. The City Council is authorized to enact this Ordinance pursuant to its police powers, as specified in Article 11, Section 7 of the California Constitution, Government Code sections 53069.3, 53069.5, 38771 through 38773.7, and Penal Code Section 594.5. This Chapter is not intended to conflict with Penal Code Section 594 *et seq.*, or any other state or federal law relating to Graffiti.

Section 6.120.020 Definitions.

For the purposes of this Chapter, the following words and phrases shall have the meanings respectively defined by this Section:

- A. "Abate" or "abatement" means to remove Graffiti by such means, and in such manner, and to such an extent as the City Manager or designee reasonably determines is necessary to remove the Graffiti from public view.
- B. "Adhesive label" means any so called "bumper sticker," sheet of paper, fabric, plastic, or other material with an adhesive backing.
- C. "Aerosol paint container" means any aerosol container, regardless of the material from which it is made, which is adapted or made for the purpose of spraying paint, undercoating, spray insulation, or any other substance capable of defacing property.
- D. "City" means the City of Rancho Cordova and its authorized agents.
- E. "City Manager" means the City Manager of the City of Rancho Cordova or his or her designee.
- F. "Code" means the most current version of the City of Rancho Cordova Municipal Code.
- G. "Costs" means and includes, but is not limited to, court costs, attorneys' fees, costs of removal of the Graffiti or other inscribed material, costs of repair and replacement of defaced property, and the law enforcement costs incurred by the City in identifying and apprehending the person or persons who created, caused, or committed the Graffiti or other inscribed material in violation of this Chapter.
- H. "Enforcement Officer" means any City official authorized by the City Manager to enforce the provisions of this Chapter, including, but not limited to, those from the Neighborhood Services Department, Police Department and the Public Works Department, as well as any contract agent authorized by the City to abate Graffiti nuisances described in this Chapter.
- I. "Etching Cream" means any caustic cream, gel, liquid, or solution capable, by means of a chemical action, of defacing, damaging, or destroying hard surfaces in a manner similar to acid.
- J. "Felt-tip Marker" means any broad-tipped indelible marker or similar implement with a tip which, at its broadest width, is greater than three eighths (3/8th) of an inch and which contains an ink or other pigmented liquid that is not water soluble.
- K. "Graffiti" means any inscription, word, figure, mark, or design that is written, marked, etched, scratched, drawn, or painted on, or otherwise glued, posted, or affixed to or on

any personal or real property unless the same was authorized in advance by the owner thereof.

- L. "Graffiti Attracting Surface" means any surface of any building, Structure, tree, shrub, curb, vehicle, personal (public or private) or real property (public or private) which has been defaced with Graffiti more than three (3) times in any twelve (12) month period.
- M. "Graffiti Implement" means an Aerosol paint container, Felt-tip Marker, gum label, Paint Stick, etching tool capable of scarring glass, metal, concrete, wood, or other surface, Etching Cream or other such solvent, Adhesive Label, or any other device capable of being used to leave a visible mark at least one-eighth (1/8th) of an inch in width upon any surface of any material.
- N. "Hearing Officer" means the City Manager of the City of Rancho Cordova or his or her designee.
- O. "Minor" means a person less than eighteen (18) years of age.
- P. "Paint stick" means a device containing a solid form of paint, chalk, wax, epoxy, caulk, or similar substance capable of being applied to a surface by pressure, and upon application, leaving a mark at least one-eighth (1/8th) of an inch in width.
- Q. "Property Owner" means the owner(s) of record of real or personal property located within the City, or the person(s) having a right of present possession of the affected property, if other than the owner, including, without limitation, tenant(s), subtenant(s), lessee(s), sublessee(s), or assignee(s) with primary responsibility or control over the affected property, or with primary responsibility for maintenance and repair of the property, and shall include any authorized agent(s) of all such person(s).
- R. "Structures" means any structure as defined in the City's Building Code, and shall also include, but not be limited to, buildings, walls, fences, poles, signs, posts, railings, benches, tables, waste containers, sidewalks, streets, and cargo/shipping containers.

Section 6.120.030 Declaration of Public Nuisance.

Pursuant to California Government Code section 38771, the City Council hereby declares the following conditions to constitute a public nuisance:

- A. Graffiti on any building, Structure, tree, shrub, sidewalk, curb, vehicle, personal property (public or private) or real property (public or private) in the City that is visible from any real property (private or public owned), public street, sidewalk, alley, or other public right-of-way;
- B. The existence of any surface of any building, Structure, tree, shrub, curb, vehicle, personal (public or private) or real property (public or private) in the City which is a Graffiti Attracting Surface.

Section 6.120.040 Application of Graffiti Prohibited.

Any person who defaces, damages, or destroys real or personal property not his or her own with Graffiti is subject to the remedies and penalties set forth in this Chapter and Penal Code

Sections 594, 640.5 and 640.6.

Section 6.120.050 Maintenance of Graffiti Prohibited.

It shall be unlawful and a misdemeanor for any person to permit any Graffiti to be publicly visible from any real property, whether privately or publicly owned, a public street, sidewalk, alley, or other public right-of-way.

Section 6.120.060 Possession of Graffiti Implements by Minors Prohibited.

In accordance with subdivision (e) and (f) of Penal Code Section 594.1, it shall be unlawful and a misdemeanor for any Minor to have in his or her possession any Etching Cream or Aerosol paint container for the purpose of defacing property while on any public highway, street, alley, or way, or other public place, regardless of whether that person is or is not in any automobile, vehicle, or other conveyance.

Section 6.120.070 Possession of Graffiti Implements Prohibited in Certain Public Places.

In accordance with subdivision (d) and (f) of Penal Code Section 594.1, it is unlawful and a misdemeanor for any person to carry on his or her person and in plain view to the public any Etching Cream or Aerosol paint container while in any posted public facility, park, playground, swimming pool, beach, or recreational area, other than a highway, street, alley, or way, unless he or she has first received valid authorization from the City or other governmental entity which has jurisdiction over the public area. As used in this section "posted" means a sign placed in a reasonable location or locations stating it is a misdemeanor to possess Etching Cream or an Aerosol paint container in that public facility, park, playground, swimming pool, beach, or recreational area without valid authorization.

Section 6.120.080 Display and Storage Requirements.

A. This Chapter is not intended to limit a commercial business from displaying Graffiti Implements or marking devices, provided they have taken aggressive and appropriate steps to limit theft of such devices in accordance with the provisions herein and State law.

B. It shall be unlawful and a misdemeanor for any person or business engaged in the commercial enterprise of selling, providing, loaning, or trading Aerosol paint containers, Etching Creams, Paint Sticks and Felt-tip Markers to store or keep such items in an unsecured area. Any person or business engaged in the commercial enterprise of selling, providing, loaning or trading Aerosol paint containers, Etching Creams, Paint Sticks and Felt-tip Markers shall store or keep such items in a locked area accessible only to the owners or employees of the commercial enterprise.

C. In addition to the penalties provided in this Chapter, any person or business operator who displays or stores, or permits the display or storage of any Aerosol paint container, Etching Cream, Paint Stick or Felt-tip Marker in violation of the provisions of this Section, and has been served written notice of violation of this Section, shall be personally liable for any and all costs, including attorneys' fees and court costs, incurred by any party in connection with the removal of Graffiti, the repair of any property containing Graffiti, or such party's prosecution of a civil claim for reimbursement or damages, arising from the use by any person of an Aerosol paint container, Etching Cream, Paint Stick and/or Felt-tip Marker which was displayed or stored in

violation of this Section and has been found to be directly from the place of business.

Section 6.120.090 Abatement of Nuisance.

The City Council hereby declares that the public nuisance conditions listed in Section 6.120.030 are subject to abatement as set forth in Sections 6.120.110-6.120.170 of this Chapter.

Section 6.120.100 Alternate Abatement Procedures—Graffiti Removal with City Funds.

A. In addition to abatement of a Graffiti nuisance in accordance with Section 6.120.090 of this Chapter, pursuant to Government Code section 53069.3, the City Council authorizes the appropriation and use of public funds to:

1. Remove Graffiti, or other inscribed material, from publicly or privately owned real or personal property located within the City;
2. Repair, restore, replace, or retrofit publicly or privately owned property within the City that has been defaced with Graffiti or other inscribed material that cannot be removed cost effectively;

B. In instances where a Property Owner consents to the abatement of Graffiti or Graffiti Attracting Surfaces by the City or its agents, the City shall have the right, but not the obligation to abate the nuisance. The City Manager, or a designee thereof, shall have the discretion to authorize Graffiti abatement under this Subsection subject to sufficient appropriations. The City may seek to recover the costs of such abatement, including administrative costs and attorneys' fees, pursuant to Section 6.120.070 of this Chapter.

C. Whenever the City authorizes the use of public funds for the removal of Graffiti, the painting or repairing of surfaces containing Graffiti, or for the abatement of Graffiti Attracting Surfaces, the City shall not authorize or undertake to provide for the painting or repairing of any more extensive area than that where the Graffiti or Graffiti Attracting Surface is located, unless the City Manager determines in writing that a more extensive area is required to be repainted or repaired in order to avoid aesthetic disfigurement to the neighborhood or community, or unless the Property Owner agrees in writing to pay for the costs of repainting or repairing the more extensive area.

D. Prior to entering onto private property for the purpose of Graffiti removal pursuant to the Section, the City shall secure the written consent of the Property Owner, which shall contain a release of the City from liability for any and all damages related to the removal of Graffiti from the Property Owner's property pursuant to this Section. The Property Owner may execute and file with the City a consent and release form that authorizes the City, without notice, to immediately enter onto the property to paint over any Graffiti. Such consent shall be effective indefinitely, until withdrawn in writing by the Property Owner.

Section 6.120.110 Notice and Order to Abate Graffiti Nuisance.

Notwithstanding any other nuisance abatement notice procedures in the Code, whenever the City Manager determines the existence of a Graffiti nuisance, as set forth in Section 6.120.030 of this Chapter, and determines that the City may need to establish the right to abate said nuisance, the City Manager shall issue a "Notice and Order to Abate Graffiti Nuisance"

(hereinafter, "Notice and Order to Abate") to the Property Owner of the property on which the nuisance exists requiring the abatement of the nuisance within five (5) business days of the date of service of the Notice and Order to Abate, or within some other reasonable time in connection with a Graffiti attracting surface.

Section 6.120.120 Contents of Notice and Order to Abate.

The Notice and Order to Abate issued pursuant to this Chapter shall be in the manner and method set forth in Section 16.18.503 of this Code.

Section 6.120.130 Service of Notice and Order to Abate.

Any Notice and Order to Abate shall be served upon the Property Owner in the manner and method set forth in Section 16.18.503(B)-(C) of this Code.

Section 6.120.140 Method of Abatement.

Where Graffiti is being abated by the repainting of the surface on which the Graffiti exists, the Property Owner shall use paint that matches (to the greatest degree possible) the color of the original remaining portions of the structure being painted, or as otherwise approved by the City. As it relates to a Graffiti Attracting Surface, a Notice and Order to Abate may require, but shall not be limited to, any of the following modifications (or combinations thereof) to said building, structure, tree, shrub, sidewalk, curb, or vehicle (or the property on which said building, Structure, tree, shrub, sidewalk, curb, or vehicle exists) as methods of abatement, the costs of which are to be borne by the Property Owner:

- A. Retrofitting of said surface or structure (at a cost not to exceed 10% of the assessed value of the property on which the nuisance exists, as indicated on the last equalized assessment roll of the Sacramento County Assessor's Office);
- B. Application and/or use of anti-Graffiti materials (such as anti-etching films or anti-graffiti paints), as approved by the City Manager or his/her designee, to the surface or structure;
- C. Installation of landscaping as approved by the City Manager or his/her designee, so as to screen or provide a barrier to the surface or structure; and,
- D. Installation of additional lighting, as approved by the City Manager or his/her designee.

Section 6.120.150 Appeal Hearing Request and Procedure.

A. A Property Owner receiving a Notice and Order to Abate may contest said Notice and Order to Abate in the manner provided in the Notice and Order to Abate and pursuant to the procedures set forth in Section 16.18.504 through Section 16.18.511 of this Code.

B. Failure of the City Clerk to receive a timely request for an appeal constitutes a waiver of the right to contest a Notice and Order to Abate. In this event, the Notice and Order is final and binding, and the City shall have the right to abate the Graffiti nuisance and recover the Costs associated with such abatement as provided in Section 6.120.170 of this Chapter.

C. In no event does this Chapter limit the right of City officials to issue alternative written or

oral notices of Code violations to responsible persons, or to cause the abatement of Graffiti nuisances or seek to recover costs in a different manner, including, without limitation, by court orders arising from the City's exercise of its criminal or civil remedies.

Section 6.120.160 Notice of Decision of Appeal

A. Within a reasonable time, not to exceed ten (10) calendar days following the conclusion of the appeal hearing, the Hearing Officer shall issue a decision in the manner and method set forth in Section 16.18.512 of this Code.

B. The decision of the Hearing Officer is final and binding, and judicial review of this decision is subject to the time limits set forth in California Code of Civil Procedure § 1094.6 et seq. Judicial review of the decision of the Hearing Officer shall be as described in the manner and method set forth in Section 16.18.512 of this Code or as proscribed by law.

C. A copy of the decision shall be served in the manner and method set forth in Section 16.18.513 of this Code.

Section 6.120.170 Recovery of Abatement Costs.

A. The City shall keep an itemized record of the Graffiti abatement and related administrative costs and expenses, including attorneys' fees, incurred by the City with the respect to the abatement of the property. Such costs shall be confirmed by the City Council as provided herein, and the full amount of these expenses shall be due and payable from the Property Owner or from the offender, or, if the offender is a Minor, the parent or guardian having custody and control of the Minor in accordance with Section 6.120.190 of this Chapter.

B. The City Clerk shall serve a copy of the itemized report upon the Property Owner, the offender, or the parent or guardian having custody and control of an offender that is a Minor, which shall be accompanied by a notice of the time and place when a hearing will be conducted by the City Council to consider confirmation of the report. The report and notice shall be served upon the Property Owner, the offender, or the parent or guardian having custody and control of an offender that is a Minor as applicable, at least ten (10) days prior to the scheduled date of the hearing.

C. At the time and place fixed in the notice of the confirmation hearing, the City Council shall consider the report of abatement costs submitted by the City Manager. The City Council will hear any protests or objections thereto by the Property Owner, the offender, or the parent or guardian having custody and control of an offender that is a Minor as applicable. The hearing may be continued from time to time without further written notice.

D. Upon the conclusion of the hearing, the City Council shall make such revisions, corrections, or modifications to the report as may be necessary or appropriate, based upon the evidence presented at the hearing, and shall thereafter confirm the report as submitted or modified by issuing an order for payment of the abatement costs within thirty (30) days. The decision of the City Council shall be final and conclusive.

E. If payment or payment arrangements with the City's Finance Department are not made within thirty (30) days from the date of the accounting and demand for payment, the payment shall be deemed delinquent and shall be subject to a penalty assessment of one hundred fifty

dollars (\$150.00), plus interest on the unpaid amount plus penalty, which interest shall accrue at the rate of one and one-half (1 ½) percent per month until paid.

F. In the event the expense of abatement has not been paid within thirty (30) days from the date of issuing an accounting and demand for payment, and payment arrangements have not been made with the City's finance department, as required in Subsection E of this Section the amount unpaid including any penalty and interest therein, shall constitute a lien pursuant to Government Code sections 38773, 38773.1, and their successors, against the property of the Property Owner. Prior to recording a notice of lien, the City shall provide notice to the Property Owner pursuant to Government Code section 38773.1. However, if the City determines that the expense of abatement shall be recovered from the offender, or, if the offender is a Minor, the parent or guardian having custody and control of the Minor, then the amount unpaid, including any penalty and interest therein, shall constitute a lien pursuant to Government Code sections 38772 and 38773.2 against the property of the offender, or of the parent or guardian having custody and control of the Minor, if the offender is a Minor. Prior to recording a notice of lien, the City shall provide notice pursuant to Government Code section 38773.2. Any such lien imposed by this section not paid by June 30th of each year shall, upon adoption of a resolution by the City Council, be collected along with, and in the same manner as, the general property taxes. The lien property shall be subject to the penalties, procedures, and sale in case of delinquency as provided in the Civil Code of California.

G. Alternatively, pursuant to Government Code section 38773.5, the expense of abatement may constitute a special assessment against a parcel of land owned by the Property Owner. The assessment shall be collected as provided for in Government Code section 38773.5 and its successors. However, if the City determines that the expense of abatement shall be recovered from the offender, or, if the offender is a Minor, the parent or guardian having custody and control of the Minor, the expense of abatement may constitute a special assessment against a parcel of land owned by the offender or the parent or guardian having custody and control of the offender, if the offender is a Minor. In such event, the assessment shall be collected as provided for in Government Code section 38773.6 and its successors.

H. In addition to any other remedy provided herein or available at law, expense of abatement pursuant to Government Code sections 38772, 38773, 38773.1, 38773.2, 38773.5, and 38773.6 shall constitute a personal obligation against the Property Owner, or the offender, or if the offender is a Minor, the parent or guardian having custody and control of the Minor.

Section 6.120.180 Summary Abatement of Graffiti

A. The City Council finds that proliferation of Graffiti, especially gang-related Graffiti, presents an imminent danger to the public safety and welfare and constitutes a public nuisance. Law enforcement officials and other experts agree that immediate removal of gang-related Graffiti is necessary to reduce the risk of violent and other criminal activities associated with gangs and gang territories. The presence of Graffiti, which is not abated, immediately encourages the creation of additional Graffiti, resulting in neighborhood blight and increased costs of abatement.

B. Notwithstanding any other provision of the Chapter, the Enforcement Officer is hereby authorized to summarily abate gang-related Graffiti. The abatement may be undertaken by staff or by outside contractors. For purposes of this Section, gang-related Graffiti shall be defined as Graffiti that is placed on private or public property by person(s) reasonably believed by the Police Department or Neighborhood Services Department to be a member of, or affiliated with a

criminal street gang, as that term is defined in Penal Code Section 186.22.

C. The costs of summary abatement of gang-related Graffiti and related administrative costs and expenses, including attorneys' fees, incurred by the City may be recovered as provided in Section 6.120.170 of this Chapter.

Section 6.120.190 Parental Responsibility.

A. Pursuant to California Civil Code section 1714.1(b), where Graffiti is applied by an unemancipated minor as the result of the willful misconduct of said Minor, the parents or legal guardian of said Minor shall be jointly and severally liable for payment of civil damages resulting from the misconduct of the Minor in an amount not to exceed twenty-five thousand dollars (\$25,000) for each such offense, or any higher amount authorized by any amendment to California Civil Code section 1714.1(b). The parent or legal guardian of said Minor shall also be civilly liable for any reward paid pursuant to this Chapter or other applicable law.

B. Pursuant to and in accordance with Government Code sections 38772, 38773.2 and 38773.6, a parent or guardian having custody and control of the Minor shall be jointly and severally liable with the Minor for the funds expended by the City when such joint and several liability is applicable. If payment is not made within thirty (30) days of the issuance of a demand for payment, the payment shall be deemed delinquent and shall be subject to a penalty assessment of one hundred fifty dollars (\$150), plus interest on the unpaid amount, which interest shall accrue at the rate of one and one-half (1½) percent per month until paid.

Section 6.120.200 Administrative Fines

A. In addition to any other remedy provided in this Chapter or in state law, whenever an Enforcement Officer determines that a violation of this Chapter has occurred, the Enforcement Officer has the authority to issue an administrative citation to the person responsible for the violation. The administrative fine levied for a violation of this Chapter shall be in the following amounts:

1. For the first offense by a fine of two hundred fifty dollars (\$250); or
2. For a second offense by a fine of five hundred dollars (\$500); or
3. For a third or any subsequent offense by a fine of one thousand dollars (\$1,000).

Administrative citations issued pursuant to this Section shall be in accordance with the procedures provided in Section 16.18.205(F) of this Code.

B. Any person served with an administrative citation pursuant to this Section may request to perform community service in lieu of payment of an administrative fine. The City shall have the sole discretion to determine whether community service may be an appropriate remedy for a particular situation, in lieu of requiring payment of the administrative fine.

Section 6.120.210 Prevention of Graffiti Through Land Use Entitlements.

A. In approving subdivision maps, conditional use permits, variances, or other land use entitlements, the City shall consider imposing conditions reasonably related to the control of Graffiti and/or the mitigation of the impacts of Graffiti. Such conditions may include, without limitation, any or all of the following:

1. Installation and use of anti-Graffiti materials, as approved by the Planning Director or his/her designee, on surfaces which are likely to be Graffiti Attracting Surfaces;
2. Installation and use of landscaping to screen or provide a barrier to surfaces prone to Graffiti or likely to be a Graffiti Attracting Surface;
3. Installation and use of additional lighting in areas that are likely to be Graffiti Attracting Surface and areas adjacent thereto;
4. Immediate removal of any Graffiti at the property;
5. Authorizing right of access by City forces to remove Graffiti; and,
6. Supplying the City with sufficient matching paint and/or anti-Graffiti material on demand for use in the abatement of Graffiti by City forces or agents.

B. The City may require applicants for any subdivision maps, conditional use permits, variances, or other land use entitlements to record against the property any conditions of approval contained in Subsection A of this Section or any other conditions of approval relating to Graffiti control or prevention. If required, the applicant shall record those conditions of approval in a form satisfactory to the City with the Sacramento County Assessor's Office, and such conditions of approval shall run with the land and bind all future owners of the property and any and all successors in interest of the property.

Section 6.120.220 Reward for Information.

A. Pursuant to California Government Code section 53069.5, the City Council may, by resolution, establish a reward for information leading to the identification, apprehension, or conviction of any person who places or applies Graffiti upon any public or private property in the City. For the purposes of this Section, diversion of the offending violator to a community service program, or a plea bargain to a lesser offense, shall constitute a conviction.

B. Any person committing Graffiti vandalism, and if said person is an unemancipated minor, then the parent or lawful guardian of said Minor, shall be civilly liable for any reward paid pursuant to this Section and Section 53069.5 of the Government Code.

Section 6.120.230 Recoupment of City Costs by County Probation Officer

A. Pursuant to California Welfare and Institutions Code Section 742.14, the City elects, at its discretion, to have the Probation Officer of Sacramento County recoup for it, through juvenile court proceedings in accordance with California Welfare and Institutions Code Section 742.16, its costs associated with defacement by minors of its property and the property of others by graffiti or other inscribed material.

B. For purposes of this section only, the City Council makes the following cost findings, the specific dollar amounts of which shall be set by Council resolution:

1. The City's average costs per unit of measure of identifying and apprehending a person subsequently convicted or otherwise found by a court proceeding to have committed an act prohibited by California Penal Code Sections 594, 594.3, 594.4, 640.5, 640.6, or 640.7 are as follows: police services rendered to the City based upon the estimated value of hours spent by police department personnel and miles driven by patrol vehicles (including fractions thereof).
2. The City's average costs per unit of measure of removing Graffiti or other

inscribed material, or of repairing or replacing property defaced with Graffiti or other inscribed material pursuant to Section 6.120.100 of this Chapter that cannot be removed cost effectively, may include any of the following: cost per inspection by the Enforcement Officer; cost per photo documenting Graffiti damage; cost per square inch cost of labor and materials used to remove Graffiti damage.

Section 6.120.240 Penalties.

- A. Any violation of this Chapter shall constitute a misdemeanor offense.
- B. Whenever deemed appropriate, it is the City's intent to petition a sentencing court to impose additional penalties or conditions, including community service, upon any grant of probation, diversion, or deferred entry of judgment, in a manner permitted by applicable laws relating to Graffiti laws.
- C. The remedies provided in this Chapter are in addition to other remedies and penalties available under provisions of other applicable City ordinances, the laws of the State of California, and the laws of the United States.

SECTION 3. Chapter 16.18.903 "Summary abatement of graffiti" of the Rancho Cordova Municipal Code is hereby repealed in its entirety.

SECTION 4. Severability. If any section, subsection, sentence, clause, phrase, or word of this Chapter is for any reason held to be invalid or unconstitutional by a decision of any court of competent jurisdiction or preempted state legislation, such decision or legislation shall not affect the validity of the remaining portions of this Chapter. The City Council of the City of Rancho Cordova hereby declares that it would have passed this Chapter and each and every section, subsection, sentence, clause or phrase not declared invalid or unconstitutional without regard to any such decision or preemptive legislation.

SECTION 5. CEQA. The City Council finds that this Chapter is not subject to the California Environmental Quality Act ("CEQA") pursuant to Sections 15060 (c)(2) (the activity will not result in direct or reasonably foreseeable indirect physical change in the environment) and 15060 (c)(3) (the activity is not a project as defined in Section 15378) of the CEQA Guidelines (Title 14, Chapter 3 of the California Code of Regulations) because it has no potential for resulting in physical change to the environment, either directly or indirectly.

SECTION 6. Effective Date. Within fifteen (15) days after adoption, a summary of this Ordinance shall be published once in the Grapevine Independent or the Sacramento Bee, a newspaper of general circulation printed and published in Sacramento County and circulated in the City of Rancho Cordova, in accordance with Government Code section 36933. This Ordinance shall take effect and be enforced thirty (30) days after its adoption.

Passed and adopted by the City Council of the City of Rancho Cordova this ____ day of _____ 2012, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

1719446.4

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Cyrus Abhar, Public Works Director

SUBJECT: RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A FIVE YEAR ON-CALL CONTRACT WITH DKS ASSOCIATES IN THE AMOUNT OF \$300,000 FOR ON-CALL TRAFFIC AND TRANSPORTATION PLANNING SERVICES

RECOMMENDATION

Adopt Resolution No. 42-2012.

RESULT OF RECOMMENDED ACTION

Adoption of this resolution will authorize the execution of an on-call contract with DKS Associates for traffic and transportation planning services to support the Public Works Department. This contract will provide professional services through June 2017.

Work performed related to development projects will be funded through developer deposits. Work related to City traffic issues will be funded through either the transportation impact fees or project capital funds.

ADVANCES GOALS 2 and 5.

BACKGROUND

In forecasting the potential work effort that will need to be done over the next several years in relation to the update of the development impact fees and development projects under consideration by the City, it is necessary to enter into an on-call contract.

Each individual work effort identified to be performed through the on-call services contract is and will be identified by a scope of service document with associated cost estimate.

Adoption of Resolution No. 42-2012 will authorize the City Manager to execute the agreement and provide the Public Works Department with the flexibility to work directly with DKS Associates in responding to complex traffic and transportation planning issues.

ATTACHMENT

Resolution No. 42-2012 including **Exhibit A** - Contract No. 28-2012

CITY OF RANCHO CORDOVA

RESOLUTION NO. 42-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
AUTHORIZING THE CITY MANAGER TO EXECUTE A FIVE YEAR ON-CALL CONTRACT
WITH DKS ASSOCIATES**

WHEREAS, the City wishes to enter into a five year on-call agreement with DKS Associates for traffic and transportation planning services to support the Public Works Department; and

WHEREAS, the on-call contract amount will be \$300,000 and will terminate on June 31, 2017; and

WHEREAS, the work effort identified to be performed through the on-call contract is and will be identified by a scope of service document with associated cost estimate; and

WHEREAS, a combination of developer deposits and transportation impact fees will cover the cost of this contract; and

WHEREAS, those services will exceed the maximum amount that the City Manager has the authorization to approve.

NOW, THEREFORE, BE IT HEREBY RESOLVED THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA does authorize the City Manager or his designee to execute **Contract 28-2012 (Exhibit 1A)** with DKS Associates in a form approved by the City Attorney.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the ____ day of ____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

**ON-CALL CONSULTING SERVICES AGREEMENT BETWEEN
THE CITY OF RANCHO CORDOVA AND DKS ASSOCIATES**

THIS AGREEMENT for on-call consulting services is made by and between the City of Rancho Cordova ("City") and DKS Associates ("Consultant") as of June 4, 2012.

Section 1. SERVICES. Subject to the terms and conditions set forth in this Agreement, Consultant may provide to City the services described in Exhibit A on an on-call basis. Consultant shall provide a specific scope of work prior to commencing any work. In the event of a conflict in or inconsistency between the terms of this Agreement and Exhibit A, the Agreement shall prevail.

- 1.1 **Term of Services.** The term of this Agreement shall begin on the date first noted above and shall end on June 31, 2017, the date of completion specified in Exhibit A, and Consultant shall complete the work described in Exhibit A prior to that date, unless the term of the Agreement is otherwise terminated or extended, as provided for in Section 8. The time provided to Consultant to complete the services required by this Agreement shall not affect the City's right to terminate the Agreement, as provided for in Section 8.
- 1.2 **Standard of Performance.** Consultant shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which Consultant is engaged in the geographical area in which Consultant practices its profession. Consultant shall prepare all work products required by this Agreement in a substantial, first-class manner and shall conform to the standards of quality normally observed by a person practicing in Consultant's profession.
- 1.3 **Assignment of Personnel.** Consultant shall assign only competent personnel to perform services pursuant to this Agreement. In the event that City, in its sole discretion, at any time during the term of this Agreement, desires the reassignment of any such persons, Consultant shall, immediately upon receiving notice from City of such desire of City, reassign such person or persons.
- 1.4 **Time.** Consultant shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary to meet the standard of performance provided in Section 1.2 above and to satisfy Consultant's obligations hereunder.

Section 2. COMPENSATION. City hereby agrees to pay Consultant a sum not to exceed \$300,000.00, notwithstanding any contrary indications that may be contained in Consultant's proposal, for services to be performed and reimbursable costs incurred under this Agreement. In the event of a conflict between this Agreement and Consultant's proposal, attached as Exhibit B, regarding the amount of compensation, the Agreement shall prevail. City shall pay Consultant for services rendered pursuant to this Agreement at the time and in the manner set forth herein. The payments specified below shall be the only payments from City to Consultant for services rendered pursuant to this Agreement. Consultant shall submit all invoices to City in the manner specified herein. Except as specifically authorized by City, Consultant shall not bill City for duplicate services performed by more than one person.

Consultant and City acknowledge and agree that compensation paid by City to Consultant under this Agreement is based upon Consultant's estimated costs of providing the services required hereunder, including salaries and benefits of employees and subcontractors of Consultant. Consequently, the parties

further agree that compensation hereunder is intended to include the costs of contributions to any pensions and/or annuities to which Consultant and its employees, agents, and subcontractors may be eligible. City therefore has no responsibility for such contributions beyond compensation required under this Agreement.

- 2.1 Invoices.** Consultant shall submit invoices, not more often than once a month during the term of this Agreement, based on the cost for services performed and reimbursable costs incurred prior to the invoice date. Invoices shall contain the following information:
- Serial identifications of progress bills; i.e., Progress Bill No. 1 for the first invoice, etc.;
 - The beginning and ending dates of the billing period;
 - A Task Summary containing the original contract amount, the amount of prior billings, the total due this period, the balance available under the Agreement, and the percentage of completion;
 - At City's option, for each work item in each task, a copy of the applicable time entries or time sheets shall be submitted showing the name of the person doing the work, the hours spent by each person, a brief description of the work, and each reimbursable expense;
 - The total number of hours of work performed under the Agreement by Consultant and each employee, agent, and subcontractor of Consultant performing services hereunder, as well as a separate notice when the total number of hours of work by Consultant and any individual employee, agent, or subcontractor of Consultant reaches or exceeds 800 hours, which shall include an estimate of the time necessary to complete the work described in Exhibit A;
 - The Consultant's signature.
- 2.2 Monthly Payment.** City shall make monthly payments, based on invoices received, for services satisfactorily performed, and for authorized reimbursable costs incurred. City shall have 30 days from the receipt of an invoice that complies with all of the requirements above to pay Consultant.
- 2.3 Final Payment.** City shall pay the last 10% of the total sum due pursuant to this Agreement within sixty (60) days after completion of the services and submittal to City of a final invoice, if all services required have been satisfactorily performed.
- 2.4 Total Payment.** City shall pay for the services to be rendered by Consultant pursuant to this Agreement. City shall not pay any additional sum for any expense or cost whatsoever incurred by Consultant in rendering services pursuant to this Agreement. City shall make no payment for any extra, further, or additional service pursuant to this Agreement.
- In no event shall Consultant submit any invoice for an amount in excess of the maximum amount of compensation provided above either for a task or for the entire Agreement, unless the Agreement is modified prior to the submission of such an invoice by a properly executed change order or amendment.
- 2.5 Hourly Fees.** Fees for work performed by Consultant on an hourly basis shall not exceed the amounts shown on the fee schedule set forth in Exhibit B.

- 2.6 Reimbursable Expenses.** Reimbursable expenses, if any, shall be separately identified in the cost estimated of each response for proposal submitted, and agreement entered, by Consultant and City. Reimbursable expenses are included in the total amount of compensation provided under this Agreement that shall not be exceeded.
- 2.7 Payment of Taxes.** Consultant is solely responsible for the payment of employment taxes incurred under this Agreement and any similar federal or state taxes.
- 2.8 Payment upon Termination.** In the event that the City or Consultant terminates this Agreement pursuant to Section 8, the City shall compensate the Consultant for all outstanding costs and reimbursable expenses incurred for work satisfactorily completed as of the date of written notice of termination. Consultant shall maintain adequate logs and timesheets in order to verify costs incurred to that date.
- 2.9 Authorization to Perform Services.** The Consultant is not authorized to perform any services or incur any costs whatsoever under the terms of this Agreement until receipt of authorization from the Contract Administrator.

Section 3. FACILITIES AND EQUIPMENT. Except as set forth herein, Consultant shall, at its sole cost and expense, provide all facilities and equipment that may be necessary to perform the services required by this Agreement. City shall make available to Consultant only the facilities and equipment listed in this section, and only under the terms and conditions set forth herein.

City shall furnish physical facilities such as desks, filing cabinets, and conference space, as may be reasonably necessary for Consultant's use while consulting with City employees and reviewing records and the information in possession of the City. The location, quantity, and time of furnishing those facilities shall be in the sole discretion of City. In no event shall City be obligated to furnish any facility that may involve incurring any direct expense, including but not limited to computer, long-distance telephone or other communication charges, vehicles, and reproduction facilities.

Section 4. INSURANCE REQUIREMENTS. Before beginning any work under this Agreement, Consultant, at its own cost and expense, shall procure "occurrence coverage" insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Consultant and its agents, representatives, employees, and subcontractors. Consultant shall provide proof satisfactory to City of such insurance that meets the requirements of this section and under forms of insurance satisfactory in all respects to the City. Consultant shall maintain the insurance policies required by this section throughout the term of this Agreement. The cost of such insurance shall be included in the Consultant's bid. Consultant shall not allow any subcontractor to commence work on any subcontract until Consultant has obtained all insurance required herein for the subcontractor(s) and provided evidence thereof to City. Verification of the required insurance shall be submitted and made part of this Agreement prior to execution.

- 4.1 Workers' Compensation.** Consultant shall, at its sole cost and expense, maintain Statutory Workers' Compensation Insurance and Employer's Liability Insurance for any and all persons employed directly or indirectly by Consultant. The Statutory Workers' Compensation Insurance and Employer's Liability Insurance shall be provided with limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) per accident. In the alternative, Consultant may rely on a self-insurance program to meet those requirements, but only if

the program of self-insurance complies fully with the provisions of the California Labor Code. Determination of whether a self-insurance program meets the standards of the Labor Code shall be solely in the discretion of the Contract Administrator. The insurer, if insurance is provided, or the Consultant, if a program of self-insurance is provided, shall waive all rights of subrogation against the City and its officers, officials, employees, and volunteers for loss arising from work performed under this Agreement.

An endorsement shall state that coverage shall not be canceled except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City. Consultant shall notify City within 14 days of notification from Consultant's insurer if such coverage is suspended, voided or reduced in coverage or in limits.

4.2 Commercial General and Automobile Liability Insurance.

4.2.1 General requirements. Consultant, at its own cost and expense, shall maintain commercial general and automobile liability insurance for the term of this Agreement in an amount not less than ONE MILLION DOLLARS (\$1,000,000.00) per occurrence, combined single limit coverage for risks associated with the work contemplated by this Agreement. If a Commercial General Liability Insurance or an Automobile Liability form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit. Such coverage shall include but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles.

4.2.2 Minimum scope of coverage. Commercial general coverage shall be at least as broad as Insurance Services Office Commercial General Liability occurrence form CG 0001 or GL 0002 (most recent editions) covering comprehensive General Liability and Insurance Services Office form number GL 0404 covering Broad Form Comprehensive General Liability. Automobile coverage shall be at least as broad as Insurance Services Office Automobile Liability form CA 0001 (ed. 12/90) Code 8 and 9. No endorsement shall be attached limiting the coverage.

4.2.3 Additional requirements. Each of the following shall be included in the insurance coverage or added as an endorsement to the policy:

- a. City and its officers, employees, agents, and volunteers shall be covered as additional insureds with respect to each of the following: liability arising out of activities performed by or on behalf of Consultant, including the insured's general supervision of Consultant; products and completed operations of Consultant; premises owned, occupied, or used by Consultant; and automobiles owned, leased, or used by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to City or its officers, employees, agents, or volunteers.

- b. The insurance shall cover on an occurrence or an accident basis, and not on a claims-made basis.
- c. An endorsement must state that coverage is primary insurance with respect to the City and its officers, officials, employees and volunteers, and that no insurance or self-insurance maintained by the City shall be called upon to contribute to a loss under the coverage.
- d. Any failure of Consultant to comply with reporting provisions of the policy shall not affect coverage provided to City and its officers, employees, agents, and volunteers.
- e. An endorsement shall state that coverage shall not be canceled except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City. Consultant shall notify City within 14 days of notification from Consultant's insurer if such coverage is suspended, voided or reduced in coverage or in limits.

4.3 Professional Liability Insurance. Consultant, at its own cost and expense, shall maintain for the period covered by this Agreement professional liability insurance for licensed professionals performing work pursuant to this Agreement in an amount not less than ONE MILLION DOLLARS (\$1,000,000) covering the licensed professionals' errors and omissions.

4.3.1 Any deductible or self-insured retention shall not exceed \$150,000 per claim.

4.3.2 An endorsement shall state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City.

4.3.3 The following provisions shall apply if the professional liability coverages are written on a claims-made form:

- a. The retroactive date of the policy must be shown and must be before the date of the Agreement.
- b. Insurance must be maintained and evidence of insurance must be provided for at least five years after completion of the Agreement or the work, so long as commercially available at reasonable rates.
- c. If coverage is canceled or not renewed and it is not replaced with another claims-made policy form with a retroactive date that precedes the date of this Agreement, Consultant must provide extended reporting coverage for a minimum of five years after completion of the Agreement or the work. The City shall have the right to exercise, at the Consultant's sole cost and expense, any extended reporting provisions of the policy, if the Consultant cancels or does not renew the coverage.
- d. A copy of the claim reporting requirements must be submitted to the City prior to the commencement of any work under this Agreement.

4.4 All Policies Requirements.

- 4.4.1 **Acceptability of insurers.** All insurance required by this section is to be placed with insurers with a Bests' rating of no less than A:VII.
- 4.4.2 **Verification of coverage.** Prior to beginning any work under this Agreement, Consultant shall furnish City with certificates of insurance and with original endorsements effecting coverage required herein. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The City reserves the right to require complete, certified copies of all required insurance policies, at any time.
- 4.4.3 **Subcontractors.** Consultant shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.
- 4.4.4 **Variation.** The City may approve a variation in the foregoing insurance requirements, upon a determination that the coverages, scope, limits, and forms of such insurance are either not commercially available, or that the City's interests are otherwise fully protected.
- 4.4.5 **Deductibles and Self-Insured Retentions.** Consultant shall disclose to and obtain the approval of City for the self-insured retentions and deductibles before beginning any of the services or work called for by any term of this Agreement.
- During the period covered by this Agreement, only upon the prior express written authorization of Contract Administrator, Consultant may increase such deductibles or self-insured retentions with respect to City, its officers, employees, agents, and volunteers. The Contract Administrator may condition approval of an increase in deductible or self-insured retention levels with a requirement that Consultant procure a bond, guaranteeing payment of losses and related investigations, claim administration, and defense expenses that is satisfactory in all respects to each of them.
- 4.4.6 **Notice of Reduction in Coverage.** In the event that any coverage required by this section is reduced, limited, or materially affected in any other manner, Consultant shall provide written notice to City at Consultant's earliest possible opportunity and in no case later than five days after Consultant is notified of the change in coverage.

- 4.5 **Remedies.** In addition to any other remedies City may have if Consultant fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, City may, at its sole option exercise any of the following remedies, which are alternatives to other remedies City may have and are not the exclusive remedy for Consultant's breach:

- Obtain such insurance and deduct and retain the amount of the premiums for such insurance from any sums due under the Agreement;
- Order Consultant to stop work under this Agreement or withhold any payment that becomes due to Consultant hereunder, or both stop work and withhold any payment, until Consultant demonstrates compliance with the requirements hereof; and/or
- Terminate this Agreement.

Section 5. INDEMNIFICATION AND CONSULTANT'S RESPONSIBILITIES.

- 5.1 General Requirement.** Consultant shall indemnify, defend with counsel selected by the City, and hold harmless the City and its officials, officers, employees, agents, and volunteers from and against any and all losses, liability, claims, suits, actions, damages, and causes of action arising out of any personal injury, bodily injury, loss of life, or damage to property, or any violation of any federal, state, or municipal law or ordinance, to the extent caused, in whole or in part, by the willful misconduct or negligent acts or omissions of Consultant or its employees, subcontractors, or agents, by acts for which they could be held strictly liable, or by the quality or character of their work. The foregoing obligation of Consultant shall not apply when (1) the injury, loss of life, damage to property, or violation of law arises wholly from the negligence or willful misconduct of the City or its officers, employees, agents, or volunteers and (2) the actions of Consultant or its employees, subcontractor, or agents have contributed in no part to the injury, loss of life, damage to property, or violation of law. It is understood that the duty of Consultant to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by City of insurance certificates and endorsements required under this Agreement does not relieve Consultant from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Agreement, Consultant acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.
- 5.2 PERS Indemnification.** In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.
- 5.3 Design Professionals.** Notwithstanding Sections 5.1 and 5.2, to the extent that the services under this Agreement include design professional services subject to California Civil Code Section 2782.8, as may be amended from time to time, Consultant's duty to indemnify shall only be to the maximum extent permitted by California Civil Code Section 2782.8.

Section 6. STATUS OF CONSULTANT.

- 6.1 Independent Contractor.** At all times during the term of this Agreement, Consultant shall be an independent contractor and shall not be an employee of City. City shall have the right to control Consultant only insofar as the results of Consultant's services rendered pursuant to this Agreement and assignment of personnel pursuant to Subparagraph 1.3; however, otherwise City shall not have the right to control the means by which Consultant accomplishes services rendered pursuant to this Agreement. Notwithstanding any other City, state, or federal policy, rule, regulation, law, or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing services under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any and all claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in the California Public Employees Retirement System (PERS) as an employee of City and entitlement to any contribution to be paid by City for employer contributions and/or employee contributions for PERS benefits. Consultant shall not allow any employee to become eligible for a claim for PERS benefits.
- 6.2 Consultant No Agent.** Except as City may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied, pursuant to this Agreement to bind City to any obligation whatsoever.

Section 7. LEGAL REQUIREMENTS.

- 7.1 Governing Law.** The laws of the State of California shall govern this Agreement.
- 7.2 Compliance with Applicable Laws.** Consultant and any subcontractors shall comply with all laws and regulations applicable to the performance of the work hereunder, including but not limited to, the California Building Code, the Americans with Disabilities Act, and any copyright, patent or trademark law. Consultant's failure to comply with any law(s) or regulation(s) applicable to the performance of the work hereunder shall constitute a breach of contract.
- 7.3 Other Governmental Regulations.** To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.
- 7.4 Licenses and Permits.** Consultant represents and warrants to City that Consultant and its employees, agents, and any subcontractors have all licenses, permits, qualifications, and approvals of whatsoever nature that are legally required to practice their respective professions. Consultant represents and warrants to City that Consultant and its employees, agents, any subcontractors shall, at their sole cost and expense, keep in effect at all times during the term of this Agreement any licenses, permits, and approvals that are legally required to practice their respective professions. In addition to the foregoing, Consultant and any subcontractors shall obtain and maintain during the term of this Agreement valid Business Licenses from City.

- 7.5 Nondiscrimination and Equal Opportunity.** Consultant shall not discriminate, on the basis of a person's race, religion, color, national origin, age, physical or mental handicap or disability, medical condition, marital status, sex, or sexual orientation, against any employee, applicant for employment, subcontractor, bidder for a subcontract, or participant in, recipient of, or applicant for any services or programs provided by Consultant under this Agreement. Consultant shall comply with all applicable federal, state, and local laws, policies, rules, and requirements related to equal opportunity and nondiscrimination in employment, contracting, and the provision of any services that are the subject of this Agreement, including but not limited to the satisfaction of any positive obligations required of Consultant thereby.

Consultant shall include the provisions of this Subsection in any subcontract approved by the Contract Administrator or this Agreement.

Section 8. TERMINATION AND MODIFICATION.

- 8.1 Termination.** City may cancel this Agreement at any time and without cause upon written notification to Consultant.

Consultant may cancel this Agreement upon 60 days' written notice to City and shall include in such notice the reasons for cancellation.

In the event of termination, Consultant shall be entitled to compensation for services performed to the effective date of termination; City, however, may condition payment of such compensation upon Consultant delivering to City any or all documents, photographs, computer software, video and audio tapes, and other materials provided to Consultant or prepared by or for Consultant or the City in connection with this Agreement.

- 8.2 Extension.** City may, in its sole and exclusive discretion, extend the end date of this Agreement beyond that provided for in Subsection 1.1. Any such extension shall require a written amendment to this Agreement, as provided for herein. Consultant understands and agrees that, if City grants such an extension, City shall have no obligation to provide Consultant with compensation beyond the maximum amount provided for in this Agreement. Similarly, unless authorized by the Contract Administrator, City shall have no obligation to reimburse Consultant for any otherwise reimbursable expenses incurred during the extension period.

- 8.3 Amendments.** The parties may amend this Agreement only by a writing signed by all the parties.

- 8.4 Assignment and Subcontracting.** City and Consultant recognize and agree that this Agreement contemplates personal performance by Consultant and is based upon a determination of Consultant's unique personal competence, experience, and specialized personal knowledge. Moreover, a substantial inducement to City for entering into this Agreement was and is the professional reputation and competence of Consultant. Consultant may not assign this Agreement or any interest therein without the prior written approval of the Contract Administrator. Consultant shall not subcontract any portion of the

performance contemplated and provided for herein, other than to the subcontractors noted in the proposal, without prior written approval of the Contract Administrator.

- 8.5 Survival.** All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating liability between City and Consultant shall survive the termination of this Agreement.
- 8.6 Options upon Breach by Consultant.** If Consultant materially breaches any of the terms of this Agreement, City's remedies shall include, but not be limited to, the following:
- 8.6.1** Immediately terminate the Agreement;
 - 8.6.2** Retain the plans, specifications, drawings, reports, design documents, and any other work product prepared by Consultant pursuant to this Agreement;
 - 8.6.3** Retain a different consultant to complete the work described in Exhibit A not finished by Consultant; or
 - 8.6.4** Charge Consultant the difference between the cost to complete the work described in Exhibit A that is unfinished at the time of breach and the amount that City would have paid Consultant pursuant to Section 2 if Consultant had completed the work.

Section 9. KEEPING AND STATUS OF RECORDS.

- 9.1 Records Created as Part of Consultant's Performance.** All reports, data, maps, models, charts, studies, surveys, photographs, memoranda, plans, studies, specifications, records, files, or any other documents or materials, in electronic or any other form, that Consultant prepares or obtains pursuant to this Agreement and that relate to the matters covered hereunder shall be the property of the City. Consultant hereby agrees to deliver those documents to the City upon termination of the Agreement. It is understood and agreed that the documents and other materials, including but not limited to those described above, prepared pursuant to this Agreement are prepared specifically for the City and are not necessarily suitable for any future or other use. City and Consultant agree that, until final approval by City, all data, plans, specifications, reports and other documents are confidential and will not be released to third parties without prior written consent of both parties.
- 9.2 Consultant's Books and Records.** Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the City under this Agreement for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to the Consultant to this Agreement.
- 9.3 Inspection and Audit of Records.** Any records or documents that Section 9.2 of this Agreement requires Consultant to maintain shall be made available for inspection, audit, and/or copying at any time during regular business hours, upon oral or written request of the City. Under California Government Code Section 8546.7, if the amount of public funds

expended under this Agreement exceeds TEN THOUSAND DOLLARS (\$10,000.00), the Agreement shall be subject to the examination and audit of the State Auditor, at the request of City or as part of any audit of the City, for a period of three (3) years after final payment under the Agreement.

Section 10 MISCELLANEOUS PROVISIONS.

- 10.1 Attorneys' Fees.** If a party to this Agreement brings any action, including an action for declaratory relief, to enforce or interpret the provision of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees in addition to any other relief to which that party may be entitled. The court may set such fees in the same action or in a separate action brought for that purpose.
- 10.2 Venue.** In the event that either party brings any action against the other under this Agreement, the parties agree that trial of such action shall be vested exclusively in the state courts of California in the County of Sacramento or in the United States District Court for the Eastern District of California.
- 10.3 Severability.** If a court of competent jurisdiction finds or rules that any provision of this Agreement is invalid, void, or unenforceable, the provisions of this Agreement not so adjudged shall remain in full force and effect. The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.
- 10.4 No Implied Waiver of Breach.** The waiver of any breach of a specific provision of this Agreement does not constitute a waiver of any other breach of that term or any other term of this Agreement.
- 10.5 Successors and Assigns.** The provisions of this Agreement shall inure to the benefit of and shall apply to and bind the successors and assigns of the parties.
- 10.6 Use of Recycled Products.** Consultant shall prepare and submit all reports, written studies and other printed material on recycled paper to the extent it is available at equal or less cost than virgin paper.
- 10.7 Conflict of Interest.** Consultant may serve other clients, but none whose activities within the corporate limits of City or whose business, regardless of location, would place Consultant in a "conflict of interest," as that term is defined in the Political Reform Act, codified at California Government Code Section 81000 *et seq.*

Consultant shall not employ any City official in the work performed pursuant to this Agreement. No officer or employee of City shall have any financial interest in this Agreement that would violate California Government Code Sections 1090 *et seq.*

Consultant hereby warrants that it is not now, nor has it been in the previous twelve (12) months, an employee, agent, appointee, or official of the City. If Consultant was an employee, agent, appointee, or official of the City in the previous twelve months, Consultant warrants that it did not participate in any manner in the forming of this

Agreement. Consultant understands that, if this Agreement is made in violation of Government Code §1090 *et seq.*, the entire Agreement is void and Consultant will not be entitled to any compensation for services performed pursuant to this Agreement, including reimbursement of expenses, and Consultant will be required to reimburse the City for any sums paid to the Consultant. Consultant understands that, in addition to the foregoing, it may be subject to criminal prosecution for a violation of Government Code § 1090 and, if applicable, will be disqualified from holding public office in the State of California.

- 10.8 Solicitation.** Consultant agrees not to solicit business at any meeting, focus group, or interview related to this Agreement, either orally or through any written materials.
- 10.9 Contract Administration.** This Agreement shall be administered by Elizabeth Sparkman ("Contract Administrator"). All correspondence shall be directed to or through the Contract Administrator or his or her designee.
- 10.10 Notices.** Any written notice to Consultant shall be sent to:
 John P. Long, Principal
 DKS Associates
 8950 Cal Center Drive, Suite 340
 Sacramento, CA 95826
- Any written notice to City shall be sent to:
 Elizabeth Sparkman, Senior Engineer
 City of Rancho Cordova
 2729 Prospect Park Drive
 Rancho Cordova, CA 95670
- 10.11 Professional Seal.** Where applicable in the determination of the contract administrator, the first page of a technical report, first page of design specifications, and each page of construction drawings shall be stamped/sealed and signed by the licensed professional responsible for the report/design preparation. The stamp/seal shall be in a block entitled "Seal and Signature of Registered Professional with report/design responsibility," as in the following example.
- _____
 Seal and Signature of Registered Professional with report/design responsibility.
- 10.12 Integration.** This Agreement, including the scope of work attached hereto and incorporated herein as Exhibit A, and the compensation schedule attached hereto and incorporated herein as Exhibit B, represents the entire and integrated agreement between City and Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral.
- 10.13 IRS Form W-9.** Consultant shall complete and submit Internal Revenue Service Form W-9 to the City before execution of this Agreement. The City's Finance Director shall have authority to waive this requirement.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the day and year first set forth above, which date shall be considered by the Parties to be the effective date of this Agreement.

CITY OF RANCHO CORDOVA

DKS ASSOCIATES

Ted A. Gaebler, City Manager

Date: _____

Attest:

John P. Long, Principal

Date: _____

Mindy Cuppy, CMC, City Clerk

Date: _____

Approved as to Form:

Adam Lindgren, City Attorney

Date: _____

May 23, 2012

Elizabeth Sparkman
City of Rancho Cordova
2729 Prospect Park Drive
Rancho Cordova, CA 95670

Subject: Proposal for "On-Call" Transportation Services

P/A No.

Dear Elizabeth:

DKS Associates has been assisting the City of Rancho Cordova with on-call transportation engineering and planning services since 2005. We are pleased to submit this proposal to continue providing on-call services to the City. As requested, our proposal outlines the types of services that we can provide to the City and provides our fee rates.

DKS is an on-call consultant to several cities and agencies in the Sacramento region, including the cities of Sacramento, West Sacramento, Roseville and Rocklin, as well as Regional Transit. As with those jurisdictions, DKS can provide the following types of on-call professional services to the City of Rancho Cordova:

1. Traffic Impact Studies

DKS prepares traffic impact studies for environmental documents and also reviews traffic impact studies prepared by others. The DKS Sacramento office has not worked for any local developers since it opened in 1989 and thus has no conflicts of interest. In addition to traffic impact studies for development projects, we can prepare traffic impact studies for roadway improvements and transit facility projects.

2. Transportation Planning

DKS has prepared Circulation Elements of General Plans and Specific Plans, as well as CIPs and transportation development fee programs, for many of the cities and counties in the Sacramento region. We prepared the City's draft fee program update in 2008. We can help the City refine and adopt the fee program update and we can continue to help the City in its negotiations with the BIA.

DKS can also help the City with the phasing of the transportation improvements in its CIP. DKS developed SACOG's travel demand model and has prepared focused versions of that model for Rancho Cordova and its surrounding area. With those tools, we can help the City in long-range and short-range planning and scoping of its transportation improvement projects, including new roadways, roadway widening and intersection/interchange improvements.

3. Traffic Operations Analysis and Signal Timing

DKS can analyze traffic operations on the City's roadway system through a variety of methods, including traffic simulation models. DKS can develop signal timing plans for intersections and for coordinated signal systems. DKS can prepare traffic safety plans for high accident locations. We can also prepare traffic control plans to accommodate traffic during construction.

4. Traffic Engineering Scoping and Design Services

DKS can prepare design plans, specifications and estimate (PS&E) packages for traffic signals, intelligent transportation system (ITS) type projects and communication infrastructure. We can conduct plan review, feasibility studies and intersection geometrics analyses. We can prepare

DKS Associates

TRANSPORTATION SOLUTIONS

studies and design plans for road diets and roadway conversions. DKS can prepare traffic signing and striping plans for intersection and roadway improvement projects.

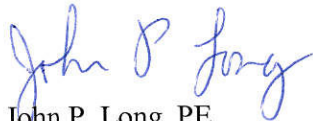
Attached is our current fee schedule.

Based on our on-call work with the City over the last seven years, we hope you recognize that we bring nationwide expertise yet we strive to function as an extension of City staff. We value our long relationship with the City and look forward to continuing our on-call services.

Please do not hesitate to contact me should you have questions.

Sincerely,

DKS ASSOCIATES
A California Corporation

A handwritten signature in blue ink, appearing to read "John P. Long".

John P. Long, PE
Principal

Fee Schedule Effective September 1, 2011 through August 31, 2012					
<i>ENGINEERS and PLANNERS</i>				<i>TECHNICIANS and SUPPORT STAFF</i>	
Grade	Hourly Rate	Grade	Hourly Rate	Tech Level	Hourly Rate
Grade 1	\$ 55.00	Grade 21	\$ 155.00	Tech Level A	\$ 35.00
Grade 2	60.00	Grade 22	160.00	Tech Level B	40.00
Grade 3	65.00	Grade 23	165.00	Tech Level C	45.00
Grade 4	70.00	Grade 24	170.00	Tech Level D	50.00
Grade 5	75.00	Grade 25	175.00	Tech Level E	55.00
Grade 6	80.00	Grade 26	180.00	Tech Level F	60.00
Grade 7	85.00	Grade 27	185.00	Tech Level G	65.00
Grade 8	90.00	Grade 28	190.00	Tech Level H	70.00
Grade 9	95.00	Grade 29	195.00	Tech Level I	75.00
Grade 10	100.00	Grade 30	200.00	Tech Level J	80.00
Grade 11	105.00	Grade 31	205.00	Tech Level K	85.00
Grade 12	110.00	Grade 32	210.00	Tech Level L	90.00
Grade 13	115.00	Grade 33	215.00	Tech Level M	95.00
Grade 14	120.00	Grade 34	220.00	Tech Level N	100.00
Grade 15	125.00	Grade 35	225.00	Tech Level O	105.00
Grade 16	130.00	Grade 36	230.00	Tech Level P	110.00
Grade 17	135.00	Grade 37	235.00	Tech Level Q	115.00
Grade 18	140.00	Grade 38	240.00	Tech Level R	120.00
Grade 19	145.00	Grade 39	245.00	Tech Level S	125.00
Grade 20	150.00	Grade 40	250.00		
- Project expenses will be billed at <i>cost plus ten percent</i> for service and handling. Project expenses include project-related costs such as reproduction through outside services, transportation, subsistence, delivery/postage, and vendor and subcontractor services. - All invoices are due and payable within 30 days of date of invoice. Invoices outstanding over 30 days will be assessed a 1 1/4 percent service charge, compounded, for each 30 days outstanding beyond the initial payment period. Service charges are not included in any agreement for maximum charges. - Expert witness charges are available on request.					

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Cyrus Abhar, Public Works Director

SUBJECT: APPROVAL OF MEMORANDUM OF UNDERSTANDING FOR NEW STORMWATER PERMIT FOR THE SACRAMENTO JOINT STORMWATER PROGRAM

RECOMMENDATION

Adopt Resolution No. 43-2012.

RESULT OF RECOMMENDED ACTION

Adoption of a resolution will approve the multi-jurisdictional Memorandum of Understanding (MOU) for the Sacramento Joint Stormwater Program under the new Stormwater Permit. The resolution will also authorize the City Manager to execute the MOU regarding administrative responsibilities and apportionment of costs between Permittees under NPDES Permit No. CA0082597.

ADVANCES GOALS 2.

BACKGROUND

In 1987 Congress amended Section 402 of the Federal Clean Water Act (33 U.S.C.A. Section 1342 (p)) to require the United States Environmental Protection Agency ("EPA") to promulgate regulations permitting stormwater discharges. The Regulations are designed to control pollutants associated with stormwater discharges through National Pollutant Discharge Elimination System (NPDES) permits which allow lawful discharges of stormwater into the waters of the United States; and the Regulations require issuance of NPDES permits and compliance therewith for discharges to receiving waters from municipal storm sewers on a system-wide or jurisdiction-wide basis.

The EPA has delegated to the State of California the authority to issue NPDES permits; and the California Regional Water Quality Control Board, Central Valley Region ("Regional Water Board") has been charged by the California State Water Resources Control Board ("SWRCB") with the responsibility to issue NPDES permits within the Central Valley Region.

On September 11, 2008 the Regional Water Board issued an NPDES municipal separate storm sewer system permit, NPDES No. CAS082597, Order No. R5-2008-0142, (Permit) for the Permittees; and, the Permit is effective October 31, 2008 and expires on September 11, 2013.

The Sacramento Stormwater Quality Partnership (Partnership) is a cooperative effort by the cities of Rancho Cordova, Citrus Heights, Elk Grove, Folsom, Galt, Sacramento and the County of Sacramento to provide a comprehensive, uniform and coordinated regional process by which the Permittees comply with the Permit.

The purpose of this MOU is to formalize the manner in which each Permittee shall collaborate with all other Permittees to address common issues, promote consistency among each Permittees' stormwater quality programs, coordinate resources in regional programs such as monitoring and public outreach, and plan and coordinate activities required to comply with the Permit.

One of the provisions of the current Permit is to update the MOU to adequately reflect and define the current relationship among the Partnership members with respect to implementing stormwater programs.

Under this MOU, the Permittees are agreeing to a cost sharing formula based on the population percentage of the governed area (Exhibit A of the MOU). Rancho Cordova's share under the MOU is 4.6% and the annual cost varies depending on the amount of activities required by the program for each year. Cost for activities and programs for the Partnership are funded through the Stormwater Utility Fund and there is no impact to the General Fund.

ATTACHMENT

Resolution No. 43-2012 including **Exhibit A** - MOU

CITY OF RANCHO CORDOVA

RESOLUTION NO. 43-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
APPROVING THE MEMORANDUM OF UNDERSTANDING (MOU) FOR THE SACRAMENTO
JOINT STORMWATER PROGRAM AND AUTHORIZE THE CITY MANAGER TO EXECUTE
THE MEMORANDUM OF UNDERSTANDING REGARDING ADMINISTRATIVE
RESPONSIBILITIES AND APPORTIONMENT OF COSTS BETWEEN PERMITTEES
UNDER NPDES PERMIT NO. CA0082597**

WHEREAS, on September 11, 2008, the Regional Water Board issued an NPDES municipal separate storm sewer system permit, NPDES No. CA0082597, Order No. R5-2008-0142, (hereinafter referred to as "Permit") for the County of Sacramento and the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova and Sacramento (hereinafter referred to collectively as the "Permittees" and individually as a "Permittee"); and

WHEREAS, the Permit is effective October 31, 2008, and expires on September 11, 2013; and

WHEREAS, the Permit requires the Permittees to modify former requirements and add new requirements not found in the Permittees' prior municipal separate storm sewer systems permit; and

WHEREAS, the Permittees desire to update the previous MOU between the Permittees; and

WHEREAS, the purpose of this MOU among the Permittees is to establish administrative responsibilities and apportionment of costs related to shared activities associated with Permit implementation.

NOW, THEREFORE, BE IT HEREBY RESOLVED THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA hereby approves the Memorandum of Understanding (**Exhibit 1A**) and authorizes the City Manager or his designee to execute the MOU regarding the administrative responsibilities and apportionment of costs among Permittees under the NPDES Permit No. CA0082597.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the ____ day of ____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

CONTRACT NO. 31-2012

**Memorandum of Understanding Regarding Administrative Responsibilities and
Apportionment of Costs between Permittees
Under NPDES Permit No. CA0082597**

This Memorandum of Understanding ("MOU") regarding division of administrative responsibilities and apportionment of costs for the Sacramento Permittees under NPDES Permit No. CAS082597, is made and entered into this _____ day of _____, 2012 by the County of Sacramento ("County"), the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova, and Sacramento (collectively, the "Permittees" and individually, a "Permittee", also referred to as "parties to this MOU").

RECITALS

WHEREAS, Congress in 1987 amended Section 402 of the Federal Clean Water Act (33 U.S.C.A. Section 1342 (p)) to require the United States Environmental Protection Agency ("EPA") to promulgate regulations ("Regulations") permitting stormwater discharges; and

WHEREAS, the Regulations are designed to control pollutants associated with stormwater discharges through National Pollutant Discharge Elimination System (NPDES) permits which allow lawful discharges of stormwater into the waters of the United States; and

WHEREAS, the Regulations require issuance of NPDES permits and compliance therewith for discharges to receiving waters from municipal storm sewers on a system-wide or jurisdiction-wide basis; and

WHEREAS, the EPA has delegated to the State of California the authority to issue NPDES permits; and

WHEREAS, the California Regional Water Quality Control Board, Central Valley Region ("Regional Water Board") has been charged by the California State Water Resources Control Board ("SWRCB") with the responsibility to issue NPDES permits within the Central Valley Region; and

WHEREAS, the Permittees are situated within the Central Valley Region; and

WHEREAS, on September 11, 2008 the Regional Water Board issued an NPDES municipal separate storm sewer system permit, NPDES No. CAS082597, Order No. R5-2008-0142, (hereinafter referred to as "Permit") for the County of Sacramento and the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova and Sacramento (hereinafter referred to collectively as the "Permittees" and individually as a "Permittee"); and

WHEREAS, the Permit is effective October 31, 2008 and expires on September 11, 2013; and

WHEREAS, the Permit requires the Permittees to monitor stormwater discharges and implement multiple programs to reduce the level of pollutants discharged into receiving waters; and

WHEREAS, the Permittees desire to develop a comprehensive stormwater management program with the objective of reducing to the maximum extent practicable (MEP) pollutant discharges into those receiving waters identified in the Permit including but not limited to, urban creeks, the Sacramento River, and the American River; and

WHEREAS, in order to comply with the Permit's requirements the Permittees will incur various costs relating to monitoring and/or implementing programs required by the Permit; and

WHEREAS, in order to comply with the requirements of their prior municipal separate storm sewer system permit, the Permittees previously entered into an MOU for the purpose of division of administrative responsibilities and apportionment of costs and they desire to continue that effort; and

WHEREAS, the Permit modifies former requirements and adds new requirements not found in the Permittees' prior municipal separate storm sewer system permit and therefore the Permittees desire to update the previous MOU between the Permittees; and

WHEREAS, the purpose of this MOU between the Permittees is to establish administrative responsibilities and apportionment of costs related to shared activities associated with Permit implementation.

NOW, THEREFORE, in consideration of the mutual promises hereinafter set forth, the Permittees agree as follows:

1. Purpose

The purpose of this MOU is to establish a comprehensive, uniform and coordinated regional process by which the Permittees comply with the Permit. This MOU formalizes the manner in which each Permittee shall collaborate with all other Permittees to address common issues, promote consistency among each Permittees' stormwater quality programs, coordinate resources in regional programs such as monitoring and public outreach, and plan and coordinate activities required to comply with the Permit.

This MOU describes:

- a. SSQP management structure,
- b. Term of the MOU,
- c. Permittee responsibilities,
- d. Primary contacts,
- e. Decision making processes,
- f. Designation of Mandatory and Additional Joint Activities,
- g. Cost sharing,
- h. Information management,
- i. Reporting, and
- j. Other collaborative arrangements for Permit compliance activities.

2. Previous MOU superseded

This MOU supersedes the following agreement previously existing between the Permittees:

- The "Memorandum of Understanding Regarding Administrative Responsibilities and Apportionment of Costs under NPDES Permit No. CA0082597" dated April 22, 2003.

This MOU does not affect, supersede, or modify any other agreements presently existing between any of the Permittees.

3. Permittees in MOU

The Permittees in this MOU include the County, and the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova and Sacramento.

4. Addition of new Permittees to MOU

Any newly incorporated city, or any other local jurisdiction that becomes a permittee under the Permit due to action by the Regional Water Board, may become a party to this MOU. To become a party to this MOU, the governing body of the new permittee must approve a separate addendum to this MOU making the new permittee bound by its terms and conditions as a Permittee. Addition of a new party to this MOU in this manner shall not require further modification of this MOU nor approval by the other parties to this MOU, except that Exhibit A shall be modified to reflect the addition of the new party and revised apportioned costs based thereon. A copy of any such addendum shall be made available to all the parties to this MOU.

5. Term of MOU

The provisions of this MOU shall commence upon approval of this MOU by all Permittees and shall terminate upon adoption of a successor MOU or in a manner consistent with Section 6 of this MOU.

6. Termination

Each Permittee shall have the right to withdraw from and terminate its responsibilities under this MOU, by serving a written notice of withdrawal upon all other Permittees. The effective date of such withdrawal shall be June 30, and any notice of withdrawal shall be served not later than sixty (60) calendar days prior to the June 30 effective date. The notice shall be deemed served for all purposes on the date it is deposited in the United States mail, postage prepaid and addressed in accordance with the terms and provisions of this MOU. The hold harmless and indemnification provisions of Section 7 hereof shall survive such Permittee's withdrawal and shall remain applicable to the withdrawing Permittee and remain in full force as to acts or omissions occurring prior to the effective date of such withdrawal.

Any Permittee withdrawing from this MOU shall pay its proportionate share of any work performed under the MOU (including any previously approved Joint Authorization commitments) up to the effective date of said Permittee's withdrawal. This shall include unexpected expenses that were not known at the time of withdrawal, but are related to work or actions that occurred before the effective date of the withdrawal. The withdrawal of any Permittee shall not affect the terms and conditions of this MOU among and as applied to the remaining Permittees, except that the cost sharing proportions in Exhibit A shall be recalculated to reflect the changes caused by the withdrawal, except as otherwise agreed by the remaining Permittees pursuant to Section 9 of this MOU.

7. Indemnification and Claims

Notwithstanding any other provisions of this MOU, each Permittee shall indemnify, defend and hold harmless all other Permittees, their officers, agents, and employees from and against any and all claims, losses, liabilities or damages, including payment of reasonable attorney's fees and costs, arising out of the indemnifying Permittee's non-compliance with the Permit, or the negligence or other act or omission by the indemnifying Permittee, its officers, agents, employees, and/or contractors relating to the Permit or this MOU.

It is the intention of each Permittee that the provisions of this paragraph be interpreted to impose on each Permittee responsibility to the other Permittees for the acts and omissions of their respective officers, directors, agents, employees, and/or contractors. It is also the intention of each Permittee that, where comparative fault is determined to have been contributory, principles of comparative fault will be followed and each Permittee shall bear the proportionate cost of any damage attributable to the fault of that Permittee, its officers, directors, agents, employees, and/or contractors.

8. Insurance or Self-Insurance

Each Permittee, at its sole cost and expense, shall carry insurance for, or self-insure, its activities in connection with this Agreement, with coverage for general liability, workers compensation, property, professional liability, and business automobile liability with coverage limits that are adequate to cover its potential liabilities hereunder, subject to the reasonable approval of the other Permittees. Each Permittee agrees to provide the other Permittees thirty (30) days' advance written notice of any cancellation, termination, or lapse of any of the insurance or self-insurance coverages.

9. Amendments

With the exception of the process for adding new Permittees to this MOU described in Section 4 hereof and the process for withdrawal of a Permittee described in section 6 hereof, any modifications or amendments to this MOU must be approved in writing by each Permittee's governing body.

10. Responsibilities of Each Permittee

- a. Each Permittee understands and agrees that there is no express or implied agency relationship between the Permittees, except as expressly provided in the provisions of this MOU governing the designation of Contract Administrators and Lead Permittees. It is further understood and agreed by the Permittees that all persons employed by each Permittee shall be entirely and exclusively under the direction, supervision, and control of the employing Permittee.
- b. The Permittees are legal entities and have the authority to develop, administer, implement, and enforce stormwater management programs within their own jurisdictions. Notwithstanding this MOU, the individual Permittees are solely responsible for compliance with the Permit within their respective jurisdictions. The County is solely responsible for compliance with the Permit within the urbanized unincorporated areas of the County of Sacramento.
- c. Each Permittee is solely responsible for the retention and/or storage of its own data, documents, and reports or writings, for the length of time required by the Permit or until three years after the expiration of the Permit, whichever is greater.
- d. Each Permittee is responsible for complying with the provisions of the California Environmental Quality Act (CEQA, Public Resource Code Section 21000, et seq.) in connection with that Permittee's implementation of the terms, conditions, and requirements of the Permit and this MOU.

11. Separate Agreements between Permittees

Nothing in this MOU shall prevent individual Permittees from entering into agreements with each other or with others to obtain or to provide services related to implementation of Permit or MOU obligations. Such service agreements do not relieve individual Permittees from their obligations

under the Permit or this MOU, and obligations under this MOU will supersede any conflicting obligations of separate agreements.

12. Primary Contacts

As between the Permittees regarding Permit matters that are of interest to all Permittees, the County and City of Sacramento shall serve as the primary co-contacts with regulating agencies such as EPA, SWRCB, and the Regional Water Board. Permit matters that are specific to a particular jurisdiction should be addressed directly to and by that jurisdiction. The County and City of Sacramento shall transmit any correspondence relating to the Permit received from the Regional Water Board, SWRCB, or EPA to the other Permittees within five (5) business days of receipt. This designation of primary contacts is intended only as a convenience for the regulating agencies, and each Permittee understands and agrees that this provision does not relieve individual Permittees of any Permit obligations, nor impose any new Permit obligations on the County or City of Sacramento.

13. Information sharing

Except as provided in Section 22 of this MOU regarding Non-Participation in Joint Activities, if any Permittee submits any required documents, reports, or writings relating to stormwater discharges to the Regional Water Board, SWRCB, or EPA, said Permittee shall also send a copy thereof to each Permittee. At its discretion, the Permittee sending copies of documents may require reimbursement from the receiving Permittees for its actual copying costs, and Permittees receiving same agree to reimburse said Permittee.

Upon written request, each Permittee agrees to make available to the other Permittees in this MOU all non-confidential and non-privileged data, documents, reports, or writings that are public records relating to the Permit. At the discretion of the Permittee that is providing the copies, the Permittee requesting the information shall be responsible for actual costs incurred in connection with said request, including copying costs.

14. Steering Committee

The Permittees shall establish a Steering Committee consisting of one representative designated by each Permittee's governing body and authorized thereby to act on that Permittee's behalf as herein stated, subject to any limitations on such authority specified in the Permittee's governing charter and/or code. The Permittees also may designate one or more alternate representatives, if needed, provided that at any given time the Steering Committee shall include only one representative for each Permittee. The purpose of the Steering Committee is to make decisions on behalf of the Permittees relative to implementation of common activities required by the Permit and thereby subject to the terms of this MOU. The responsibilities and activities of the Steering Committee include, but are not limited to, the following:

- Oversight of MOU implementation
- Resolution of issues and disputes between Permittees related to implementation of this MOU
- Management of Joint Activities defined in this MOU
- Designation and management of Additional Joint Activities not specified in this MOU
- Execution of Joint Authorizations which authorize scope, budget and cost apportionment for each Joint Activity
- Designation and approval of reimbursable staff support for Joint Activities

- Determination of reimbursement mechanisms

Any action by the Steering Committee requires the affirmative vote of a majority of all the Steering Committee members. The Steering Committee may conduct its business, including any official actions or approvals, in various reasonable manners as it sees fit, provided that a good faith effort is made to accommodate the preferences of all Permittees. Methods for conducting Steering Committee business may include but are not limited to the following: meetings conducted in-person, telephone, email, on-line discussions, routing of hard copy by courier or U.S. Mail, or any reasonable combination of methods.

Each Steering Committee member has one vote on Steering Committee decisions.

The governing body of any Permittee jurisdiction may delegate authority to the authorized representative of another Permittee to represent it on the Steering Committee, including the casting of its vote. This does not relieve each Permittee of the responsibility to obtain funding authority or any other authority necessary for participation in a Joint Activity.

15. Joint Activities

The terms and conditions of this MOU apply to “Joint Activities”, which are those activities related to compliance with the requirements of the Permit, and that provide work products, services, or other benefits that are of common benefit to all Permittees and are jointly funded by the Permittees.

Joint Authorizations will be used to document agreement to the scope, budget and cost share for each Joint Activity, as described in Section 26 hereof.

For each Joint Activity designated by this MOU or by the Steering Committee, the Steering Committee, or the Permittee(s) acting as Lead Permittee(s) responsible for the implementation of the activity pursuant to Section 19 hereof, shall provide all Permittees with adequate documentation. This documentation shall include the following elements and any other documentation as determined by the Steering Committee:

- a. Description of the scope, budget and purpose of the activity;
- b. Copies of applicable contracts;
- c. Significant decisions regarding the management of the activity;

Any changes to the scope and purpose of a Joint Activity shall be in writing.

16. Joint Activities designated in MOU

Mandatory Joint Activities - The following activities are hereby designated as Mandatory Joint Activities and are projects specified in the Permit:

- 1) Regional Public Outreach Strategy Development
- 2) Regional Mixed Media Campaigns
- 3) Public Opinion Surveys
- 4) Regional School Outreach
- 5) Regional IPM Public Education Program
- 6) Target Pollutant Identification and Prioritization

- 7) Target Pollutant control strategy (including but not limited to the Sediment Erosion, Pathogen Indicator (Fecal Waste Reduction), Pesticide Plan, Mercury Plan, and Metals) updates
- 8) Contributions to the Brake Pad Partnership
- 9) Hydromodification Management Plan (HMP) preparation
- 10) Stormwater Quality Design Manual for the Sacramento and South Placer Regions (to include the HMP and LID requirements) update
- 11) Pilot Watershed - New Development BMP Effectiveness Evaluation
- 12) Proprietary Treatment BMP Effectiveness Evaluation
- 13) Annual Monitoring Report and Work Plan preparation
- 14) Urban Runoff (Discharge) Monitoring
- 15) River Monitoring
- 16) Water Column Toxicity Monitoring
- 17) Urban Tributary Monitoring
- 18) Additional Pesticide Monitoring
- 19) Bioassessment Monitoring
- 20) Sediment Monitoring
- 21) Additional Total Mercury and Methylmercury Analyses
- 22) Any monitoring required jointly of the Permittees by the Regional Water Board, such as pursuant to a 13267 letter or other legal mechanism
- 23) Wet Detention Basin Effectiveness Monitoring Study

All the signatories of this MOU agree to participate in cost sharing for completion of Mandatory Joint Activities.

17. Joint Activities not designated in MOU

Additional Joint Activities are not designated in this MOU but shall be designated by the Steering Committee as needed.

Additional Joint Activities are activities designated by the Steering Committee as necessary to comply with the Permit that were not anticipated at the time of execution of this MOU or are activities designated by the Steering Committee which are not specifically required by the Permit, but will provide mutual benefits to two or more Permittees related to Permit compliance.

Additional Joint Activities may be proposed by any member of the Steering Committee for consideration by the Steering Committee.

Joint Authorizations shall be executed by the Steering Committee to document the scope, budget and cost share for each Additional Joint Activity. All the Permittees agree to participate in cost sharing for completion of Additional Joint Activities. If a Permittee does not desire to participate in an Additional Joint Activity, that Permittee will not be included in the cost share formula for that activity, and will be considered a non-participant in that activity subject to the restrictions in Section 22, Non-Participation in Joint Activities.

18. Contract Administrator.

For each designated Joint Activity that requires contracted services, the Steering Committee shall designate in writing one Permittee that is willing to serve as the Contract Administrator. The Contract Administrator shall be responsible for the following activities for each contract:

- a. Establish a contract through its jurisdiction.
- b. Act as the fiscal agent for the contract and provide accounting of costs as needed.
- c. Provide on-going contract administration.
- d. Maintain records regarding decisions, agreements, and obligations related to the contract and the Joint Activity.
- e. Update other Permittees in a timely manner regarding implementation of the Joint Activity and the status of pertinent contracts.
- f. Distribute to other Permittees copies of studies, reports, and other work products prepared per the contract.

The Contract Administrator for a Joint Activity may be entitled to reimbursement of its administrative costs from the other Permittees, in accordance with Section 20 hereof.

The Contract Administrator shall be authorized to conduct day-to-day administration of the contract. However, no changes to the scope of services or the approved contract amount shall be made without the approval of the Steering Committee and an amendment to the executed Joint Authorization.

19. Lead Permittee

For each Joint Activity that does not require contracted services and for Permittees' tasks not directly associated with a particular Joint Activity, the Steering Committee shall designate in writing one or more Permittees that are willing to serve as the Joint Activity's lead, referred to herein as the "Lead Permittee". The Lead Permittee(s) shall be responsible for the following:

- a. Provide on-going Joint Activity or Partnership task administration.
- b. Maintain records regarding decisions, agreements, and obligations related to the Joint Activity or Partnership task.
- c. Update other Permittees in a timely manner regarding implementation of the Joint Activity or Partnership task.
- d. Distribute to other Permittees copies of studies, reports, and other work products related to the Joint Activity or Partnership task.

The Lead Permittee(s) for a Joint Activity or Permittees' task may be entitled to reimbursement of costs from the other Permittees in accordance with Section 20.

20. Permittee Reimbursement

Permittees may be entitled to reimbursement of actual costs associated with serving as Contract Administrator or Lead Permittee on Joint Activities.

Requests to be reimbursed for costs shall be submitted to the Steering Committee for consideration. Such reimbursement may include staff time and other resources used to provide contract administration or serve as the Lead Permittee on Joint Activity work products on behalf of the other Permittees. Upon approval of a request for reimbursement by the Steering Committee representatives of all Permittees participating in cost sharing for the applicable Joint Activity, a Joint Authorization shall be executed pursuant to Section 26 and in accordance with the cost apportionment method described in Section 28.

21. Joint Submittals

All Permittees agree to cooperate to produce consolidated submittals (one submittal on behalf of the Permittees), for the Joint Activities designated in this MOU. To facilitate and coordinate these submittals, each year the Steering Committee shall designate a Lead Permittee(s) for each submittal. The Lead Permittee(s) will be responsible for overall coordination, completion, and delivery of the submittal. The Lead Permittee(s) shall deliver or mail to the Regional Water Board joint compliance documents, reports, or other writings.

The other Permittees agree to prepare and forward to the Lead Permittee(s) in a timely manner, any jurisdiction-specific sections that are necessary for a submittal. When the Permit requires submission of any joint compliance documents, reports, or other writings by a specific date, each Permittee shall ensure that the Lead Permittee(s) receives the document, report, or other writing to be filed at least thirty (30) business days prior to the specified due date unless a different time is otherwise agreed to in writing by the Permittees. In the event that a Permittee is unable to comply with this provision for any reason, said Permittee shall notify the other Permittees in writing of the anticipated submission date and the reason for the delay, and shall provide a copy of the letter to the Regional Water Board.

22. Non-Participation in Joint Activities

Permittees must participate in the Mandatory Joint Activities designated in this MOU. Permittees may choose not to participate in Additional Joint Activities. A Permittee that chooses not to participate in Additional Joint Activities, fails to obtain proper authorization to fund any Joint Activity, or fails to pay its portion of costs, will be considered a non-participant and shall not be entitled to the consultant services or the use of work products resulting from the applicable Joint Activity. Additionally, non-participants for a given Joint Activity may not claim or imply participation in any public documents, including any reports to the Regional Water Board, such as Annual Reports or Annual Monitoring Reports. Any non-participant Permittee that fails to comply with any of these restrictions, thereby gaining the benefit of a particular Joint Activity, shall be liable to reimburse the other Permittees, according to the cost sharing provisions of this MOU, as though it had been a full participant in the Joint Activity.

23. Ownership of Work Product

All technical data, evaluations, plans, specifications, reports or other work products associated with a Joint Activity produced by a consultant or any Permittee to the Joint Activity shall become the mutual property of all Permittees participating in the Joint Activity in compliance with the provisions of this MOU, subject to Federal copyright laws and any limitations specified in the consultant contract.

24. Communication with Consultant

Each Permittee may communicate directly with a consultant, except as set forth below:

- a. Any communications relating to a change or modification in the scope of work to be performed by a consultant, or any communication which will increase or should reasonably be expected to increase the compensation due to a consultant, or affects the nature of the services provided or content or form of deliverables, may only be submitted to the consultant by the Contract Administrator after the Steering Committee approves the change or modification and the allocation of any resulting costs in writing.

- b. Any communications relating to a change or modification in the schedule of performance may only be submitted to the consultant by the Contract Administrator after the Steering Committee agrees to the change or modification.
- c. If any Permittee submits any document, reports or writing to a consultant, as provided herein, a copy of such document, report or writing shall be submitted to all other Permittees, unless copies have previously been provided to other Permittees.

25. Permittee responsibilities for Joint Activities

Each Permittee is responsible for the following:

- a. Designation of a representative and alternate(s) (if needed) to the Steering Committee duly authorized by the Permittee's governing body to act on its behalf in undertaking the obligations and activities herein stated.
- b. Submission of accurate documentation of staff time and other resources for which Joint Activity cost share reimbursement is claimed.
- c. Obtaining any necessary legal and administrative authority to participate in each Joint Activity.
- d. Timely payment of all monetary obligations as a Permittee in the Joint Activity.

26. Joint Authorizations

Joint Activities shall be authorized by the Steering Committee by way of Joint Authorizations which will be used to document the scope, budget and cost apportionment for each Joint Activity. Joint Authorizations shall be documented by a Joint Authorization form (**Exhibit B** of this MOU) signed by each participating Permittee's Steering Committee representative.

The Joint Authorization form may be modified during the term of this MOU with approval of the Steering Committee.

27. Cost Apportionment for Joint Activities

- a. Each Permittee understands and acknowledges that the implementation of the terms, conditions, or requirements of the Permit by each Permittee may result in significant benefit to the other Permittees. It is the intent of the Permittees to fairly and equitably apportion the costs of such benefits. When a Permittee agrees to participate in a Joint Activity it agrees to share the costs of the Joint Activity as defined by this MOU and the executed Joint Authorization for said Joint Activity.
- b. Cost apportionment for Joint Activities shall apply to any costs associated with contracting under this MOU, including but not limited to, services, materials, and equipment.
- c. Cost apportionment for Joint Activities may include the following as specified and approved by the Steering Committee through executed Joint Authorizations:
 - 1) Contract administration by Permittee staff.
 - 2) Significant Joint Activity support provided by specified Permittee staff.
 - 3) Any other expenses that provide a shared benefit to the Permittees.
- d. Each Permittee is responsible for obtaining the necessary authority from its governing body and to meet any other legal and administrative requirements of its jurisdiction to provide the funding for its participation in Joint Activities.

28. Cost Apportionment Method

All Permittees hereby agree that any compensation due to consultants or any reimbursement due to a Permittee under the terms and conditions of this MOU shall be apportioned among all Permittees participating in a given Joint Activity, in proportion to their respective populations determined based on the official 2010 national census data, as shown in **Exhibit A** of this MOU.

Proportions will be determined using the calculated mean populations of the Permittees rounded off to the nearest one tenth of one percent (0.1%).

The cost apportionment specified herein shall be adjusted using the calculated mean populations of participating Permittees for Joint Activities where one or more Permittees chose not to participate.

29. Annual Budget

Not later than August 31 of each year the Steering Committee shall designate a Lead Permittee(s) responsible for developing an annual budget for Joint Activities for the upcoming fiscal year. The Lead Permittee(s) shall submit a proposed budget which shall be presented to the Steering Committee by no later than January 15 of the following year.

30. Invoicing, Payment, and Notices

Each Permittee participating in a Joint Activity shall be responsible for its cost share of consultant services retained by the Contract Administrator to perform the Joint Activity. The Contract Administrator shall, upon receipt of an invoice from the consultant, or upon the computation of the charges for the work product, send a copy of said invoice or computation to all participating Permittees that request a copy.

The participating Permittees shall advise the Contract Administrator of any disputed amount in writing within ten (10) business days of the receipt of said invoice. The Contract Administrator shall thereafter submit invoices quarterly to the participating Permittees for their proportioned share of the undisputed amount. The participating Permittees shall pay to the Contract Administrator their invoiced share within sixty (60) business days of receipt of the quarterly invoice. The Permittees agree to exercise good faith and diligence in the resolution of any disputed invoiced amounts.

Unless the persons or addresses are otherwise identified in the manner specified in this paragraph, all invoices, payments or notices or other writings authorized or required by this MOU shall be deposited in the United States mail, postage prepaid and addressed to the respective parties as follows:

County: Department of Water Resources County of Sacramento 827 7 th Street, Room 301 Sacramento, CA 95814 Attn: Stormwater Program Manager	City of Sacramento: Director, Department of Utilities City of Sacramento 1395 35 th Ave Sacramento, CA 95822
Elk Grove: Public Works Director City of Elk Grove 8400 Laguna Palms Way Elk Grove, CA 95758	Folsom: Director of Public Works/City Engineer City of Folsom 50 Natoma Street Folsom, CA 95630

Galt: Director, Public Works Department City of Galt 495 Industrial Drive Galt, CA 95632	Citrus Heights: Director, General Services Department 6237 Fountain Square Drive Citrus Heights, CA 95621-5577
Rancho Cordova: Public Works Director City of Rancho Cordova 2729 Prospect Park Drive Rancho Cordova, CA 95670	

31. Dispute resolution

Whenever any Permittee disagrees as to any matter covered under this MOU, this dispute resolution process shall govern. Until this dispute resolution process is concluded, all Permittees shall continue to perform pursuant to the terms of this MOU.

If a dispute arises concerning any controversy or claim arising out of or relating to this MOU or the breach thereof, or relating to its application or interpretation, the aggrieved Permittee will notify the Steering Committee of the dispute in writing within thirty days after such dispute arises. If the Steering Committee fails to resolve the dispute within thirty (30) days after delivery of such notice, the Department Directors of the Permittees involved in the dispute (or their designees) will meet at a mutually-agreed time and location to attempt to resolve the dispute. The Permittees involved in the dispute agree to use their best efforts to reach a just and equitable solution satisfactory to all parties. Should the parties be unable to resolve the dispute to their mutual satisfaction within thirty days after the initial meeting of the Department Directors, the Permittees involved in the dispute will have no further obligations under this section. The time periods set forth in this section are subject to extension as agreed to by the Permittees involved in the dispute.

32. Entire MOU

Except as provided otherwise herein, this instrument and any attachments hereto constitute the entire MOU between the Permittees concerning the subject matter hereof.

33. Execution in Counterparts

This agreement may be executed in counterparts.

CONTRACT NO. 31-2012

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

County of Sacramento

By: _____
Don Nottoli, Chair
Board of Supervisors

Attest

Clerk of the Board of Supervisors

Reviewed and Approved by County
Counsel's Office:

Deputy County Counsel

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Citrus Heights

By: _____
Henry Tingle
City Manager

Attest:

City Clerk

Reviewed and Approved:

City Attorney, City of Citrus Heights

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Elk Grove

By: _____
James Cooper
Mayor

Attest:

City Clerk

Reviewed and Approved:

City Attorney, City of Elk Grove

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Folsom

By: _____
Kerri Howell
Mayor

Attest:

City Clerk

Reviewed and Approved:

City Attorney, City of Folsom

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Galt

By: _____
Barbara Payne
Mayor

Attest:

City Clerk

Reviewed and Approved:

City Attorney, City of Galt

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Rancho Cordova

By: _____
Ted Gaebler
City Manager

Attest:

City Clerk

Reviewed and Approved:

City Attorney, City of Rancho Cordova

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed as of the day and year first above written.

City of Sacramento

By: _____
William H. Edgar
Interim City Manager

Attest:

City Clerk

Reviewed and Approved:

City Attorney

Exhibit A**Joint Authorization Cost Share Apportionment**

	2010 Population ¹	Percent of Total Population (rounded to 0.1%)
Citrus Heights	83,301	5.9%
Elk Grove	153,015	10.9%
Folsom	72,203	5.1%
Galt	23,647	1.7%
Rancho Cordova	64,776	4.6%
Sacramento	466,488	33.3%
Unincorporated County ²	539,156	38.4%
Total ³	1,402,586	100.0%

Notes:

1. Source of population: U.S. Census Bureau - 2010 Census

2. Based on the 2010 census total for the Unincorporated County minus communities outside of the Urban Services Boundary
 $555,358 - 16,202 = 539,156$

3. Based on the 2010 census total for entire Sacramento County minus communities outside of the Urban Services Boundary
 $1,418,788 - 16,202 = 1,402,586$

Exhibit B**Joint Authorization Form**

Partnership Lead _____
 Authorization No. _____

**Sacramento Stormwater Quality Partnership
 JOINT AUTHORIZATION FORM***

Activity Information

TITLE	
SCOPE	
BUDGET	
PERMIT REQUIREMENT	☐ yes ☐ no — Cite section:
TYPE	☐ Contract ☐ Reimbursement for staff or other Permittee resources (related notes below):
CONTRACT ADMINISTRATOR	
SCHEDULE	Start date: Completion date: Applicable permit deadline date:

The undersigned members of the Steering Committee approve the Joint Activity Project under the conditions set forth in this document, in the amounts shown below:

Jurisdiction	%	Amount Authorized	Name	Signature	Date
Citrus Heights			Kevin Becker		
Elk Grove			Fernando Duenas		
Folsom			Sarah Staley		
Galt			Trung Trinh		
Rancho Cordova			Britton Snipes		
City of Sacramento			Sherill Huun		
Sacramento County			Cecilia Jensen		

**Refer to the SSQP MOU for guidance on appropriate use of this form*

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Micah Runner, Economic Development Manager

SUBJECT: APPROVAL OF THE SACRAMENTO ENTERPRISE ZONE EXPANSION AND AMENDMENT TO THE MEMORANDUM OF UNDERSTANDING BETWEEN THE CALIFORNIA ENTERPRISE ZONE AND THE SACRAMENTO ENTERPRISE ZONE

RECOMMENDATION

Adopt Resolution No. 44-2012.

RESULT OF RECOMMENDED ACTION

Adoption of this resolution approves the Sacramento Enterprise Zone expansion and authorizes the City Manager, or his designee, to amend and execute the Memorandum of Understanding between the California Enterprise Zone and the Sacramento Enterprise Zone for the expansion.

ADVANCES GOAL: 6.

SUMMARY

This report recommends expanding the boundaries of the Sacramento Enterprise Zone as presented in **Attachment 2**. The proposed expansion will support business location decisions that will help carry out economic development programs in the region and further position the area for job growth. The expansion will require the amendment of the existing Memorandum of Understanding between the City of Rancho Cordova, City of Sacramento and County of Sacramento.

BACKGROUND

The California Legislature created the Enterprise Zone Program in 1986 to stimulate economic growth in the most economically distressed areas of the state. California currently has 42 enterprise zones. The program is a long-term, 15-year partnership between local governments and private companies to generate new private-sector investment and growth.

To assist this partnership, the State of California (State) established a geographical area in which companies are eligible for exclusive state incentives and programs. These include:

- Tax credits for sales and use taxes paid on qualified machinery purchases,
- Tax credits for hiring qualified employees with barriers to employment,
- Interest deductions for lenders on loans to firms within the EZ areas,
- A 15-year net operating loss carry-forward,
- Accelerated expense deductions, and
- Priority for various state programs such as contracts.

The core of the enterprise zone program is an economic development plan to provide quality employment opportunities for targeted individuals, increase per capita income, reduce unemployment, and encourage economic investment in distressed commercial and industrial areas. The designation of a new enterprise zone within the City of Rancho Cordova is a tremendous economic opportunity for local businesses and employees, and a competitive advantage for business attraction and retention.

On March 2, 2009 the County of Sacramento, City of Sacramento, City of Rancho Cordova, Sacramento Housing & Redevelopment Agency (SHRA) and Sacramento Employment and Training Agency (SETA) submitted an application for a "Sacramento Enterprise Zone" (SEZ) which consolidates and expands the three previous Enterprise Zone areas into a single Enterprise Zone. The SEZ received conditional designation on August 19, 2009 and final approval in 2011.

ATTACHMENTS

1. Resolution No. 44-2012
2. Enterprise Zone boundaries expansion map and parcel list

ATTACHMENT 1

CITY OF RANCHO CORDOVA

RESOLUTION NO. 44-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
AUTHORIZING EXPANSION OF THE SACRAMENTO ENTERPRISE ZONE AND
APPROVING AN AMENDMENT TO THE MEMORANDUM OF UNDERSTANDING BETWEEN
THE CALIFORNIA ENTERPRISE ZONE AND THE SACRAMENTO ENTERPRISE ZONE**

WHEREAS, the City of Rancho Cordova, County of Sacramento, and City of Sacramento, established the Sacramento Enterprise Zone in 2009 and has jurisdiction over the existing zone, as well as the proposed expansion; and

WHEREAS, the Sacramento Enterprise Zone currently contains 31,899 acres and wishes to expand its boundaries to include the geographic area set forth in Attachment A; and

WHEREAS, land included with the proposed expansion area is zoned for industrial or commercial use; and

WHEREAS, basic infrastructure is available to the area that would be included in the proposed expansion area; and

WHEREAS, the Sacramento Enterprise Zone will submit a written request as required to the California Department of Housing and Community Development to have its boundaries expanded; and

WHEREAS, the California Enterprise Zone and The Sacramento Enterprise Zone entered into a Memorandum of Understanding in 2011.

NOW, THEREFORE, BE IT HEREBY RESOLVED THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA:

1. Approves the Sacramento Enterprise Zone expansion; and
2. Authorizes the City Manager to amend and execute the Memorandum of Understanding between the California Enterprise Zone and the Sacramento Enterprise Zone for the expansion; and
3. Authorizes the City Manager to do and perform any and all things necessary to carry out the purpose of this resolution.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the ____ day of ____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

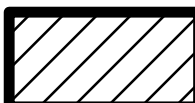
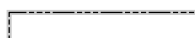
ATTEST:

Mindy Cuppy, CMC, City Clerk

Sacramento Enterprise Zone Boundary Description Map with Land Use November 2011

Reference Number: LBD 7

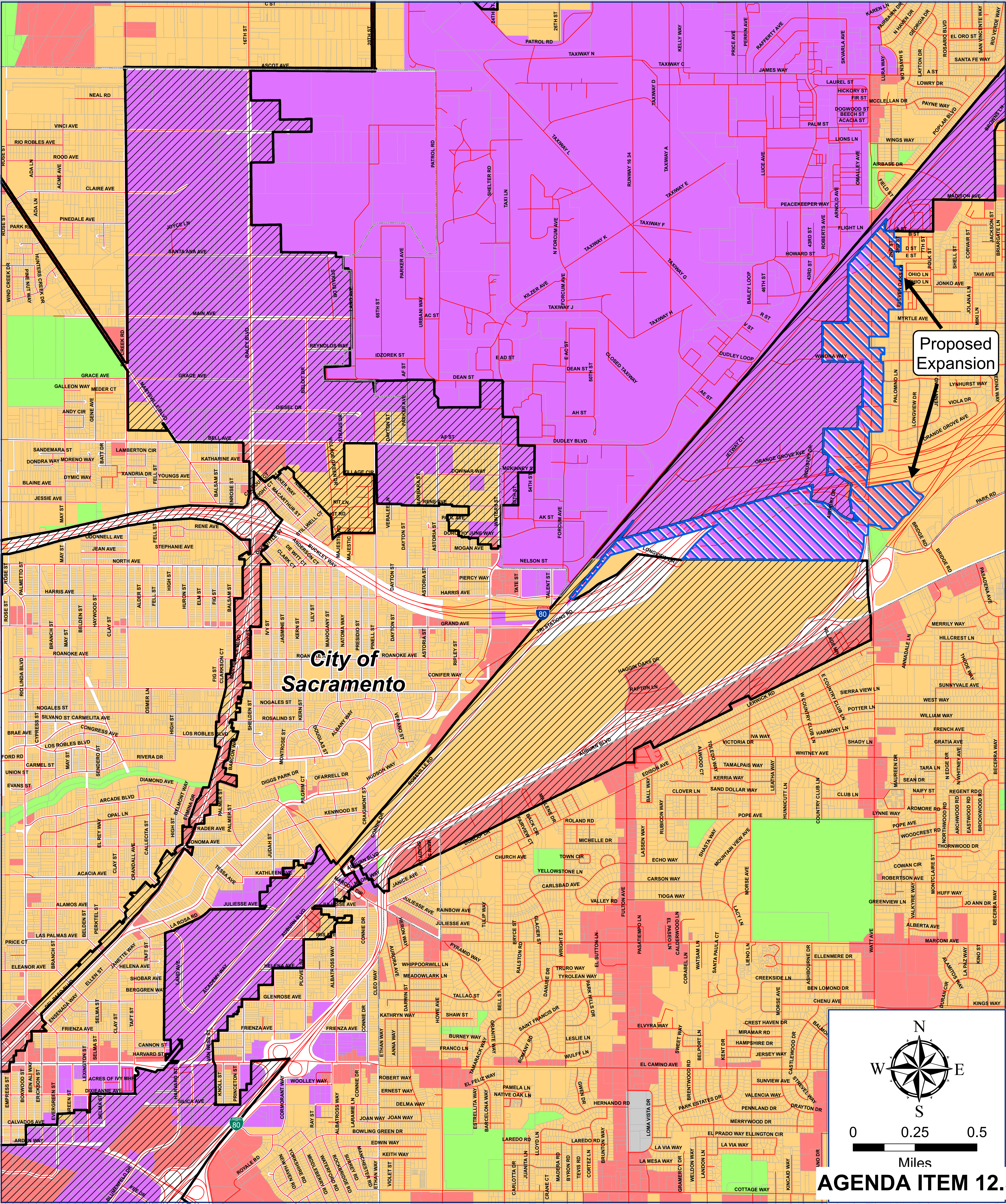
Legend

-  EZ Boundary
-  Proposed Expansion
-  Streets
-  City/County Boundary
-  Parcels

Zone Type*

-  Commercial
-  Industrial
-  Other
-  Residential
-  To Be Determined

*Zone Type is the generalized version of the current zone where applicable. Five zone types were created: Commercial, Industrial, Other, Residential, and To Be Determined. City staff did their best to categorize each zone into these base types. To be determined reflects where no clear base zone could represent the area, i.e. Special Planning Area (SPA).



SACRAMENTO ENTERPRISE ZONE - Proposed ASSESSOR'S PARCEL NUMBER (APN), ADDRESS LISTING*, Acres APR 2012

APN	STREET NUMBER	STREET NAME	POSTAL CITY	ZIP	LEGAL ACRES
24001530710000	4203	INDUSTRY DR	SACRAMENTO	95821	6.030
24002320610000	0	LONGVIEW DR	NORTH HIGHLANDS	95660	1.990
24002320640000	0	LONGVIEW DR	NORTH HIGHLANDS	95660	1.500
24003300080000	3185	LONGVIEW DR	SACRAMENTO	95821	3.890
24003300090000	3200	LONGVIEW DR	SACRAMENTO	95841	104.110
24000110290000	0	MYRTLE AV	NORTH HIGHLANDS	95660	1.130
22802510540000	0	MYRTLE AV	NORTH HIGHLANDS	95660	0.490
24000810110000	4716	OAK DELL AV	NORTH HIGHLANDS	95660	0.729
24005400310000	0	ORANGE GROVE AV	NORTH HIGHLANDS	95660	0.060
24005400570000	0	ORANGE GROVE AV	NORTH HIGHLANDS	95660	0.080
24005400450000	3320	ORANGE GROVE AV	NORTH HIGHLANDS	95660	1.310
24005400960000	3333	ORANGE GROVE AV	NORTH HIGHLANDS	95660	6.470
24005400280000	3425	ORANGE GROVE AV	NORTH HIGHLANDS	95660	4.000
24005400030000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.084
22801740030000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	2.460
24006600010000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.450
24006600020000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.630
24006600030000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.479
22802510520000	0	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.342
22801740020000	5025	ROSEVILLE RD	NORTH HIGHLANDS	95660	0.358
22801720080000	5050	ROSEVILLE RD	NORTH HIGHLANDS	95660	13.360
24006600110000	0	WATT AV	NORTH HIGHLANDS	95660	0.694
24006600100000	0	WATT AV	NORTH HIGHLANDS	95660	5.620
22802510400000	0	WATT AV	NORTH HIGHLANDS	95660	0.066
22802510390000	0	WATT AV	NORTH HIGHLANDS	95660	0.097
24000110350000	0	WATT AV	NORTH HIGHLANDS	95660	0.086
24005400300000	0	WATT AV	NORTH HIGHLANDS	95660	0.612
24000810100000	0	WATT AV	NORTH HIGHLANDS	95660	0.100
24005500160000	0	WATT AV	NORTH HIGHLANDS	95660	0.020
24000110340000	0	WATT AV	NORTH HIGHLANDS	95660	0.034
24000110330000	0	WATT AV	NORTH HIGHLANDS	95660	0.049
24002320580000	4300	WATT AV	NORTH HIGHLANDS	95660	0.955
24002320600000	4320	WATT AV	NORTH HIGHLANDS	95660	1.070
24002320620000	4328	WATT AV	NORTH HIGHLANDS	95660	4.380
24002320540000	4330	WATT AV	NORTH HIGHLANDS	95660	3.770
24002320560000	4330	WATT AV	NORTH HIGHLANDS	95660	1.750
24002320630000	4332	WATT AV	NORTH HIGHLANDS	95660	0.460
24002320350000	4336	WATT AV	NORTH HIGHLANDS	95660	1.180
24001610170000	4600	WATT AV	NORTH HIGHLANDS	95660	1.040
24005500080000	4601	WATT AV	NORTH HIGHLANDS	95660	0.826
24001610230000	4620	WATT AV	NORTH HIGHLANDS	95660	0.460
24001610220000	4630	WATT AV	NORTH HIGHLANDS	95660	0.590
24005500060000	4631	WATT AV	NORTH HIGHLANDS	95660	0.596
24000840190000	4636	WATT AV	NORTH HIGHLANDS	95660	2.050
24005500050000	4637	WATT AV	NORTH HIGHLANDS	95660	0.600

*Please refer to Street Range Listing for comprehensive list of addresses

SACRAMENTO ENTERPRISE ZONE - Proposed ASSESSOR'S PARCEL NUMBER (APN), ADDRESS LISTING*, Acres APR 2012

24005500170000	4639	WATT AV	NORTH HIGHLANDS	95660	0.500
24005500180000	4641	WATT AV	NORTH HIGHLANDS	95660	0.840
24005500120000	4745	WATT AV	NORTH HIGHLANDS	95660	0.504
24000110370000	4800	WATT AV	NORTH HIGHLANDS	95660	0.422
24005500530000	4801	WATT AV	NORTH HIGHLANDS	95660	0.826
24005500520000	4805	WATT AV	NORTH HIGHLANDS	95660	0.990
24000110160000	4810	WATT AV	NORTH HIGHLANDS	95660	0.548
24000110320000	4810	WATT AV	NORTH HIGHLANDS	95660	0.074
24005500670000	4815	WATT AV	NORTH HIGHLANDS	95660	1.790
24000110300000	4834	WATT AV	NORTH HIGHLANDS	95660	0.292
24005500590000	4837	WATT AV	NORTH HIGHLANDS	95660	13.050
24000110280000	4838	WATT AV	NORTH HIGHLANDS	95660	0.152
24000110200000	4840	WATT AV	NORTH HIGHLANDS	95660	0.379
24005500660000	4845	WATT AV	NORTH HIGHLANDS	95660	0.680
22802510340000	4900	WATT AV	NORTH HIGHLANDS	95660	0.510
24006600130000	4915	WATT AV	NORTH HIGHLANDS	95660	0.927
22802510530000	4940	WATT AV	NORTH HIGHLANDS	95660	2.610
22802510290000	4946	WATT AV	NORTH HIGHLANDS	95660	3.110
22802510330000	4950	WATT AV	NORTH HIGHLANDS	95660	5.600
24006600120000	4957	WATT AV	NORTH HIGHLANDS	95660	0.693
22802510500000	4980	WATT AV	NORTH HIGHLANDS	95660	0.781
24006600140000	4981	WATT AV	NORTH HIGHLANDS	95660	1.540
24006600150000	4985	WATT AV	NORTH HIGHLANDS	95660	0.805
22802510510000	4986	WATT AV	NORTH HIGHLANDS	95660	1.140
22802510480000	4990	WATT AV	NORTH HIGHLANDS	95660	0.444
24005500040000	0	WINONA WY	NORTH HIGHLANDS	95660	0.039
24000810010000	3500	WINONA WY	NORTH HIGHLANDS	95660	0.710
24005400530000	0		NORTH HIGHLANDS	95660	0.150
24005400550000	0		NORTH HIGHLANDS	95660	0.256
24005400320000	0		NORTH HIGHLANDS	95660	0.257

*Please refer to Street Range Listing for comprehensive list of addresses

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Donna Silva, Finance Director

SUBJECT: RESOLUTION AMENDING THE FISCAL YEAR 2011/12 ADOPTED BUDGET FOR THE CITY OF RANCHO CORDOVA AND THE SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA

RECOMMENDATION

Adopt Resolution No. 45-2012 (**Attachment 1**) and Resolution No. SA-3-2012 (**Attachment 2**) amending the Fiscal Year 2011/12 Adopted Budget for various Special Revenue Funds, Internal Service Funds, the Successor Agency to the Community Redevelopment Agency Funds and certain Agency Funds.

RESULT OF RECOMMENDED ACTION

The 2011/12 Adopted Budget will be amended to reflect significant variances in expenses not originally anticipated in the budget. This amendment will bring our actual anticipated expenditures in line with our approved appropriations for those specific funds. ***No adjustment is needed for the General Fund at this time.***

BACKGROUND

The City operates on a fiscal year that begins July 1st and ends June 30th of each year. The City financial operations are governed by a "budget document". The City Manager is required to submit a proposed budget to the Council by May 31st of each year. The Fiscal Year 2011/12 Proposed Budget was first submitted to Council in a workshop on May 16, 2011 and was adopted by the City Council on June 6, 2011.

In conjunction with the Finance Director and the City Manager, the departments monitor their budgets very closely throughout the year. An in depth analysis of budget to actual is prepared and presented to the Council and the public in February of each year. This year it was noted that several special revenue funds, internal service funds, successor agency funds and agency funds were expected to exceed their budgeted appropriations. Since the appropriations set the legal spending limit, the Finance Department is requesting an amendment to the budget to adjust for these variations. The attached schedule illustrates the funds in question and highlights the proposed amendments.

Special Revenue Funds

As previously reported, actual revenues in some of the Special Revenue Funds are expected to be greater than budgeted, as are expenses. Such is the case in the Rental Code Compliance Program fund wherein all revenues received are transferred out to the

General Fund to help pay the cost of the Rental Housing Inspection Program. When the Gold Tailings building was originally purchased, it was intended to be used as a Corp Yard and therefore was partially paid for out of the CFF Corp Yard Impact Fee. With the moving of our Police Department to the Kilgore building, the intended use for the Gold Tailings building was changed, instead providing the second access route for our officers as well as a bay for vehicle maintenance of the police vehicles. This change in use requires a budget adjustment to reclassify the building costs to the CFF Police Impact Fee. We had multiple payments as a result of park activity not anticipated in the original budget.

In addition to transferring the administrative portion of the Sunrise Douglas Park Impact Fee to RCPD, there was also reimbursement for work done on the Anatolia Bike Trail this year. The expansion of International Drive project requires funding from the Mather Field Impact Fee. As we discussed at the Corporate Report, a budget amendment is required to the Measure A Maintenance Fund due to the copper theft activity in the area. The Prop 42 amendment expends the final residual interest income, closing that fund as these monies are now received as Gas Tax. The Storm Water Utility Tax is funding a portion of our street rehabilitation efforts. The Debt Service Fund requires an adjustment for the final transfers of Certificate of Participation Project Funds to the Police Building project. Additionally, in the Impact Fee Funds, we had some residual balances requiring transfers in order to close inactive funds.

Internal Service Funds

The City sets aside funds in Internal Service Funds to ensure monies are available when capital facilities and infrastructure needs arise. This year the Capital Facilities Fund will contribute a final \$178,000 to close out the construction of our new Police Headquarters in the Kilgore building. Additionally, the Infrastructure Fund is paying for work on the Rancho Cordova Parkway Interchange.

Successor Agency

The adjustments in the Successor Agency Funds are necessary in order to establish the Redevelopment Obligation Retirement Fund, record the land owned by the Successor Housing Agency and dissolve the Low/Mod. Income Housing Fund, per AB26.

Agency Funds

An adjustment to CFD 2004-1 Sunridge Park Agency Funds is due to duly approved payouts, providing payouts to developers for reimbursement of construction costs.

ATTACHMENTS

1. Resolution No. 45-2012 including **(Exhibit A)** Schedule of Proposed Budget Adjustments By Fund
2. Resolution No. SA-3-2012 including **(Exhibit A)** Schedule of Proposed Budget Adjustments By Fund

ATTACHMENT 1

CITY OF RANCHO CORDOVA

RESOLUTION NO. 45-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
AMENDING THE OPERATING BUDGET FOR THE FISCAL YEAR JULY 1, 2011 THROUGH
JUNE 30, 2012, AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURES OF
ALL SUMS SET FORTH THEREIN**

RECITALS

WHEREAS, the City Manager has submitted to the City Council of Rancho Cordova a Fiscal Year 2011/2012 Proposed Budget; and

WHEREAS, after examination, deliberation and due consideration, the City Council has approved the same with the passage of Resolution No. 62-2011; and

WHEREAS, the fiscal year 2011/12 Proposed Budget was submitted to the City Council at a workshop on May 16, 2011; and

WHEREAS, the Proposed Budget included "Estimated Actuals" for fiscal year 2011/12 in the various funds; and

WHEREAS, those estimated actuals were a true indication of expected expenditures for fiscal year 2011/12 and certain of those estimated actual expenditures were in excess of the Adopted Budget (**Exhibit A**):

DECISION

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Rancho Cordova as follows:

1. The Fiscal Year 2011/12 Adopted Budget is hereby amended to incorporate the adjustments on the attached Schedule of Proposed Budget Amendments.
2. That the amounts stated in the Schedule of Proposed Budget Amendments shall become and thereafter be appropriated to funds stated therein and said monies are hereby appropriated; and
3. The City Manager is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova on the ____ day of _____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

**City of Rancho Cordova
Proposed Expenditure Budget Adjustments
Fiscal Year 2011-2012**

Fund Number	Fund Name	Original Adopted Expenditure Budget	Proposed Adjustment	Proposed Final Expenditure Budget
Special Revenue Funds:				
2060	Rental Code Compliance	\$ 65,000	12,000	\$ 77,000
2207	CFF Police Impact Fees	\$ 389,200	600,000	\$ 989,200
2218	Environmental Mitigation Fees	\$ -	100	\$ 100
2244	SD Park Development Impact Fee	\$ 10,000	80,000	\$ 90,000
2252	Transportation Development Fee	\$ -	300	\$ 300
2275	Mather Field Impact Fee	\$ -	50,000	\$ 50,000
2422	Measure A Maintenance	\$ 1,180,500	300,000	\$ 1,480,500
2430	Prop 42	\$ -	27,000	\$ 27,000
2550	Storm Water Utility Tax	\$ 300,000	100,000	\$ 400,000
4000	Debt Service	\$ 1,951,800	60,000	\$ 2,011,800
Internal Service Funds:				
7500	ISF Capital Facilities	\$ -	178,000	\$ 178,000
7600	ISF Infrastructure	\$ 554,400	244,000	\$ 798,400
Successor Agency Funds				
9150	Redevelopment Capital Projects	\$ -	475,000	\$ 475,000
9190	Redevelopment Low/Mod	\$ 245,800	1,293,000	\$ 1,538,800
Agency Funds:				
8120	CFD 2004-1 Sunridge Park	\$ 1,282,400	300,000	\$ 1,582,400
8210	Cap Village Landscape	\$ -	200	\$ 200

ATTACHMENT 2

RESOLUTION NO. SA 3-2012

A RESOLUTION OF THE SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA AMENDING THE OPERATING BUDGET FOR THE AGENCY FOR THE FISCAL YEAR JULY 1, 2011 THROUGH JUNE 30, 2012, AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURES OF ALL SUMS SET FORTH THEREIN

RECITALS

WHEREAS, the Executive Director has submitted to the Agency Board a Fiscal Year 2011/2012 Proposed Budget; and

WHEREAS, after examination, deliberation and due consideration, the Agency Board has approved the same with the passage of Resolution CRA 10-2011; and

WHEREAS, the fiscal year 2011/12 Proposed Budget was submitted to the Agency Board at a workshop on May 16, 2011; and

WHEREAS, the Proposed Budget included "Estimated Actuals" for fiscal year 2011/12 in the various funds; and

WHEREAS, those estimated actuals were a true indication of expected expenditures for fiscal year 2011/12 and certain of those estimated actual expenditures were in excess of the Adopted Budget (**Exhibit A**):

DECISION

NOW, THEREFORE BE IT RESOLVED by the board of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova as follows:

1. The Fiscal Year 2011/12 Adopted Budget is hereby amended to incorporate the adjustments on the attached Schedule of Proposed Budget Amendments
2. That the amounts stated in the Schedule of Proposed Budget Amendments shall become and thereafter be appropriated to funds stated therein and said monies are hereby appropriated; and
3. The Executive Director is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

PASSED AND ADOPTED by the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova on the ___ day of _____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Agency Chair

ATTEST:

Mindy Cuppy, CMC, Agency Secretary

**City of Rancho Cordova
Proposed Expenditure Budget Adjustments
Fiscal Year 2011-2012**

Fund Number	Fund Name	Original Adopted Expenditure Budget	Proposed Adjustment	Proposed Final Expenditure Budget
Special Revenue Funds:				
2060	Rental Code Compliance	\$ 65,000	12,000	\$ 77,000
2207	CFF Police Impact Fees	\$ 389,200	600,000	\$ 989,200
2218	Environmental Mitigation Fees	\$ -	100	\$ 100
2244	SD Park Development Impact Fee	\$ 10,000	80,000	\$ 90,000
2252	Transportation Development Fee	\$ -	300	\$ 300
2275	Mather Field Impact Fee	\$ -	50,000	\$ 50,000
2422	Measure A Maintenance	\$ 1,180,500	300,000	\$ 1,480,500
2430	Prop 42	\$ -	27,000	\$ 27,000
2550	Storm Water Utility Tax	\$ 300,000	100,000	\$ 400,000
4000	Debt Service	\$ 1,951,800	60,000	\$ 2,011,800
Internal Service Funds:				
7500	ISF Capital Facilities	\$ -	178,000	\$ 178,000
7600	ISF Infrastructure	\$ 554,400	244,000	\$ 798,400
Successor Agency Funds				
9150	Redevelopment Capital Projects	\$ -	475,000	\$ 475,000
9190	Redevelopment Low/Mod	\$ 245,800	1,293,000	\$ 1,538,800
Agency Funds:				
8120	CFD 2004-1 Sunridge Park	\$ 1,282,400	300,000	\$ 1,582,400
8210	Cap Village Landscape	\$ -	200	\$ 200

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Paul Junker, Planning Director

SUBJECT: MONTELENA REZONE AND DEVELOPMENT AGREEMENT AMENDMENT

PROPERTY OWNER: Montelena Douglas LLC Mr. Ron Alvarado 5241 Arnold Ave McClellan, Ca	ENGINEER: McKay and Somps 1552 Eureka Road, Suite 100 Roseville, Ca 95661
PROJECT: Montelena FILE: DD6667 LOCATION: The project is bordered by Douglas Road to the north and Rancho Cordova Parkway to the east. APN: 067-0030-064 and portion of 067-0030-065 PLANNER: Paul Junker	

RECOMMENDATION

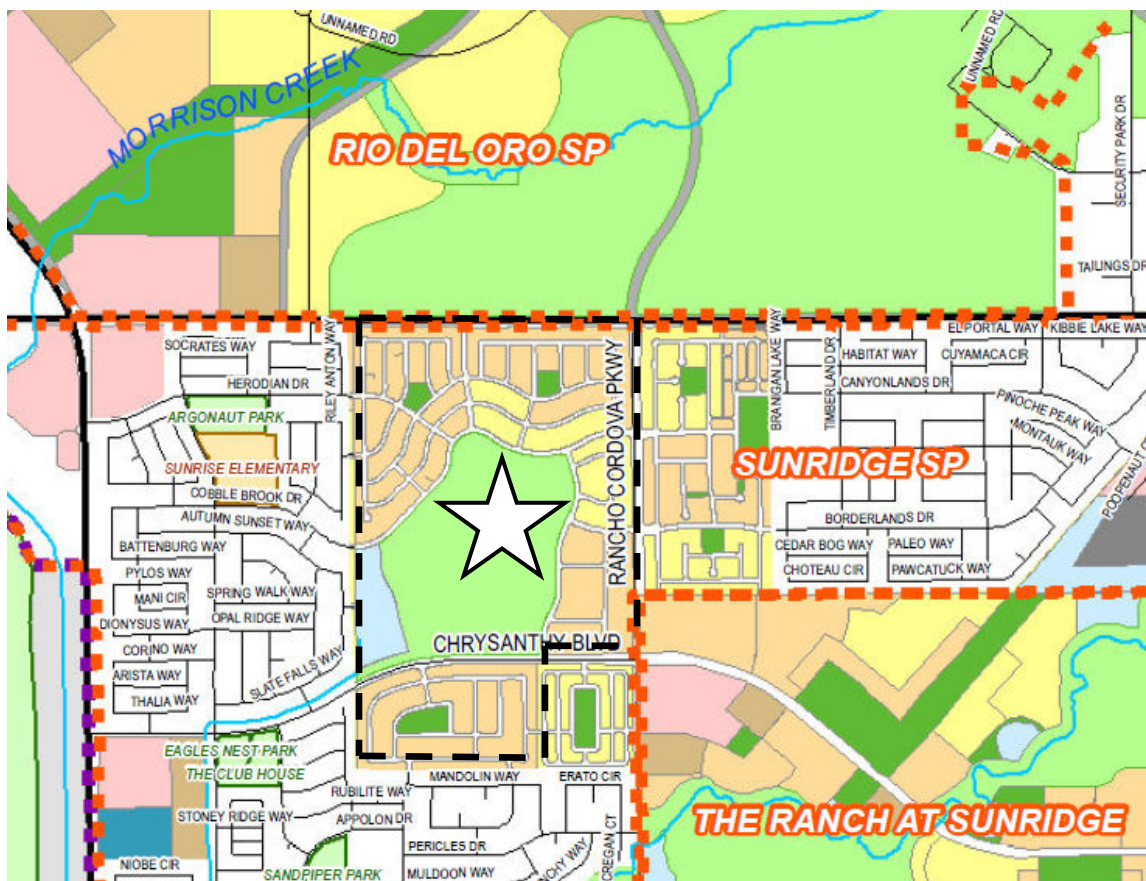
Waive first reading and introduce Ordinance No. 12-2012, rescinding Ordinance No. 7-2012 pertaining to the rezoning and second Development Agreement Amendment for Montelena and approving the rezoning and a new second Development Agreement Amendment for the Montelena project.

RESULT OF RECOMMENDED ACTION

The proposed action will rezone portions of the Montelena project to include commercial and public facilities within the project and will amend provisions of the Montelena Development Agreement. These actions are consistent with direction provided by the City Council on April 2, 2012 and will generally incorporate the provisions of the previously approved Ordinance 7-2012 with additional clerical corrections and Council direction that was provided during the April 2, 2012 project review.

BACKGROUND

The Montelena project is located in the northern portion of the former SunRidge Specific Plan and is bounded by Douglas Road to the north and Rancho Cordova Parkway to the east. The project abuts developed lands within the Anatolia project to the west and south.



The new ordinance will replace Ordinance 7-2012, in its entirety, and will readopt the requested rezone and the new revised 2nd Amendment to Development Agreement for the approved Montelena subdivision. Originally, staff proposed to draft a 3rd amendment that would have incorporated Council direction and corrected clerical errors. However the applicant did not wish to execute the original 2nd amendment and requested that the City readopt a new 2nd amendment to incorporate all the changes. The new ordinance will remove any confusion that may arise in the future between the two ordinances.

ENVIRONMENTAL

The environmental analysis for this project was completed within the Montelena Subsequent Mitigated Negative Declaration (SMND). The document was released for public review for 30 days beginning on February 10, 2012 running through March 12, 2012. The Subsequent Mitigated Negative Declaration for Montelena (2012) includes site specific mitigation measures and references to the MMRP prepared for the Specific Plan EIR, that reduce all impacts to a less than significant level. The City Council previously made the consistency determination within Resolution 27-2012.

RECOMMENDED MOTION

Move the City Council waive first reading and introduce Ordinance No. 12-2012 approving the rezone and the second amendment to the Development Agreement for the Montelena project.

ATTACHMENTS

Ordinance 12-2012 Rezone Map (**Exhibit A**) and Second Amendment to the Development Agreement (**Exhibit B**).

CITY OF RANCHO CORDOVA

ORDINANCE NO. 12-2012

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
ADOPTING AN AMENDED DEVELOPMENT AGREEMENT FOR THE MONTELENA
PROJECT AND AMENDING THE RANCHO CORDOVA ZONING CODE**

THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA DOES ORDAIN AS FOLLOWS:

Section 1. Recitals.

A. In order to strengthen the public planning process, encourage private participation in comprehensive planning and reduce the economic risk of development, the Legislature of the State of California adopted Section 65864, *et seq.*, of the Government Code (the "Development Agreement Statute"), authorizing the City, and any person having a legal or equitable interest in the real property, to enter into a development agreement and establish certain development rights in the property, which is the subject of the development project application. Pursuant to Government Code section 65868, Development Agreements may be amended by mutual assent of the parties.

B. On April 3, 2006, the City and CP Sunridge, LLC entered into a Development Agreement for the Montelena Project, consisting of 251.9 acres of low density residential development. (Ordinance Number 10-2006). The Montelena Project is located south of Douglas Road and west of Jaeger Road (hereinafter known as the "Property"). The Montelena Project remains undeveloped.

C. The Montelena Project is within the Sunrise Douglas Community Plan and the SunRidge Specific Plan ("SDCP/SRSP") area. The SDCP/SRSP was approved by the County of Sacramento ("County") in July 2002. The County also prepared and certified an Environmental Impact Report ("EIR") (State Clearinghouse Number 97022055) for the SDCP/SRSP. In July 2003, the City of Rancho Cordova incorporated an area that included the SDCP and SRSP. The City assumed jurisdiction over the Montelena Project at that time. In response to litigation involving the SDCP/SRSP EIR, the City subsequently rescinded approval of the SDCP/SRSP. On November 7, 2012 the City certified a partially Revised EIR for the SDCP/SRSP, however, at that time the City determined to carry out the projects within the SDCP/SRSP area without re-approving the SDCP/SRSP. Thus, there is no Specific Plan applicable to this Project.

D. On February 21, 2006, the City approved an Initial Study and a Mitigated Negative Declaration ("MND") for the Tentative Subdivision Map of the Montelena Project, pursuant to the California Environmental Quality Act ("CEQA"). In the Initial Study and MND, the City concluded that the Project would not have a significant impact on the environment due to the mitigation measures adopted by the City in the SDCP/SRSP EIR and the MND. All environmental impacts were reviewed and addressed at the time the project was approved. All recitals and findings of determination in Ordinance 10-2006, which adopted the Development Agreement, are still accurate and relevant to the Amendment.

E. On November 19, 2007, the City approved an amendment to the Agreement ("First Amendment") identifying a fifty (50) acre wetland preserve within the Project. (City Ordinance

25-2007.) The 2007 amendment did not result in any direct physical change to the environment, or any reasonably foreseeable indirect physical change in the environment, thus, no additional environmental review was conducted at that time.

F. After the 2006 approval, Montelena-Douglas LLP (“Landowner”) assumed ownership of the property and the economy changed significantly. Furthermore, the City now seeks to encourage more employment based land uses in the Project area. For these reasons, re-examination of the originally contemplated land uses was warranted.

G. The amended Development Agreement and rezone that are the subject of this Ordinance were initiated by the Landowner’s application to amend the Project’s land use designations. The proposed modifications will change the land use designations in Villages 4 and 5 of the Project, encompassing approximately 45.3 acres of the 251.9-acre Project. The result is the removal of 85 single-family homes (reducing the total from 875 to 790), and the addition of 14.2 acres of commercial use, a 1.6 acre park, and a 2.4 acre fire station site.

H. The changes to Montelena Villages 4 & 5 apply to APN 067-0030-064, and portion of 067-0030-065, and is located on the south side of Douglas Road approximately ¾ mile east of Sunrise Boulevard

I. In processing this second amendment to the Agreement, the City performed an Initial Study pursuant to CEQA Guidelines section 15063. The Initial Study reviewed the potential environmental impacts of the proposed changes to the Project and concluded that the changes to the Project will not result in any new significant impacts that were not analyzed in previous environmental documents. As a result of that conclusion, the City prepared a Subsequent Mitigated Negative Declaration (“SMND”). The Initial Study and SMND update the previous environmental analysis to reflect the proposed changes to the Project, revise previous mitigation measures where necessary, and impose new mitigation measures to ensure the changes to the Project will not result in any new significant environmental impacts.

J. On April 2, 2012, the City Council, as the legislative body for purposes of development agreement approval, held a properly noticed public hearing pursuant to Government Code section 65867 and considered all comments received in writing and all testimony received at the public hearing and subsequently adopted Ordinance 7-2012.

K. On June 4, 2012 the City Council, as the legislative body for purposes of development agreement approval, held a properly noticed public hearing pursuant to Government Code section 65867 and considered all comments received in writing and all testimony received at the public hearing. At that hearing, it was explained that due to the rezone and the amended Development Agreement were adopted with the same ordinance, it would be necessary to rescind Ordinance 7-2012 and readopt a new ordinance that adopted the rezone and made the needed corrections to the 2nd Amendment to the Development Agreement.

Section 2: Findings.

Therefore, on the basis of: (a) the foregoing recitals, which are hereby incorporated herein; (b) the City of Rancho Cordova’s General Plan and General Plan EIR; (c) the SDCP/SRSP EIR; (d) the Montelena MND; and, (e) the SMND prepared for this second amendment to the Development Agreement, the City Council finds and determines that:

A. The amendment to the Development Agreement is consistent with the objectives, policies, general land uses and programs specified and contained in the City's General Plan in that: (a) the General Plan and Zoning Code have been amended to reflect the Project's changed land use designations. The Project remains predominantly low-density residential. The shift to allow commercial uses is consistent with the General Plan, specifically Goal LU.1 – Achieve a Balanced and Integrated Land Use Pattern Throughout the Community; (b) the Project is consistent with the fiscal policies of the General Plan with respect to provisions of infrastructure and public services; and, (c) the Development Agreement includes provisions relating to financing public services, construction and maintenance of public facilities, park development fees and similar provisions to replace those set forth in the SunRidge Specific Plan.

B. The amendment to the Development Agreement is compatible with the uses authorized in, and the regulations prescribed for, the land use area in which the real property is located in that the Project's approval includes the rezoning of the Property as adopted herein.

C. The amendment to the Development Agreement is in conformity with public convenience, general welfare and good land use policies in that the Project will implement land use guidelines set forth in the General Plan.

D. The amendment to the Development Agreement will not be detrimental to the health, safety and general welfare in that the Project will proceed in accordance with the programs and policies of the General Plan. The impacts of the development on existing land uses, public services and the environment have been evaluated and mitigated through the CEQA compliance process.

E. The amendment to the Development Agreement will not adversely affect the orderly development of property, or the preservation of property values, in that the amendment is consistent with the General Plan.

F. The amendment to the Development Agreement is consistent with and includes the substantive elements of Government Code sections 65864 through 65869.5, and has been processed consistent with all the procedural requirements thereof.

Section 3: Rescind Ordinance 7-2012

A. The City Council hereby rescinds Ordinance No. 7-2012 in its entirety, and to be replaced by the adoption of Ordinance No. 12, 2012.

Section 4: Approval of Development Agreement.

A. The City Council hereby approves the Amended Development Agreement, attached to this Ordinance and incorporated herein by reference as **Exhibit B**, and authorizes the City Manager to sign the amended Development Agreement after the effective date of this Ordinance.

Section 5: Amendment of the Zoning Code.

A. The City Council hereby amends the Rancho Cordova Zoning Code for APN 067-0030-064 and portion of 067-0030-065, as shown on **Exhibit A**.

Section 6: Recordation

Within ten (10) days after the Development Agreement is executed by the City Manager, the City Clerk shall submit the Agreements to the County Recorder for recordation.

Section 7: Severability.

If any section, subsection, clause or phrase of this Ordinance is for any reason held to be invalid or unconstitutional by the decision of a court of competent jurisdiction, it shall not affect the remaining portions of this Ordinance that can be given effect without the invalid provision and, to this end, the provisions of this Ordinance are severable. This City Council hereby declares that it would have adopted this Ordinance irrespective of the invalidity of any particular portion thereof and intends that the invalid portions should be severed and the balance of the Ordinance be enforced.

Section 8: Publication and Effective Date.

Within fifteen (15) days after adoption, a summary of this Ordinance shall be published once in the Grapevine Independent or the Sacramento Bee, a newspaper of general circulation printed and published in Sacramento County and circulated in the City of Rancho Cordova, in accordance with Government Code section 36933. This Ordinance shall take effect and be enforced thirty (30) days after its inception.

PASSED AND ADOPTED by the City Council of the City of Rancho Cordova this ____ day of _____ 2012, by the following vote:

AYES:

NOES:

ABSENT:

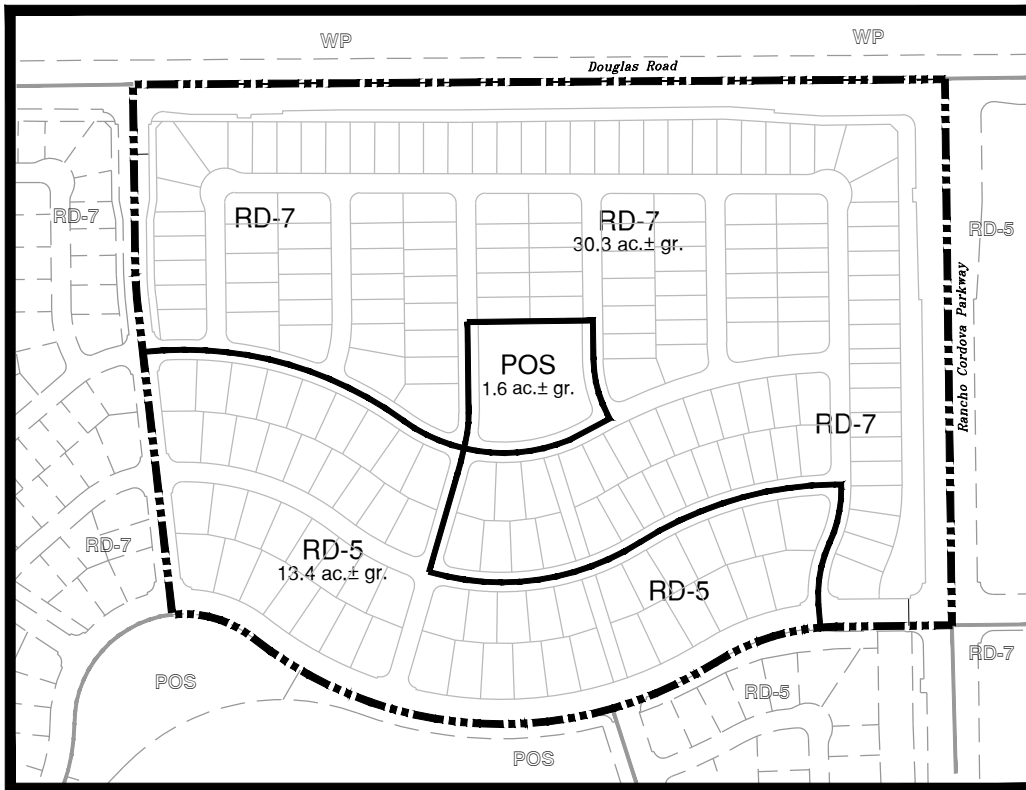
ABSTAIN:

David M. Sander, Mayor

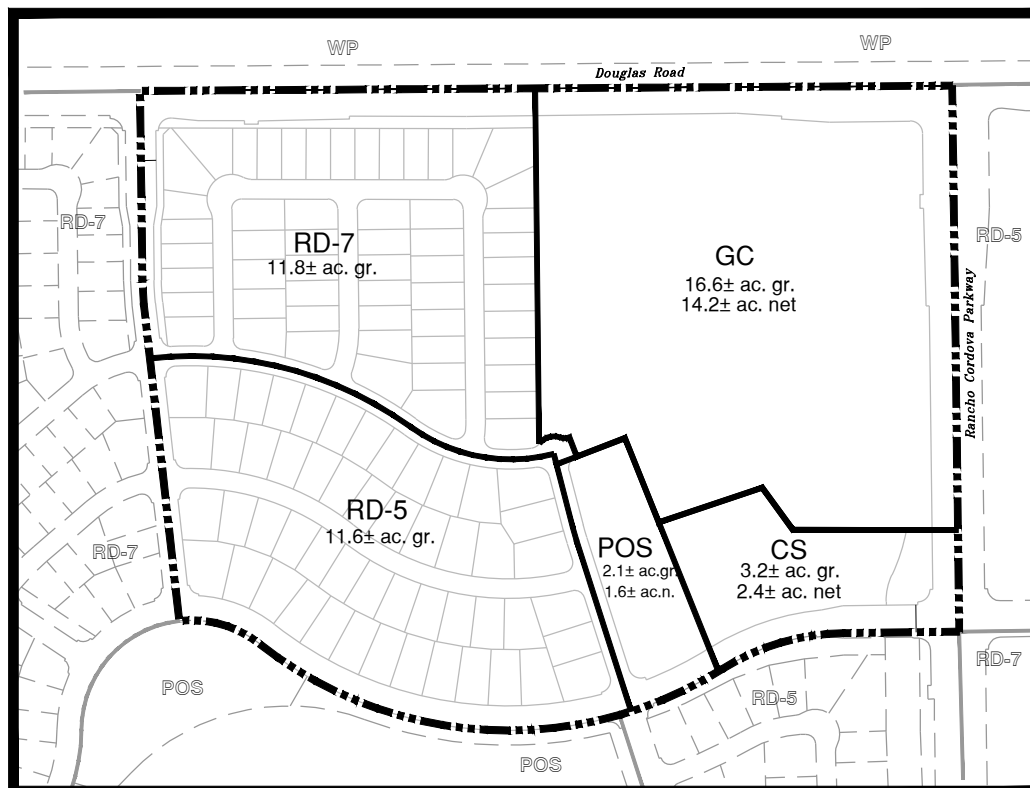
ATTEST:

Mindy Cuppy, CMC, City Clerk

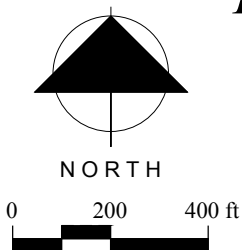
1795434.1



Existing Zoning



Proposed Zoning



Rezone Exhibit MONTELENA Village 4 & 5

Scale 1"=400'
(when printed on 8.5 x 11)

January 23, 2012

MACKEY & SOMPS
ENGINEERS PLANNERS SURVEYORS
1852 Eureka Road, Suite 200, Eureka, CA 94501

AGENDA ITEM 13.1

1-23-2012 11:21:34 P:\27042\Planning\Cad files\27042-REZONE.dwg
[1] P:\27042\Planning\Cad files\27042-TL-BASE.dwg

**SECOND AMENDMENT TO DEVELOPMENT AGREEMENT
BY AND BETWEEN
THE CITY OF RANCHO CORDOVA AND MONTELENA DOUGLAS, LLC
RELATIVE TO MONTELENA**

This Second Amendment (the "Second Amendment") to Development Agreement is dated _____, 2012, for references purposes only, is made by and between the **CITY OF RANCHO CORDOVA**, a California municipal corporation ("City"); and **MONTELENA DOUGLAS, LLC**, a California limited liability company (the "Landowner"). City and Landowner are hereinafter collectively referred to as the "Parties" and singularly as a "Party."

RECITALS

A. The City and the Landowner's predecessor in interest, CP SUNRIDGE, LLC, a Delaware limited liability company, are parties to a Development Agreement that is dated April 3, 2006 and was recorded on July 18, 2006 in the Official Records of Sacramento County at Book 20060718, Page 0966 (the "Agreement") establishing certain development rights for real property located in the City of Rancho Cordova, California, as more particularly described in Exhibit A-1 and Exhibit A-2 of the Agreement (the "Property").

B. The Agreement was subsequently amended by the City and CP Sunridge LLC on November 19, 2007 by an instrument entitled "First Amendment to Development Agreement By and Between the City of Rancho Cordova and CP Sunridge, LLC relative to Montelena" and was recorded on January 31, 2008, in the Official Records of Sacramento County at Book 20080131, Page 1582 (the "First Amendment") to clarify that the terms and provisions of the Agreement were not applicable to the wetland preserve area established within the Property.

C. Landowner was assigned all of the interest of CP SUNRIDGE LLC in the Agreement in 2008 by virtue of that certain "Assignment and Assumption Agreement Relative to Montelena" dated February 14, 2008, and recorded on February 15, 2008 in the Official Records of Sacramento County at Book 20080215, Page 0899 (the "Assignment").

D. City and Landowner now desire to amend the Agreement to reflect a change in the Project Approvals City has approved for the Property that will provide approximately 14.2± acres of commercial uses and an approximately 2± acre fire station site, while replacing 879 residential units with 790 total residential units. The following changes in land use approvals (collectively the "Additional Project Approvals") have been granted for the Property concurrent with this Second Amendment:

(i) The Amendments to the City Zoning Code to reflect the changed land uses in Villages 4 and 5, as amended by City Ordinance No. _____ on _____, 2012 ("Zoning Code Amendments");

(ii) The Amendments to the City General Plan to reflect the changed land uses in Villages 4 and 5 ("General Plan Amendments"), as amended by City Resolution No. _____ on _____, 2012;

(iii) The Supplemental Mitigated Negative Declaration ("SMND") for the changes to the Project's land use entitlements and roadway improvement phasing. The SMND's mitigation measures are incorporated into the Project and hereby incorporated into the terms and conditions of this Second Amendment;

(iv) A Large Lot Tentative Parcel Map to create four (4) large lots on approximately 45.3 acres.

(v) A Small Lot Tentative Subdivision Map for Villages 4 and 5 attached hereto as Exhibits "C" and "C-1" and approved by the City Resolution No. _____ (the "Village 4 and 5 Small Lot Map"); and

(vi) This Second Amendment to the Development Agreement, amending certain provisions of the Development Agreement applicable to the entire project area, as adopted by City Ordinance No. _____ on _____, 2012.

E. Pursuant to Government Code Section 65868, City and Landowner now desire to amend the Agreement to reflect these land use entitlement changes approved for the Property.

AGREEMENT

1. Incorporation of Recitals. Recitals A through E are hereby incorporated herein, including all documents referred to in said Recitals.

2. Additional Project Approvals. The City and Landowner acknowledge and agree that the Additional Project Approvals described above have been granted for the Property and vested for the term of the Development Agreement.

3. Restatement of Section 6.4.1 concerning the "New Park Development Obligation." City and Landowner agree that Section 6.4.1 of the Agreement is hereby deleted and replaced with the following:

"6.4.1 New Park Development Obligation. The Project shall be subject to Resolution No. 28-2005, which establishes revised standards for the dedication of park and open space in the City. Landowner shall pay a development impact fee to mitigate the costs of designing, constructing and installing park improvements on 18.2± net acres of park land provided at the Project. This development impact fee shall be in the amount of Twelve Thousand Five Hundred and Twelve Dollars (\$12,512) per single-family residential parcel or residential parcel equivalent (the "Park Development Impact Fee") which shall be adjusted on March 1, 2012 and annually thereafter no later than March 15th by the method provided in City Ordinance No. 24-2004 as follows:

(a) A "mean" index will be computed by averaging the index for 20 U.S. cities with the index for San Francisco by resort to the January issue of the

Engineering News Record magazine Construction Cost Index of the year in which the calculation is being made.

- (b) An adjustment factor shall be computed by dividing the “mean” index as calculated in subsection (a) of this section by the “mean” index for the previous January, however the March 2012 adjustment factor shall be computed by dividing the “mean” index for January 2011.

The Park Development Impact Fee of Twelve Thousand Five Hundred and Twelve Dollars (\$12,512) shall not include the cost of park street frontage improvements at parks. To fulfill its park land dedication obligation, Landowner shall be obligated to dedicate 18.2 acres of park land to either the City or the Cordova Recreation and Park District, at the sole discretion of the City, for use as park property and recreational facilities, together with additional land for landscape corridors, open space and/or flood plain or water detention areas required for the Project. The land to be dedicated for park and recreation purposes is set forth more specifically in Exhibit “E” attached hereto and incorporated herein by this reference (the “Dedicated Land”). If and when the City adopts a Citywide Park Improvement Fee, the Landowner and City agree to explore adjustments to the Montelena Park Development Impact Fee to place it on a parity with the Citywide Park Improvement Fee.

Under no circumstances shall the Landowner be required to pay both the new Citywide or Districtwide Park Improvement Fee and the Park Development Impact Fee set forth above in this Agreement. City further agrees and acknowledges that the 18.2 acres of park land dedication being provided at the Project will satisfy the park land dedication requirements of Resolution No. 28-2005.”

4. Restatement of Section 6.4.2 concerning the “Timing of Dedications and Improvements of Parks.” City and Landowner agree that Section 6.4.2 of the Agreement is hereby deleted and replaced with the following:

“6.4.2 Timing of Dedications and Improvements of Parks. Prior to the recordation of any residential small lot final subdivision map in the Project which contains a portion of the Dedicated Land (but not prior to construction of model homes) Landowner shall: (a) irrevocably offer for dedication to either the City or the Cordova Recreation and Park District, at the sole discretion of the City, that portion of the Dedicated Land that is encompassed within such residential small lot final subdivision map, and (b) enter into a park improvement agreement with either the City or the Cordova Recreation and Park District, at the sole discretion of the City, for the improvement of parks within that portion of the Dedicated Land situated within said residential small lot final subdivision map. Under the park improvement agreement, Landowner shall have the option to either (i) dedicate the Dedicated Land and pay a Park Development Impact Fee of \$12,512 per residential unit, or (ii) dedicate the Dedicated Land and build turnkey parks.

If turnkey parks are constructed, Landowner shall be given a credit against the Park Development Impact Fee as provided in the park improvement agreement. If Landowner chooses to dedicate the Dedicated Land and pay the Park Development Impact Fee, then Landowner shall have no obligation to build any park improvements or pay any additional fees concerning parks to the Cordova Recreation and Park District or to the City, with the exception of the fee set forth in Section 6.4.3 of the Development Agreement for the In-fill Park and Open Space Renovation and Acquisition Fee. The park improvement agreement shall address, but not be limited to, the specific park improvements to be provided by Landowner, the amount of credits against those fees to be granted to Landowner as a result of Landowner providing the specific park improvements described in the agreement, and the times for commencing and completing the construction of park improvements by Landowner. The City shall be named a third party beneficiary to the park improvement agreement with the Cordova Recreation and Park District. The difference between the Park Development Impact Fee and the credit given to Landowner for building turnkey parks pursuant to the park improvement agreement shall only be used by the Cordova Recreation and Park District and/or the City for improving community and/or regional parks situated within the City of Rancho Cordova. ”

5. Restatement of Section 6.4.4 concerning the Police Tax. City and Landowner agree that Section 6.4.4 of the Agreement is hereby deleted and replaced with the following:

“6.4.4 Police Tax. Landowner and City agree that the Property shall be subject to the Police Tax enacted by City Ordinance No. 24-2006 pertaining to Police Tax Zone 30. Within 180 days following the date of the City Council’s approval of this Second Amendment, City shall form a Police Services Community Facilities District (CFD) and Landowner shall support the inclusion of the Project in the CFD and cover Landowner’s fair share costs of the CFD formation not to exceed \$7,000. City agrees that the new CFD will provide that on lands designated for all residential land use categories, the base year FY 2011/2012 Police Maximum Services Special Tax shall be Four Hundred Fifty Dollars (\$450) annually per residential unit or residential unit equivalent, and that the base year amount of the Police Maximum Services Special Tax per unit for all non-residential land use categories (except Recreational and Agricultural) shall be up to One Thousand Dollars (\$1,000) per acre annually as determined by the City. The special tax imposed by the CFD will be payable on a parcel within the Property only after a building permit has been issued by City for the construction of a building on that particular parcel and there will be no undeveloped land tax imposed by the CFD. The new CFD shall further provide that on each July 1 commencing July 1, 2012, the base year Police Special Tax shall be escalated by the increase, if any, in the United States Department of Labor Consumer Price Index (CPI) for All Urban Consumers (1982-84 = 100) for the San Francisco-Oakland-San Jose Area. The CPI used shall be as determined by the United States Department of Labor Bureau of Labor Statistics from April to April beginning with the period from April

2011 to April 2012. However, in no event shall the tax per parcel for any fiscal year be less than the amount established for the prior fiscal year. If the Consumer Price Index is discontinued, or revised, such other government index or computation with which it is replaced shall be used by the CFD in order to obtain substantially the same result as would be obtained if the Consumer Price Index had not been discontinued or revised. The CFD shall specify that the Police Special Tax shall commence being payable annually following issuance of a building permit for each parcel subject to the Police Special Tax.

Within 60 days of the inclusion of the Property in the Police Services CFD, the City Council will rescind City Ordinance No. 24-2006 pertaining to Police Tax Zone 30. The Landowner acknowledges that no final small lot subdivision maps shall be submitted to the City for approval prior to the formation of the Police Services CFD.

Landowner agrees that it will not vote to repeal or amend the Police Special Tax being imposed in the amounts set forth above, and that any such vote by Landowner would constitute an event of default under this Agreement. In the event of such a default by Landowner, then in addition to all other remedies available to City, Landowner shall be obligated to annually pay under this Agreement the difference between the amount of the Police Special Tax before the Landowner's vote to repeal or amend the tax, and the amount of the proposed Police Special Tax set forth above."

6. Addition of Section 6.4.6 for Supplemental Traffic Impact Fee. City and Landowner agree to add a new Section 6.4.6 to the Development Agreement as follows to fund traffic improvements to be constructed by the City in order to mitigate for the traffic impacts of the Project:

"6.4.6 New Supplemental Traffic Impact Fee. City and Landowner agree the Landowner shall pay a new supplemental traffic impact development fee to the City in the amount of Five Thousand Sixty Dollars (\$5,060) for each residential lot shown on the final small lot subdivision maps for the Property (the "Supplemental Traffic Impact Fee"). Landowner shall pay the Supplemental Traffic Impact Fee in the following increments: (i) Eight Hundred Sixty-five Dollars (\$865) for each residential lot at the time of recordation of a final subdivision map for the residential lot; and (ii) Four Thousand One Hundred Ninety-five Dollars (\$4,195) at the time of issuance of a building permit for a residential lot. Landowner's agreement to pay the Supplemental Traffic Impact Fee is conditioned upon the effectiveness of the Additional Project Approvals. If for any reason the Additional Project Approvals are changed or rescinded in any manner without the Landowner's consent, then Landowner's obligation to pay the Supplemental Traffic Impact Fee shall automatically cease; provided, reciprocally, that if for any reason the amount of the Supplemental Traffic Impact Fee is challenged or overturned, Landowner's vested rights under this Second Amendment to develop the Property consistent with the Additional

Project Approvals shall, at City's sole discretion, cease and terminate. By agreeing to pay the Supplemental Traffic Impact Fee, City agrees that Landowner and the Property will have satisfied its obligation under the Conditions of Approval and Mitigation Monitoring Reporting Program for offsite traffic improvements and shall not be made subject to constructing or funding the construction of offsite roadway improvements other than those immediately adjacent to the Property, including Chrysanthy Boulevard, Rancho Cordova Parkway, and associated frontage improvements. City agrees that it will apply the Supplemental Traffic Impact fee to fund the Rancho Cordova Parkway Interchange or the costs of other roadway improvements needed to improve access to U.S. Highway 50 from the Project area. The above Supplemental Traffic Impact Fee will not be subject to increase or decrease as a result of changes in any City traffic impact fees."

7. Addition of New Section 6.4.7 Concerning Rancho Cordova Parkway Left Turn Land Pocket. City and Landowner agree to add a new Section 6.4.7 to the Development Agreement as follows to provide for a left turn pocket on Rancho Cordova Parkway:

"6.4.7 Rancho Cordova Parkway Left Turn Lane Pocket. City and Landowner agree the Landowner shall have the right to construct a left turn pocket on northbound Rancho Cordova Parkway in order to provide left turn access into the approximately 14.2 acre commercial parcel at the Property, as generally shown on Exhibit "H" attached hereto and incorporated herein by reference. This right shall be vested for the duration of the Development Agreement."

8. Addition of New Section 6.4.8 Phasing Plan. City and Landowner agree to add a new Section 6.4.8 to the Development Agreement as follows to provide for a Phasing Plan:

"6.4.8 Phasing Plan. Prior to approval of any final map, Developer shall provide a large lot phasing plan addressing sequencing and full build-out of major public infrastructure throughout the Montelena Project limits. The large lot phasing plan shall show all public facilities including, but not limited to, major roadways, bike trails, sewer, water, drainage, facilities, parks and other utilities, and the large lot phasing plan will be based on the City's Guiding Principles for Phasing of Transportation, Infrastructure and Utility Services to the satisfaction of the City's Public Works Department. The large lot phasing plan may be revised as needed during the development of the Project.

Prior to approval of any small lot final map for an individual phase, the Landowners shall prepare and submit to City a "small lot phasing plan" that addresses full build-out of all secondary streets and utility infrastructure. The small lot phasing plan will show the blocks of the small lot tentative map to be constructed and all roads, bike trails and other infrastructure required to serve the use of the proposed units within each block to the satisfaction of the City's Public Works Department. The small lot phasing plan will also be defined by the

City's Guiding Principles for Phasing.

Prior to issuance of building permits (except permits for model homes) within an individual map phase, all streets and improvements shown on the small lot phasing plan, all streets necessary for access to the proposed homes, associated improvements included in the approved improvement plans, landscaping and other infrastructure as necessary for adequate public access and use shall be fully constructed and accepted to the satisfaction of the City's Public Works Department.

At the discretion of the City's Public Works Department, the final lift of asphalt only (e.g. upper approximately 1.5 inches of asphalt) may be deferred to prior to the first occupancy in a phase. The structural street section shall be designed to accommodate construction traffic and loads until such time that the finish lift of asphalt concrete is installed. All other improvements shall be fully completed and accepted for maintenance prior to issuance of the first building permit in the applicable phase."

9. Amendment to Section 8.2 concerning "Development Impact Fees, Exactions and Dedications."

City and Landowner agree that Section 8.2 of the Agreement is hereby amended by adding the following phrase at the end of the first sentence:

"...; provided, however that in recognition of the New Supplemental Traffic Impact Fee, Landowner shall not have to pay any new supplemental fees to pay for traffic improvements."

10. Improvement of On-Site Detention Basin. City and Landowner acknowledge that improvements to the on-site detention basin are required to meet the intent of the original approvals of the Montelena Project. Such improvements are conceptually depicted on Exhibit "I" attached hereto and incorporated herein by reference, and completion of such improvements shall be the obligation of the Landowner. City and Landowner agree that the final improvements for the on-site detention basin shall be designed so as to attempt to avoid triggering any requirement to obtain a Section 404 Permit from the U.S. Army Corps of Engineers, and further agree that should it be subsequently determined that the final improvements would require a Section 404 Permit, then the City and Landowner will meet and confer to revise the final improvements so as to redesign or eliminate any recreational or public access improvements that were a basis for the permit requirement. The Landowner will be responsible for permits required due to drainage improvements. The net holding capacity of the on-site detention basin in terms of water volume shall not be changed by the final improvements, and no amendments to the approved drainage master plan or further approvals by the City of Rancho Cordova or County of Sacramento shall be required. Outside the on-site detention basin along its bank edges shall be an approximately 12 ft. wide paved path with landscaping as depicted on Exhibit "I." Certain paths and other improvements as identified in Exhibit "I" will be funded by the Project's Park Development Impact Fee and be maintained by the new lighting and landscaping district or a new park maintenance district or Cordova Park and Recreation District. Construction of the final improvements to the on-site detention basin shall be included as

part of the small lot phasing plans for Village 1 prepared and submitted to the City for approval pursuant to the provisions of Section 6.4.8 added to the Development Agreement by this Second Amendment.

11. Affordable Housing Requirement Satisfaction. City and Landowner agree and acknowledge that the Project's affordable housing obligation will be fully satisfied by the Landowner's dedication to the City of the approximately two (2) acre parcel of land for the new fire station site at the Project identified in Recital "D" which will allow the City to subsequently exchange that two (2) acre parcel for a fire station site or other appropriate land at another location which can then be combined with other lands owned by the City and be better used for providing affordable housing. At the time the Final Large Lot Parcel Map for Villages four (4) and five (5) is approved, Landowner shall dedicate to the City the new fire station site.

12. Stormwater Drainage Maintenance District. City and Landowner agree and acknowledge that the Project's stormwater drainage system will need ongoing maintenance following its installation. Landowner agrees that prior to the recordation of the first final subdivision map at the Property, Landowner shall annex the Property into a new stormwater drainage maintenance district formed by the City for the purpose of providing a financial mechanism to fund the operation and maintenance of the Project's stormwater drainage system. If a new district has not been formed by the City prior to the time of recordation of the first final subdivision map at the Project, then Landowner may satisfy this obligation by annexing the Property into the County of Sacramento Stormwater Utility District pursuant to the Sacramento County Water Agency Code and comply with the Sacramento County Improvement Standards.

13. Replacement of Exhibit B "Large Lot Tentative Subdivision Map." City and Landowner agree to delete Exhibit B of the Agreement and replace it with the revised Exhibit B and Exhibit B-1 "Large Lot Tentative Subdivision Maps" attached hereto and hereby incorporated by reference into the Agreement.

14. Replacement of Exhibit C "Small Lot Tentative Subdivision Map." City and Landowner agree to delete Exhibit C of the Agreement and replace it with the revised Exhibit C and Exhibit C-1 "Small Lot Tentative Subdivision Maps" attached hereto and hereby incorporated by reference into the Agreement.

15. Replacement of Exhibit D-1 "Land Use Map." City and Landowner agree to delete Exhibit D-1 of the Agreement and replace it with the new Exhibit D-1 "Land Use Map" attached hereto and hereby incorporated by reference into the Agreement.

16. Replacement of Exhibit D-2 "Land Use Table." City and Landowner agree to delete Exhibit D-2 of the Agreement and replace it with the new Exhibit D-2 "Land Use Table" attached hereto and hereby incorporated by reference into the Agreement.

17. Replacement of Exhibit E "Diagram of Park Land Dedication." City and Landowner agree to delete Exhibit E of the Agreement and replace it with the new Exhibit E "Diagram of Park Land Dedication" attached hereto and hereby incorporated by reference into the Agreement.

18. Definition of Terms. All capitalized terms used in this Second Amendment shall have the same definition as provided in the Agreement, except where a different definition has been supplied in this Second Amendment.

19. All Other Terms Remain in Force. Except as amended by Sections 1 through 17 above, all terms and conditions of the Agreement remain in full force and effect.

20. Effective Date. This Second Amendment takes effect on the effective date of the ordinance that approves it (the "Effective Date") (Gov. Code, § 65868).

21. Recording. Within ten (10) days after the Effective Date, City shall record this Second Amendment with the Sacramento County Recorder's Office.

22. Counterparts. The Parties may execute this Second Amendment in counterparts, each of which will be considered an original, but all of which will constitute the same instrument.

23. Entire Agreement. This Second Amendment sets forth the Parties' entire understanding regarding the matters set forth above. It supersedes all prior or contemporaneous agreements, representations, and negotiations regarding those matters (whether written, oral, express, or implied) and may be modified only by another written agreement signed by all Parties. This Second Amendment will control if any conflict arises between it and the Agreement.

City of Rancho Cordova

Montelena Douglas, LLC

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____, 2012

Date: _____, 2012

Approved as to Form
City Attorney

By: _____

[Attach Certificate of Acknowledgment – Civil Code § 1189]

STATE OF CALIFORNIA)
) ss.
 COUNTY OF SACRAMENTO)

On _____ before me, _____, (here insert name and title of the officer), personally appeared _____, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature _____ (Seal)

STATE OF CALIFORNIA)
) ss.
 COUNTY OF SACRAMENTO)

On _____ before me, _____, (here insert name and title of the officer), personally appeared _____, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature _____ (Seal)

1467.001
02/01/05
PJ

EXHIBIT "A-1"

DESCRIPTION OF MONTELENA DEVELOPMENT AGREEMENT

All that certain real property situate within Fractional Section 8 and Section 17, Township 8 North, Range 7 East, Mount Diablo Meridian, City of Rancho Cordova, County of Sacramento, State of California, being further described as follows:

Beginning at a found Three-Quarter inch (3/4") iron pipe marking the closing corner of said Fractional Section 8; thence from said **POINT OF BEGINNING**, along the East line of said Fractional Section 8, South 00°44'24" East a distance of 1741.58 feet to the Northeast corner of said Section 17; thence along the East line of said Northeast One-Quarter of Section 17, South 00°44'04" East a distance of 1549.20 feet to the Southeast corner of Parcel "B" of the certain Parcel Map filed for record in Book 31 of Parcel Maps, at Page 37, Sacramento County Records; thence leaving said East line of the Northeast One-Quarter of Section 17 along the South line of said Parcel "B", South 89°51'16" West a distance of 1000.03 feet to the Southwest corner of said Parcel "B"; thence along the West line of Parcel "C" of said parcel map, South 00°44'04" East a distance of 1097.70 feet to the South line of said Northeast One-Quarter of Section 17; thence along said South line of the Northeast One-Quarter of Section 17, South 89°45'38" West a distance of 1750.15 feet to an angle point on the Easterly line of Anatolia as shown on that certain final map entitled "Subdivision No. 01-.0385.0 Large Lot Map of Anatolia" filed for record in Book 316 of Maps, at Page 8, Sacramento County Records; thence along said Easterly line of said map for the following two (2) courses and distances:

1. North 00°43'51" West a distance of 2644.73 feet; and
2. North 00°43'50" West a distance of 1746.24 feet to a point on the South line of Rancho Rio de los Americanos;

thence along said South line of Rancho Rio de los Americanos for the following two (2) courses and distances:

1. South 89°37'42" East a distance of 802.94 feet; and
2. North 89°37'47" East a distance of 1946.87 feet to the Point of Beginning.

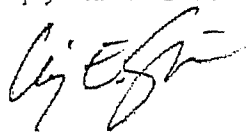
Containing 251.654 acres of land, more or less.

See Exhibit "A-2", plat to accompany description, attached hereto and made a part hereof.

The **Basis of Bearings** for this description is the California State Plane Coordinate System, Zone 2, Nad 83, Epoch Date 1997.30, as measured between NGS Station "G 1414," 1st order, and NGS station "Sheldon," 1st order. Said bearing is North 72°44'09" East. Distances shown are ground based.

1467.001
02/01/05
PJ

This description is for a **development agreement only** and not intended to circumvent the Subdivision Map Act and shall not be used for sale, lease or finance. Any conveyance must comply with the Subdivision Map Act and local ordinances.



Craig E. Spiess P.L.S. 7944
Expires: December 31, 2007

Date: 2/2/06



PREPARED BY WOOD RODGERS, INC.
SACRAMENTO, CALIFORNIA

EXHIBIT A-2
DIAGRAM OF THE PROPERTY

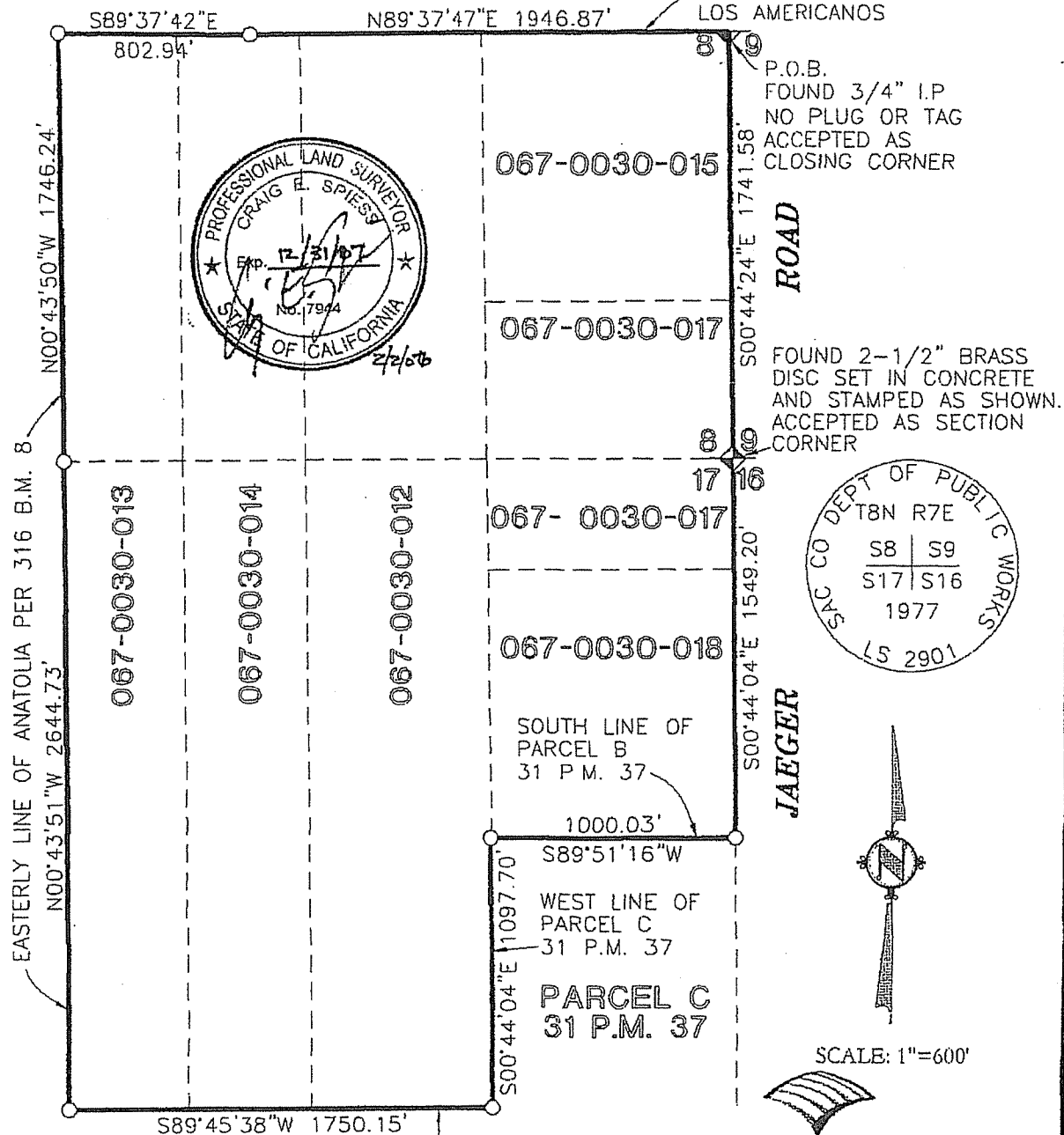
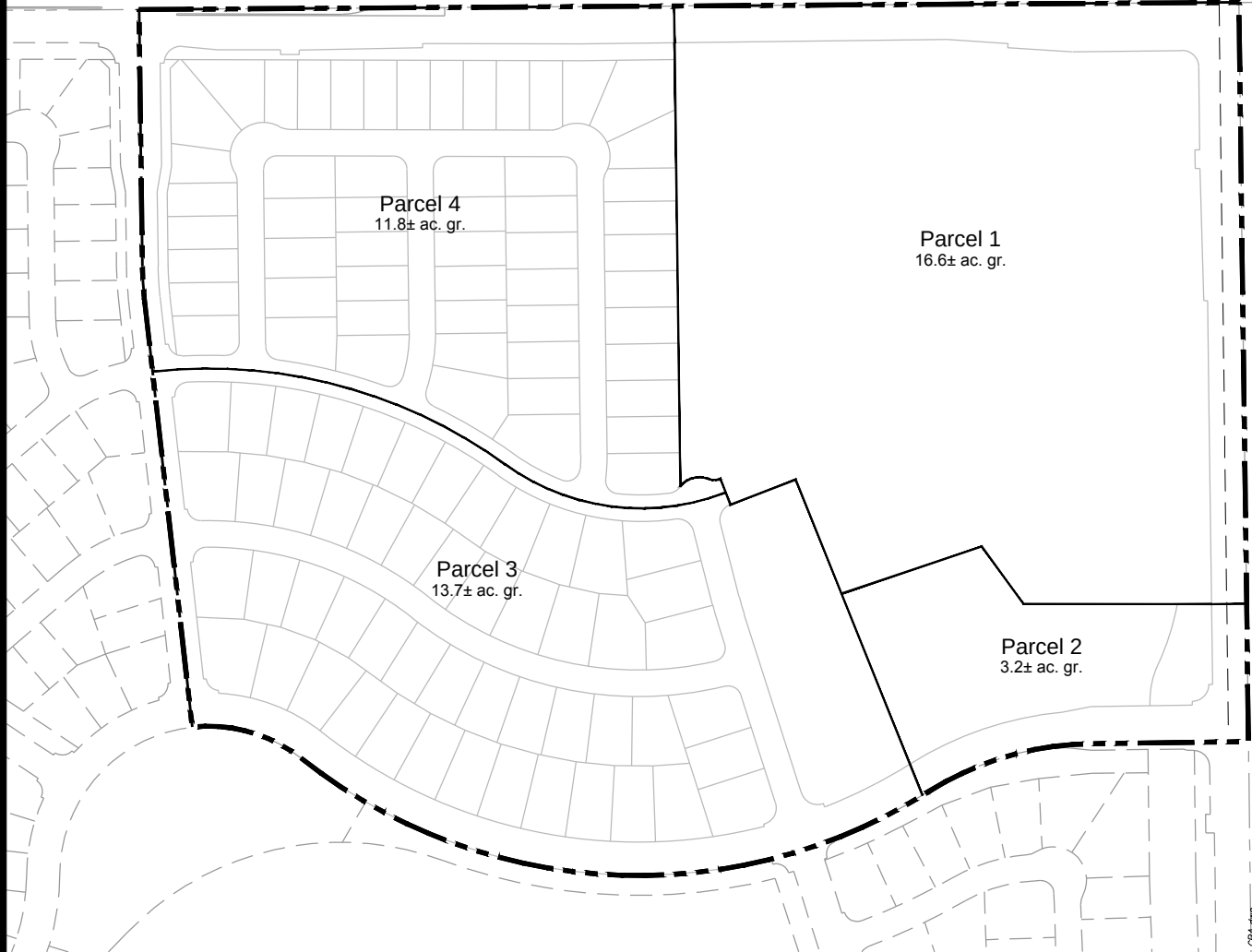
EXHIBIT A-2PLAT TO ACCOMPANY
DESCRIPTION**MONTELENA
DEVELOPMENT AGREEMENT
PORTION OF THE SECTION 17 &
FRACTIONAL SECTION 8, T.8N., R.7E.**CITY OF RANCHO CORDOVA
COUNTY OF SACRAMENTO STATE OF CALIFORNIASOUTH LINE OF
RANCHO RIO DE
LOS AMERICANOS**DOUGLAS ROAD**

EXHIBIT B-1

LARGE LOT TENTATIVE PARCEL MAP

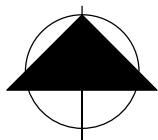


MONTELENA

Village 4 & 5

Scale 1"=300'
(when printed on 8.5 x 11)

January 12, 2012



0 150 300 ft

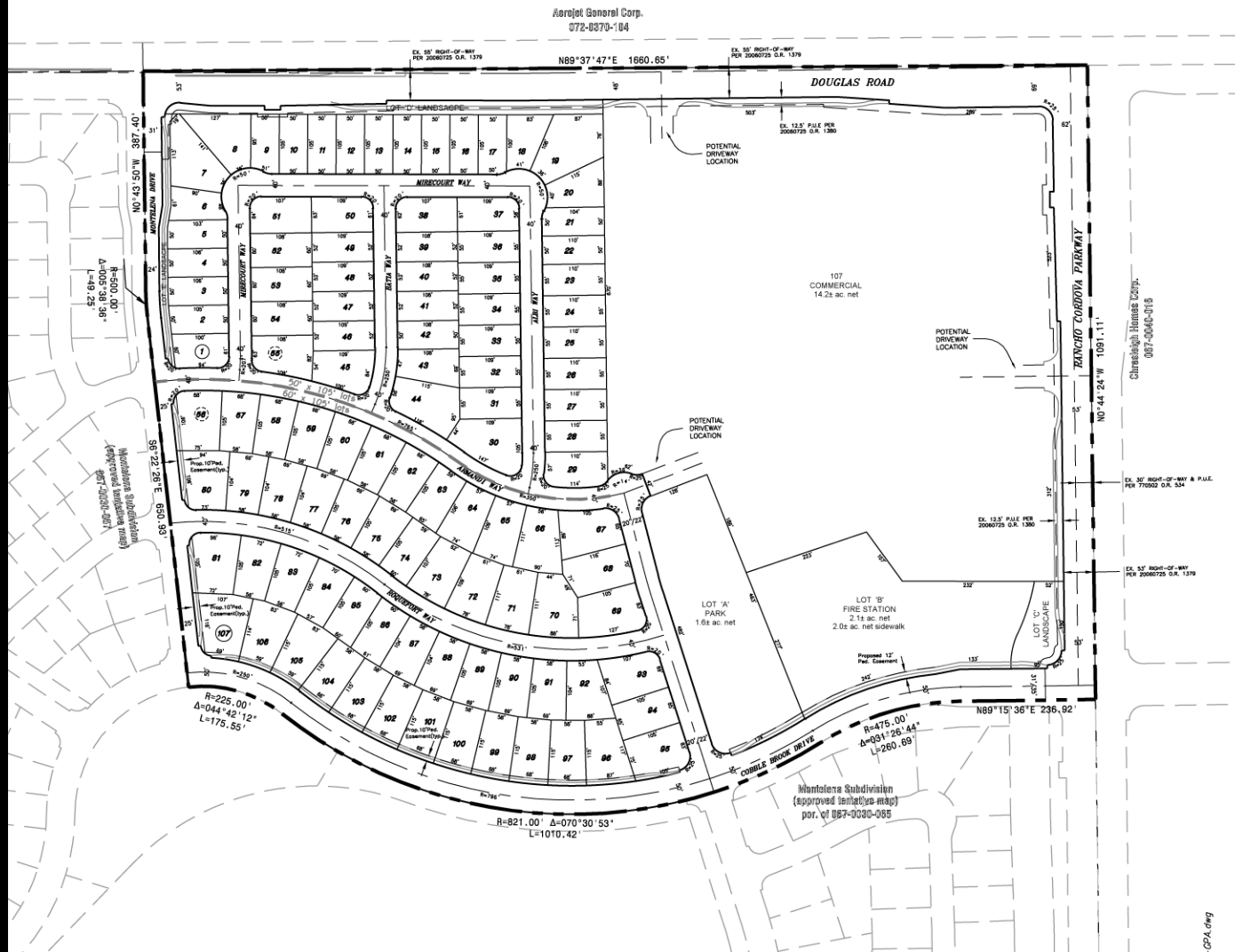
MACKEY & SOMPS
ENGINEERS PLANNERS SURVEYORS
1552 Eureka Road, Suite 100, Roseville, CA 95661 (916) 773-1189

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27042.00

EXHIBIT C-1

SMALL LOT TENTATIVE SUBDIVISION MAP



MONTELENA

Village 4 & 5

Scale 1"=300'
(when printed on 8.5 x 11)

January 12, 2012



NORTH

0 150 300 ft

MACKEY & SOMPS
ENGINEERS PLANNERS SURVEYORS
1552 Eureka Road, Suite 100, Roseville, CA 95661 (916) 773-1189

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EXHIBIT D-1 LAND USE MAP
MONTELENA
CITY OF RANCHO CORDOVA, CALIFORNIA
JANUARY 31, 2006
Revised: JANUARY 16, 2011



EXHIBIT D-2 LAND USE TABLE

MONTELENA

CITY OF RANCHO CORDOVA, CALIFORNIA

January 31, 2006

ed

<u>LOT NO./VILLAGE NO.</u>	<u>GENERAL PLAN / SPECIFIC PLAN / ZONING DESIGNATIONS</u>	<u>USE</u>	<u>ACRES (N)</u>	<u>ACRES (G)</u>	<u>UNITS</u>
VILLAGE 7	LDR/RD-10/RD-10	S-F RESIDENTIAL (CLUSTER LOTS)	17.1	17.1	152
VILLAGES 8, 9 & 10	LDR/RD-7/RD-7	S-F RESIDENTIAL (45'X100' TYP.)	36.3	37.3	250
VILLAGES 1, 2 & 3	LDR/RD-7/RD-7	S-F RESIDENTIAL (55'X85' TYP.)	41.0	42.0	243
VILLAGES 4 & 5	LDR/RD-7/RD-7	S-F RESIDENTIAL (50 & 60'X105' TYP.)	19.3	19.9	107
VILLAGE 6	LDR/RD-5/RD-5	S-F RESIDENTIAL (60'X100' TYP.)	9.5	9.5	38
Commercial - Fire Sta.	VILL CTR. & P-QP/GC & CS	Commercial & Fire Station	17.2	18.8	-
SUBTOTAL			140.4	144.6	790
LOTS A - E	LDR/PARK/O	NEIGHBORHOOD PARK	18.5	20.8	-
LOT F	LDR/OS/O	WETLAND PRESERVE	50.0	54.5	-
LOT G	LDR/RD-5/RD-5	DETENTION BASIN	9.5	9.6	-
LOTS H - T		LANDSCAPE CORRIDOR*	6.5	-	-
LOT U	LDR/OS/O	DRAINAGE CORRIDOR*	1.4	-	-
LOT V	LDR/RD-10/RD-10	DRAINAGE CORRIDOR*	3.1	-	-
LOT W	LDR/RD-5/RD-5	DRAINAGE CORRIDOR*	2.9	-	-
LOTS X & Y	LDR/OS/O	PEDESTRIAN/BIKEWAY	2.7	-	-
LOTS Z - QQ	LDR/RD-5/RD-5/RD-7/RD-7	PEDESTRIAN/PASEO	2.02	-	-
LOTS RR - TT	LDR/RD-7/RD-7	COMMON AREAS	0.8	-	-
LOTS 7-A - 7-Z	LDR/RD-10/RD-10	PRIVATE DRIVE	-	-	-
SUBTOTAL			97.42	84.9	-
MAJOR ROADS			22.4	22.4	-
SUBTOTAL			22.4	22.4	-
TOTAL				251.9	790

* LANDSCAPE AND DRAINAGE CORRIDOR TOTALS INCLUDED IN GROSS ACREAGE OF ABOVE PARCELS.

GROSS ACREAGES INCLUDE ALL STREETS, DRAINAGE CORRIDOR, LANDSCAPE CORRIDOR LOTS, PEDESTRIAN PASEOS, COMMON AREAS AND PRIVATE DRIVE. NET ACREAGES EXCLUDE LANDSCAPE CORRIDORS ONLY.

SUBDIVIDER RESERVES THE RIGHT TO FILE MULTIPLE FINAL MAPS PURSUANT TO SECTION 66456 1(A) OF THE SUBDIVISION MAP ACT.

THIS IS AN APPLICATION FOR A DEVELOPMENT PERMIT.

THIS APPLICATION SEEKS A SPECIAL DEVELOPMENT PERMIT, BY SEPARATE EXHIBIT, TO MODIFY THE RD-10 DEVELOPMENT STANDARDS.

SHADED AREAS INDICATE CHANGES FROM ORIGINAL LAND USE TABLE EXHIBIT.

Note: See land use plan on previous page for detailed information.

EXHIBIT E DIAGRAM OF PARK DEDICATION

MONTELENA

CITY OF RANCHO CORDOVA, CALIFORNIA

JANUARY 31, 2006

Revised: JANUARY 13, 2012



PARK DEDICATION

LOT A	10.8± AC. N.
LOT B	2.5± AC. N.
LOT C	2.1± AC. N.
LOT D	1.2± AC. N.
LOT E	1.6± AC. N.
TOTAL PARKS	18.2± AC. N.



NORTH

MACKEY & SOMPS

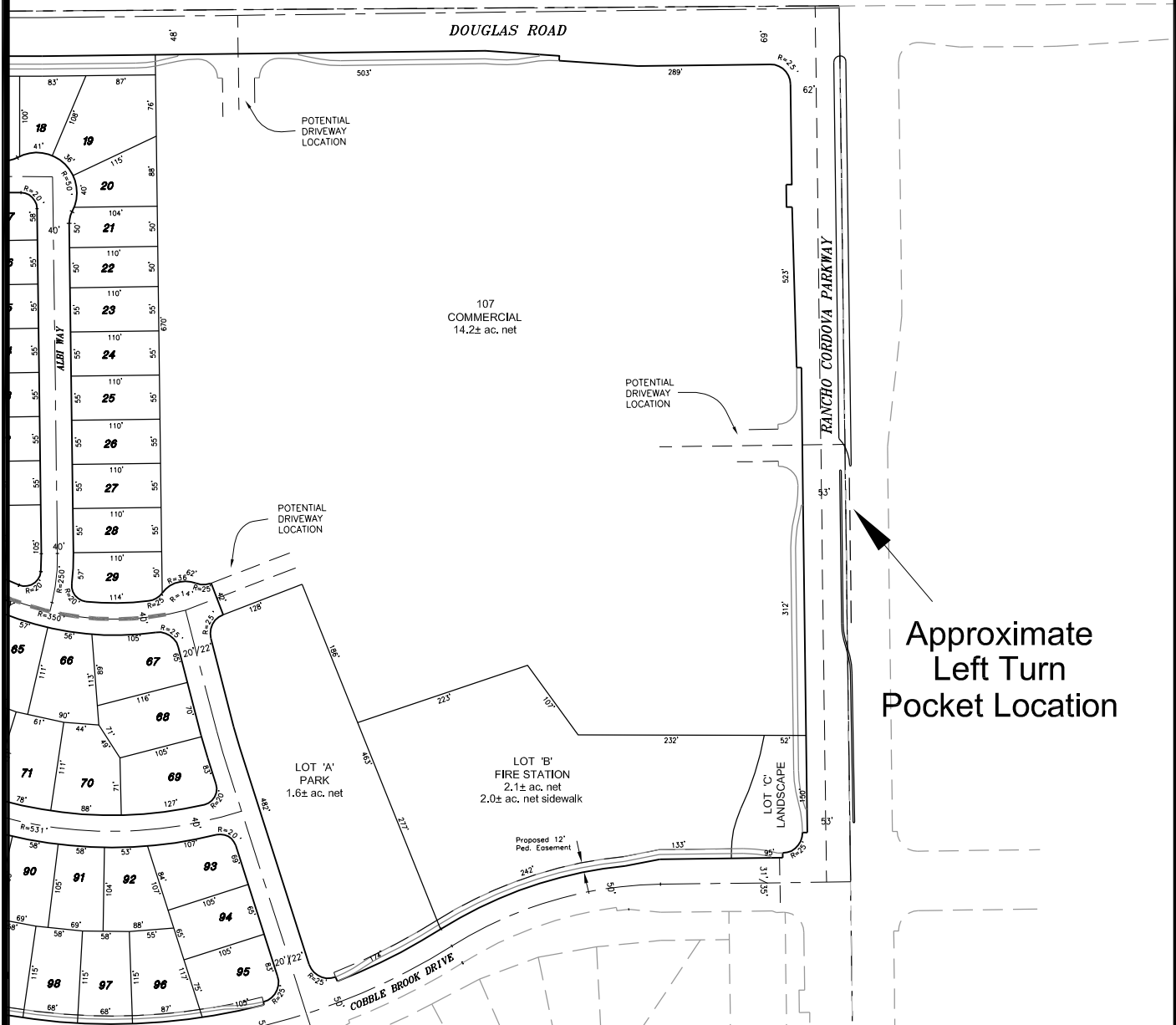
ENGINEERS PLANNERS SURVEYORS
1552 Eureka Road, Suite 100, Roseville, CA 95661 (916) 773-1189

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EXHIBIT H

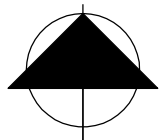
RANCHO CORDOVA PARKWAY LEFT TURN LANE POCKET



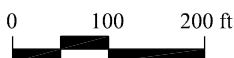
MONTELENA

Scale 1"=200'
(when printed on 8.5 x 11)

January 13, 2012



NORTH



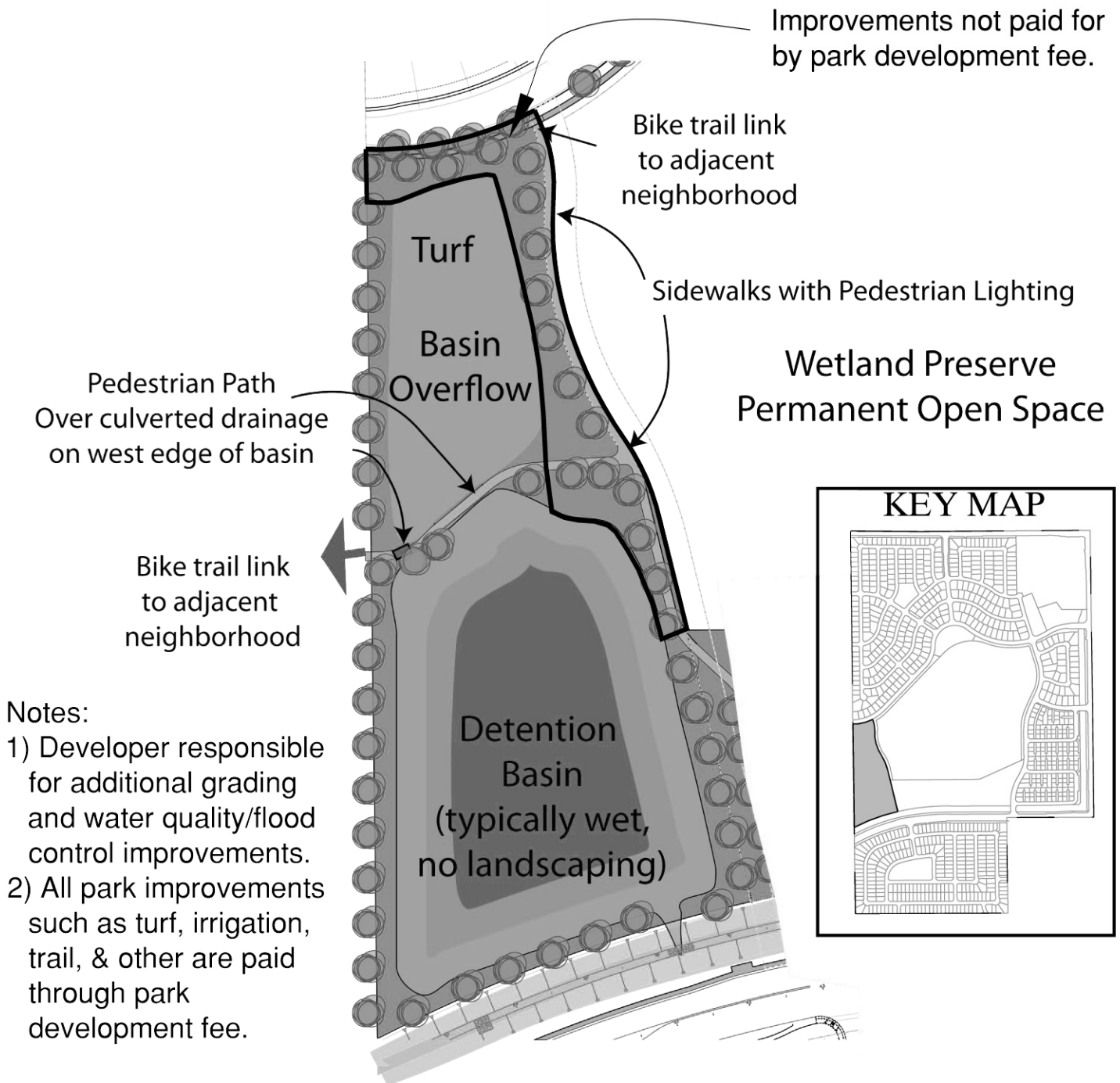
MACKEY & SOMPS
ENGINEERS PLANNERS SURVEYORS

1552 Eureka Road, Suite 100, Roseville, CA 95661 (916) 773-1189

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EXHIBIT "I"



Montelena Recreation Amenities Concept Diagram

Detention/Open Space 9.5 acres

1" = 200'



MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Donna Silva, Finance Director and Cyrus Abhar, Public Works Director

SUBJECT: PUBLIC HEARING ON, AND ADOPTION OF, THE FISCAL YEAR 2012/2013 OPERATING BUDGET FOR THE CITY OF RANCHO CORDOVA AND THE SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA (the "Agency"), INCLUDING THE DETERMINATION OF THE APPROPRIATIONS (GANN) LIMIT FOR SAME, AND ADOPTION OF THE FIVE-YEAR CAPITAL IMPROVEMENT PLAN 2012-2017

RECOMMENDATION

Receive input from the public on the Proposed Budget for Fiscal Year 2012/13 for the City of Rancho Cordova and the City of Rancho Cordova Community Redevelopment Agency. Direct staff to process changes discussed during the public hearing, if any, and return with a FY 2012/13 Proposed Budget for final deliberation at this meeting or on June 18, 2012. If no changes are directed, the Proposed Budget, Appropriation Limit and Five Year Capital Improvement Plan (CIP) can be adopted immediately following the public hearing by adopting:

- a) Resolution No. 46-2012 Approving the Appropriations Limit for Fiscal Year 2012-13 and Making the Annual Election for Adjustment Factors.
- b) Resolution No. 47-2012 Approving the Citywide Operating Budget for the City for the Fiscal Year July 1, 2012 through June 30, 2013, and Providing for the Appropriations and Expenditures of All Sums Set Forth Therein.
- c) Successor Agency to the Former Community Redevelopment Agency Resolution No. SA-4-2012 Approving the Operating Budget for the Agency For the Fiscal Year July 1, 2012 Through June 30, 2013, and Providing for the Appropriations and Expenditures of All Sums Set Forth Therein.
- d) Resolution No. 48-2012 Approving the Five Year Capital Improvement Plan for the Five Fiscal Years Beginning July 1, 2012 and Ending June 30, 2017.

RESULT OF RECOMMENDED ACTION

The Public Hearing will provide the public with the opportunity to have input on the fiscal year 2012/2013 budget prior to adoption of same by the City Council. If there are no changes to the FY 2012/2013 Proposed Budget directed as a result of the public hearing held at this meeting, the budget and Five Year CIP may be adopted as is, with state required Gann (appropriation) limit calculations.

The adoption of the budget will provide financial and program guidelines for the City and Successor Agency's operations for the period beginning July 1, 2012 and ending June 30, 2013. The budget provides both anticipated resources and planned uses of those resources.

Approval of the Appropriations Limit and factors used therein will ensure compliance with state law. Adoption of the Five Year Capital Improvement Plan will provide a spending plan and timeline for approved projects and ensures that adequate resources are allocated to provide funding for these multiple year, large scale projects.

BACKGROUND

Appropriations Limit

State law requires that the City of Rancho Cordova adopt an Appropriations Limit as well as make an annual election to determine the adjustment factors that were used in calculating the Appropriations Limit. The limit, also referred to as the "GANN Limitation" is based on a delineation of revenues between those that are discretionary and those that are not discretionary. Discretionary revenues are those that the City can use for any purpose and non-discretionary revenues are those that are restricted in their use. The General Fund is usually considered to be discretionary while Special Revenue Funds are considered to be non-discretionary. Schedules 1 through 8 are attached to the Resolution and form the basis of the Appropriations Limit calculation. The limit is increased by two factors:

- The change in the population of Rancho Cordova
- The change in the per capita income in California

These two factors are then multiplied together to arrive at the "factor" that is used to increase the appropriations limit for fiscal year 2012/13. As shown, that factor was a combination of a 1.04% increase in population and a .94% increase in per capita income to create an overall factor of .9754%. The Appropriations Limit for FY 2011/12 was \$53,323,098 and has been adjusted to \$55,853,513 for FY 2012/13. Our proposed budget appropriations (expenditures) are under our Appropriations Limit by \$32,783,424.

Citywide Proposed Budget

The City operates on a fiscal year that begins on July 1st and ends on June 30th of each year. The city financial operations are governed by a "budget document". The City Manager prepared and submitted to the Council a "Proposed FY 2012/2013 Budget" and a "Five Year Capital Improvement Plan" at a public workshop on May 21, 2012. There were no significant changes to the proposed budget as a result of the public workshop.

For the past few years, we have expressed our concerns with the economic recession and the continued uncertainty with the State's budget crisis. The Governor's May Revise, released in May, again projects a multi-billion budget gap and is counting on both spending cuts and tax increases to correct the deficit. If the ballot measures do not pass, there are concerns the State will look for solutions that could impact the City.

On December 29, 2011 the State Supreme Court upheld AB26, abolishing redevelopment in California. This budget now reflects the activities of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova as the Successor Agency works to expeditiously wind down the affairs of the former RDA.

ATTACHMENTS

1. Resolution No. 46-2012 including **Exhibit A** Fiscal Year 2012/13 GANN Calculations Schedules No. 1 through No. 8
2. Resolution No. 47-2012
3. Successor Agency Resolution No. SA-4-2012
4. Resolution No. 48-2012

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS**

SCHEDULE NO. 1

USER FEES VERSUS COSTS

	Planning Services	Building & Safety	Engineering Fees	Legal Fees	FY 2012 - 2013 Fiscal Year
COSTS REASONABLY BORNE FEES	\$ 1,302,600 <u>667,300</u>	\$ 1,053,100 <u>1,250,000</u>	\$ 3,002,600 <u>1,704,700</u>	\$ 672,800 <u>297,100</u>	\$ 6,031,100 3,919,100
AMOUNT OF FEE REVENUE LESS THAN COST	<u>\$ (635,300)</u>	<u>\$ 196,900</u>	<u>\$ (1,297,900)</u>	<u>\$ (375,700)</u>	<u>\$ (2,112,000)</u>

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS**

SCHEDULE NO. 2

ALLOCATION OF TAXES						
	General Fund		Special Revenue Fund		Total	
	Subject	Not Subject	Subject	Not Subject	Subject	Not Subject
Property Taxes	\$ 6,656,000	\$ -	\$ -	\$ -	\$ 6,656,000	\$ -
Property Taxes In Lieu	4,646,000	-	-	-	4,646,000	-
Sales Taxes	11,576,000	-	-	-	11,576,000	-
Other Taxes:						
Garbage Franchise Fee	-	1,324,000	-	-	-	1,324,000
Cable Franchise Fee	-	475,000	-	-	-	475,000
PG&E Franchise Fee	-	83,000	-	-	-	83,000
Other Franchise	-	70,000	-	-	-	70,000
Property Transfer Tax	150,000	-	-	-	150,000	-
Police Tax	1,076,800	-	-	-	1,076,800	-
Utility User Tax	3,595,000	-	-	-	3,595,000	-
Transient Occupancy Tax	2,480,000	-	-	-	2,480,000	-
Traffic Mitigation Fees	-	-	-	-	-	-
TOTAL TAXES	30,179,800	1,952,000	-	-	30,179,800	1,952,000
From State:						
Motor Vehicle In Lieu	30,000	-	-	-	30,000	-
Gas Tax	-	-	-	1,758,100	-	1,758,100
Homeowners Relief	110,000	-	-	-	110,000	-
TDA	-	-	39,900	-	39,900	-
SB 90 Reimbursements	-	-	-	-	-	-
Sub-Total	140,000	-	39,900	1,758,100	179,900	1,758,100
Other Intergovernmental	-	338,200	-	-	-	338,200
Measure A Sales Tax	-	-	-	2,077,400	-	2,077,400
Proposition 42	-	-	-	-	-	-
CDBG Block Grant	-	-	-	762,000	-	762,000
Other Intergovernmental Grants	-	-	-	-	-	-
	-	138,000	-	8,226,600	-	8,364,600
Sub-Total Other Intergovt'l	-	476,200	-	11,066,000	-	11,542,200
Locally Raised:						
Sp. Benefit - Assmt. Districts	-	-	-	1,364,300	-	1,364,300
Zinfandel Impact Fees	-	-	-	7,900	-	7,900
Comm. Fac. Fees	-	-	-	838,800	-	838,800
Traffic Impact Fees	-	-	-	1,672,700	-	1,672,700
Park Renovation Fees	-	-	-	183,000	-	183,000
Low Income Housing	-	-	-	-	-	-
Sunrise Douglas Impact	-	-	-	2,693,800	-	2,693,800
General Plan Impact	-	-	-	60,000	-	60,000
Environmental Impact	-	-	-	-	-	-
Mather Field Impact	-	-	-	-	-	-
Roadway Improvement Fund	-	-	-	494,200	-	494,200
Storm Water Utility Tax	-	-	-	300,000	-	300,000
Licenses Permits & Fees	-	709,100	-	80,000	-	789,100
Fines/Forfeitures & Penalties	-	1,121,500	-	-	-	1,121,500
Rents	-	486,400	-	-	-	486,400
Charges for Services	-	320,100	-	-	-	320,100
Transfers In	-	419,700	-	500,000	-	919,700
Other	-	-	-	54,500	-	54,500
Sub-Total Locally Raised	-	3,056,800	-	8,249,200	-	11,306,000
TOTAL ALL FUNDS	\$ 30,319,800	\$ 5,485,000	\$ 39,900	\$ 21,073,300	\$ 30,359,700	\$ 26,558,300

CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS

SCHEDULE NO. 8

CALCULATION OF PROCEEDS OF TAXES

REVENUE	Proceeds of Taxes	Non-Proceeds of Taxes	Total	
Taxes	\$ 30,179,800	\$ 1,952,000	\$ 32,131,800	
Subventions from State			-	
Motor Vehicle In Lieu	30,000	-	30,000	
Gas Tax	-	1,758,100	1,758,100	
Homeowner's Relief	110,000	-	110,000	
SB 90 Reimbursements	-	-	-	
TDA	39,900	-	39,900	
Other Intergovernmental	-	1,100,200	1,100,200	
Locally Raised			-	
Local Dedicated Sales Tax	-	2,077,400	2,077,400	
Special Benefit-Landscape Assessments	-	1,364,300	1,364,300	
Impact Fees	-	5,456,200	5,456,200	
Grants	-	8,364,600	8,364,600	
Licenses and Permits	-	789,100	789,100	
Fines, Forfeiture and Penalties	-	1,121,500	1,121,500	
Rents	-	486,400	486,400	
Charges for Services	-	320,100	320,100	
Storm Water Utility Tax	-	300,000	300,000	
Roadway Improvement Fund	-	494,200	494,200	
User Fees	-	3,919,100	3,919,100	
Transfers In	-	919,700	919,700	
Other	-	54,500	54,500	
Subtotal	30,359,700	30,477,400	60,837,100	
			-	
Interest Earnings	169,813	56,187	226,000	
Total Revenue	30,529,513	30,533,587	61,063,100	
Reserve Withdrawals	-	-	-	
TOTAL BUDGET APPROPRIATIONS	\$ 30,529,513	\$ 30,533,587	\$ 61,063,100	\$ (5,824,720)

CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS

SCHEDULE NO. 3

INTEREST EARNINGS PRODUCED BY TAXES

	Amount	Source
A. Non-Interest Tax Proceeds	\$ 30,359,700	Worksheet # 2
B. Minus Exclusions	<u>7,459,425</u>	Worksheet # 7
C. Net Invested Taxes	<u>22,900,275</u>	(A-B)
D. Total Non-Interest Budget	<u>30,477,400</u>	Worksheet # 2
E. Tax Proceeds as % of Budget	75.14%	(C/D)
F. Interest Earnings	226,000	Budget
G. Amount of Interest Earned from Taxes	<u>\$ 169,813</u>	(E*F)
H. Amount of Interest Earned from Non-Taxes	<u>\$ 56,187</u>	(F-G)

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS**

SCHEDULE NO. 4

APPROPRIATIONS SUBJECT TO LIMITATION

	Amount	Source
A. Proceeds of Taxes	\$ 30,529,513	Schedule No. 8
B. Exclusions	<u>7,459,425</u>	Schedule No. 7
C. Appropriations Subject to Limitation	<u>23,070,088</u>	(A-B)
D. Current Year Limitation	<u>55,853,513</u>	Schedule No. 6
E. Over/(Under) Limit	<u>\$ (32,783,424)</u>	(C-D)

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13**

SCHEDULE NO. 7

APPROPRIATIONS LIMIT

COURT ORDERS	\$ -
FEDERAL MANDATES	
FLSA Payments	24,800
Medicare Payments	75,925
Landfill Closure Costs	-
Underground Tank Monitoring	-
Unemployment Payments	-
TOTAL FEDERAL MANDATES	<u>100,725</u>
QUALIFIED CAPITAL OUTLAYS	
Technology Enhancements	6,200
Building Improvements	28,500
Vehicles	-
Other Capital Equipment	<u>-</u>
	34,700
QUALIFIED DEBT SERVICE	
Certificates of Participation	958,700
Revenue Neutrality Payment	<u>7,324,000</u>
	7,324,000
TOTAL EXCLUDED APPROPRIATIONS	<u>\$ 7,459,425</u>

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS**

SCHEDULE NO. 6

APPROPRIATIONS LIMIT ANALYSIS

FY 2011-2012 Appropriations Limit **\$ 53,323,098**

Adjustment Factors

Change in Per Capita Personal Income (FY 2011-2012) 1.0377

Increase in Rancho Cordova Population 1.0094

Factor for Fiscal Year 2012-2013 1.0475

FY 2012-2013 Appropriations Limit **\$ 55,853,513**

FY 2012-2013 Proceeds of Taxes	30,529,513	
Exclusion	<u>(7,459,425)</u>	

FY 2012-2013 Appropriations Subject to Limit **23,070,088**

FY 2012-2013 Appropriations Under Limit **\$ 32,783,424**

**CITY OF RANCHO CORDOVA, CA
FISCAL YEAR 2012-13 GANN CALCULATIONS**

SCHEDULE NO. 5

APPROPRIATIONS LIMIT

	<u>Amount</u>	<u>Source</u>
A. Last Year's Limit	\$ 53,323,098	Voter Approved
B. Adjustment Factors		
1. Growth in Rancho Cordova Population	1.0377	State Finance
2. Growth in California Per Capita Income	1.0094	State Finance
Total Adjustment %	1.0475	(B1 * B2)
C. Annual Adjustment \$	<u>2,530,415</u>	(B*A)
D. Other Adjustments		
Lost Responsibility (-)	-	
Transfer to Private (-)	-	
Transfer to Fees (-)	-	
Assumed Responsibility (+)	-	
Subtotal	<u>-</u>	
E. Total Adjustments	<u>2,530,415</u>	(C+D)
F. This Year's Limit	<u><u>\$ 55,853,513</u></u>	(A+E)

ATTACHMENT 2

CITY OF RANCHO CORDOVA

RESOLUTION NO. 47-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
ADOPTING AN OPERATING BUDGET FOR THE CITY FOR THE FISCAL YEAR JULY 1,
2012 THROUGH JUNE 30, 2013, AND PROVIDING FOR THE APPROPRIATIONS AND
EXPENDITURES OF ALL SUMS SET FORTH THEREIN**

RECITALS

WHEREAS, the City Manager has submitted to the City Council of Rancho Cordova a Fiscal Year 2012/2013 Proposed Budget; and

WHEREAS, after conducting a workshop and a public hearing on the proposed budget, the City Council has approved the same; and

WHEREAS, it is the intention of the Council to adopt the proposed budget as submitted by the City Manager;

DECISION

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Rancho Cordova as follows:

1. That certain document referred to as "The City of Rancho Cordova Proposed Budget Fiscal Year 2012-2013" and all schedules, exhibits and policies contained therein, presented by the City Manager is hereby adopted and the appropriations for the annual budget of the City of Rancho Cordova for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013, is hereby adopted; and
2. That the amounts stated in the proposed budget shall become and thereafter be appropriated to the offices, departments, activities, objects, and purposes stated therein and said monies are hereby authorized to be expended for the purposes and objects specified in said budget; and
3. The City Manager is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

PASSED AND ADOPTED by the City Council of on the ___ day of _____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk

RESOLUTION NO. SA-3-2012**A RESOLUTION OF THE SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF RANCHO CORDOVA ADOPTING AN OPERATING BUDGET FOR THE SUCCESSOR AGENCY FOR THE FISCAL YEAR JULY 1, 2012 THROUGH JUNE 30, 2013, AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURES OF ALL SUMS SET FORTH THEREIN**

WHEREAS, California Assembly Bill X1 26 ("AB X1 26"), signed by the Governor on June 29, 2011, amended the Community Redevelopment Laws to dissolve all redevelopment agencies effective February 1, 2012 and authorize the establishment of successor agencies in their place; and

WHEREAS, on January 10, 2012, the City Council adopted Resolution No. 1-2012, establishing a successor agency to the Community Redevelopment Agency of the City of Rancho Cordova, responsible to fulfill the duties of a successor agency; and

WHEREAS, the Executive Director has submitted to the Successor Agency Board a Fiscal Year 2012/2013 Proposed Budget; and

WHEREAS, after conducting a workshop and a public hearing on the proposed budget, the Agency Board has approved the same; and

WHEREAS, it is the intention of the Board to adopt the proposed budget as submitted by the Executive Director; and

NOW, THEREFORE BE IT RESOLVED by the board of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova as follows:

1. That certain document referred to as "The City of Rancho Cordova Proposed Budget Fiscal Year 2012-2013" and all schedules, exhibits and policies contained therein, presented by the Executive Director is hereby adopted and the appropriations for the annual budget of the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013, is hereby adopted.
2. That the amounts stated in the proposed budget shall become and thereafter be appropriated to the offices, departments, activities, objects, and purposes stated therein and said monies are hereby authorized to be expended for the purposes and objects specified in said budget.
3. The Executive Director is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

PASSED AND ADOPTED by the Successor Agency to the Community Redevelopment Agency of the City of Rancho Cordova on the ___ day of _____, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Chairperson

ATTEST:

Mindy Cuppy, CMC, Agency Secretary

ATTACHMENT 4

CITY OF RANCHO CORDOVA

RESOLUTION NO. 48-2012

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RANCHO CORDOVA
ADOPTING THE FIVE YEAR CAPITAL IMPROVEMENT PLAN 2012-2017 AND THE
CAPITAL IMPROVEMENT PLAN EXPENDITURE BUDGET FOR THE FISCAL YEAR
BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, AND PROVIDING FOR THE
APPROPRIATIONS AND EXPENDITURES OF ALL SUMS SET FORTH THEREIN**

WHEREAS, the Public Works Director has submitted to the City Council of Rancho Cordova a Five Year Capital Improvement Plan for 2012-2017;

WHEREAS, the Five Year Capital Improvement Plan contains the Fiscal Year 2012/2013 Proposed Budget for the Capital Improvement Projects and a proposed fund allocation through Fiscal Year 2016/2017;

WHEREAS, after conducting workshops and a public hearing on the proposed Five Year Capital Improvement Plan and proposed 2012/2013 expenditure budget, the City Council has approved the same;

WHEREAS, it is the intention of the Council to adopt the Five Year Capital Improvement Plan and approve the Fiscal Year 2012/2013 Capital Improvement Plan budget and allocate the funding to the Capital Improvement Projects;

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF RANCHO CORDOVA as follows:

1. That certain document referred to as "The City of Rancho Cordova Five Year Capital Improvement Plan 2012-2017" presented by the Public Works Director is hereby adopted and the appropriations for the annual budget for the Capital Improvement Projects for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013, is hereby adopted; and
2. That the amounts stated in the proposed budget for the Capital Improvement Projects shall become and thereafter be appropriated to the Projects and purposes stated therein and said monies are hereby allocated and authorized to be expended for the purposes and objected specified in said budget; and
3. The City Manager is authorized to approve expenditure adjustments within individual funds so long as the total appropriated within each major fund is not exceeded.

PASSED AND ADOPTED by the City Council of on the 4th day of June, 2012 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David M. Sander, Mayor

ATTEST:

Mindy Cuppy, CMC, City Clerk



Proposed Budget

Fiscal Year 2012—2013

CITY OF RANCHO CORDOVA CALIFORNIA

PROPOSED BUDGET

FISCAL YEAR 2012—2013

CITY COUNCIL

David M. Sander, Mayor
Linda Budge, Vice Mayor
Dan Skoglund, Council Member
Ken Cooley, Council Member
Robert J. McGarvey, Council Member

CITY MANAGER

Ted A. Gaebler

MANAGEMENT TEAM

Joe Chinn, Assistant City Manager
Rosanne Richeal, Chief of Police
Adam Lindgren, City Attorney
Mindy Cuppy, City Clerk
Curt Haven, Economic Development Director
Stacy Leitner, Executive Assistant
Donna Silva, Finance Director
Stacey Peterson, Human Resources Manager
Jay Hadley, Information Technology Manager
Kerry Simpson, Neighborhood Services Manager
Paul Junker, Planning Director
Troy Holt, Public Information and Legislative Affairs Manager
Cyrus Abhar, Public Works Director/Chief Building Official
Kathy Garcia, Public Works/Sr. Engineer
Stephanie Snyder, Senior Management Analyst

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City Manager's Budget Message

**"If you do not know where you are going, you'll end up someplace else."
- Yogi Berra**

For the last nine years the City of Rancho Cordova has been pursuing a vision of its future. The path to realizing this vision – to "Build a City," giving our residents a vibrant place to live and businesses an innovative place to work – is gradually becoming clearer. Along the way, the City has set goals as markers and signposts to not only help us keep on course, but to help us recognize our achievements as we go. Our City Council has distilled the City's original goals from a list of 13 to a concise six. We have checked off the goals achieved over the last decade and are refining the steps necessary to continue our forward progress.

The new City Goals are:

1. Promote the positive image of Rancho Cordova
2. Ensure a safe, inviting and livable community
3. Empower responsible citizenship
4. Establish logical City boundaries that provide regional leadership and address financial challenges
5. Ensure the availability of the best public services in the region while practicing sound financial management
6. Drive diverse economic opportunities

These are not goals that City Hall can achieve alone. These are goals that need the support and participation of the community - you - to make a difference. It will also take a diverse set of tools to make progress toward these goals, and our budget is just one of those tools. As you look through this year's budget, you will see that the City departments have linked their projects and activities toward the achievement of these six goals.

**"Big results require big ambitions."
- Heraclitus**

Our vision to "Build a City" is a grand ambition. Over the last nine years we have had some very significant successes. These achievements have laid a great foundation for our continued journey. Last year was no different. Some of the accomplishments achieved last year include community projects, capital improvement projects, grant awards, and special recognition.



www.cityofranhocordova.org

Community Projects

- City Council and staff supported the construction and opening of the Sacramento Children's Museum, adjacent to City Hall, which has already become a destination attraction for the City.
- During the holiday season, the City teamed with the Cordova Community Council to sponsor an ice rink and ferris wheel as well as the annual Christmas tree lighting ceremony.
- Along with the very successful airshow and the well-attended Fourth of July celebration, the City worked with various community and neighborhood groups to support charity drives, food drives, toy drives, and Kid's Day in the Park.
- The Growing Strong Neighborhoods partnership between Neighborhood Services, Rancho Cordova Police Department, Sacramento County Probation Department, and other City departments have had significant success in addressing residential blight such as abandoned vehicles and graffiti, working with property owners to ensure existing structures meet health and safety standards, and that residential neighborhoods are secure.
- The City completed its third Resident Satisfaction Survey since incorporation. The survey results help to guide City Council in the resource allocation and decision making process.

Capital Improvement Projects

- The City began the Folsom Boulevard streetscape. This includes new sidewalks, medians, and street lights, improved landscaping and beautification, and will soon also include new street surfacing and striping.
- The City coordinated with the County of Sacramento to facilitate the completion of the Zinfandel Drive extension project that finally linked through to Douglas Road.
- The City completed the Crossings @ New Rancho, a LEED Gold affordable apartment complex built in partnership with a non-profit developer.

Grants and Recognition

- The City was successful at winning a number of federal and state grants – including \$2.3 million from Sacramento Area Council of Governments (SACOG) for four street and trail projects, a CalHOME grant to help fund the City's home rehabilitation program, a Civic Engagement grant from Pepperdine University, and a CalGRIP gang intervention grant.
- The City and staff were honored with several awards and notices of recognition, such as a Playful City USA award, the Chief Financial Officer of the Year award from the Sacramento Business Journal, and a runner up for the Sacramento Workplace Excellence Leader Award.

Accomplishments usually come with challenges, and how we approach our challenges often says as much about the kind of City we want to be as our accomplishments themselves.

**“The significant problems of our times cannot be solved by the same level of thinking that created them.”
– Albert Einstein**

The City of Rancho Cordova takes an innovative approach to its budget process on multiple levels. Our budget is like an explorer’s map, constantly changing as we add detail and adjust for changes based on real time data. It is a living document that works as an active part of governing procedure. It doesn’t just help us get where we need to go, it shows what kind of government – and what kind of community – the City of Rancho Cordova aspires to be. And by creating a budget map that responds to changes in the economic climate, we are able to truly focus on our results.

Our budget process also helps the City to explore the unique needs of the community. Departments are encouraged to think outside of the limits, and present projects and programs that are either recognized best practices or examples of out-of-the box thinking that drives innovation. Management uses these prioritized “wish lists” to draw up a final budget. Some items stay on the list, some get moved to either the current or next fiscal year, some get funded from a different source, some get trimmed, and some get cut. Instead of a sense of limitation and restriction, City departments are encouraged to approach the budget process with a sense of possibility and opportunity.

It is this innovative process, combined with a sensible spending mentality that has allowed the City to produce annual operating surpluses, even in the currently tight economy. The money saved in previous years is one source of funding for several capital improvement projects proposed for the Fiscal Year (FY) 2012-13. The \$80.2 million FY 2012-13 budget utilizes General Fund revenues of \$39.9 million for standard operating expenses, and taps into alternative sources of money as well as state and federal grants for one-time activity expenses.

General Fund Operations

Projects and activities budgeted in the General Fund include:

- The continuation of last year’s successful pilot probation program: the Police Department and Code Enforcement Division will continue to have the assistance of two dedicated Probation Officers and will be hiring an on call code enforcement officer to augment staffing when needed.
- The Economic Development department is planning an innovation scorecard activity and an innovation summit, designed to help guide the City in identifying how to attract new and innovative businesses to the City.
- The Economic Development Department is also conducting a marketing campaign and a retail site plan.
- A committee of community members, with City support, is planning a big outreach for the City’s 10 year Anniversary, which will include street banners and events.
- City staff will no longer be furloughed, allowing City Hall to resume normal operating hours.

There are a number of efforts that do not require a major funding source, but rather a reorganization of existing resources. For example, the Resident Satisfaction Survey identified

addressing panhandling as an area for improvement. The City is working on a panhandling plan that will leverage the existing Code Enforcement and Probation staffing to partner with local businesses to effectively and humanely address the problem.

Another opportunity for low-cost efforts that will potentially have a large impact is helping to re-align the public perception of the City with the facts. Crime rates have fallen significantly since City incorporation in 2003. A public outreach effort showing how crime rates have changed in the City over the years will add a great deal of social value and contribute to community pride.

The City has also created a volunteer program that matches volunteers to opportunities. By fostering the volunteer ethos and leveraging it with our other community resources, the City hopes to build a strong volunteer network that can help support neighborhoods and encourage community engagement. These efforts do not have a high price tag, but they do have a big impact.

Alternatively Financed Projects

This year several projects will be funded outside of the General Fund. These projects include a wide range of operations across several City departments.

- Regular street maintenance projects, totaling about \$9 million, are scheduled to take place in neighborhoods across the City, upgrading or resurfacing many residential streets in need of repair.
- The Information Technology department will be making several upgrades to the City's operating technology.
- Rancho Cordova Police Department's building will be purchasing a new generator, and repairing the current elevator.
- The Public Works department is planning to spend \$6.5 million for improvements along White Rock Road, including adding lanes and medians.

For the first time since incorporation, sales taxes in Rancho Cordova have outpaced property taxes as the primary source of revenue due to the continued depressed housing market. At the same time, massive budget deficits at the State and Federal level mean that local governments can count on less State and Federal monies to help fund maintenance needs and new projects. It is crunch time in the public sector, and all levels of government are tightening belts, downsizing, and cutting the fat. We've done some of that. However, cuts are not the only means of balancing a budget.

The City approaches most fiscal problems from a different perspective. City staff operate as facilitators instead of service providers. This distinction is critical to successful operation and consistent service levels in this City. We do not get bogged down in the logistics and the overhead inherent in providing services. We work with contractors and third parties who are competitively bid and who can have economies of scale that are not possible in Rancho Cordova alone. This gives us, as your City Manager and staff, the flexibility and agility that allows for quick responses to issues, effective resource management, and significant fiscal savings.

Working as facilitators also allows us to bring a lot of creative thinking to the way that we fund the public services that our residents deem most important. To do this, we must keep a finger on the pulse of our community. City staff and Council work closely with several community

groups and programs such as the Cordova Community Council and the Rancho Cordova Chamber of Commerce. By partnering with our community groups, we are able to leverage our money and our staff to achieve impressive goals. Leveraging community engagement and local initiatives helps us to get the most bang for our buck. It also means that we must look to our citizens to help Rancho Cordova stay true to our collective vision.

**“If the wind will not serve, take to the oars.”
– Latin Proverb**

Tune into any media source and you will likely hear about the “new normal”. The new normal may be a lot of things, but new or normal aren’t on the list. The truth is that economic stability is an anomaly – and the “new normal” is just a snapshot view of the long term economic cycle. At the same time, many jurisdictions seem to be operating under the notion that there is a “recovery” looming on the horizon and that eventually municipal revenues will return to their “correct” levels and business will return to normal. They are staring at their limp sails in the middle of a dead calm sea.

We are taking to our oars. We have our navigation tools, a sense of where we’ve been and where we’re going, and the drive to get there. We are poised to harness the momentum of the next gathering economic wave. We look forward to having you join us on our journey.

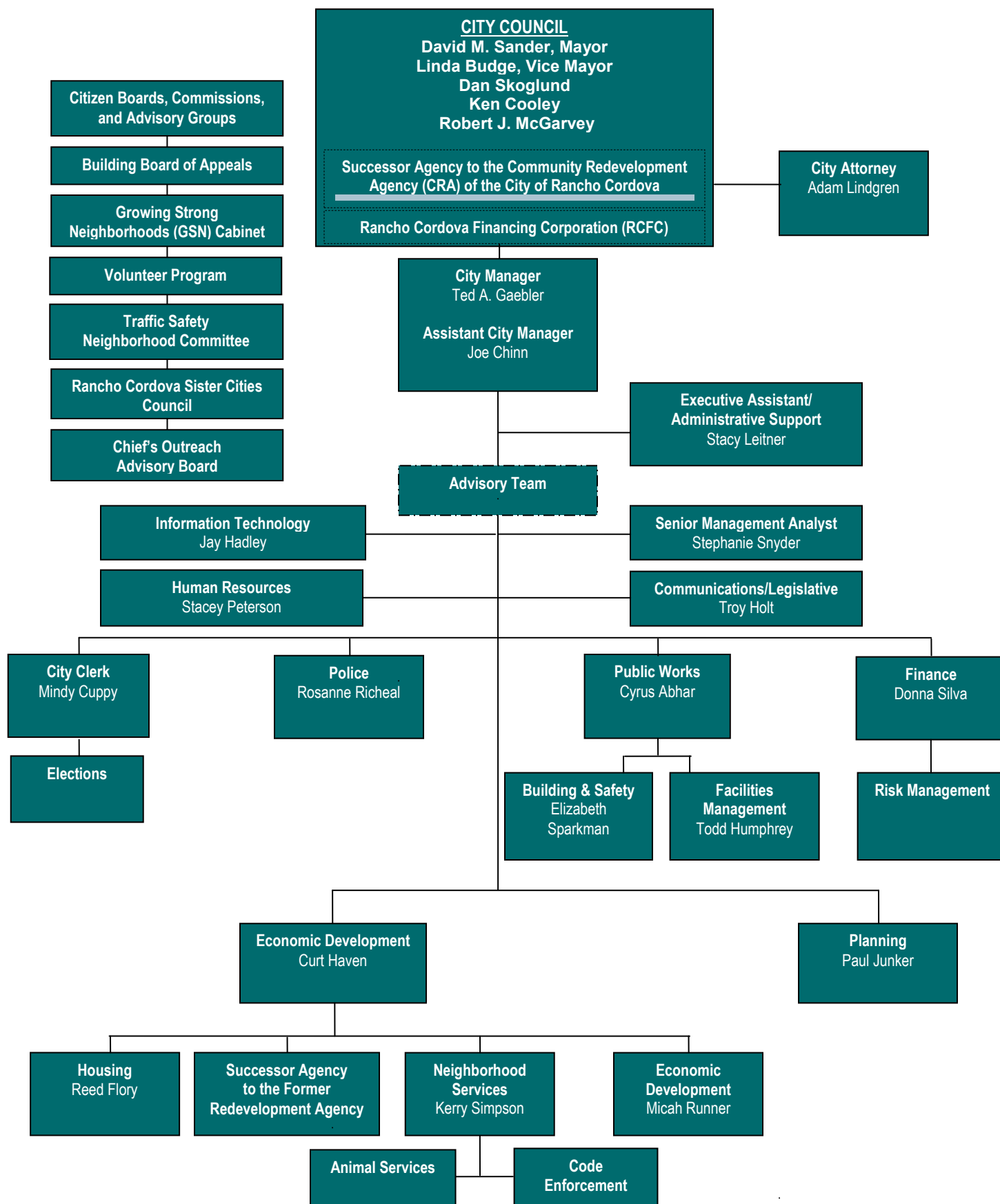
**"Individually, we are one drop. Together, we are an ocean."
– Ryunosuke Satoro**

I must, once again, show great appreciation for the level of collaboration and effort that goes into crafting this budget. Primary responsibility for ensuring this document gets presented on time and within balance rests with our Finance Director Donna Silva and Senior Accountant Liisa Behrends. They are supported by a top notch staff whose efforts help to ensure we have a strong, transparent, and accountable fiscal structure.

Additional recognition needs to be provided to our Advisory Team members Assistant City Manager Joe Chinn, Public Works Director Cyrus Abhar, and City Clerk Mindy Cuppy. Efforts from our Human Resource Manager Stacey Peterson, and Administrative Assistant Stacy Delaney were all equally critical to the production of this budget. Housing Services Assistant Jessica Hayes assisted with the budget message. Finally, I applaud all the staff who too often go unrecognized for their help in preparing each department’s budget. I thank them all for their dedication to sound fiscal management.

**Ted A. Gaebler
City Manager**

ORGANIZATION CHART - CITY OF RANCHO CORDOVA



Citywide Goals Used During Fiscal Year 2011-12

- 1. Foster a Positive Image of Rancho Cordova**
- 2. Improve Transportation and Connectivity**
- 3. Champion Employee Development and a High Performance Work Environment**
- 4. Ensure the Availability of the Best Public Services in the Region**
- 5. Establish a Vibrant Downtown**
- 6. Ensure a Safe Community**
- 7. Improve the Quality of Housing in Rancho Cordova**
- 8. Sustain a Livable Community**
- 9. Drive Diverse Economic Opportunities**
- 10. Foster Responsible Citizenship**
- 11. Practice Sound Fiscal Management**
- 12. Establish Logical (City) Boundaries**
- 13. Continue to Provide Regional Leadership**

New Citywide Goals Effective March 27, 2012

- 1. Promote the Positive Image of Rancho Cordova**
- 2. Ensure a Safe, Inviting and Livable Community**
- 3. Empower Responsible Citizenship**
- 4. Establish Logical City Boundaries that Provide Regional Leadership and Address Financial Challenges**
- 5. Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management**
- 6. Drive Diverse Economic Opportunities**



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rancho Cordova, California for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Community Profile

Introduction

This section of the FY 2012-13 budget document provides general information about the City of Rancho Cordova, its demographics and its economic climate. The goal of this section is to inform the reader about the environment in which City leaders make decisions during the budget process. This section will also make it easier to examine and understand other sections of this budget document, highlighting the needs and desires of City residents and how City services can meet those needs.

Rancho Cordova's budget is a policy document that reflects the City's policies, goals and priorities. It is also a communications tool, informing residents of the short and long-term issues and challenges confronting the City. The budget document reflects the goals of citizens and leaders alike, bearing in mind the resources the City has available.

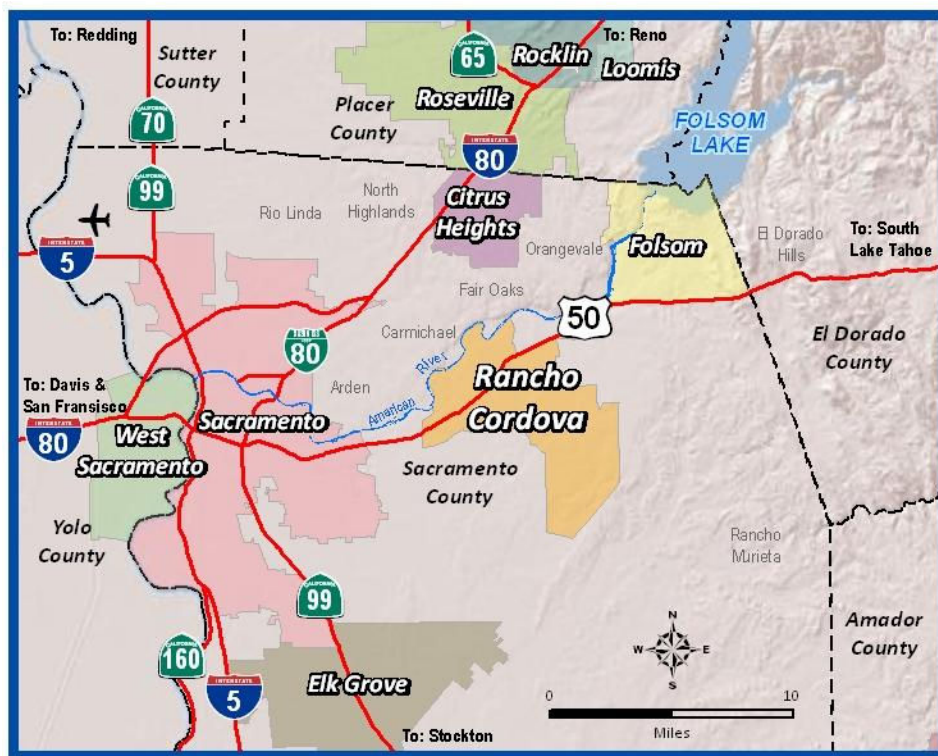


Figure 1: The Sacramento Region (Source: Mapquest.com)

Location and Demographics

The City of Rancho Cordova was incorporated on July 1, 2003, and encompasses 34.8 square miles on the Highway 50 corridor between the City of Sacramento and the City of Folsom. It is bound by the American River to the North.

According to the California State Department of Finance, the City of Rancho Cordova has a population of 66,093. The community has grown 20% since 2000¹.

¹ Source: California Department of Finance. <http://www.dof.ca.gov/research/demographics/reports/estimates/e-1/view.php>

Residents

According to a 2002 study by the Public Policy Institute of California, Rancho Cordova experienced the most dramatic increase in diversity (out of all California cities) during the 1990s². Rancho Cordova continues to be a community rich in diversity. This attribute presents valuable assets as well as unique challenges. The four major non-English languages spoken in Rancho Cordova are Spanish, Ukrainian, Russian, and Armenian, in addition to many other languages.

Education

Rancho Cordova students are served by four school districts, with the majority of schools in the Folsom Cordova Unified School District. Two elementary schools and one high school in the Sacramento Unified School District serve students in the western portion of Rancho Cordova, and students in the recently developed Anatolia area are served by Elk Grove Unified School District. A small number of students attend schools in the San Juan Unified School District.

Data on the educational status of Rancho Cordovans shows that approximately 85% of residents 25 years or older have a high school education and 22% of residents hold some type of college or post-secondary school degree. In Sacramento County, 85% of residents 25 years or older have a high school education and 28% of residents hold some type of college or post-secondary school degree. In the State of California, 80% of residents 25 years or older have a high school education and 30% of residents hold some type of college or post-secondary school degree³.

Housing

According to a 2010 estimate, the total household number is 25,479 with 15,669 single family units⁴. Rancho Cordova saw a rapid increase in single family home production during the first few years of incorporation. Following the nationwide slowdown in the housing market, the number of single family home permits issued has decreased each year since 2008. Rancho Cordova has been affected by the foreclosure crisis that has affected many communities in the nation, but at a slower rate than other cities.

Year	Single Family Home Permits Issued
July 2008 – June 2009	324
July 2009 – June 2010	244
July 2010 – June 2011	149
July 2011 – April 30, 2012	117

² Source: “Who’s Your Neighbor: Residential Segregation and Diversity in California” California Counts, Public Policy Institute of California, Vol. 4 N. 1, August 2002.

³ Source: US Census Bureau, American Fact Finder. 2005-2009 American Community Survey 5-Year Estimates for Rancho Cordova CDP, Sacramento County and state of California. <http://factfinder.census.gov>.

⁴ Source: US Census Bureau, 2010 Census for Rancho Cordova CDP. <http://factfinder2.census.gov>.

Economy and Jobs

State Economy and Budget

The State's unemployment rate is 11.5% as of February 2012. The number of jobs increased by 1.2% during the 12 months ending February 2012 – a gain of 169,000 jobs – decreasing the unemployment rate by 0.8% since February 2011.

The negative effects of the prolonged economic recession are compounded by the uncertainty that continues to surround the California state budget. The proposed budget for FY 2012-13, submitted in January, reflected a \$9.2 billion budget problem and future annual budget gaps of \$5 billion or less. The proposed budget revision submitted in May reflects a \$15.7 billion budget problem and future annual budget gaps of \$8 billion or less. The May revision estimates a \$6.5 billion increase in the budget problem as a result of prior revenue forecasted too high, Proposition 98 spending increase, and Federal Government and Courts blocking budget cuts. Governor Brown "proposes \$16.7 billion in budget-balancing measures to address the state's immediate budget problem and build a prudent \$1 billion reserve."⁵

To close the budget gap, the Governor relies on a combination of spending cuts primarily to the Health and Human Services and Education sectors, and a ballot measure to temporarily increase taxes. The November measure temporarily increases the personal income tax on the state's wealthiest taxpayers for seven years and increases sales tax by 1/4 percent for four years, guaranteeing new revenues to schools and protecting local public safety funding. If the ballot measure does not pass, Brown has proposed further spending cuts to education and public safety⁶. The issues within the State budget can unfortunately lead to solutions that could impact city revenues.

Sacramento Region Economic Health

The unemployment rate in the Sacramento Region is 12.1% as of February 2012, slightly higher than the State's unemployment rate of 11.5%. The gap between the annual rate of change in the total labor force and employed residents is getting smaller, indicating improving economic health in the Sacramento region. The six-county Sacramento Region lost 0.5% of its job base during the 12 months ending February 2012 – an absolute decline of 4,100 jobs⁷.

Six major sectors in the Sacramento Region, including two of the largest sectors Trade, Transportation, and Utilities and Educational and Health Services, experienced job gains from February 2011-12 resulting in positive job growth. The Leisure and Hospitality, Government, and Construction sectors experienced the largest decrease in jobs.

A number of forecasts show slow job growth for the state and nation for the rest of 2012 with steady growth in 2013. This broader momentum should benefit the Region to a certain extent, but the slow recovery and other internal conditions such as mixed business sentiment and overconcentration in unstable sectors (like Government) will likely continue to hold back economic performance in Sacramento⁸.

⁵ Source: 2012-13 California Budget, Governor's Revised Budget Summary. www.ebudget.ca.gov.

⁶ Source: 2012-13 California Budget, Governor's Revised Budget Summary. www.ebudget.ca.gov.

⁷ Source: California Employment Development Department, Labor Market Info. March 2012 Data. <http://www.labormarketinfo.edd.ca.gov/?PAGEID=94>.

⁸ Source: Center for Strategic Economic Research, Quarterly Economic Report. Q4 2011.

Redevelopment Agency

On December 29, 2011, the State Supreme Court upheld ABX1 26 abolishing redevelopment in California. ABX1 27, the bill that would have allowed agencies to continue after making a payment to the state, was struck down. As a result, the Community Redevelopment Agency (RDA) of the City of Rancho Cordova was abolished.

The City of Rancho Cordova opted to be the Successor Agency to the former RDA. The actions of the Successor Agency are subject to review and approval of the Oversight Board, which is comprised of representatives of the local agencies that serve the former City of Rancho Cordova RDA project area: the City, County, special districts, and K-14 educational agencies. Oversight board members have a fiduciary responsibility to holders of enforceable obligations, as well as to the local agencies that would benefit from property tax distributions from the former redevelopment project area.

The primary goal of the Successor Agency is to expeditiously wind down the affairs of the former RDA with the aim of maximizing asset value. Put simply, the Successor Agency must sell all assets of the former RDA and work to satisfy all existing debts and obligations.

In this document the Redevelopment Agency is now referred to as the Successor Agency to the former Redevelopment Agency or the "Successor RDA".

Rancho Cordova

The City of Rancho Cordova is fortunate to have a strong and diverse employment base. There are approximately 50,000 employees in the various business parks located throughout the City, and this large employment base will continue to drive both residential and commercial growth within the City. Rancho Cordova attracts businesses and economic development into the area based on attributes of:

- Affordable and seismically-stable land
- Large business park environment
- Strong workforce
- Access to infrastructure and air cargo services
- Synergistic clusters of business industries such as home improvement and manufacturing

The largest industries in Rancho Cordova are professional and business services, healthcare services, financial activities, and wholesale and retail trade.

Company	Employees	Industry
State of California	3,000	Government
Health Net Inc	2,500	Health Insurance
Veterans Affairs Medical Center	2,300	Medical Services
Vision Service Plan (VSP)	1,900	Health Insurance
Aerojet/GenCorp	1,600	Manufacturing
Sutter Health	1,400	Healthcare Services
Delta Dental	1,300	Health Insurance
Verizon Wireless	1,000	Telecommunications
Franklin Templeton Investor	1,000	Financial Services
Bank of America	800	Commercial Bank
Dignity Healthcare	700	Healthcare
Volcano Corp	600	Health Equipment Manufacturing
BloodSource	500	Laboratory/Blood Bank
Progressive Insurance	450	Insurance Agent/Broker
Sprint Communications	350	Telecommunications
Cisco Systems	350	Software Development
Teledyne	350	Electronic Equipment Manufacturing
Motion Control Engineering	300	Elevator Manufacturing
Core Logic	200	Data and Technology Services
Pearson School	200	Software Development

Figure 2: Top 20 Employers in Rancho Cordova

Transportation and Land Use

Rancho Cordova is fortunate to have excellent transportation access along its major thoroughfares. Sacramento Regional Transit (RT) provides transit services to Sacramento County by light rail and bus. Light rail services traverse the Interstate 50 Corridor, and include four stations in Rancho Cordova. RT is responsible for maintaining this infrastructure. The Rancho CordoVan also provides a transit connection to business and residential communities on the south side of Highway 50, and is expanding that service to the Anatolia neighborhood in the summer of 2012. The City's Public Works department plans for future development, the revitalization of existing infrastructure, and contracts with private firms to make routine repairs to existing streets.

In March of 2011, the Bicycle and Pedestrian Master Plans were adopted. Along with the 2006 Transit Master Plan, the 2005 Americans with Disabilities Transition Plan and the 2006 neighborhood Traffic Management Plan, these documents provide a foundation for transportation infrastructure and services that will meet the needs of existing City residents and will provide attractive options for new residents and businesses.

The Region

The Sacramento Valley region consists of six contiguous counties, centered around Sacramento County. The area saw rapid growth in housing and jobs, prior to the great recession, as both businesses and residents left the high-priced San Francisco Bay Area in search of more affordable land and housing options. Increased growth brought both prosperity and greater strain on infrastructure, agriculture and the environment in the region. Organizations such as the Sacramento Area Council of Governments (SACOG) and non-profit group Valley Vision were formed to create and implement guiding policies and goals region-wide to ensure responsible growth.

The City of Rancho Cordova is an active participant in regional organizations and maintains a commitment to continue to provide regional leadership.

The City is served by a number of different regional organizations, including:

- Sacramento Regional Transit: transportation services
- Sacramento Metropolitan Fire District: fire protection services
- Sacramento Municipal Utility District: electricity provider
- Golden State Water Company, California American Water, Southern California Water, Sacramento City Water and Sacramento County Water: water services
- Sacramento Regional Sanitation District: sewer services
- Allied Waste: garbage services
- Contract Sweeping Service
- Cordova Recreation and Park District: parks, open space and recreation activities
- Folsom Cordova Unified School District, Elk Grove Unified School District, Sacramento City Unified School District and San Juan Unified School District: school districts

Financial Management Policies

General Policies

- All current operating expenditures will be paid for with current revenues.
- Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the citizens of public safety and properly maintained infrastructure.
- The budget will strive to provide sufficient funding for adequate maintenance and orderly replacement of capital facilities and equipment.
- The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.
- Future maintenance needs for all new capital facilities will be identified with the inclusion of the capital project.
- Strong customer service and productivity improvements with a focus on cost savings remain important budgetary goals.

Revenue Policies

- A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.
- Revenues will be conservatively estimated.
- Intergovernmental assistance in the form of grants and loans will be used to finance only:
 - Those capital improvements which can be maintained and operated over time; or
 - Operating programs that can either be sustained over time or have a limited horizon.
- In general, one-time revenues will be used only to support capital or other non-recurring expenditures. One-time revenues may be used for operating programs only after an examination determines if they are subsidizing an imbalance between operating revenues and expenditures; and then only if a long-term forecast shows that the operating deficit will not continue.
- Development process costs and related administrative expenses will be totally offset by development fees.
- The City will identify basic tax-provided services and will establish user fees and charges for services provided in excess of basic services and/or to non-taxpaying users.

Reserve Policies

- A minimum fund balance reserve in the General Fund will be maintained at all times. The minimal, optimal level required for this reserve will be 20% of the General Fund operating budget. The reserve will be drawn down as a funding source of last resort and used only after other reserve accounts have been accessed.
- The actual and final General Fund surplus will first be used to fully fund the required General Fund reserve. At the City Managers discretion, 75% of any remaining General Fund surplus will be automatically appropriated as a transfer out of the General Fund, 50% to the Capital Facilities Internal Service Reserve fund and 25% to the Infrastructure Internal Service Reserve Fund. This will ensure that reserves for technology enhancements, infrastructure, equipment, and facilities are funded each year a surplus exists.
- The unappropriated fund balance in the General Fund will be maintained at a level sufficient to provide adequate working capital and to accommodate required adjustments to other reserve accounts, including the reserves for advances to other funds, deposits and prepaid items.
- Funding levels of General Fund reserves will be reviewed during periods of economic stagnation to avoid reductions in operating service levels.
- Appropriations or use of funds from any designated reserves will require City Council approval.

Cash Management

- Investments and cash management will be the responsibility of the Finance Director.
- In accordance with Section 53646 of the Government Code, the City Council will review and update annually an investment policy. The primary purpose of this policy is to set forth the City's investment philosophy and objectives. The City's investment objectives are, in order of priority: safety; compliance with federal, state and local laws; liquidity; and yield. The policy also specifically outlines authorized investments, the maximum maturities allowed for each investment instrument, and the criteria used to determine qualified depositories and/or dealers.
- The City invests all idle cash as determined by analysis of anticipated cash flow needs. Specific emphasis will be placed on future cash requirements when selecting maturity dates to avoid forced liquidations and the potential corresponding loss of investment earnings.
- In order to maximize yields from the overall portfolio, the City will consolidate cash balances from all funds for investment purposes, and will allocate investment earnings to each fund that has a positive cash balance.
- The City will maintain the investment portfolio under the "Prudent Person Standard." The "Prudent Person Standard" is as follows: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The investment officer, acting in accordance with written

procedures and the investment policy and exercising due diligence, shall be relieved of personal responsibility for the credit risk of an individual security or market price changes, provided deviations from expectations are reported within 30 days and appropriate action is taken to control adverse developments.

- To protect against potential losses by collapse of individual securities and/or dealers, and to enhance access to securities, interest payments and maturity proceeds, all securities owned by the City will be held in safekeeping by a third party bank trust department, acting as the City's agent.
- The Finance Director will generate a quarterly report to the City Council in accordance with all state laws and City investment policy requirements.

Debt Policy

- It is the intent of the City of Rancho Cordova to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.
- The General Fund currently does not have any general obligation bonds and does not anticipate issuing such debt.
- When the City finances capital projects by issuing bonds, it will pay back the bonds within a period that is consistent with the useful life of the project.
- The City will not use long-term debt financing for any recurring purpose such as current operating and maintenance expenditures. Short-term debt instruments such as revenue tax or bond anticipation notes shall be excluded from this limitation.
- The City will generally conduct debt financing on a competitive basis. However, negotiated issues may be used due to market volatility or the use of an unusual or complex financing or security structure.
- The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- The City will operate under the provisions of Proposition 13, the California Constitutional Amendment that limits the incurrence of "general obligation" debt. To incur this debt, the City must receive a two-thirds (2/3) vote of the voters at a general election.

Cost Allocation

- The City has established internal service funds. Currently these funds are utilized to accumulate resources for specified needs and to fund those needs as they arise via transfers in and out to/from the General Fund. In the future, the internal service funds may be used to charge the departments for those resources accounted for in the internal service funds.

Risk Management

- The City is self insured for the first \$100,000 on each general liability claim and has no deductible on worker's compensation.
- Third party coverage is currently maintained for general liability claims greater than \$100,000 up to a limit of \$15 million. For worker's compensation claims the limit is \$200 million.
- The City maintains a comprehensive risk assessment program and annual hazard survey to identify areas that may pose liability issues.
- The City has a policy of vigorously defending claims filed against the City of Rancho Cordova and continues to maintain an excellent loss history.

Annual Audit

- Sound accounting practices suggest that an annual audit is a prudent business decision.
- The City requires an annual audit by a qualified independent accountant of the books of account, financial records, inventories and reports of all City officers and employees involved in the handling of financial matters.
- The independent auditing firm will be selected by the City based on a competitive proposal process. It is the policy of the City that the most qualified firm is selected and therefore the "lowest cost" approach is not the defining method of selecting an auditing firm.
- The City shall issue a Request for Proposal for audit services at least every five years.

ACCOUNTING STRUCTURE AND PRINCIPLES

City Government Reporting Entities and Services

The budget includes all of the funds and account groups of the City of Rancho Cordova. The City provides the following municipal services directly:

- Building Permit/Plan Approval
- Community Development
- Emergency Services
- Engineering
- Planning and Zoning
- Public Safety (Parks and Recreation and Fire being provided by a Special District)
- Street Maintenance
- Neighborhood Services
- Economic Development

Accounting System and Budgetary Control

In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition; and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a specific control feature should not exceed the benefits likely to be derived and the evaluation of costs and benefits require estimates and judgments by management.

All evaluations of the City's internal control will continue to occur within the above framework. The City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

Basis of Accounting

The budgets of all governmental and fiduciary fund types are prepared on a modified accrual basis. Under the modified accrual basis, revenue is recognized when susceptible to accrual (e.g., when it becomes both measurable and available). "Measurable" means the amount can be determined and "available" means collectible within the current period or soon enough thereafter to pay current liabilities. This is generally within sixty (60) days after the end of the fiscal year. Expenditures are recognized when the related fund liability is incurred.

The budgets of the proprietary funds (enterprise and internal service funds) are prepared on an accrual basis. Under this method, revenue is recognized when earned, expenses are recognized at the time the liability is incurred and depreciation for fixed assets is budgeted.

GASB 34

Beginning with the fiscal year ending on June 30, 2004, the City implemented the provisions of GASB 34 with the publication of our Comprehensive Annual Financial Report (CAFR). The CAFR presents the status of the City's finances on the basis of Generally Accepted Accounting

Principles (GAAP). In most cases, this conforms to the way the City prepares its budget with the following exceptions:

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budget basis.
- Capital outlays within the Enterprise and Internal Service Funds are recorded as assets on a GAAP basis and expended on a budget basis.
- Inventory is recorded as an expenditure at the time it is used.

The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

BUDGET POLICIES AND PROCEDURES

Policy

The City Manager shall submit a proposed budget to the City Council each year by May 31. The proposed budget balanced either through the matching of ongoing revenues with proposed expenditures or the use of existing reserves.

Budget Basis

The budgets of general government type funds (for example, the General Fund itself, and Gas Tax Funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the City are budgeted as expenses, but revenues are recognized only when measurable and available.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of Generally Accepted Accounting Principles (GAAP). In most cases, this conforms to the way the City prepares the budget. One exception is the treatment of compensated absences. Compensated absences, including accrued but unused Universal Time Off (UTO) are treated slightly different in the budget than in the CAFR.

Responsibility

The departments are responsible for preparing their budgets in accordance with the guidelines provided by the City Manager and Finance Director. The Finance Department provides cost experience data as required by City departments. The Finance Director prepares all revenue, debt service and reserve estimates.

Operating Budget

Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the City from fluctuating services levels and avoids crises when one-time revenues are reduced or removed. Listed below are some corollaries to this policy:

- Fund balances or contingency accounts should be used only for one-time expenditures, such as capital equipment and capital improvements.
- Ongoing maintenance costs, such as street resurfacing and trail maintenance, should be financed through recurring operating revenues rather than through bond issuance.
- In addition, at least \$1 million of transportation related funding should annually fund the annual overlay and slurry program.
- Fluctuating federal grants should not be used to fund ongoing programs.

Budget Review

During the budget review phase, the City Manager's Office, in conjunction with the Finance Department, analyzes new positions, operating and capital budget requests. This information is compiled and the City Manager, Assistant City Manager and Finance Director hold meetings with each department to review their estimated expenditures for the current fiscal year and the proposed baseline requests and enhancements for the proposed budget year.

At the completion of these meetings, the Finance Director again compiles all the financial data and presents the proposed budget to the City Manager for review.

Budget Adoption

The City Manager presents, via publicly noticed study sessions, the budget to the City Council. Public hearings are held and after modifications and revisions, the budget is adopted by resolution (the “adopted budget”).

Budget Implementation

A budgetary control system will be maintained to ensure compliance with the budget. The Finance Department is responsible for setting up the budget for tracking purposes and is charged with ensuring fund availability during the year to cover expenditures and appropriations. Reports comparing the budget with expenditures are generated and sent to departments on a monthly basis.

Budget Revision

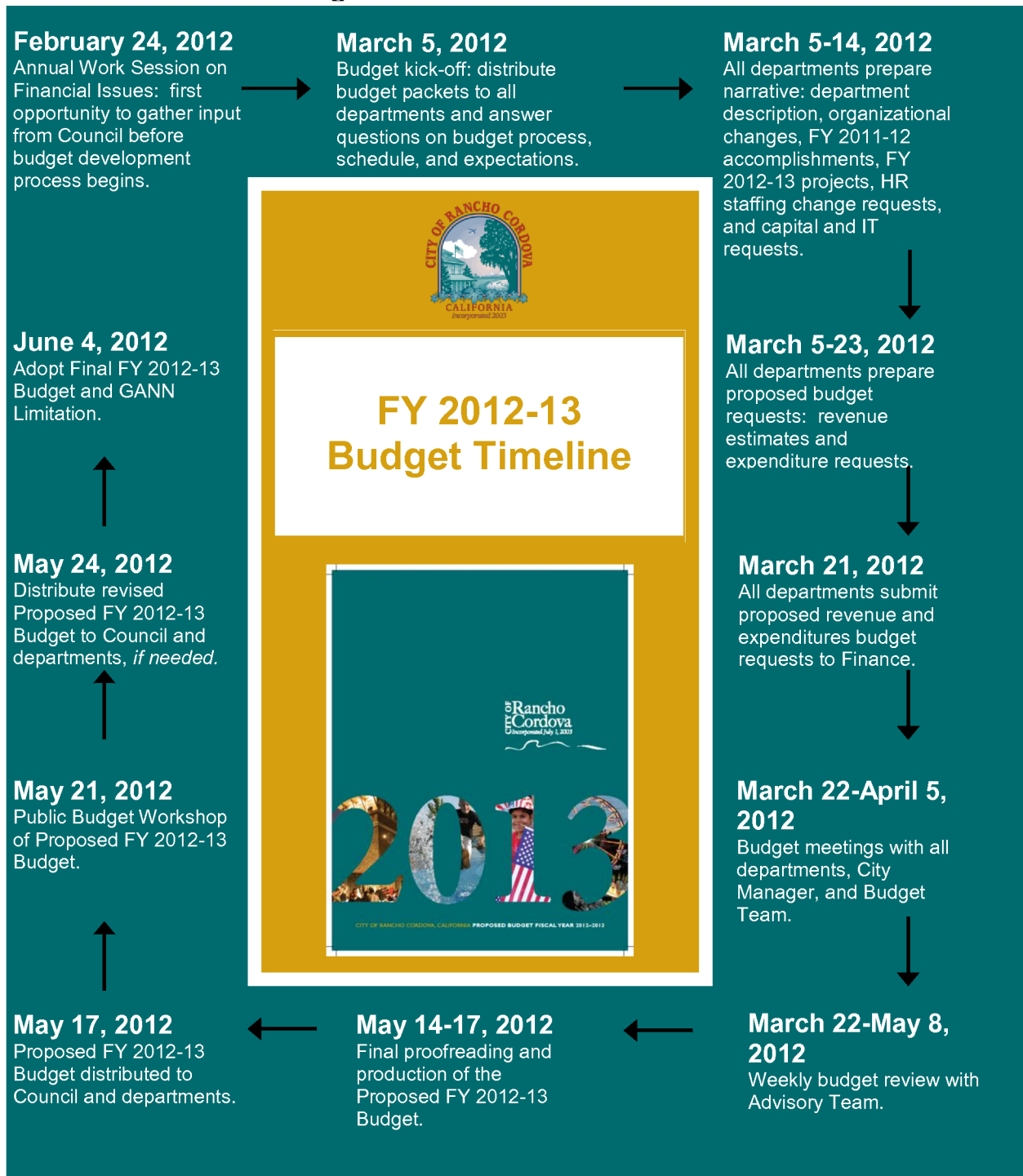
Actual expenditures may not exceed budgeted appropriations at the fund level. The City Manager or his/her designee is authorized to transfer budgeted amounts at the department and category level. The City has the following programs accounted for through its governmental funds: Legislative, General Government, Public Safety, Community Development, Public Works and Non-Departmental. Use of unappropriated reserves must be specifically approved by the City Council.

FY 2012-2013 BUDGET SCHEDULE

The Budget Preparation Process

The budget process is the formal method through which the City establishes its goals, priorities and desired service levels for the upcoming fiscal period, and identifies the resources necessary to achieve them. Essentially, it is a process through which policy is made, plans are articulated and resources are identified in order to put them into effect. The chart below summarizes the process for FY 2012-13.

Budget Process Flowchart FY 2012-13



FUND DESCRIPTIONS

The City of Rancho Cordova uses fund accounting to track revenues and expenditures.

Governmental Funds

Governmental funds typically include those activities which are financed through the use of tax-supported activities. The major categories within this fund type are the General Fund, Special Revenue Funds, Debt Service Funds and Redevelopment Agency. This category also includes Capital Project Funds and Permanent Funds. Permanent funds are not budgeted in the City.

General Fund: this fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. All general operating revenues not restricted as to use are recorded in this fund. Please see page 37 for further analysis of the General Fund.

Special Revenue Funds: used to account for activities supported by the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes. Please see page 153 for a description of each fund and its respective budget.

Capital Project Fund: used to account for the accumulation of resources and payment of expenses related to specific capital projects (other than those financed by proprietary funds). The budget for this fund can be found on page 179.

Debt Service Funds: used to account for the accumulation of resources and payment of long-term debt principal and interest. The budget for this fund can be found on page 185.

Successor Agency to the former Redevelopment Agency: used to account for revenues and expenditures for the City's former Redevelopment Agency. See page 197 for more on the Successor Agency budget.

Proprietary Funds

Proprietary Funds include Enterprise Funds and Internal Service Funds.

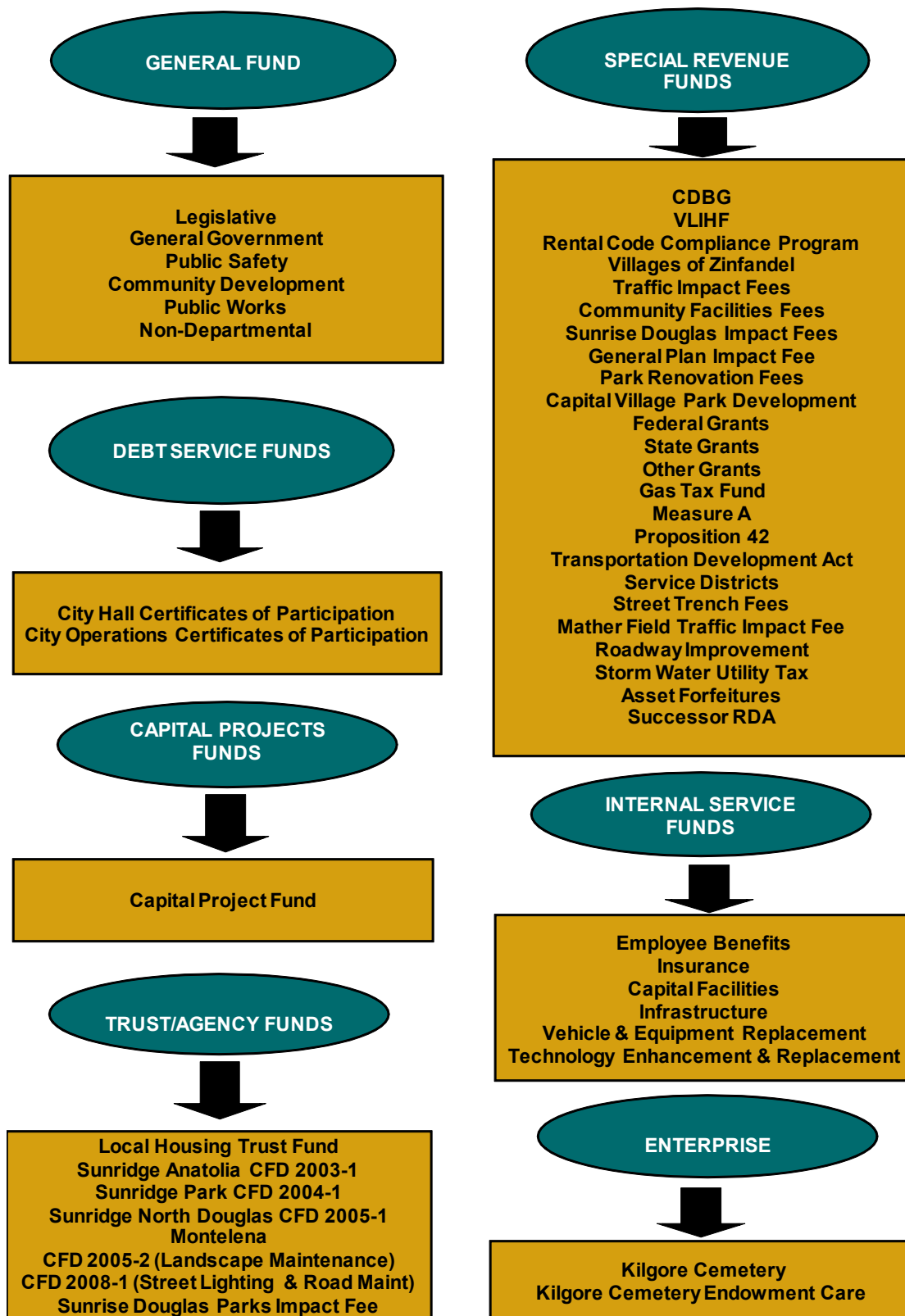
Enterprise Funds: may be used to report any activity for which a fee is charged to external users for goods or services. The Kilgore Cemetery is our only Enterprise Fund and it can be found starting on page 189.

Internal Services Funds: used to account for the services that are provided to all departments and is used to accumulate reserves to fund future acquisition and expenses. The City maintains six (6) internal service funds, starting on page 191.

Trust and Agency Funds

Agency funds are typically used when a government is a temporary custodian of assets and is required by GAAP to account for debt service transactions involving special assessment debt in which the government is not obligated in any manner. Please see page 203 for the Trust and Agency Funds budgets.

DIAGRAM OF FUNDS USED IN THE CITY



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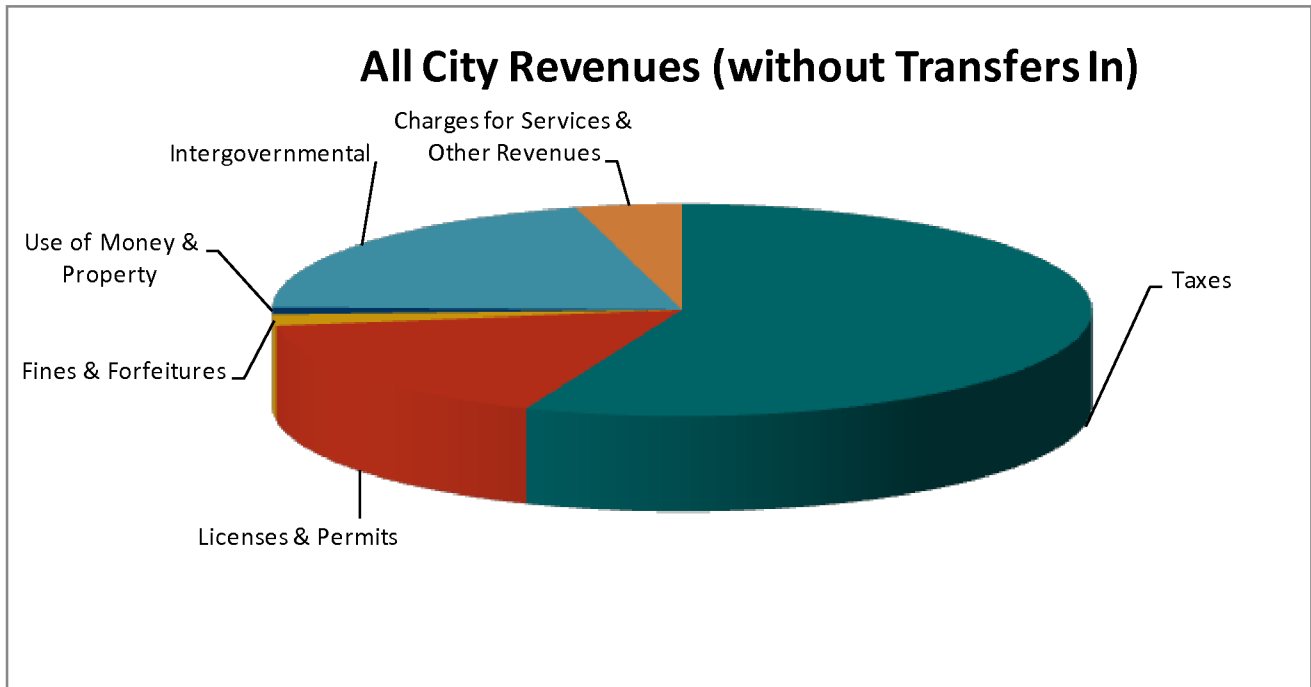
BUDGET SUMMARY

The annual expenditure budget for the City of Rancho Cordova is divided into five (5) major components which include all of the appropriations for the City. Those divisions are:

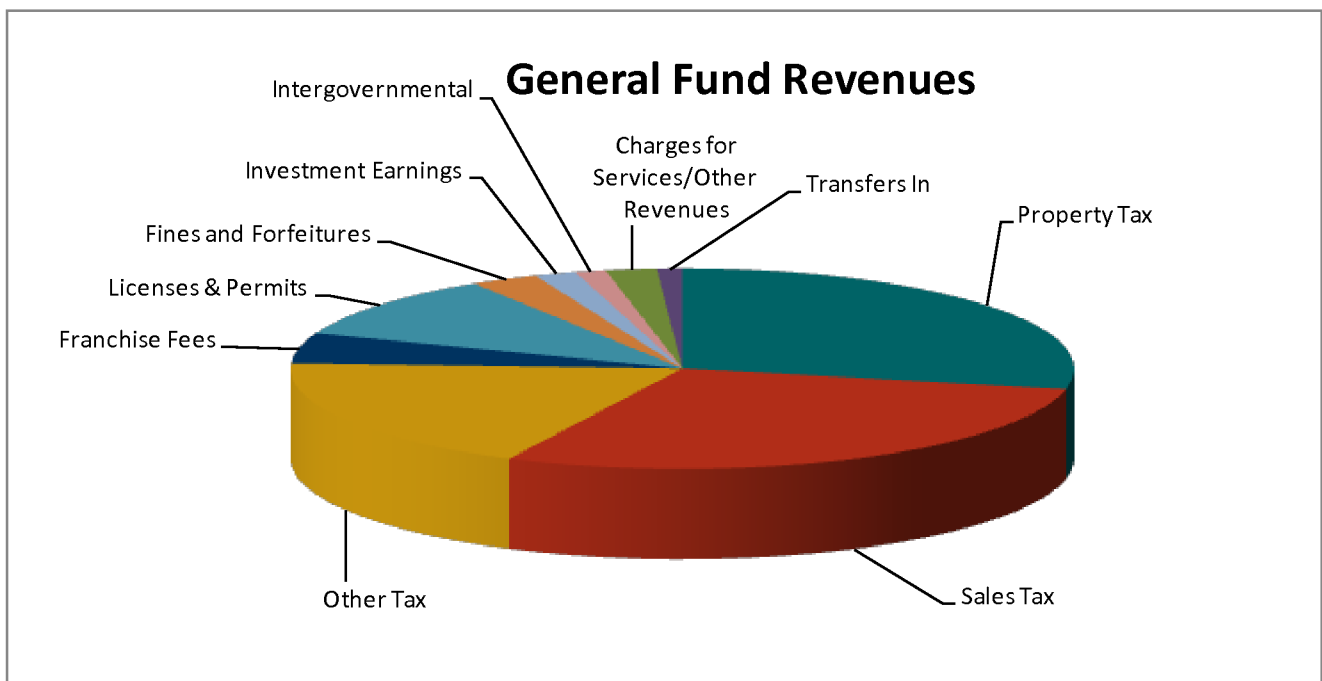
- Salaries and Benefits (Personnel).
- Operating Expenses: day-to-day expenses associated with operating a multi-million dollar corporation. Included in this section are the large contracts that the City has with Pacific Municipal Consultants (Planning), County of Sacramento (Police) and Meyers Nave (Legal).
- Capital Outlay: finances the infrastructure projects that are proposed in this budget.
- Debt Service: provides the resources to pay for the ongoing debt service of the City. In FY 2012-13 those debts include Community Facilities District (CFD) debt and the debt service on City Hall as well as the Kilgore properties.
- Transfers In/Out to Other Funds: provides a means of moving money between the various funds to finance the ongoing operations of the City. This is a self-balancing component in that transfers out always equal transfers in on an entity wide basis.

WHERE THE MONEY COMES FROM

ALL CITY FUNDS \$66,845,900

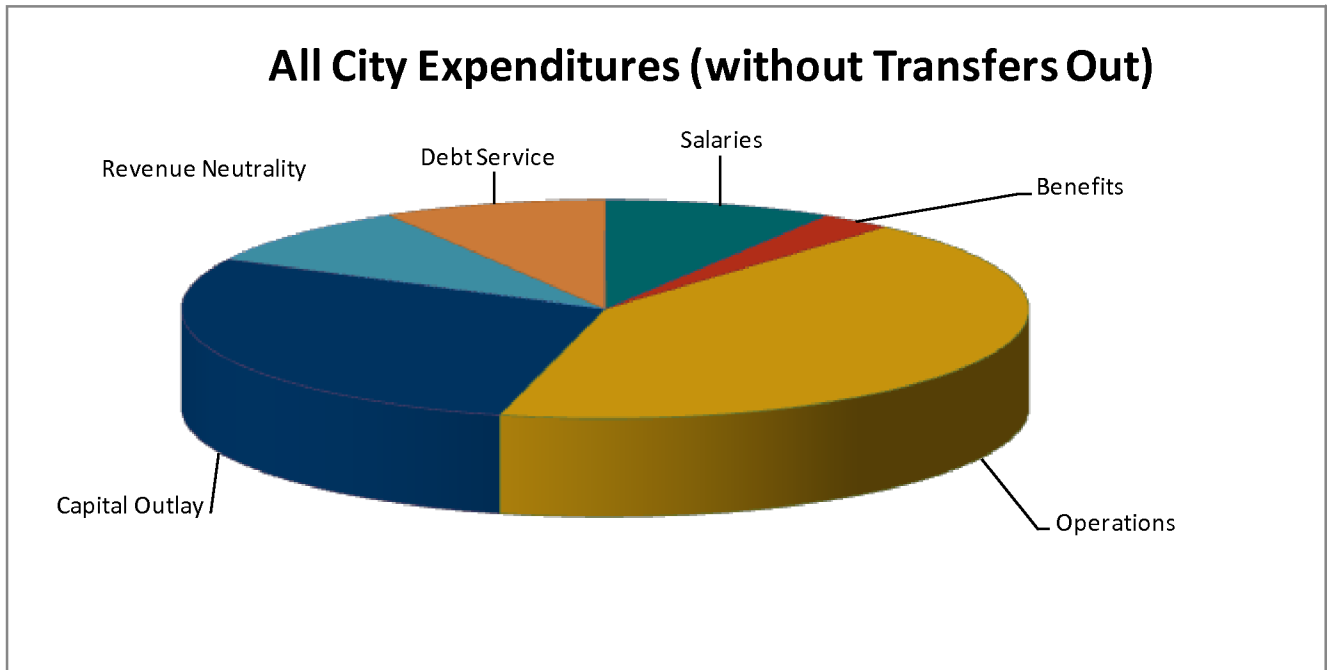


GENERAL FUND \$39,949,900

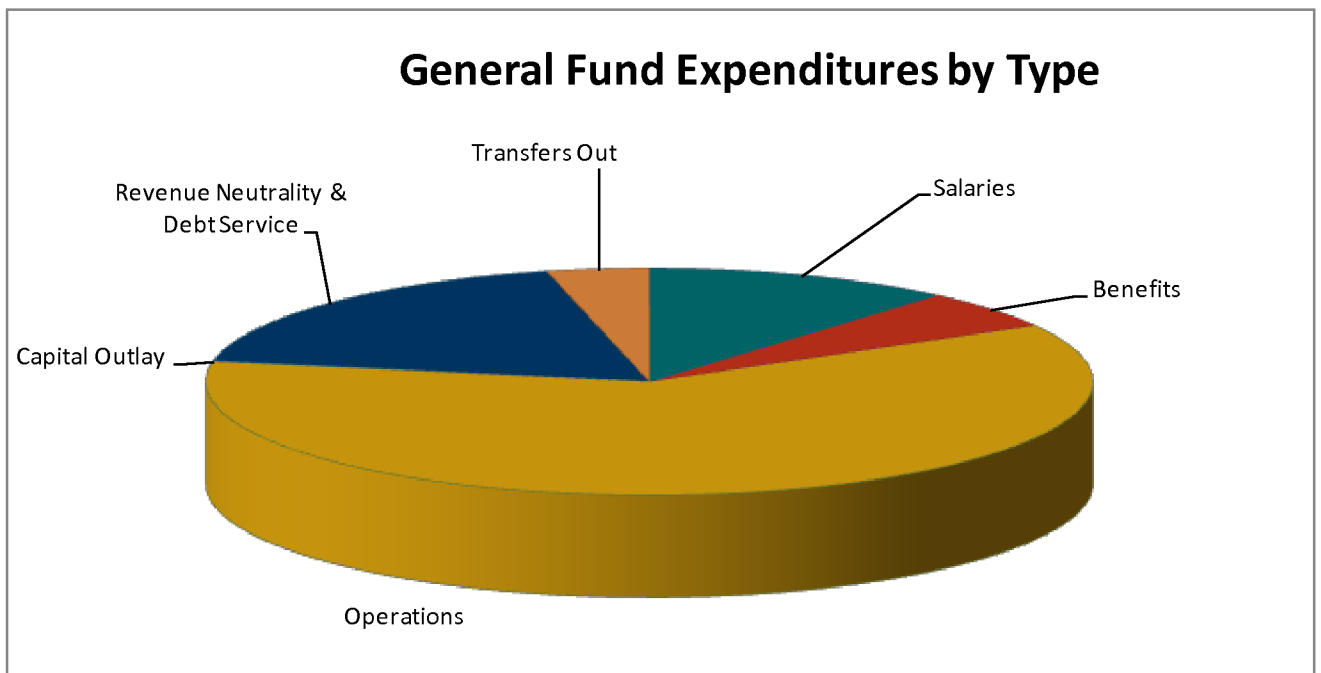


WHERE THE MONEY GOES

ALL CITY FUNDS \$81,481,425



GENERAL FUND \$39,943,700



FY 2012-13 ESTIMATED SOURCES & USES OF FUNDS - SUMMARY

	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Service	Successor RDA	Agency	Total City Funds
Est. Beginning Fund Balance	\$ 25,981,879	\$ 45,552,546	\$ 3,605,632	\$ 1,863,987	\$ (134,518)	\$ 2,585,621	\$ (6,420,599)	\$ 25,786,829	\$ 98,821,376
Revenues:									
Taxes	\$ 30,289,800	\$ 1,664,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,592,000	\$ 37,546,100
Licenses & Permits	4,133,200	6,084,900	-	-	7,500	-	-	759,000	10,984,600
Fines & Forfeitures	1,121,500	-	-	-	-	-	-	-	1,121,500
Use of Money & Property	687,400	-	-	-	-	-	54,000	-	741,400
Intergovernmental	506,200	12,864,000	290,000	-	-	-	-	-	13,660,200
Charges for Services & Other Revenues	2,792,100	-	-	-	-	-	-	-	2,792,100
Total Revenues	\$ 39,530,200	\$ 20,613,200	\$ 290,000	\$ -	\$ 7,500	\$ -	\$ 54,000	\$ 6,351,000	\$ 66,845,900
Other Sources:									
Transfers In	\$ 419,700	\$ 500,000	\$ 24,075,700	\$ 1,945,800	\$ -	\$ 25,000	\$ -	\$ -	\$ 26,966,200
Proceeds from Debt	-	-	-	-	-	-	-	-	-
Total Other Sources	\$ 419,700	\$ 500,000	\$ 24,075,700	\$ 1,945,800	\$ -	\$ 25,000	\$ -	\$ -	\$ 26,966,200
Total Revenues & Other Sources	\$ 39,949,900	\$ 21,113,200	\$ 24,365,700	\$ 1,945,800	\$ 7,500	\$ 25,000	\$ 54,000	\$ 6,351,000	\$ 93,812,100
Expenditures:									
Salaries	\$ 4,491,700	\$ 1,889,200	\$ 567,400	\$ -	\$ -	\$ -	\$ 123,200	\$ 32,700	\$ 7,104,200
Benefits	2,204,400	-	-	-	-	3,406	58,300	-	2,266,106
Operations	24,391,500	5,691,800	4,060,100	5,200	68,600	108,200	184,900	102,600	34,612,900
Capital Outlay	34,700	1,151,219	19,808,200	-	-	1,366,800	-	858,200	23,219,119
Capital Improvements	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 31,122,300	\$ 8,732,219	\$ 24,435,700	\$ 5,200	\$ 68,600	\$ 1,478,406	\$ 366,400	\$ 993,500	\$ 67,202,325
Other Uses:									
Transfers Out	\$ 1,483,700	\$ 22,907,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,574,700	\$ 26,966,200
Revenue Neutrality	7,324,000	-	-	\$ -	-	-	-	-	7,324,000
Principal & Interest	13,700	-	-	1,940,600	-	-	588,500	4,412,300	6,955,100
Total Other Uses	\$ 8,821,400	\$ 22,907,800	\$ -	\$ 1,940,600	\$ -	\$ -	\$ 588,500	\$ 6,987,000	\$ 41,245,300
Total Expenditures & Other Uses	\$ 39,943,700	\$ 31,640,019	\$ 24,435,700	\$ 1,945,800	\$ 68,600	\$ 1,478,406	\$ 954,900	\$ 7,980,500	\$ 108,447,625
Difference	\$ 6,200	\$ (10,526,819)	\$ (70,000)	\$ -	\$ (61,100)	\$ (1,453,406)	\$ (900,900)	\$ (1,629,500)	\$ (14,635,525)
Est. Ending Fund Balance	\$ 25,988,079	\$ 35,025,727	\$ 3,535,632	\$ 1,863,987	\$ (195,618)	\$ 1,132,215	\$ (7,321,499)	\$ 24,157,329	\$ 84,185,851

FY 2011-12 ESTIMATED SOURCES & USES OF FUNDS - DETAIL

Fund Description	Beginning Balance July 1, 2011	FY 2011-12 Estimated Revenues	FY 2011-12 Estimated Expenditures	FY 2011-12 Transfers In/(Out) Net	Estimated Fund Balance June 30, 2012
General Fund	\$ 25,775,079	\$ 39,073,900	\$ 38,576,600	\$ (290,500)	\$ 25,981,879
Special Revenue Funds:					
Rental Code Compliance	-	65,000	-	(65,000)	-
Community Facilities Fees	2,791,013	536,700	5,200	(1,008,400)	2,314,113
General Plan Impact Fee	(1,562,053)	43,000	105,000	-	(1,624,053)
Very Low Income Housing	101,819	175,000	74,000	(35,600)	167,219
Park Renovation Fund	1,354,648	134,700	675,000	(2,700)	811,648
Sunrise-Douglas Impact Fee	13,165,925	2,506,400	934,700	(4,988,000)	9,749,625
Traffic Mitigation Impact Fee	19,281,002	2,028,000	638,000	(4,005,700)	16,665,302
Villages of Zinfandel Impact Fee	468,118	40,900	3,100	(20,000)	485,918
Trench Cut Fee	242,553	55,000	-	-	297,553
Mather Field Traffic Impact Fee	47,196	-	-	-	47,196
Capital Village Park Development Fee	43,788	-	-	-	43,788
Federal Grants	(710,603)	8,817,000	3,820,000	(4,997,000)	(710,603)
State Grants	553,690	3,607,800	203,900	(3,403,900)	553,690
Other Grants	-	-	-	-	-
CDBG	(26,969)	784,500	517,500	(267,000)	(26,969)
Gas Tax	4,281,551	1,611,300	1,112,500	(1,736,800)	3,043,551
Measure A	1,150,082	6,515,500	1,237,500	(5,196,300)	1,231,782
Prop 42	26,391	-	-	(26,391)	-
Transportation Development Act	307,371	37,860	-	-	345,231
Transit Related Services (Zone 1)	251,140	88,000	90,200	-	248,940
Transit Related Services (Zone 2)	1,837,780	388,000	175,900	-	2,049,880
Transit Related Services (Zone 3)	320,426	118,000	133,800	-	304,626
Landscape & Lighting 2005-1	501,861	83,000	170,200	(6,700)	407,961
Road Maintenance Fund	1,533,458	373,000	103,000	-	1,803,458
Storm Water Utility Tax	(301,283)	2,570,000	300,000	-	1,968,717
Rancho Cordova Lighting District	-	-	-	-	-
Asset Forfeiture	31,275	-	25,000	-	6,275
Roadway Improvement	5,348,540	94,160	-	(75,000)	5,367,700
Total Special Revenue Funds	51,038,717	30,672,820	10,324,500	(25,834,491)	45,552,546
Capital Projects Fund	3,708,032	526,000	25,928,416	25,300,016	3,605,632
Debt Service Funds:					
City Hall COP	1,334,460	-	1,334,700	1,334,700	1,334,460
City Operations Facility COP	580,752	-	617,100	565,875	529,527
Total Debt Service Funds	1,915,212	-	1,951,800	1,900,575	1,863,987
Enterprise Funds:					
Kilgore Cemetery	(67,918)	4,500	71,100	-	(134,518)
Total Enterprise Funds	(67,918)	4,500	71,100	-	(134,518)
Internal Service Funds:					
Employee Benefits	3,406	-	-	-	3,406
Insurance	501,877	-	25,000	-	476,877
Capital Facilities	1,315,130	-	178,000	-	1,137,130
Infrastructure	1,129,554	-	243,400	(554,400)	331,754
Vehicle & Equipment Replacement Fund	377,201	-	-	-	377,201
Technology Enhancement & Repl. Fund	259,252	-	-	-	259,252
Total Internal Service Funds	3,586,421	-	446,400	(554,400)	2,585,621
Successor RDA	(2,126,883)	81,732	4,124,548	(250,900)	(6,420,599)
Agency Funds:					
CFD 2003-1 Sunridge Anatolia	7,932,399	4,124,600	3,918,400	(206,200)	7,932,399
CFD 2004-1 Sunridge Park	10,936,022	1,282,400	1,218,300	(64,100)	10,936,022
CFD 2005-1 Sunridge North Douglas	44,840	-	-	-	44,840
Montelena	10,054	-	-	-	10,054
Citywide Landscape Maint. CFD	17,082	38,000	40,500	-	14,582
Road Maintenance CFD	30,473	33,000	43,300	-	20,173
Sunrise Douglas Parks Impact Fee	6,357,760	523,000	52,000	-	6,828,760
Total Agency Funds	25,328,629	6,001,000	5,272,500	(270,300)	25,786,829
Total - All City Funds	\$ 109,157,288	\$ 76,359,952	\$ 86,695,864	\$ -	\$ 98,821,375

FY 2012-13 ESTIMATED SOURCES & USES OF FUNDS - DETAIL

Fund Description	Estimated Beginning Balance July 1, 2012	FY 2012-13 Budgeted Revenues	FY 2012-13 Budgeted Expenditures	FY 2012-13 Budgeted Transfers In/(Out) Net	Estimated Fund Balance June 30, 2013
General Fund	\$ 25,981,879	\$ 39,530,200	\$ 38,460,000	\$ (1,064,000)	\$ 25,988,079
Special Revenue Funds:					
Rental Code Compliance	-	80,000	-	(80,000)	-
Community Facilities Fees	2,314,113	838,800	-	(1,007,400)	2,145,513
General Plan Impact Fee	(1,624,053)	60,000	62,500	-	(1,626,553)
Very Low Income Housing	167,219	-	167,219	-	0
Park Renovation Fund	811,648	183,000	486,200	(3,700)	504,748
Sunrise-Douglas Impact Fee	9,749,625	2,693,800	917,200	(650,400)	10,875,825
Traffic Mitigation Impact Fee	16,665,302	1,672,700	1,481,300	(6,889,900)	9,966,802
Villages of Zinfandel Impact Fee	485,918	7,900	3,000	(175,000)	315,818
Trench Cut Fee	297,553	54,500	-	-	352,053
Mather Field Traffic Impact Fee	47,196	-	-	-	47,196
Capital Village Park Development Fee	43,788	-	-	-	43,788
Federal Grants	(710,603)	7,579,000	160,000	(7,419,000)	(710,603)
State Grants	553,690	547,600	547,600	-	553,690
Other Grants	-	100,000	-	(100,000)	-
CDBG	(26,969)	762,000	676,400	(85,600)	(26,969)
Gas Tax	3,043,551	1,758,100	77,500	(4,567,400)	156,751
Measure A	1,231,782	2,077,400	1,508,100	(1,619,400)	181,682
Prop 42	-	-	-	-	-
Transportation Development Act	345,231	39,900	-	-	385,131
Transit Related Services (Zone 1)	248,940	89,400	92,800	-	245,540
Transit Related Services (Zone 2)	2,049,880	394,400	238,200	-	2,206,080
Transit Related Services (Zone 3)	304,626	120,100	65,400	-	359,326
Landscape & Lighting 2005-1	407,961	49,700	160,100	-	297,561
Road Maintenance Fund	1,803,458	395,700	103,000	-	2,096,158
Storm Water Utility Tax	1,968,717	300,000	1,270,700	(50,000)	948,017
Rancho Cordova Lighting District	-	315,000	315,000	-	-
Asset Forfeiture	6,275	-	-	-	6,275
Roadway Improvement	5,367,700	494,200	400,000	240,000	5,701,900
Total Special Revenue Funds	45,552,546	20,613,200	8,732,219	(22,407,800)	35,025,727
Capital Projects Fund	3,605,632	290,000	24,435,700	24,075,700	3,535,632
Debt Service Funds:					
City Hall COP	1,334,460	-	1,332,000	1,332,000	1,334,460
City Operations Facility COP	529,527	-	613,800	613,800	529,527
Total Debt Service Funds	1,863,987	-	1,945,800	1,945,800	1,863,987
Enterprise Funds:					
Kilgore Cemetery	(134,518)	7,500	68,600	-	(195,618)
Total Enterprise Funds	(134,518)	7,500	68,600	-	(195,618)
Internal Service Funds:					
Employee Benefits	3,406	-	3,406	-	-
Insurance	476,877	-	25,000	25,000	476,877
Capital Facilities	1,137,130	-	790,000	-	347,130
Infrastructure	331,754	-	323,000	-	8,754
Vehicle & Equipment Replacement Fund	377,201	-	95,000	-	282,201
Technology Enhancement & Repl. Fund	259,252	-	242,000	-	17,252
Total Internal Service Funds	2,585,621	-	1,478,406	25,000	1,132,215
Successor RDA	(6,420,599)	54,000	954,900	-	(7,321,499)
Agency Funds:					
Local Housing Trust Fund	-	200,000	92,800	-	107,200
CFD 2003-1 Sunridge Anatolia	7,932,399	4,205,800	3,995,500	(210,300)	7,932,399
CFD 2004-1 Sunridge Park	10,936,022	1,307,900	1,242,500	(2,364,400)	8,637,022
CFD 2005-1 Sunridge North Douglas	44,840	-	-	-	44,840
Montelena	10,054	-	-	-	10,054
Citywide Landscape Maint. CFD	14,582	40,000	38,400	-	16,182
Road Maintenance CFD	20,173	38,300	27,900	-	30,573
Sunrise Douglas Parks Impact Fee	6,828,760	559,000	8,700	-	7,379,060
Total Agency Funds	25,786,829	6,351,000	5,405,800	(2,574,700)	24,157,329
Total - All City Funds	\$ 98,821,376	\$ 66,845,900	\$ 81,481,425	\$ -	\$ 84,185,851

MAJOR REVENUES

In order to assist in understanding the fiscal trends facing the City of Rancho Cordova, and the assumptions utilized in preparing this budget, the following discussions of Major Revenues are presented. The discussion is limited to those revenues that are ongoing or recurring in nature and are generally used to fund ongoing operations. These particular revenues are recorded in the City's General Fund. The City receives significant revenues from other sources as well, including the Gas Tax, Measure A and a variety of Federal and State Grants. However, these revenues are generally used to fund capital improvements rather than operations and therefore are not discussed in this section. Information on these revenues is available in their respective fund sections of this document.

Property Tax

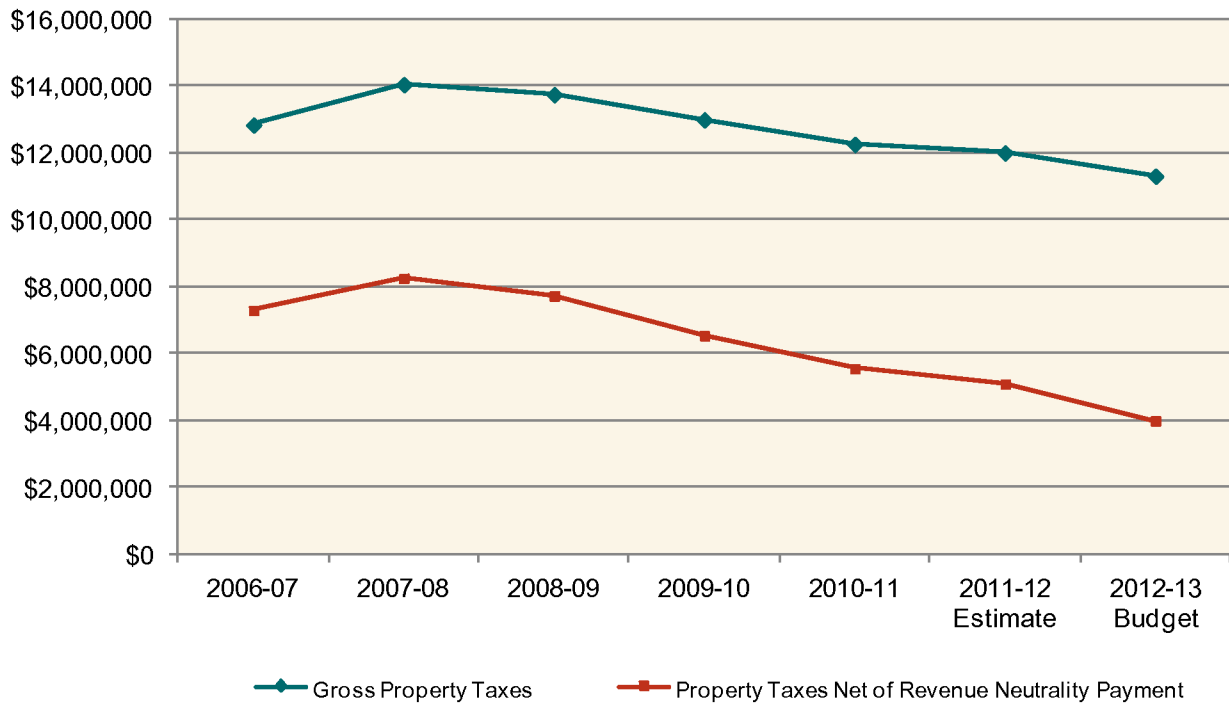
Property Tax, once the City's largest source of revenue, is imposed upon all real property (land and buildings) and personal property (movable property). The tax is based upon the assessed valuation of the property, as determined by the County Assessor. The tax rate is limited to 1% of the assessed value plus rates imposed to fund indebtedness approved by the voters.

The City and County entered into a revenue neutrality agreement pursuant to Government Code Section 56845 as a means of mitigating the financial impacts of the incorporation of the City in 2003 on the County's general fund. In accordance with the terms of the agreement a certain portion of the City's property taxes are shared with the County through FY 2027-28. The fixed schedule increases 2% to 4% each year.

The budget for FY 2012-13 anticipates a decline in Property Tax revenues of 20% from the peak in FY 2007-08. While the overall economy has emerged from the great recession, housing in the City of Rancho Cordova, like many other cities of the inland region, has not followed suit. The City continues to face declining assessed valuation combined with automatic increases in the revenue neutrality payment to the County. This creates significant downward pressure on our ability to fund services, as Property Taxes was historically our largest revenue source. Based on information from the County Assessor's Office we are expecting a 7% decline in assessed valuation which yields a decline in revenues of approximately \$857,000 from the prior year. Due to the continued declines in property tax revenue, Sales Tax revenue has now become the largest source of revenue for the City's General Fund.

The chart and table below show Property Tax Revenues at their full amount and net of the revenue neutrality payment to the City.

Property Tax Revenue



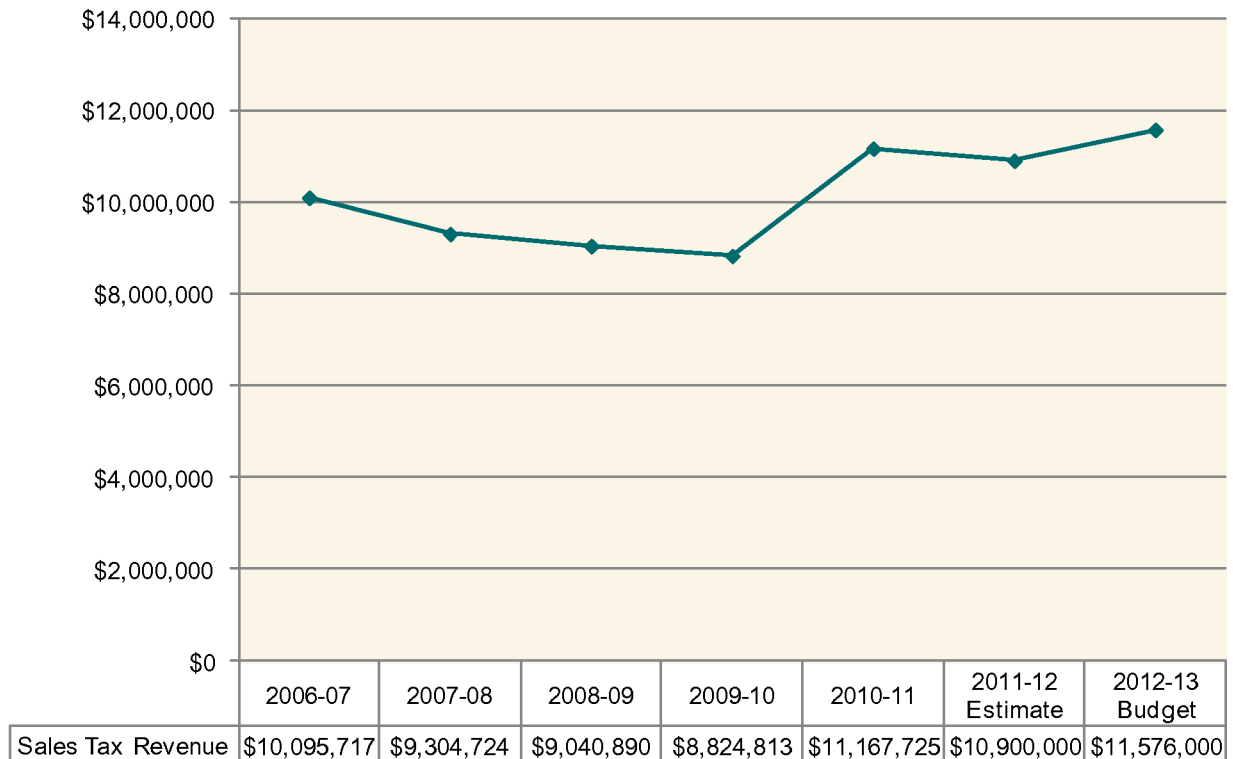
Fiscal Year	Gross Property Taxes	Property Taxes Net of Revenue Neutrality Payment
2006-07	\$12,834,826	\$7,280,334
2007-08	\$14,043,341	\$8,246,453
2008-09	\$13,746,790	\$7,716,976
2009-10	\$12,988,381	\$6,528,155
2010-11	\$12,255,995	\$5,541,380
2011-12 Estimate	\$11,999,600	\$5,075,600
2012-13 Budget	\$11,302,000	\$3,978,000

Sales Tax

Sales taxes are imposed on the transfer of tangible personal property in California, with some exceptions, including food. One percent of the sale price is collected by the State Board of Equalization and then allocated back to cities and counties based on a point-of-sale formula. The Use tax complements the sales tax (at the same rate) and is imposed for transactions in which sales taxes are not collected, usually on a self reporting and self remitting basis.

Due to continued decline of assessed valuation sales taxes are now our largest source of revenue, a position that has historically belonged to Property Taxes.

Sales Tax Revenue

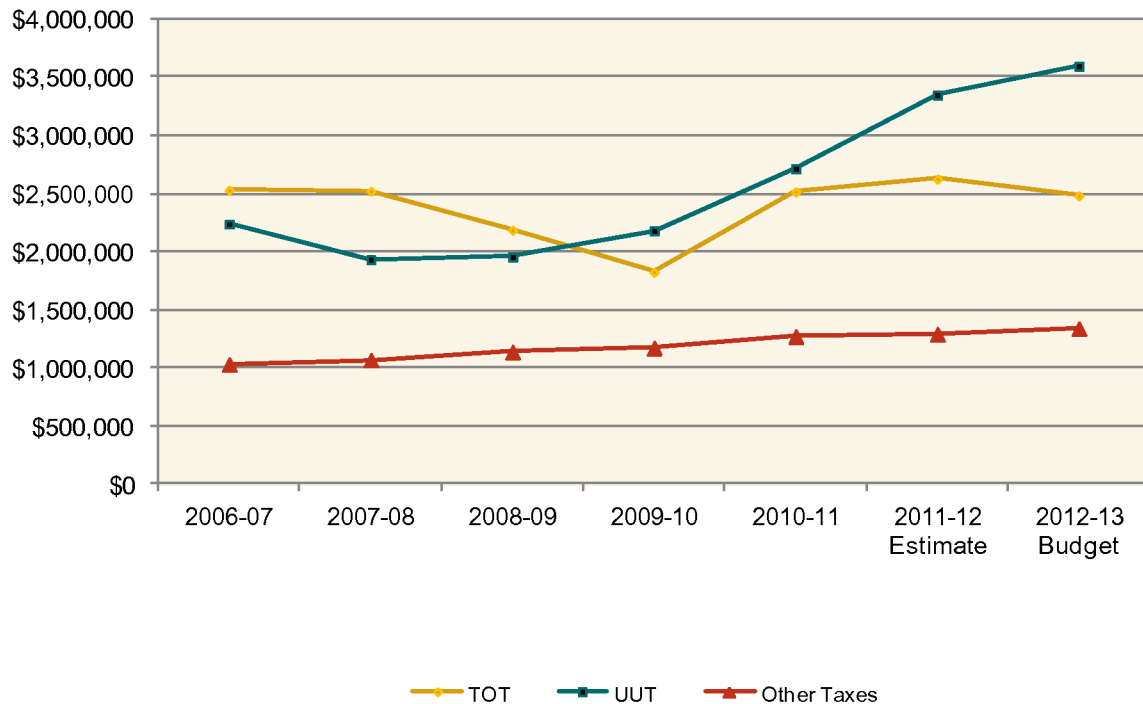


Prior to the great recession, our peak Sales Tax year was FY 2006-07. By the end of FY 2009-10 we had experienced a decline of 13% or \$1.2 million. The graph above depicts a dramatic increase in sales tax revenues for FY 2011-12. This was due in part to some modest recover in the sales tax revenue, but primarily due to the annexation of a sales tax rich area, effective July 1, 2010. Under the terms of this annexation, the City is able to recoup its cost of providing services to the area and 25% of the revenues in excess of cost. The figures shown above are net of this revenue sharing with the County. Sales Taxes are expected to continue to gradually increase and we expect that trend to continue for the next few years as the economy slowly improves.

Other Taxes

Other Taxes consist primarily of the Transient Occupancy Tax (TOT) and the Utility Users Tax (UUT).

Other Taxes



Fiscal Year	TOT	UUT	Other Taxes
2006-07	\$2,528,209	\$2,236,886	\$1,028,478
2007-08	\$2,518,771	\$1,930,878	\$1,066,154
2008-09	\$2,183,506	\$1,953,249	\$1,134,897
2009-10	\$1,821,607	\$2,177,275	\$1,170,055
2010-11	\$2,514,866	\$2,712,564	\$1,268,416
2011-12 Estimate	\$2,624,000	\$3,347,000	\$1,288,400
2012-13 Budget	\$2,480,000	\$3,595,000	\$1,336,800

A 12% tax is assessed upon all hotel guests, for stays of less than 30 days, for the privilege of occupancy in any hotel in the City of Rancho Cordova. There are currently 16 hotels in the City of Rancho Cordova, five of which are in the annexation area. The TOT from the hotels in the annexation area subject to sharing with the County. The City retains 25% of the TOT from those hotels, after recouping our cost of providing services to the annexation area. The travel and tourism industry was hit pretty hard in the recession, as depicted by the yellow line in chart below. With fewer people traveling the hotels were lowering prices to attract customers. That resulted in a steep decline in our TOT revenues. The large jump experienced in FY 2010-11 is due to the inclusion of the hotels in the annexation area. The industry is expecting small but consistent growth into and past FY 2011-12 and our budget reflects that assumption. We are expecting a 2% increase in TOT revenues in FY 2012-13; however the chart above depicts a decline. The City will be recouping its costs from the annexation area out of sales tax revenue instead of TOT, thereby decreasing the net amount of TOT to be received, in spite of an increase in the gross revenues.

A Utility User Tax of 2.5% is assessed on users of Gas, Electricity, Communications, Cable and Sewer. This revenue source remained stable through the recession. On November 2, 2010 the voters of Rancho Cordova approved Measure E, a ballot measure which both protected our

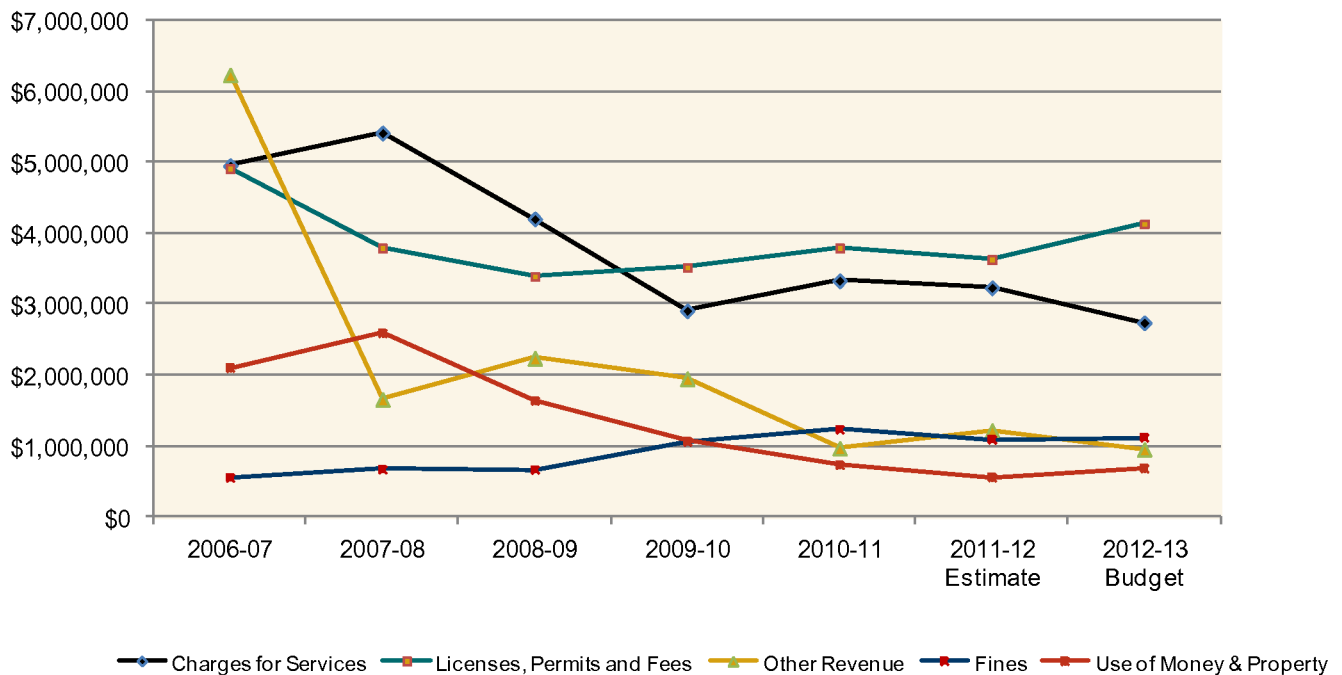
existing tax and expanded it to include modern communication technologies such as cell phones. As a result, our revenues from the UUT increased dramatically in FY 2011-12. We are expecting this growth to continue at a slower pace in FY 2012-13.

Other taxes include Homeowners Subvention, Police Tax and Property Transfer Taxes. As shown by the red line above, these revenues have remained steady through the recession and we anticipate a slight increase for FY 2012-13.

Other Revenues

Other revenues include Charges for Services, Licenses, Permits and Fees, Other, Fines and Use of Money and Property (lease income and investment and/or interest income).

Other Revenues



	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Estimate	2012-13 Budget
Charges for Services	\$4,955,221	\$5,415,270	\$4,204,001	\$2,908,646	\$3,331,235	\$3,232,900	\$2,739,200
Licenses, Permits and Fees	\$4,911,840	\$3,791,783	\$3,393,123	\$3,519,432	\$3,791,920	\$3,632,400	\$4,133,200
Other Revenue	\$6,234,766	\$1,658,918	\$2,239,124	\$1,949,307	\$968,891	\$1,220,000	\$953,800
Fines	\$554,146	\$671,907	\$668,109	\$1,063,016	\$1,235,159	\$1,094,800	\$1,121,500
Use of Money & Property	\$2,103,892	\$2,593,488	\$1,641,311	\$1,068,991	\$734,300	\$560,800	\$687,400

The largest component of Charges for Services is cost recovery work on development projects. This revenue source is driven by the expenses incurred in processing development projects and has seen a dramatic decline as a result of the bursting of the housing bubble. Since this revenue source moves with expenses it doesn't generally have a large impact on the City's fiscal condition.

Licenses, Permits and Fees include charges for building permits, business licenses, animal licenses, etc. Again, the bursting of the housing bubble has caused a dramatic decline in the

number of building permits issued. Outside of building permits, all other revenues in this category have remained relatively stable. We expect little to no growth in building permits in fiscal year.

Other revenues contain a myriad of small revenues, not large enough to warrant their own category. The large amount in FY 2006-07 was a result of the renegotiation of the revenue neutrality agreement with the County, which resulted in the refund of prior year overpayments.

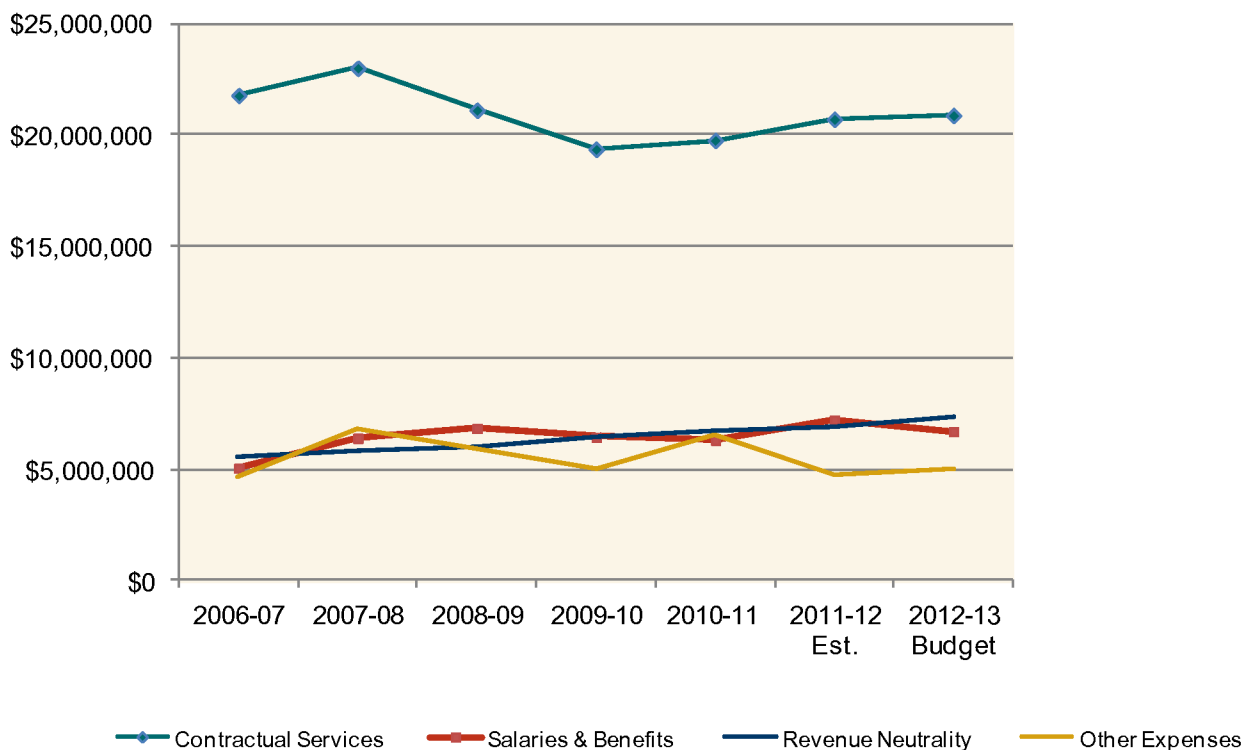
Fine revenue continues to increase as the City places an ever increasing focus on code enforcement in our housing stock and neighborhoods.

Use of Money and Property includes rent income, interest income and other investment income. This category has been in a continual decline through the recession and we don't expect significant increases until interest rates start to rise.

MAJOR EXPENSES

The largest expenditure category in the General Fund is Contractual Services. One of the ways in which the City maintains the ability to quickly respond to changing economic conditions is its heavy reliance on contract staff instead of direct employees. The use of contract staff affords us the ability to quickly ramp up or down, as needed. The largest component of contractual services is Public Safety. The City contracts with the County of Sacramento Sheriff's Department to staff our Police Department. We are currently dealing with rising costs of public safety personnel and while we recently renegotiated the contract to increase the City's ability to retain high performing officers and reduce non-personnel costs, further talks may be necessary to control rising personnel costs. As the green line below illustrates, our Contractual Services declined as we responded to the recession and is now slowly increasing, mostly due to the increased cost of Public Safety.

General Fund Expenditures



	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Est.	2012-13 Budget
Contractual Services	\$21,766,629	\$22,997,001	\$21,106,592	\$19,359,379	\$19,754,204	\$20,702,400	\$20,874,600
Salaries & Benefits	\$5,054,435	\$6,392,287	\$6,842,011	\$6,441,340	\$6,311,306	\$7,204,600	\$6,696,100
Revenue Neutrality	\$5,554,492	\$5,796,888	\$6,029,814	\$6,460,226	\$6,714,615	\$6,924,000	\$7,324,000
Other Expenses	\$4,690,500	\$6,809,110	\$5,909,588	\$4,994,096	\$6,572,178	\$4,774,600	\$5,049,000

Our next highest expense category is Revenue Neutrality is the fixed payment schedule between the City and the County, sharing property tax revenues lost by the County upon city incorporation. These payments increase by 2% - 4% per year until the final payment in FY 2027-28.

Controlling Salaries and Benefits costs, while still remaining an attractive employer is a challenge facing all government entities. The City has implemented a combination of short term and long term solutions to control this cost through the recession and into the future. We implemented 10 furlough days in FY 2010-11, reduced them to five days for the next fiscal year and have eliminated them for FY 2012-13. We have been phasing in increases to the portion of the employee retirement contribution paid by the employee. Starting with FY 2012-13 the employees will be paying their full share of the retirement contribution.

Other Expenses include a myriad of expenses that are individually immaterial to the financial condition of the City. As a whole they are budgeted to increase only 1% in FY 2012-13 from the previous year.

GENERAL FUND

The General Fund is the largest of the City's operating funds, accounting for all financial resources except those required to be accounted for in another fund. Its revenues and expenditures are outlined in this section.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

General Fund

Beginning Fund Balance - 6/30/12 (est)	\$ 25,981,879
Revenues:	
Taxes	30,289,800
Licenses & Permits	4,133,200
Fines & Forfeitures	1,121,500
Use of Money & Property	687,400
Intergovernmental	506,200
Charges for Services & Other Revenues	2,792,100
Total Revenues	39,530,200
Other Sources:	
Transfers In	419,700
Proceeds from Debt	-
Total Other Sources	419,700
Total Revenues & Other Sources	\$ 39,949,900
Expenditures:	
Salaries	4,491,700
Benefits	2,204,400
Operations	24,391,500
Capital Outlay	34,700
Capital Improvements	-
Total Expenditures	31,122,300
Other Uses:	
Transfers Out	1,483,700
Revenue Neutrality	7,324,000
Principal & Interest	13,700
Total Other Uses	8,821,400
Total Expenditures & Other Uses	39,943,700
Surplus/(Deficit)	6,200
Fund Balance - 6/30/13 (est)	\$ 25,988,079

GENERAL FUND SUMMARY

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Proposed Budget
Beginning Fund Balance	\$26,821,839	\$26,401,113	\$25,146,311	\$25,775,079	\$25,775,079	\$25,981,879
Revenues:						
Property Taxes						
Property Taxes - Secured - Current	7,661,312	7,367,601	7,042,851	7,044,000	6,752,000	6,262,000
Property Taxes - Unsecured - Current	330,282	351,141	308,117	311,000	257,000	247,000
Property Taxes - Supplemental	173,552	60,464	21,777	4,000	10,000	10,000
Property Taxes - Secured/Unsecured - Prior	483,842	327,900	216,036	215,000	141,900	137,000
Property Taxes - Motor Vehicle In-Lieu	5,097,792	4,881,275	4,667,214	4,585,000	4,838,700	4,646,000
Total Property Taxes	13,746,780	12,988,381	12,255,995	12,159,000	11,999,600	11,302,000
Other Taxes						
Sales Tax In-Lieu	2,321,736	1,997,612	2,230,770	3,880,000	3,641,000	3,598,000
Sales Tax	6,719,154	6,827,201	7,986,734	5,689,000	6,714,000	7,164,000
Sales Tax Annexation Area	-	-	1,749,623	4,430,000	2,580,000	2,825,000
Sales Tax Annexation Area Sharing	-	-	(799,402)	(3,455,000)	(2,035,000)	(2,011,000)
Transient Occupancy Tax	2,183,506	1,821,607	1,853,247	1,900,000	2,000,000	2,040,000
Transient Occupancy Tax Annexation Area	-	-	1,490,016	1,450,000	1,687,000	1,730,000
Transient Occupancy Tax Annexation Area Sharing	-	-	(828,398)	(900,000)	(1,063,000)	(1,290,000)
Utility Users Taxes	1,953,249	2,177,275	2,623,314	3,069,000	3,295,000	3,544,000
Utility Users Taxes Annexation Area	-	-	204,000	204,000	205,000	206,000
Utility Users Taxes Annexation Area Sharing	-	-	(114,750)	(153,000)	(153,000)	(155,000)
Homeowners' Subventions	109,740	112,617	110,269	110,000	110,000	110,000
Police Tax	768,138	911,883	984,173	1,004,000	1,028,400	1,076,800
Property Transfer	257,019	145,555	173,973	150,000	150,000	150,000
Total Other Taxes	14,312,542	13,993,749	17,663,571	17,378,000	18,159,400	18,987,800
Franchise Fees						
Metro Cable Franchise Fee	319,918	485,079	515,948	420,000	420,000	475,000
Residential Waste Franchise Fee	415,372	461,448	460,469	434,000	434,000	434,000
Commercial Waste Franchise Fee	335,910	285,441	491,638	490,000	490,000	890,000
PG&E Franchise Fee	79,663	60,544	67,208	74,000	74,000	83,000
Other Franchise Fee	62,733	67,157	74,069	67,900	67,900	70,000
Total Franchise Fees	1,213,596	1,359,669	1,609,331	1,485,900	1,485,900	1,952,000
Licenses, Permits and Fees						
Animal Licenses	49,930	60,483	74,705	65,000	60,000	50,000
Alarm Permits	35,995	37,300	36,244	35,000	35,000	35,000
General Business License	130,791	136,029	224,199	250,000	250,000	230,000
Special Business License	27,143	26,325	32,895	40,000	40,000	31,000
Employee Permits	5,648	17,680	25,344	20,000	20,000	22,000
Tobacco License	-	-	10,824	8,300	8,300	7,000
Rental Housing Bus. License	-	81	52,643	40,000	60,000	140,000
Licenses - Other	8,060	6,880	38,300	-	9,000	9,000
Building Permits	1,058,899	1,134,847	746,450	650,000	650,000	600,000
Commercial Building Permits	589,695	451,554	648,838	475,000	650,000	650,000
Other Permits	18,894	15,751	21,044	19,300	18,100	18,600
Planning Fees	12,683	8,260	13,934	9,800	12,100	10,200
City Hall Rental Fees	59,310	51,464	60,313	65,000	60,000	60,000
Street Sweeping Fees	157,239	189,711	178,097	185,000	180,000	185,000
Passports	14,797	12,287	13,255	-	-	-
Other Fees	7,243	10,411	5,504	41,900	94,000	133,400
Total Licenses, Permits and Fees	2,179,527	2,159,763	2,182,589	1,904,300	2,146,500	2,181,200

GENERAL FUND SUMMARY (CONT.)

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Proposed Budget
Fines and Forfeitures						
Traffic Citations	187,832	314,704	323,824	324,000	310,000	444,000
Criminal Fines	1,451	1,088	1,152	1,000	1,800	1,500
Parking Fines	167,092	201,595	231,104	240,000	143,000	157,000
False Alarm Fines	65,923	40,235	52,899	60,000	60,000	60,000
Code Enforcement Fines	36,190	168,002	302,409	440,000	300,000	210,000
Other Fines	209,621	337,392	323,772	330,000	280,000	249,000
Total Fines and Forfeitures	668,109	1,063,016	1,235,159	1,395,000	1,094,800	1,121,500
Use of Property						
Real Property Leases	958,373	610,558	393,225	485,700	414,800	486,400
LAIF Investment Earnings	56,106	23,721	21,120	10,000	10,000	5,000
CAMP Investment Earnings	159,695	154,745	114,929	50,000	50,000	60,000
MBIA Investment Earnings	62,249	112,969	81,895	40,000	20,000	50,000
Other Investment Earnings	404,888	166,990	514,199	30,000	66,000	86,000
Gain on Sale of Investments	-	-	(391,068)	-	-	-
Total Use of Money & Property	1,641,311	1,068,983	734,300	615,700	560,800	687,400
Intergovernmental						
Sacramento County Intergovernmental	147,670	170,018	7,466	138,000	138,000	431,000
Intergovernmental Other Receipts	184,688	-	418	-	-	45,200
Mandated Cost Recovery	30,327	26,639	16,407	-	13,300	-
MLF Direct Payments	243,892	203,927	156,739	200,000	174,200	30,000
Grants	-	-	193,193	-	-	-
Pass Throughs	1,902	1,050	142	-	-	-
Other Intergovernmental Receipts	5,000	-	-	-	-	-
Total Intergovernmental	1,237,574	911,307	374,365	338,000	325,500	506,200
Charges for Services						
Legal Cost Recovery	719,331	264,990	313,036	302,900	314,600	297,100
Planning Cost Recovery	903,604	719,275	1,222,139	712,000	625,900	645,200
Public Works Cost Recovery	608,135	271,874	216,065	250,000	250,000	190,000
Other Cost Recovery	127,431	2,311	102,138	379,600	361,600	376,100
Cost Recovery Labor	429,438	240,981	251,413	903,200	828,200	272,100
Overhead	1,229,093	1,190,929	978,331	694,100	655,200	752,500
Police Reports	15,309	13,230	14,735	14,000	14,000	15,000
Police - Towing Administration	62,316	68,251	99,629	90,000	90,000	100,000
Police - Towing Rotational	10,656	122,373	133,715	125,000	93,400	91,200
Other Charges for Services	36	391	34	-	-	-
Total Charges for Services	4,204,001	2,908,645	3,331,235	3,470,800	3,232,900	2,739,200
Other Revenue						
Miscellaneous Revenue Other	148,108	32,404	364,978	53,100	68,500	52,900
Donations	599	80	196	-	-	-
Debt Proceeds	-	-	55,365	-	-	-
Total Other Revenues	148,707	32,484	420,539	53,100	68,500	52,900
Transfers In	852,853	655,309	173,986	828,700	770,800	419,700
Total Revenues & Other Sources	40,205,000	37,141,307	39,981,071	39,628,500	39,844,700	39,949,900

GENERAL FUND SUMMARY (CONT.)

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated Actual	FY 2013 Proposed Budget
Expenditures:						
Legislative:						
City Council	379,780	303,255	296,068	328,600	327,500	322,200
Boards & Commissions	285,870	238,598	272,369	251,200	250,900	250,900
City Attorney	784,848	781,307	739,505	962,000	1,005,200	672,800
City Clerk	388,113	364,755	347,762	347,700	295,800	290,600
Elections	98,301	2,458	34,216	200	200	32,200
Total Legislative	1,936,912	1,690,372	1,689,920	1,889,700	1,879,600	1,568,700
General Government:						
City Manager	1,074,362	988,940	896,711	965,700	995,400	924,900
Administrative Support	398,911	386,324	323,883	364,700	372,500	368,900
Communications	305,623	318,211	326,273	381,700	409,200	464,100
Human Resources	425,237	393,166	434,469	485,800	472,700	470,000
Finance	1,127,088	1,162,785	1,052,542	1,160,800	1,113,200	1,135,900
Information Technology	838,089	798,952	737,685	901,300	899,500	830,600
Risk Management	226,710	208,513	190,928	209,100	185,100	206,300
Total General Government	4,396,020	4,256,891	3,962,491	4,469,100	4,447,600	4,400,700
Public Safety:						
Police	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
Community Prosecutor	141,441	-	-	65,000	65,000	-
Total Public Safety	15,868,172	15,108,810	15,184,269	15,896,800	15,933,100	16,487,500
Community Development:						
Planning	1,662,984	1,403,239	1,803,598	1,384,300	1,260,800	1,302,600
Building & Safety	1,559,303	1,170,730	1,048,289	1,091,000	1,209,400	1,053,100
Facilities Management	1,237,793	944,621	1,301,975	1,306,500	1,351,500	1,238,000
Economic Development	337,913	363,059	329,620	416,900	448,300	526,800
Housing	186,262	23,391	28,006	440,400	238,600	173,200
Animal Services	503,278	534,584	459,783	528,200	512,300	511,700
Code Enforcement	510,581	498,875	416,299	612,300	618,500	671,800
Total Community Development	5,998,114	4,938,499	5,387,569	5,779,600	5,639,400	5,477,200
Public Works	2,631,162	2,347,854	2,237,832	3,206,500	3,105,100	2,502,600
Non-Departmental	642,609	601,472	1,140,608	618,600	634,100	685,600
Total Expenditures	31,472,989	28,943,898	29,602,689	31,860,300	31,638,900	31,122,300
Other Uses:						
Transfers Out	1,954,230	1,500,701	3,034,999	820,200	1,061,300	1,483,700
Debt Service	430,973	-	-	13,700	13,700	13,700
Revenue Neutrality Payment	6,029,814	6,460,226	6,714,615	6,924,000	6,924,000	7,324,000
Total Other Sources	8,415,017	7,960,927	9,749,614	7,757,900	7,999,000	8,821,400
Total Expenditures & Other Uses	39,888,006	36,904,825	39,352,303	39,618,200	39,637,900	39,943,700
Surplus/(Deficit)	\$ 316,994	\$ 236,482	\$ 628,768	\$ 10,300	\$ 206,800	\$ 6,200
Ending Fund Balance	\$27,138,833	\$26,637,595	\$25,775,079	\$25,785,379	\$25,981,879	\$25,988,079

LEGISLATIVE SUMMARY

DESCRIPTION

Through the Legislative function, the Mayor and City Council govern the City of Rancho Cordova by enacting and enforcing all laws and regulations concerning municipal affairs, subject to limitations and restrictions of the State constitution. The Council is supported by the City Attorney and the City Clerk and the following (Boards and Commissions: Neighborhood Traffic Safety Committee, Building Board of Appeals, and Rancho Cordova Sister Cities Council.)

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 1,255,585	\$ 1,413,013	\$ 1,363,273	\$ 1,585,900	\$ 1,564,900	\$ 1,269,600
Licenses, Permits & Fees	14,797	12,297	13,400	800	100	100
Charges for Services & Other Revenues	666,530	265,062	313,247	303,000	314,600	299,000
Total Sources of Funds	\$ 1,936,912	\$ 1,690,372	\$ 1,689,920	\$ 1,889,700	\$ 1,879,600	\$ 1,568,700
Use of Funds:						
Salaries	\$ 256,070	\$ 234,127	\$ 234,991	\$ 234,200	\$ 205,400	\$ 212,700
Benefits	122,452	160,783	151,557	176,700	137,200	133,200
Operations	1,558,390	1,295,463	1,303,372	1,478,800	1,537,000	1,222,800
Total Uses of Funds	\$ 1,936,912	\$ 1,690,372	\$ 1,689,920	\$ 1,889,700	\$ 1,879,600	\$ 1,568,700

CITY COUNCIL

DESCRIPTION

The City Council consists of five representatives elected at large to four-year overlapping terms. Council Members must be residents of the City. The positions of Mayor and Vice Mayor are chosen by the City Council through policy direction determined by the City Council. The Mayor conducts the Council meetings and represents the City on ceremonial occasions.

The Council is the policy and legislative body of the City and formulates policies in response to the needs, values and interest of the citizens of Rancho Cordova.

The Council hires the City Manager and City Attorney and makes appointments to boards and commissions. The Council acts to influence local, regional and state policies favorable to the City of Rancho Cordova through various action groups and organizations, including actively pursuing leadership roles in regional, state and national level advocacy and policy organizations.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 379,780	\$ 303,255	\$ 296,068	\$ 328,600	\$ 327,500	\$ 322,200
Total Sources	379,780	303,255	296,068	328,600	327,500	322,200
Use of Funds:						
Salaries	30,000	30,000	30,000	30,000	30,000	30,000
Benefits	29,161	44,916	48,360	79,700	64,100	61,400
Operations	320,619	228,339	217,709	218,900	233,400	230,800
Total Uses	\$ 379,780	\$ 303,255	\$ 296,068	\$ 328,600	\$ 327,500	\$ 322,200

BOARDS & COMMISSIONS

DESCRIPTION

Boards & Commissions provide advice to the City Council.

In order to streamline the development process and encourage economic development, the City Council eliminated the Planning Commission function in May, 2011. All land use projects come directly to the City Council, which removes one of the major steps in the development process.

Two citizen committees are currently in place to provide input on important issues when needed:

- Neighborhood Traffic Safety (NTS) Committee – The NTS Committee reviews and prioritizes petitions received by residents who wish to have traffic calming measures installed on their streets. The committee is comprised of three residents and one representative each from the Rancho Cordova Police Department and Sacramento Metropolitan Fire District. This committee furthers the City's Strong Neighborhoods Initiative.
- Building Board of Appeals – In FY 2007-08, the City Council appointed members to a Building Board of Appeals in order to hear and decide appeals of orders, decisions, or determinations made by the Building Official relative to the application and interpretation of the technical codes. During FY 2008-09, the responsibility of hearing appeals of administrative citations issued for Code Enforcement violations was accepted by this Board. The Board consists of six seats, and members serve a two-year overlapping term. Members have expertise in general contracting, engineering (electrical, plumbing, mechanical, civil or structural), architecture, law, or utilities, and interested public members at large are also included.

This budget also includes funding for support to two important non-profit organizations that extend the ability of the City to enhance capacity-building in the community:

- The third year of another 3-year grant to the Cordova Community Council to provide a professionally managed umbrella organization for Rancho Cordova non-profits that will include volunteer management, fundraising and community event support. During the first grant cycle, the Community Council focused on structuring the organization more professionally while enhancing existing and adding new community events such as iFest (the International Festival originated by the Leadership Rancho Cordova class of 2008) and outdoor summer concerts and movies in partnership with the Cordova Recreation and Park District.

The focus on this 3-year grant is sustainability and securing long-term funding sources to gradually decrease and eventually replace City funding. To that end, the \$250,000 in grant funds included in this budget will require a specific amount be set aside to start an endowment fund, the principal of which cannot be used for operational needs. The portion of the annual contribution restricted to the endowment increases each year of the grant.

- Minor support for the Rancho Cordova Sister Cities (RCSC) Council, a non-profit organization comprised of volunteers from the community dedicated to the value of people-to-people diplomacy and cultural, educational and business exchanges. The City supports the RCSC Council by maintaining membership in Sister Cities International

and providing staff support while the new organization determines how to structure itself and grow. The first sister city of Turrialba, Costa Rica was formally recognized in a signing ceremony in conjunction with the City's Fifth Anniversary celebration on July 1, 2008.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 285,870	\$ 238,598	\$ 272,369	\$ 251,200	\$ 250,900	\$ 250,900
Total Sources	285,870	238,598	272,369	251,200	250,900	250,900
Use of Funds:						
Salaries	11,100	12,600	11,400	-	-	-
Operations	274,770	225,998	260,969	251,200	250,900	250,900
Total Uses	\$ 285,870	\$ 238,598	\$ 272,369	\$ 251,200	\$ 250,900	\$ 250,900

CITY ATTORNEY

DESCRIPTION

The City Attorney's Office provides legal service, advice, and representation to the Mayor, City Council, City Manager, City departments, and City Boards and Commissions. The City Attorney works closely with the City Manager and his staff to carry out the Council's goals. Ongoing responsibilities of the City Attorney's Office include:

- Serve as General Counsel for all other agencies after being formed by the City.
- Advocate the City's interest in lawsuits filed against or on behalf of the City, its officers, employees, and agencies in administrative venues, before boards and commissions, and in the state and federal court systems.
- Assist the City's insurers in the investigation and defense of claims for damages filed against the City.
- Provide legal advice in the areas of finance, land use, personnel, elections, conflicts of interest, open government laws, economic development, redevelopment and code enforcement, among others.
- Provide legal services such as drafting and reviewing contracts, ordinances, resolutions, and other documents.
- Provide counsel to and attend meetings of the Council, Commissions (as required), and subcommittees (as required).
- Train staff, the Council and Commissions on compliance with critical laws.

FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Attorney's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the City Attorney's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Improve Transportation & Connectivity – Goal #2

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents, including the Memorandum of Understanding (MOU) with the County on the scope, alignment, funding issues and environmental clearance for intersection improvements on the widening of Sunrise Boulevard project from Kiefer Boulevard to State Route 16/Jackson Highway. (CP07-2038)

On hold. *The Sunrise widening project is currently on hold due to lack of funding.*

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to City limits. (CP07-2055)

Completed. The CEQA document has been completed and staff is currently working on the EIR/EA work for the White Rock widening. No legal review will be necessary.

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the Capital Southeast Connector project.

Completed. The environmental document for the Capital Southeast Connector (CSC) was recently certified by the Board. CSC legal staff is working through legal challenges on this project and Public Works does not anticipate any involvement from the City Attorney's Office on this project.

Ensure a Safe Community and Sustain a Livable Community - Goals #6 & 8

- The City Attorney's Office will continue to provide support to the Code Enforcement Department with enforcement matters.

Completed and ongoing. The City Attorney's Office continued to support the Code Enforcement Department with enforcement matters.

- The City Attorney's Office will assist the City in further addressing panhandling, which will remain an important goal for FY 2011-12. The City Attorney's Office will also participate in the Vagrancy/Panhandling Task Force.

In progress. The City Attorney's Office worked with the Strong Neighborhoods team to prepare the current panhandling education and enforcement program. The City Attorney's Office prepared a draft ordinance to give additional authority to enforce panhandling in additional areas, but is now reconsidering the ordinance in light of major new case law decided in late 2011 that potentially requires major modification to and additional support for the current and draft panhandling ordinances.

- The City Attorney's Office will continue to provide support to the Code Enforcement Department with animal control matters.

Completed and ongoing. The City Attorney's Office continued to provide support to the Neighborhood Services Division with animal control matters, as well as assisted the Division with complex animal seizure cases.

- The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails) (CP10-2084).

Completed. The "UP Spur" Pedestrian ADA and Safety Improvements were completed. Public Works is in a feasibility process and anticipates that once defined, the environmental clearance will not require legal review.

Improve the Quality of Housing in Rancho Cordova - Goal #7

- The City Attorney's Office will continue to work with the Building Department to enforce Building Code violations and to assist in permit appeals, but in a very limited capacity as a result of budget cuts.

Completed and ongoing. The City Attorney's Office continued to provide assistance to the Building Department with the enforcement of violations, including the First Value Inn.

The City Attorney's Office is currently working with staff to require the abatement of the First Value Inn and payment of code enforcement and building code violation fines owed to the City.

- The City Attorney's Office will provide limited assistance to the Planning Department and Housing staff on critical legal issues necessary to make minor modifications to the certified Housing Element. With the State's elimination of redevelopment, the level of activity on affordable housing may be reduced.

On hold. *The City Attorney's Office has not been requested to provide legal assistance regarding the Housing Element this fiscal year. This is currently anticipated and budgeted for the upcoming fiscal year.*

Sustain a Livable Community - Goal #8

- The City has identified the need to update its General Plan to increase land planned for employment generating uses. The City Attorney's Office will work with Staff to prepare amendments to the General Plan and new or amended Specific Plans to implement this direction.

Completed. *The Specific Plans for the Arboretum, Suncreek and Montelena projects have all been modified to increase non-residential uses.*

- An important and continuing responsibility for the City Attorney's Office will be to assist senior development staff and the Council in monitoring, commenting on, and negotiating to ensure that a number of major County projects and areas adjacent to the City limits are designed and conditioned to limit or avoid any negative impacts on the City of Rancho Cordova. Development of these unincorporated areas has a significant potential to affect the daily lives of Rancho Cordova residents by generating traffic, creating demands for parks, and resulting in fiscal impacts to the City. Properly planned, the impacts of this development on the City could be positive. The City Attorney's Office will provide assistance to the City Manager and Development Services Team in the form of providing advice and legal comments, and when necessary, litigation, relating to County development projects adjacent to existing City boundaries in order to be consistent with critical City goals and plans. This activity will continue through the entire fiscal year and into at least the next fiscal year. The budgeted amount for this priority allows the support from the City Attorney's Office to be in a critical, but still limited, role. Extensive participation on multiple projects or litigation will require additional budget authorization.

Completed and ongoing. *The City Attorney's Office provided detailed comments on potential environmental impacts on the Lopez Composting facility; facilitated an update from the rendering plant on its development and relocation plan; and engaged in litigation and negotiation to secure substantial mitigation from County mining projects. The City Attorney's Office also assisted in the preparation of a TMP Agreement with the proposed mining operations, and successfully prevented legal challenges with the County.*

- The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with at least two separate zoning ordinances, potentially including new sign regulation, update and modification to various sections, and an additional ordinance to provide economic support.

Completed and ongoing. Prepared two amendments to the Folsom Boulevard Specific Plan to increase the flexibility of development standards, expedite design approvals and support existing industrial businesses. Various City regulations were also amended in the Zoning Code in response to economic challenges faced by businesses and property owners.

- Climate change laws and regulations have been one of the most rapidly evolving bodies of law in recent years. The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with plans, policies and guidelines to comply with these laws.

Completed. Consulted with Planning Department on merging ideas and policies with SB375.

- The City is expected to process two amendments to the General Plan.

On hold. Regulations were updated in the Zoning Code, but none required changes to the General Plan in this fiscal year.

- The City Attorney will continue to litigate and negotiate on behalf of the City to acquire property to expand and improve City roads, including litigating *City of Rancho Cordova v. Simon Building*.

In progress. The City Attorney's Office is working closely with Public Works; this case will be in mediation in May.

- The City Attorney's Office will provide assistance to the Planning Department to incorporate Open Space Standards within the City's development standards and regulations.

In progress. Open Space Guidelines have been drafted, and it is anticipated that they will be presented to Council in FY 2012-13.

- The City Attorney's Office will provide assistance to the Planning Department in processing the Specific Plans for the Suncreek, Westborough and Arboretum projects.

In progress. The City Attorney's Office has assisted Planning and other City departments with the environmental review of three major development applications. The Arboretum and Suncreek projects are the furthest along in the review process, and The Ranch application was reactivated in March 2012. The Westborough Special Plan remains on hold.

- The City Attorney's Office will assist the Redevelopment Agency on a number of projects, which may include Mills Station, Olson Island, Crossings at New Rancho, and Veterans Village.

On hold. These projects made limited progress and were placed on hold as a result of the State's decision to eliminate redevelopment agencies.

- The City Attorney will also continue to litigate and negotiate on behalf of the Redevelopment Agency to acquire property in an aggressively contested acquisition of property for the Los Rios Community College project (*Rancho Cordova RDA v. Lily Company*) that is presently expected to go to trial.

Completed and ongoing. The eminent domain portion of the litigation concluded as the State eliminated the City's redevelopment agency, and the agency elected not to proceed with the acquisition. The litigation on a cross-complaint filed by Lily is ongoing and expected to be resolved in the summer of 2012.

- *Rancho Cordova RDA v. Land IDM/Stagger Inn.* The City Attorney's Office will continue to litigate and negotiate on behalf of the Redevelopment Agency to acquire property on the site formerly known as the Stagger Inn for construction of a senior housing project.

Completed. This matter proceeded to trial on May 23, 2011. Also on May 23, 2011, the Court entered Judgment in Condemnation as to the real property described in the Complaint in Eminent Domain in the amount of \$405,000 as full and just compensation for the property so taken. Pursuant to the Judgment in Condemnation, the sum of \$440,000 withdrawn by Shinhan Bank America (the lien-holder) was credited upon the judgment and interest (in the amount of \$2,687.68), and was considered full payment upon the judgment and said interest. The Court also entered the Final Order in Condemnation on May 23, 2011, and we immediately sought recordation of that Final Order with the County. The recordation of that Final Order transferred title of the subject property to the Agency.

The Agency was required to seek from Shinhan reimbursement of the difference between the withdrawn deposit (\$440,000) and the judgment for \$405,000, minus interest. Shinhan would not agree to return the excess deposit voluntarily. Taking into account the interest, the total amount that was owed to the Agency from Shinhan was \$32,312.32. The Court granted the Agency's request for return of the excess deposit on January 19, 2012, and again on January 25, 2012 (per Shinhan's request that the Court reconsider its ruling). Shinhan was required to reimburse the Agency by February 6, 2012. Reimbursement was made, and the Agency used the funds to clear the property taxes owed on the parcel. No further action is anticipated.

Practice Sound Fiscal Management – Goal #11

- The City Attorney's Office will have a limited supporting role in helping the City Manager's Office and Finance Department to identify and comply with the legal requirements to implement additional revenue sources for the City.

Completed and ongoing. The City Attorney's Office drafted an ordinance and tax to generate additional revenues from cardrooms, and to resolve a current fee dispute with one cardroom in particular. The City Attorney's Office assisted staff in drafting a resolution adopting updated fees for solar panel installations in the City. We also assisted the Finance Department with a major rewrite of the City's purchasing ordinance to conform it to current City practices and further streamline City operations.

- The City Attorney's Office will assist the Public Works Department in preparing the new Residential Solid Waste Franchise Ordinance and Agreement.

Completed. The City Attorney's Office assisted in drafting the agreement with Allied Waste. The agreement expanded solid waste services to residential households by including the recycling of syringes, batteries, and to assist in being an extra set of eyes and ears to keep Rancho Cordova streets safe. The term of the contract is for 6-years, running through December of 2017.

Continue to Provide Regional Leadership – Goal #13

- The City Attorney's Office will provide legal support to the Planning Department in SACOG's development of a Sustainable Community Strategy under SB375.

Completed. *Consulted with Planning Department on merging ideas and policies with SB375.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget:

- *The City Attorney's Office assisted Public Works in the environmental review on the 2012 Sunrise Boulevard Street Rehabilitation Project. Goal #1*
- *The City Attorney's Office assisted the Strong Neighborhoods Team in redrafting and expanding the City's graffiti abatement ordinance. Goal #1*
- *The City Attorney's Office assisted staff with drafting the agreements for the Rancho Cordova Holiday Ice Rink. Goals #1 & 9*
- *The City Attorney's Office assisted Public Works in the design, permitting and agreement with the Bureau of Reclamation for the construction of the Douglas Road Bike and Pedestrian Safety Improvement project to connect a bike trail to the Folsom South Canal. Goal #2*
- *The City Attorney's Office completed its annual AB1234 ethics training for staff and included an expanded discussion and training on new FPPC regulations. Goal #3*
- *The City Attorney's Office taught staff and Council about new State requirements regarding the distribution of tickets and passes. Staff also drafted a policy to implement the requirements, and worked with the City Clerk's Office to implement and refine the policy. Goal #3*
- *The City Attorney's Office assisted in the execution of an agreement with the County of Sacramento for transition of drainage services. Goal #4*
- *The City Attorney's Office assisted the Planning Department in completing several project reviews, including Amendments to the Montelena project approvals; Walgreen's Design Review; UC Davis Medical Center Design Review, and the Sacramento Children's Museum approvals. Goal #8*
- *The City Attorney's Office assisted with a series of amendments to the Zoning Code to meet current City practices, to enhance the review of development projects, and to clarify regulations that apply to proposed development and existing properties within the City. Goals #8 & 9*
- *The City Attorney's Office assisted staff and Council in making a number of important process and streamlining changes, including expediting project reviews, expanding administrative approvals, and temporarily eliminating the Planning Commission. Goal #9*
- *The City Attorney's Office assisted staff with numerous major contracts, including the restructuring of the City's loan with the Chamber of Commerce. Goal #11*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. The City Attorney's Office will continue to provide legal support to the Planning Department in Sacramento Area Council of Governments (SACOG) development of a Sustainable Community Strategy under SB375.

Ensure a Safe, Inviting and Livable Community - Goals #2

2. The City Attorney's Office will continue to provide support to the Code Enforcement Department with enforcement matters.
3. The City Attorney's Office will continue assisting the City in further addressing panhandling, which will remain an important goal for FY 2012-13. The City Attorney's Office will also participate in the Vagrancy/Panhandling Task Force.
4. The City Attorney's Office will continue to provide support to the Code Enforcement Department with animal control matters.
5. The City Attorney's Office will explore opportunities to work with the District Attorney and perhaps to collaborate with area City Attorneys to give the City greater authority to identify resources and priorities for criminal prosecution. Solutions may include either the establishment of a City prosecutor or re-hiring a Community Prosecutor from the District Attorney.
6. The City Attorney's Office will work with Planning and other staff to complete the processing of two major specific plan development projects Suncreek and The Arboretum. Work may also continue as directed by the applicants on The Ranch and Westborough.
7. The City Attorney's Office will continue to work with the Building Department to enforce Building Code violations and to assist in permit appeals, but in a very limited capacity as a result of budget cuts.
8. The City Attorney's Office will assist in preparing a Housing Element Update required by State law.
9. The City Attorney's Office will assist staff in preparing affordable housing plans as needed.
10. The City Attorney's Office may assist staff in considering and possibly developing a fee in lieu of affordable housing.
11. The City Attorney's Office will provide work on specific projects including Veterans Village and Horizon's.

12. The City has identified the need to update its General Plan to increase land planned for employment generating uses. The City Attorney's Office will work with Staff to prepare amendments to the General Plan and new or amended Specific Plans to implement this direction.
13. The City Attorney's Office will continue to assist senior development staff and the Council in monitoring, commenting on, and negotiating to ensure that a number of major County projects and areas adjacent to the City limits are designed and conditioned to limit or avoid any negative impacts on the City of Rancho Cordova. Development of these unincorporated areas has a significant potential to affect the daily lives of Rancho Cordova residents by generating traffic, creating demands for parks, and resulting in fiscal impacts to the City. Properly planned, the impacts of this development on the City could be positive. The City Attorney's Office will continue to provide assistance to the City Manager and Community Development Management Team in the form of providing advice and legal comments, and when necessary, litigation, relating to County development projects adjacent to existing City boundaries in order to be consistent with critical City goals and plans. The budgeted amount for this priority allows the support from the City Attorney's Office to be in a critical, but still limited, role. Extensive participation on multiple projects or litigation will require additional budget authorization.
14. The City Attorney's Office will provide drafting and legal compliance advice to the Planning Department and City Council in connection with at least two separate zoning ordinances, including an update to sign regulations, and a major overhaul of the Folsom Boulevard Specific Plan.
15. The City Attorney's Office will provide assistance to the Planning Department to incorporate Open Space Standards within the City's development standards and regulations.
16. The City Attorney will continue to work on behalf of the City to acquire property to expand and improve City roads as needed.
17. The City Attorney will also continue to work on Rancho Cordova RDA v Lily Company.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

18. The City Attorney's Office will assist the Public Works Department in preparing the environmental documents, including the Memorandum of Understanding (MOU) with the County on the scope, alignment, funding issues and environmental clearance for intersection improvements on the widening of Sunrise Boulevard project from Kiefer Boulevard to State Route 16/Jackson Highway. (CP07-2038)
19. The City Attorney's Office will assist the Public Works Department in preparing the environmental documents for the Capital Southeast Connector project.
20. The City Attorney's Office will continue to help the City Manager's Office and Finance Department to identify and comply with the legal requirements to implement additional revenue sources for the City.
21. The City Attorney's Office will assist the Public Works Department to finalize the update to the water franchise ordinance and agreement for the Golden State Water Company.

22. The City Attorney's Office will work with staff in the City Clerk's Office and the Finance Department to improve the efficiency and reduce the cost of City purchases by updating and drafting template contracts for professional services, purchase of supplies, equipment, goods and non-professional services.

Drive Diverse Economic Opportunities – Goal #6

23. The City Attorney's Office will work with Economic Development to negotiate the development of a new entertainment facility in the City.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 119,748	\$ 516,317	\$ 426,469	\$ 659,100	\$ 690,600	\$ 375,700
Charges for Services & Other Revenues	665,100	264,990	313,036	302,900	314,600	297,100
Total Sources	784,848	781,307	739,505	962,000	1,005,200	672,800
Use of Funds:						
Operations	784,848	781,307	739,505	962,000	1,005,200	672,800
Total Uses	\$ 784,848	\$ 781,307	\$ 739,505	\$ 962,000	\$ 1,005,200	\$ 672,800

CITY CLERK

DESCRIPTION

The City Clerk's Office strives for exceptional responsiveness to the citizens of Rancho Cordova, our policy makers, colleagues and fellow staff. Our forward thinking focus provides the framework for an open and neutral approach to conducting City Council meetings, recording and maintaining accurate City history, conducting impartial elections, and efficient processing of administrative duties in accordance with applicable laws and regulations. We are committed to continually expanding our knowledge to better support the community we serve. We pride ourselves in being an innovative team with remarkable customer service.

The mission of the City Clerk's Office is to provide extraordinary service to our customers, to conduct ourselves with individual excellence, and to focus on building professional relationships with City Council members, colleagues and the public.

The City Clerk's Office strives to be:

- Proactive and forward thinking
- Accurate and efficient
- Open, neutral, and impartial
- Exceptionally responsive
- Continually expanding knowledge
- Collaborative for win-win results
- Conducting duties of the City Clerk with excellence, professionalism, and integrity

Ongoing responsibilities of the City Clerk's Office include:

- **Council Business** – Serving as the Council's ambassador for citizens to participate in the public meeting process by managing the agenda process and notifying the public of City Council meetings; preparing minutes of Council proceedings and preparing staff reports, proclamations, resolutions and other official business documents.
- **Boards and Commissions** – Coordinating citizen appointments to Boards and Commissions that act as advisors to the City Council and staff. Collaborating with boards that our council serves on in our region.
- **Public Records** – Responding to public requests for records by managing the intake and provision of public records requests within the legal timeline.
- **Elections and Financial Disclosures** – Serving the community as its Elections Official by managing the process of Council Member elections, coordinating the electorate's right to direct recalls, referendums, and initiatives with the City Attorney and the County Registrar of Voters, and supporting the electorate's will of campaign and economic interest disclosure of their elected and City officials by notifying officials of their financial disclosure filing requirements under the Political Reform Act.
- **Municipal Code** – Providing access to the City's Municipal Code to the public to ensure the local standards, rules and regulations regarding building, fire safety, electrical, waste disposal, noise abatement, business licenses, etc., are easily acquired.

- **Records Management** – Ensuring the public's vital and historic business records of the City are preserved and archived via a comprehensive system that effects efficient retrieval.
- **Claims** – Coordinating the intake and disbursement of the public's claims for damages against the City with the City's Risk Manager and maintaining a chronicle of claims for sound business practices.
- **Bid Openings** – Developing the public's trust by assuring the integrity of bid openings and records.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Clerk's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served and a status is provided to update the public on the City Clerk's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Will look for proactive ways to increase the communication of Council actions and activities both inside our organization and to our citizens.

***Completed and ongoing.** We have established a City Hall Events Outlook calendar that is constantly updated and communicated to staff and council to ensure that everyone is aware of events in our community.*

- Partner with the League of California Cities staff in revitalizing the Sacramento Division City Clerk's group.

***On hold.** Instead of creating a new division of the City Clerks organization, we have actively encouraged expanding educational opportunities for the Northern Division of the City Clerks Association of California (NCCCA). City Clerk, Mindy Cuppy has served on the Northern Division Board as Program Chair and has doubled participation in training sessions this past year.*

Ensure the Availability of the Best Public Services in the Region – Goal #4

- Partner with the Information Technology department to implement a comprehensive City Council agenda management system and Electronic Document Management System (EDMS).

***Completed and ongoing.** This year we have identified a comprehensive package for agenda management, video streaming, and electronic document management. We have installed software and are fully functional on the agenda management and video streaming components. We have migrated all vital records and have made them available to the public through the online portal on the City's website.*

- Partner with the Administrative Support division to create a comprehensive training program for interns, temporary support staff, and internal staff to ensure those new to covering our reception desks are trained and prepared to deliver exceptional service.

Completed and ongoing. *This year we have created a structured orientation program for interns and temporary support staff. During this orientation, new employees have the opportunity to learn from all the departments at City Hall and our Neighborhood Services Center. We also held four session trainings on Customer Service for our front desk staff.*

Sustain a Livable Community – Goal #8

- In conjunction with the Information Technology department explore opportunities to expand the use of electronic media for agenda packets in order to reduce paper consumption and waste.

Completed and ongoing. *This year we began distributing our City Council agenda packets electronically. This has greatly decreased our paper consumption and made us more responsive to immediate changes and updates.*

- In order to preserve the legislative history of our City, this year we will transfer City Council Ordinances, Resolutions and Minutes to archival quality paper and storage.

Completed. *We have preserved City Council Meeting Minutes, Resolutions and Ordinances on archival quality paper and placed them in archival quality binders. All future vital records will be preserved in the same manner.*

Foster Responsible Citizenship – Goal #10

- Increase communication of Council Meetings by utilizing the City's social media tools such as Facebook. Explore usage of other social media tools to increase the community's awareness of Council business.

Completed and ongoing. *We have posted all City Council meeting agendas to Facebook and encouraged followers. We will continue to pursue other social media tools to increase awareness.*

Practice Sound Fiscal Management – Goal #11

- In conjunction with the Risk Manager, the City Clerk's department will review options for outsourcing the management of our contracts. This contract would include a review of all contracts for compliance with the insurance requirements set forth within the contract. While this work is currently done manually in house, outsourcing and automating this function could result in a significant increase in the detection and correction of contracts not in compliance with current insurance requirements.

On hold. *We have decided not to outsource the management of our contracts and insurance. We have installed software, migrated data and are perfecting our processes for automatically ensuring insurance on active contracts is up-to-date.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *City Clerk Mindy Cuppy was elected to the Northern Division of the City Clerks Association of California Board and served as Program Chair this past year. During her tenure in that role, she has doubled attendance at training sessions. Mindy also serves on the City Clerks Association of California Mentor Committee and Professional Development Committee. Goal #1*

FISCAL YEAR 2012 – 2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. We will serve as leaders in our community and our professional organizations. We will be significant contributors at the state and regional level on the City Clerk Association of California (CCAC) and to the division level of the International Association of Administrative Professionals (IAAP).

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

2. We will be leaders in training on using iPads to reduce the dependence on paper mediums. In coordination with the IT department, we will continue to look for tools to streamline processes and make us more efficient.
3. In order to expand instant availability of public records, we will continue to migrate records into our Electronic Records Management System (EDMS) so they can be searchable online.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 373,261	\$ 352,386	\$ 334,252	\$ 346,800	\$ 295,700	\$ 290,500
Licenses, Permits & Fees	14,797	12,297	13,400	800	100	100
Charges for Services & Other Revenues	55	73	111	100	-	-
Total Sources	388,113	364,755	347,762	347,700	295,800	290,600
Use of Funds:						
Salaries	214,970	191,527	193,591	204,200	175,400	182,700
Benefits	93,291	115,866	103,197	97,000	73,100	71,800
Operations	79,852	57,362	50,974	46,500	47,300	36,100
Total Uses	\$ 388,113	\$ 364,755	\$ 347,762	\$ 347,700	\$ 295,800	\$ 290,600

ELECTIONS

DESCRIPTION

The citizens of Rancho Cordova elect their City Council Members every two years in even-numbered years. The electorate has opted to have five directly-elected Council Members at large. The positions of Mayor and Vice Mayor are selected from among Council Members for one-year terms. The position of Mayor is thought to be a chief among equals for a time. Full Council Member terms are four years in duration with terms staggered so that two Council Member seats are voted on during an election year and three seats are voted on two years later. Three Council Member seats will be voted on in the November 2012 election.

The citizens of Rancho Cordova practice fiscal prudence by consolidating their Council Member elections with the statewide election held in November via contracting with the Sacramento County Voter Registration and Elections Division to provide election services; however, the City Clerk is responsible for the overall administration of all municipal elections and serves as the Elections Official.

Acting on the electorate's behalf for administering Council candidate elections, the City Clerk also has statutory responsibility to process initiatives, referendums and recall petitions filed by the electorate in accordance with provisions of the California Elections Code.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Attorney's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the City Attorney's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *This year we have scanned and stored all Fair Political Practices Commission (FPPC) campaign and economic interest disclosure forms so that they can be accessed electronically. Goal #4*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Will work to ensure that our citizens are aware of candidates and measures on that may appear on the November 2012 ballot by assisting with educational materials and printing notices in a newspaper of general circulation in the city.

Empower Responsible Citizenship – Goal #3

2. Will coordinate the November 2012 Election for City Council Candidates and any measures placed on the ballot by the City Council or the community.
3. Will ensure that the process for City Council candidates to run for office is well defined, easy to maneuver and transparent.
4. Will streamline our City Council candidate education so that candidates have access to any information regarding City business and are indoctrinated into the City culture as quickly as possible.
5. Will create a comprehensive orientation program for new City Council members to ensure that we can quickly and efficiently educate them on current policy, procedure and culture in order to maximize their success and contribution to our community.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

6. Staff will continue to educate themselves in conducting a municipal election by attending seminars, consulting the California Elections Code, and conferring with colleagues on best practices.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 96,926	\$ 2,458	\$ 34,116	\$ 200	\$ 200	\$ 30,300
Charges for Services & Other Revenues	1,375	-	100	-	-	1,900
Total Sources	98,301	2,458	34,216	200	200	32,200
Use of Funds:						
Operations	98,301	2,458	34,216	200	200	32,200
Total Uses	\$ 98,301	\$ 2,458	\$ 34,216	\$ 200	\$ 200	\$ 32,200

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GENERAL GOVERNMENT SUMMARY

DESCRIPTION

Through the General government function, the City Manager implements the policies that are set by the City Council. Additionally, the City Manager acts as the Chief Executive/Administrative Officer of the City and is responsible for the day-to-day administration of the City's business. The General Government function also includes Communications, Human Resources, Administrative Support, Finance, Information Technology and Risk Management.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 3,971,734	\$ 3,679,203	\$ 3,270,038	\$ 3,759,200	\$ 3,788,800	\$ 3,648,500
Licenses, Permits & Fees	171,642	186,995	384,205	358,300	387,300	439,000
Intergovernmental	5,123	-	-	-	-	45,200
Charges for Services & Other Revenues	57,521	-	305,445	-	14,900	6,000
Total Revenues	4,206,020	3,866,198	3,959,688	4,117,500	4,191,000	4,138,700
Other Sources:						
Transfers In	190,000	390,693	2,803	365,300	270,300	275,700
Total Other Sources	190,000	390,693	2,803	365,300	270,300	275,700
Total Sources of Funds	\$ 4,396,020	\$ 4,256,891	\$ 3,962,491	\$ 4,482,800	\$ 4,461,300	\$ 4,414,400
Use of Funds:						
Salaries	\$ 2,020,847	\$ 1,976,587	\$ 1,877,004	\$ 2,006,900	\$ 2,008,200	\$ 2,110,500
Benefits	852,750	867,423	784,284	880,000	863,800	846,100
Operations	1,413,181	1,255,289	1,150,863	1,522,700	1,485,100	1,437,900
Capital Outlay	109,242	157,592	150,340	59,500	90,500	6,200
Total Expenditures	4,396,020	4,256,891	3,962,491	4,469,100	4,447,600	4,400,700
Other Uses:						
Principal & Interest	-	-	-	13,700	13,700	13,700
Total Other Uses	-	-	-	13,700	13,700	13,700
Total Uses of Funds	\$ 4,396,020	\$ 4,256,891	\$ 3,962,491	\$ 4,482,800	\$ 4,461,300	\$ 4,414,400

CITY MANAGER

DESCRIPTION

The City Manager's role is to leverage available resources, whether fiscal, social, or political, towards uses with maximum benefit to the community. In doing so, he or she spurs the organization to accomplish Council goals and citizen satisfaction by providing strong administrative leadership and fostering successful working relationships between the City Council, the public and the staff.

As the City's Chief Executive Officer, the City Manager and staff pursue excellence and professionalism in providing leadership to and management for all departments and services by maintaining transparency, flexibility, clarity, and accountability of the organization to the Council, to the public, and to other agencies. The City Manager is responsible for the enforcement of all laws and City ordinances; appointment of department heads; and submission of the annual budget to the City Council. In addition, the City Manager and staff recommend policies and programs to the City Council based on sound research and advocate Council policy and City interests. A significant portion of the City Manager's office time is spent representing the City in local, regional, and statewide venues.

The City Manager's Office will:

- Translate Council policy direction, vision and decisions into reality.
- Support the Council's policy making role by ensuring that the Council is provided with timely, accurate, and complete information based on sound research.
- Raise the bar of expectations for Rancho Cordova's future.
- Drive fiscal performance to exceed citizen expectations.
- Provide support, guidance and inspiration to City departments.
- Direct research and analysis aimed at increasing the responsiveness of government.
- Direct the development of special programs that are aligned with the priorities established by the community and the City Council.
- Hire and develop City department heads and staff and ensure work performance.
- Coordinate an ambitious range of activities that serve Rancho Cordova residents.
- Provide leadership in solving regional issues and challenges.
- Negotiate contracts for the City, such as: police services, street maintenance, solid waste, animal control, planning, building and legal services.
- Provide legislative analysis, legislative relations, and coordination of National and California League of Cities events and information sharing.
- Provide public education and communicate relevant information to the public, City Council and staff about goals, accomplishments, plans and activities.

- Explore state of the art technology solutions for providing services and two-way communications with citizens and businesses within the community.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the City Manager's Office projects for the fiscal year. Those tasks are grouped below by the overall goal that they served and a status is provided to update the public on the City Manager's Office progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Ensure the Availability of the Best Public Services in the Region – Goal #4

- Evaluate the desirability of renegotiating the police services contract in accordance with the contract provisions.

***In progress.** On an ongoing basis, staff continued to evaluate the services received under the contract along with the costs; evaluated the effectiveness of services over time through measurable criteria, public surveys, and discussions; and, reviewed staffing and costs of our contract versus other cities' provision of police service. Based on review of the performance, the City extended the contract to June 30, 2013.*

- Conduct a biennial public opinion survey to determine the level of citizen satisfaction with City services and compare trending data from previous surveys.

***Completed.** The biennial survey of citizen satisfaction was completed and presented to the City Council, staff and the public in January 2012, and results are represented in the decisions found in this budget. In addition, an image survey was completed with trending data on the opinion of others in the region outside of the City. This survey is planned to be conducted and reported every five years.*

- Using the role of broker, facilitator, catalyst and educator, collaboratively extend assistance to community partners and sister agencies such as Cordova Recreation and Park District, school districts within the City boundaries, and community-based organizations, when appropriate and needed in order to leverage the City's assets in the community.

***Completed and ongoing.** During this year, City staff extended significant resources to the Cordova Recreation and Park District, as well community-based organizations such as the Rancho Cordova Chamber of Commerce, Cordova Community Council, California Capital Airshow, etc. The nature of this assistance and its recipients are tailored to the time and challenge, but will continue as needed and the City is able.*

Practice Sound Fiscal Management – Goal #11

- In conjunction with the Finance Department, continue to safeguard the public's funds by monitoring and maintaining a balanced budget and keeping City Council and community priorities for services despite continuing challenging economic times.

Completed and ongoing. The City Manager's Office takes an active role in regular fiscal reviews and presentations to the City Council and the public, including the award-winning Annual Corporate Report. Once again, FY 2010-11 ended with General Fund revenues in excess of expenses and FY 2011-12 is also projected to end with General fund revenues greater than expenses.

- Provide leadership for a multi-departmental, rigorous approach to identify and collaboratively capture outside funding through grants wherever feasible.

Completed and ongoing. During this fiscal year, the City Manager's Office proactively and collaboratively worked with a defined City grants team and outside grants consultant in an effort to search for and bring in significant grant revenues. Grant funding approvals in FY 2012-13 totaled \$3,178,000 for transportation, public safety, and housing, some of which may have resulted from this concentrated effort. In addition, almost \$2,100,000 in grants including funds for public safety officers is still pending decisions by grant makers. The City Manager's Office is analyzing the costs and benefits of using certain grant research tools and consultants, and it is clear that ongoing efforts to seek additional revenue through grants will definitely continue throughout City departments.

Establish Logical City Boundaries – Goal #12

- Explore the possibility of additional annexation.

In progress. Based on residents' requests, staff began to conduct an initial feasibility analysis related to the possibility of annexing the area between the existing City boundary to Watt Avenue between the American River and Jackson Highway. Staff gathered background information on the land use, demographics, and economic base of the Rosemont, Butterfield-Riviera East Community Association (BRECA), and College Greens east area. The financial impact analysis to the City related to potentially annexing this area is anticipated to be complete by June 30, 2012.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Assisted the Sacramento Children's Museum in finally opening in August 2011, providing a regional attraction that will attract 100,000 visitors to Rancho Cordova during its first year. Goal #1
- Assisted the City Council in reviewing and revising the 13 City goals originally adopted in 2005 to a net set of six City goals which were approved March 27, 2012 by City Council. Goal #1
- Nurtured the pilot Rancho Cordova Community Alliance Project in a unique partnership with the Sacramento County Probation Department, leveraging City staff's ability to target law enforcement and code enforcement objectives as part of the Growing Strong Neighborhoods Initiative. Goals #1 & 4
- Received the honor of being designated as a Playful City USA by the national Kaboom! organization, in recognition of the City's role in partnering with sister agencies and non-profit service providers to ensure ongoing and planned healthy play spaces for children in the Rancho Cordova community. Goals #1 & 8

- *Provided leadership and resources to guide the California Capital Airshow through challenging times and economic uncertainty with the goal of retaining for the Sacramento region a world class event, and continuing to preserve Rancho Cordova's long and cherished aeronautical history. Goals #1 & 13*
- *Assisted City Council and staff in making a number of important process and streamlining changes, including expediting project review, expanding administrative approvals, and temporarily eliminating the Planning Commission. Goal #5*
- *Joined with Rancho Cordova students of A. M. Winn Elementary School and their families to successfully fight the potential closure of the school due to declining enrollment, which would have resulted in dangerous travel routes for children to the alternative school. Goals #6 & 8*
- *The City has identified the need to update land east of Sunrise for more employment generating land uses. The City Manager's Office led a staff team in discussions including the March 1, 2011 and October 11, 2011 City Council Work Sessions. The Specific Plans for Sun creek, The Arboretum, and Montelena have all been modified to increase non-residential uses in the plans. Goals # 8 & 9*
- *Received a \$15,000 grant from the Davenport Institute of Pepperdine University to undergo staff training in civic engagement as part of the Growing Strong Neighborhoods Initiative. Goal #10*
- *Encouraged access for City residents to Nextdoor, a free, private social website that promotes community building by neighborhoods and has promise to greatly enhance the revitalization efforts of Rancho Cordova's Neighborhood Watch Program. Goal #10*
- *Protected Rancho Cordova from the threat of identity loss and confusion over emergency service providers by making a successful argument with the United States Postal Service to leave unincorporated land adjacent to the City's eastern boundary in the 95670 "Rancho Cordova" zip code. Goals #12 & 13*
- *Successfully influenced sensible boundaries during County redistricting resulting from 2010 Census data. Goals #12 & 13*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Continue innovative strategies to improve Rancho Cordova's image, including supporting: community events; locally-based regional amenities like the Sacramento Children's Museum; future large capital projects that would enhance the community and create a regional draw for the public.

Empower Responsible Citizenship – Goal #3

2. Actively support the interdisciplinary work of the Growing Strong Neighborhoods Initiative and team, particularly the efforts dedicated to communications with the public, community outreach and civic engagement.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

3. Renegotiate a renewed contract with the Sacramento Sheriff's Department for police services as Rancho Cordova Police Department, sharing command headquarters with the Sheriff's East Division.
4. Using the role of broker, facilitator, catalyst and educator, continue to collaboratively extend assistance to community partners and sister agencies such as Cordova Recreation and Park District, school districts within the city boundaries, and community-based organizations, when appropriate and needed in order to leverage the City's assets in the community.
5. In conjunction with the Finance Department, continue to safeguard the public's funds by monitoring and maintaining a balanced budget.
6. Explore options for adjusting the revenue neutrality payment schedule with the County of Sacramento with a goal of maintaining City Council and community priorities for services.
7. Continue to provide leadership for a multi-departmental, rigorous approach to identify and collaboratively capture outside funding through grants (federal, state, regional, and foundations) wherever feasible.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 1,063,719	\$ 988,940	\$ 886,021	\$ 965,700	\$ 992,300	\$ 924,900
Charges for Services & Other Revenues	10,643	-	10,690	-	3,100	-
Total Sources	1,074,362	988,940	896,711	965,700	995,400	924,900
Use of Funds:						
Salaries	598,005	558,654	522,066	533,500	552,000	543,500
Benefits	227,066	207,898	177,656	205,300	213,600	190,500
Operations	249,291	222,388	196,989	226,900	229,800	190,900
Total Uses	\$ 1,074,362	\$ 988,940	\$ 896,711	\$ 965,700	\$ 995,400	\$ 924,900

ADMINISTRATIVE SUPPORT

DESCRIPTION

The Administrative Support Division provides high-level administrative and clerical assistance to the City Manager's Office, City Council and several City departments (Finance, City Attorney, Communications, Information Technology, and Human Resources). A special focus for this team is the coordination and utilization of resources to accomplish daily, weekly, and monthly tasks assigned by various departments. One example of resources is the internship and student work study programs established by the Administrative Support Division. We currently have two full-time students working in our division part-time to gain work experience and to provide additional administrative support to our internal customers. The responsibilities of this division include: leadership, meeting preparation and coordination, planning and prioritizing, problem solving, travel arrangements, conference registration and coordination, minute-taking, follow-up, and the ability to serve people (external customers and internal employees).

The division provides receptionist coverage. Our Customer Support Specialist serves as the face of the City by being the first to respond to customers at the front desk, directing phone calls, responding to emails, processing incoming and outgoing mail, and serving the community and our internal employees.

FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Administrative Support Division's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Administrative Support Division's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Create and administer an online survey to poll internal customers on continued overall satisfaction.

Anticipated completion by June 30th. The Administrative Support Division will gather feedback from City Council members, management team members, and some internal staff.

Champion Employee Development and a High Performance Work Environment – Goal #3

- Redesign the high school and college internship program that serves the Administrative Support Division to ensure that goals and objectives for the intern are defined at the start of the internship and that feedback is given regularly.

Completed. The Administrative Support Division has created a comprehensive training schedule for the high school and college interns assigned to the division. In addition to the training schedule, a packet of information has been assembled with supporting documentation and hyperlinks to information available online. Feedback is given as each section of the training is completed.

- Strengthen relationships between departments by hosting internal meetings/trainings with administrative support staff and/or their managers once per quarter.

Anticipated completion by June 30th. *The Administrative Support Division hosted four trainings for our front line customer service personnel. In addition, we have helped to facilitate three lunch meetings with administrative support from the City of Rancho Cordova, Rancho Cordova Chamber of Commerce, Cordova Parks and Recreation District, Meyers Nave, and Rancho Cordova Police Department. Two additional trainings with City administrative support staff and their managers will be held prior to June 30, 2012.*

Ensure the Availability of the Best Public Services in the Region – Goal #6

- Partner with the City Clerk's Office to create a comprehensive training program for interns, temporary support staff, and internal staff to ensure those new to covering our reception desks are trained and prepared to deliver exceptional service.

Completed and ongoing. *This year we have created a structured orientation program for interns and temporary support staff. During this orientation, new employees have the opportunity to learn from all the departments at City Hall and our Neighborhood Services Center. The City Clerk's Office took the lead on this orientation with input from staff in Administrative Support. We also held four training sessions on customer service for our front desk staff. In addition, our Customer Service Specialist has provided a more thorough training for our high school intern.*

Foster Responsible Citizenship – Goal #10

- Increase the usage of the City's social media tools by reviewing and adding content to the City's Facebook page weekly.

Completed and ongoing. *Two members of our Administrative Support Division will be partnering with the Communications Department to provide ongoing review and content for the City's Facebook page.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *All employees in the Administrative Support Division have accepted responsibility to serve on the Technology Tribe, or serve as champions in partnership with the Technology Tribe for technologies such as Comcate and TrackIT. Champions have been asked to take responsibility to educate and train employees on information technology systems frequently used by all departments. Goal #3*
- *Implemented the use of "gold sheets" as a tool to efficiently and effectively communicate with Council members to determine their interest in attending community events, conferences and trainings. Goal #3*
- *Partnered with the City Clerk's office to provide City Council and staff information as it relates to event attendance in order for the City to remain in compliance with the Fair Political Practices Commission (FPPC) Statement of Economic Interests reporting. Goal #5*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Deliver four presentations about the important roles that administrative professionals play in today's 21st century workplace.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

2. Partner with all City departments to add file names and file locations in the footer to all regularly used City documents.
3. Integrate a professional development training series into the existing comprehensive training program for the interns, temporary support staff, and internal staff to further increase their administrative, professional, and communications skills.
4. All members of the Administrative Support Division will continue to serve on the Technology Tribe or will serve as champions in partnership with the Technology Tribe for technologies such as Comcate, Social Media, and TrackIT. We will use, promote, report back to management team and/City Council, and train staff on the following technologies: Comcate, Facebook, and HelpDesk.
5. Organize the first floor supply/copy room so that it coincides with the second floor supply/copy room providing all employees easy access to office supplies needed to complete projects in an efficient and timely manner.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 398,911	\$ 386,324	\$ 323,883	\$ 364,700	\$ 372,500	\$ 368,900
Total Sources	398,911	386,324	323,883	364,700	372,500	368,900
Use of Funds:						
Salaries	251,788	229,781	200,033	219,000	234,800	236,600
Benefits	127,216	129,007	103,500	111,900	109,900	105,700
Operations	19,907	27,537	20,350	33,800	27,800	26,600
Total Uses	\$ 398,911	\$ 386,324	\$ 323,883	\$ 364,700	\$ 372,500	\$ 368,900

COMMUNICATIONS/PUBLIC INFORMATION/ LEGISLATIVE AFFAIRS

DESCRIPTION

The Communications Department, within the City Manager's Office, is central to building community pride by communicating the many activities, services and accomplishments of the City of Rancho Cordova, its elected officials, staff and community leaders.

Communications methods are primarily, but not limited to, ongoing media relations and community relations. Other responsibilities, such as special events, graphics development and maintenance and crisis communications also come under the purview of this department. Activities and interactions of the Communications Department are local, regional and national in scope.

The department also manages legislative affairs. This includes building and maintaining relationships with local, state, and federal representatives and agencies, and advocacy for both funding pursuits and legislative issues.

Ongoing responsibilities of Communications, Public Information, and Legislative Affairs include:

Media Relations

- Publicity of Council Member activities demonstrating their commitment as elected officials.
 - Local, regional, state and national committee work that benefits Rancho Cordovans.
 - Special events that reflect their continuous, active engagement in the community.
- Publicity of accomplishments and projects by City staff in support of Council initiatives and goals.
- Generating stories which detail the high quality and quantity of work conducted for the benefit of residents and businesses in Rancho Cordova.
- Responding to media inquiries about issues in or about Rancho Cordova to ensure balanced, accurate and informed reports.
- Function as City's spokesperson or, when appropriate, coordinate with other authoritative sources, either as subject matter experts for background or in support of their spokesperson roles.
- Provide media training to staff as needed for general knowledge and for specific interviews to assist in effective communications to the community of City's roles and positions.
- Strategic communications planning and implementation.
- Overall communications strategizing to ensure a positive and accurate image is conveyed consistently within and outside the community.

- Working with key management and staff to develop specific strategic positions on major and/or controversial projects to ensure accuracy.
- Crisis Communications.
- Working cooperatively with internal and external resources to develop and maintain a comprehensive crisis contingency program to be used in conjunction with or in place of the federal emergency operations plan, as appropriate to the crisis.
- Function as City's spokesperson in critical situations, acquiring information from reliable authoritative sources and working directly with the media, coordination among various internal and external departments and agencies.
- Maintaining ongoing contacts with key Public Information Office staff in other agencies for better relations in times of crisis.
- Implement City's crisis communications plan as needed.

Community Relations

- Ensuring residents, the public, elected officials and decision-makers within and outside Rancho Cordova have a positive and informed concept of Rancho Cordova by developing and maintaining strong, positive relationships with the community.
- Proactive interactions with established community groups, committees, etc.
- Initiate the development of new groups as warranted to fill needs in the community for improved communications and interactions.
- Offer public education about City events, activities and services, through personal contact, brochures, participation in forums, community events, etc.
- Assistance to Council and staff through the preparation of written materials, both content and graphics.
- Planning and executing events that highlight the City's services and accomplishments.
- Unified application of graphic images, seal, logo and/or future graphics across all departments for effective graphic communications to the community.
- Publishing and distributing a quarterly City Newsletter.
- Design and maintenance of an informative, attractive and user-friendly website.

Legislative Affairs

- Build and maintain relationships with local, state, and federal representatives and agencies.
- Advocate at local, regional, state, and federal levels for City funding pursuits.
- Monitor legislation and advocate City's position.

- Advise staff and Council on legislative issues that are salient to City's legislative platform.
- Advise staff and Council on advocacy strategies to advance City projects through regional, state, and federal governments.

FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Communications Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Communications Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Continue to develop and respond to media inquiries concerning positive news in Rancho Cordova. Ensure reporters have access to accurate and timely information, enabling them to present sensitive or controversial issues in a balanced manner.

***In progress.** Staff continues to work closely with reports from all types of media, including television, radio, newspaper, and community blogs.*

- Support other departments' activities such as groundbreakings, ribbon-cuttings, public works projects impacting the public, economic development, housing, and animal services events.

***In progress.** Staff supported events and activities for projects in Public Works (International Bridge grand opening), Police (new headquarters building grand opening), Housing (The Crossings grand opening), and Facilities (Arbor Day). Additionally, staff assisted (then) Mayor Robert J. McGarvey during his State of the City speech.*

- Work as liaison with the Cultural Arts Steering Committee.

***Completed.** Staff worked with the Cultural Arts Steering Committee leading up to a City Council work session. During that work session, Council directed the Cultural Arts Steering Committee to seek the advice and assistance of the Cordova Community Council in the same manner as the Rancho Cordova Historical Society.*

- Support and publicize efforts of the Growing Strong Neighborhoods Initiative.

***In progress.** Staff maintains membership on the Growing Strong Neighborhoods cabinet and has facilitated the promotion of the initiative in several articles in local print news, television news, radio interviews, and the City Views newsletter.*

- Work on redesign of the website for a more attractive, dynamic and user-friendly site.

***In progress.** The website redesign is scheduled for completion by May 30, 2012.*

Foster Responsible Citizenship – Goal #10

- Participate in community outreach relative to the Growing Strong Neighborhoods efforts, working with specific groups on specific projects to improve the quality of life in Rancho Cordova.

***In progress.** Communications staff has been instrumental in the Growing Strong Neighborhoods outreach efforts via social media, Nextdoor, and the Pepperdine University grant (and associated outreach effort).*

- Work with various partner agencies in projects to benefit the community.

***In progress.** Communications staff has worked with several agencies, including County Probation to promote the partnership results between the City and Probation, Regional Transit to promote ridership on the Rancho CordoVan, the Sacramento Children's Museum to show the benefit of having the regional children's museum right in Rancho Cordova.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Staff coordinated with ICMA to produce a video that highlights how Rancho Cordova is managed differently from other cities – and the benefits to the residents as a result. Goal #1
- Staff developed the FY 2011-12 legislative platform and supported City Council efforts to advocate for projects and funding in Washington, DC. Goal #4
- Staff prepared legislative advocacy positions for various state and federal bills during the year. Goal #4
- Supported Council's highly successful advocacy efforts to retain our community of interest in a single Supervisorial District. Goal #12
- Staff supported the Sacramento Valley Division of the League of California Cities, City Managers' Area Group. Goal #13
- Serve as a member of the California Capital Airshow and as a Transportation Team Co-Chair for the Cap-to-Cap regional advocacy effort. Goal #13

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Continue to develop and respond to media inquiries concerning positive news in Rancho Cordova. Ensure reporters have access to accurate and timely information, enabling them to present sensitive or controversial issues in a balanced manner.

2. Support other departments' activities such as groundbreakings, ribbon-cuttings, public works projects impacting the public, economic development, housing, animal services, etc.
3. Support and publicize efforts of the Growing Strong Neighborhoods Initiative.
4. Work on redesign of the website for a more attractive, dynamic and user-friendly site.
5. Represent Rancho Cordova in regional funding and legislative advocacy forums, such as the Cap-to-Cap federal advocacy program through the Sacramento Metropolitan Chamber of Commerce.
6. Work with various partner agencies in projects for the benefit the Rancho Cordova community (e.g., the California Capital Airshow).
7. Develop the FY 2012-13 legislative platform and project list for federal advocacy.

Ensure a Safe, Inviting and Livable Community – Goal #2

8. Advocate for public safety funding to ensure quality police services in Rancho Cordova.

Empower Responsible Citizenship – Goal #3

9. Participate in community outreach efforts relative to the Growing Strong Neighborhoods Initiative, working with specific groups on specific projects to improve the quality of life in Rancho Cordova.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

10. Advocate for infrastructure funding to improve transportation network in Rancho Cordova.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 305,623	\$ 318,211	\$ 326,273	\$ 381,700	\$ 409,200	\$ 464,100
Total Sources	305,623	318,211	326,273	381,700	409,200	464,100
Use of Funds:						
Salaries	89,106	80,432	100,161	99,300	104,600	106,000
Benefits	42,523	39,368	42,671	55,800	56,800	53,800
Operations	173,994	198,412	183,441	226,600	247,800	304,300
Total Uses	\$ 305,623	\$ 318,211	\$ 326,273	\$ 381,700	\$ 409,200	\$ 464,100

HUMAN RESOURCES

DESCRIPTION

Under the management and general direction of the City Manager's Office, the Human Resources Department plays a major role in creating a collaborative team of City employees and contract staff that provide high quality service to the community. The Human Resources Department takes great pride in its employees who are up to the challenge of creating something different, who think beyond the traditional boundaries of "how it's always been done", who dare to want to make a difference, and who can have fun, while providing exceptional customer service. With this being said, the City is committed to maintaining and attracting a talented team of qualified employees.

Aside from providing the City with talented and motivated employees, the department is responsible for developing and maintaining a high-quality of work life, adhering to equitable and ethical personnel standards, updating and composing job descriptions for City positions, and providing employee development opportunities. Human Resources staff ensures that performance is appropriately rewarded and that employees receive salary and benefits competitive with the marketplace. The mission of Human Resources is to develop a workforce philosophy that embraces the City Council's vision, citywide goals and core values in daily decision making.

Ongoing responsibilities require staff to:

- Process payroll for City employees and Council Members, including the end of year W-2 administration.
- Maintain a classification plan that contains accurate and up-to-date job descriptions for City positions.
- Work closely with departments to assess staffing needs and coordinate the recruitment and selection process to attract hard working, talented and engaged employees that fit within our culture.
- Orient new employees, prepare personnel action documentation and maintain employee records in accordance with established regulations.
- Maintain confidential personnel and position control data in the Human Resources Information System (HRIS).
- Conduct salary surveys to ensure that the established salary ranges for City job classes remain competitive with the marketplace.
- Evaluate and provide training on an effective performance management and employee development program to encourage excellence, provide valuable feedback and opportunities for professional growth and ensure good performance is recognized and appropriately rewarded.
- Develop the City's workforce by assessing departmental training needs and delivering professional growth opportunities for staff including: skills enhancement training, management and supervisory training, safety training and mandated training.

- Administer the City's benefit program including contract renewals and maintenance of the contract for the City's health insurance and retirement program with the California Public Employees Retirement System.
- Administer the annual "open enrollment" for health and associated benefits in conjunction with a Wellness Fair.
- Coordinate the Employee Advisory Team (E.A.T.), to obtain input on new policies that will impact employees, provide opportunities for contribution to the community and charitable organizations, plan activities that promote teamwork and collaboration across departments, and leadership development for employees on the E.A.T. team who volunteer to take the lead on various E.A.T. activities.
- Provide proactive leadership and clear advice to support departments when employee relations issues arise and provide guidance on personnel policies and regulations.
- Maintain a high level of communication, cooperation and understanding among all levels of City staff with regard to Human Resources policies and programs.
- Review and maintain the Human Resources manual and create policies, employee guidelines, procedures and forms necessary for the effective and legal operation of the organization.
- Coordinate the worker's compensation program and administer a leave of absence program, adhering to federal and state guidelines.
- Administer volunteer and student internship programs.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Human Resources Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Human Resources Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- The Human Resources Department will identify at least one opportunity to publicly highlight the great culture and team that has been developed in the City.

Completed. *The Human Resources Department submitted a nomination for the Sacramento Workplace Excellence Leader award and the City was honored as the Runner-up in the small to medium government category. This award allows us to highlight our positive culture that engages and retains our talented employees and produces positive outcomes for our community.*

Champion Employee Development and a High Performance Work Environment – Goal #3

- Improve the information provided on the Human Resources Department internet and intranet webpage to increase the ease of accessing website information and keep up to date with new information.

Completed and ongoing. *HR staff have updated documents and added information to the HR intranet and identified opportunities for improving information on the HR internet. Documentation needs to be drafted to enhance the internet website information.*

- Develop a workforce planning process to assess risk of loss of critical employees.

On hold. *Workforce planning materials were collected; however, other organizational priorities delayed further progress on this project.*

- Develop a recruitment campaign and process for internships and create a streamlined intern on-boarding process to ensure department needs are met and opportunities are made available to provide professional development to those interested in public sector careers.

Completed and ongoing. *Local colleges were contacted to prepare a distribution list for recruitment flyers to create a broader outreach when the need arises. A new contract was established with Heald to expand the opportunity for interns into additional City departments, and on-boarding was streamlined.*

- Evaluate an employee leave donation program to determine implications and legal requirements.

Completed. *An employee leave donation program was implemented in compliance with Internal Revenue Service guidelines.*

- Research and evaluate options for an online performance management tool.

Anticipated completion by June 30th. *A number of systems were evaluated and a cost effective solution was selected for implementation to create efficiencies, improved feedback and organizational goal setting.*

- In conjunction with the Employee Advisory Team, implement non-monetary benefits requested by City employees.

Completed and ongoing. *The Human Resources Department has partnered with our Employee Advisory Team members to offer non-monetary benefits such as four barbeques in the warm summer months, wellness activities (i.e., garden in planter boxes), lunch and learns, and financial planning seminars to make this a rewarding place to work.*

- Complete the creation of a new employee orientation document to help provide easy access to necessary forms and documents that will allow a smooth transition into City service upon hire.

Completed. *A new employee orientation document was created and implemented, including a welcome letter from the City Manager, links to important information on the intranet and shortcuts to shared computer folders to help new employees find forms and information quickly.*

- The Human Resources Department will complete the review of job classifications to ensure compliance with the Fair Labor Standards Act.

Partially completed. Several new job classes were evaluated and determinations made to ensure compliance with the Fair Labor Standards Act. Additional job classes need to be evaluated.

- Human Resources staff will finalize the Injury and Illness Prevention Plan and establish a safety committee to ensure effective administration of ongoing safety needs.

Completed. An Injury and Illness Plan was finalized and implemented to City staff to ensure a comprehensive understanding of responsibilities under the City safety program. It was determined that the City will utilize safety representatives in each department to support the program and a safety committee is not required.

- Coordinate and implement a training plan based on the employee Master Training schedule.

Completed and ongoing. The Human Resources Department staff have identified training topics requested in an employee survey, are evaluating organization development needs, and developed a training plan for 2012, which covers safety, wellness, benefits, financial/retirement planning, personal self-mastery topics, and core competency and leadership development.

- Provide training on performance management to help our supervisors coach and mentor better performance or innovation and align individual goals with broader organizational goals.

Completed. Training was provided to support managers and supervisors in their performance management role and to provide them with tools for assisting their team members with developing SMART goals that would align with the revised City goals established by the City Council.

- Increase participation in professional development classes by 5% annually.

On hold. The Human Resources Department needs to develop a process for tracking participation before this measurement can be reported.

- Provide four resources on training opportunities to the City Future Leaders and Innovators Team (FLITe) to develop future public sector leaders.

Completed. The FLITe team was offered two in-person trainings, links to the online ICMA Manager's Corner articles, invites to numerous webinars put on by the Alliance for Innovation, and numerous articles related to leadership development.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Implemented and trained employees on a new online timesheet entry process in the project module of Great Plains. Goal #3*
- *Implemented a newsletter to update, educate and inspire employees. Goal #3*

- *Implemented the Elevations assessment tool to help employees understand their strengths and improve personal effectiveness and productivity in the organization. Goal #3*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. The Human Resources Department will generate at least one positive story that highlights the great culture and team that has been developed in the City.
2. Partner with local high schools to orient students to opportunities in the public sector and help inspire the next generation of workers to thinking about how they can become involved in the community or the City volunteer program.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

3. Assess the Human Resources records retention practices and establish a records retention policy.
4. Conduct an audit of personnel records to ensure required documentation is filed in appropriate sections and complete or updated records have been received.
5. Partner with the Information Technology Department to implement electronic filing of personnel records in the new SIRE records management system.
6. Create reporting and tracking efficiencies by merging data from separate spreadsheets into our Human Resources Information System.
7. Review the use of independent contractors for compliance with federal regulations.
8. Develop and implement a workforce planning process to incorporate with our succession planning.
9. Determine a method to track the level of participation in professional development classes so the Human Resources Department can evaluate the effectiveness of efforts to increase participation annually.
10. Conduct an employee survey to gather employee input on team functioning, ideas for improving the work experience in the City, training needs, and employee engagement.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 424,589	\$ 393,166	\$ 434,469	\$ 485,800	\$ 472,700	\$ 470,000
Charges for Services & Other Revenues	648	-	-	-	-	-
Total Sources	425,237	393,166	434,469	485,800	472,700	470,000
Use of Funds:						
Salaries	235,206	243,518	249,044	257,500	259,300	262,500
Benefits	101,060	100,982	104,688	113,400	111,500	103,800
Operations	88,971	48,666	80,738	114,900	101,900	103,700
Total Uses	\$ 425,237	\$ 393,166	\$ 434,469	\$ 485,800	\$ 472,700	\$ 470,000

FINANCE

DESCRIPTION

As a steward of public funds, the Finance Department is responsible for the fiscal health of the City as well as the collection and expenditure of funds in accordance with all applicable laws and regulations. This includes managing the processes and recording for day to day transactions, providing accurate reporting to the City Council, City Manager and other departments as well as performing high level, broad fiscal analysis of current activities, trends and steering us into the future. As such, the department is best viewed as providing two levels of service, internal operations and fiscal analysis and advisory services.

The Finance Department provides both long-term financial planning and advisory services for the City and day to day operations and implementation of existing policies and programs.

In its capacity as long term fiscal planner and advisor, the Finance Department fulfills the following roles and is responsible for the following tasks:

- Primary advisor to the City Manager and City Council on fiscal and financial matters.
- Long range financial planning, including forecasting and budgeting.
- Ongoing investigation and identification of fiscal opportunities such as significant sources of new revenues or expense reductions.
- Participate in the Financial and Accounting Industry in order to stay aware of Industry Best Practices and identify opportunities for effecting change.
- Provide leadership in the development and implementation of citywide financial policies.
- Administer the City's Investment and Debt Portfolios.

The Finance Department supports ongoing City operations and is responsible for the implementation and management of several programs. In carrying out these duties, the Department:

- Provides general accounting services including recording and reporting transactions in accordance with Generally Accepted Accounting Principles (GAAP).
- Ensures optimum cost recovery by providing project accounting services, which includes tracking expenses on a project by project basis, billing third parties for cost reimbursement and maintaining customer statements and account history.
- Provides timely financial detail and summary reports to City management and the City Council to assist them in managing the activities of their respective departments.
- Designs and implements an effective system of internal controls for the purpose of safeguarding the City's assets.
- Manages the annual budget preparation.
- Prepares and manages the Annual Independent Fiscal Audit.

- Prepares the Comprehensive Annual Financial Report (CAFR) and Citizens' Financial Report.
- Provides grant compliance and reporting services in conjunction with other city departments.
- Administers the Community Facility Districts and Assessment Districts.
- Administers the Business License Program.
- Ensures fees are set at the appropriate levels to carry out the City Councils cost recovery policies.
- Manages the current annual Budget; which includes not only providing reports to departments but meeting with the various departments to discuss their performance to the budget on a regular basis throughout each fiscal year.
- Assists the City Clerk's office with contract administration.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Finance Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Finance Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Improve the Quality of Housing in Rancho Cordova – Goal #7

- In conjunction with the Information Technology Department, the Finance Department will create a permit for medical cannabis cultivation. This will allow us to implement the cannabis cultivation tax approved by the voters in November 2010 and will allow us to ensure that the cultivation of medical marijuana does not degrade our housing stock or jeopardize the health of safety of our residents.

On hold. There are a number of related court cases working their way through the California Supreme Court relative to California's Medical Marijuana laws. Resolution of those cases will provide the legal clarity necessary for use to either move forward with, or abandon this work effort.

- In conjunction with the City Manager's office, the Finance Department will identify funding strategies for potential large capital projects which would enhance the community and create a regional draw.

Completed. The Finance Department and City Manager's office reported on a variety of funding strategies for large capital projects.

Practice Sound Fiscal Management – Goal #11

- In conjunction with the Economic Development Department, the Finance Department will work with interested parties to recommend a cannabis cultivation tax rate to the City Council.

On hold. Systems need to be in place to assess and collect the tax prior to determining the amount and assessing the tax. There are a number of related court cases working their way through the California Supreme Court relative to California's Medical Marijuana laws. Resolution of those cases will provide the legal clarity necessary for use to either move forward with, or abandon this work effort.

- The Finance Department will continue to monitor the proposed elimination of Redevelopment Agencies in the State of California and provide the City Council and the community with updates as to the fiscal impact of the likely outcome, as it becomes known.

Completed. The Redevelopment Agency has been dissolved effective January 31, 2012. The Finance Department continues active involvement in the wind down of the affairs of the former Redevelopment Agency and the formation and operation of the new Successor Agency.

- In order to ensure that our post employment retirement benefits liability remains fully funded, the Finance Department will engage a qualified consultant to perform our second actuarial study for this liability.

Completed. This actuarial study is required every two years. The result of the study this year was a reduction in our required annual contribution of approximately \$10,000 for each of the next two years. The plan continues to be fully funded.

- The Governmental Accounting Standards Board (GASB) issued Statement #54 which establishes new fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The Finance Department will implement these new reporting classifications in FY 2011-12 for the FY 2010-11 Comprehensive Annual Financial Report.

Completed.

- In order to ensure that all businesses in Rancho Cordova are operating under a valid business license, the Finance Department will utilize the Franchise Tax Board (FTB) City Business Tax Program to identify those businesses in Rancho Cordova that are not currently licensed.

In progress. When we attempted to enroll in the program we realized that in order to participate we must provide the FTB with the tax identification numbers of the businesses who currently maintain a Rancho Cordova Business License. This information was not historically collected on the license application form. We added the field to both the initial application and the renewal application form and will have to wait a full year to ensure that we have this data for all licenses before we can participate in their program.

- In order to improve operating efficiency, the Finance Department will work with the Public Works Department to identify and implement a new methodology for the accounting for capital improvement projects.

Partially completed. The Finance and Public Works Departments have brainstormed the benefits and drawbacks of both our current methodology and a proposed new methodology. While the benefits of the new methodology are attractive it was decided that the current methodology, while cumbersome and inefficient in many ways affords us a transparency that is critical for a system fraught with glitches. We will not change methodologies until we have at least a full year with no system errors.

- In order to improve operating efficiencies, the Finance Department will evaluate ways in which to improve the use of our financial software system relative to the development of annual budgets. Any process improvements identified will be implemented by the start of the FY 2012-13 budget cycle.

Completed. *Modifications to our existing report downloads both decreased the budget files preparation time and enhanced information to the departments.*

- The City's existing financial software does not meet the needs of our capital projects. In conjunction with the Information Technology Department, the Finance Department will complete a systems needs assessment. This exercise will help us determine exactly what is needed out of either a new financial system or a new project module and will guide us through the system selection process.

In progress. *The Finance, Public Works and Information Technology Departments have held an initial meeting and identified a timeline and a strategy for this project. Due to the prioritization of back logged projects in the Information Technology Department this project began in March 2012, making completion by June 30, 2012 unlikely.*

- In order to identify ways in which the Finance Department can improve services to its internal (and potentially external) customers, we will conduct a customer service satisfaction survey and utilize the results to implement improvements needed, as identified in the survey results.

Completed. *The Survey was distributed in May 2012 and the results will be analyzed by the end of June 2012. The analysis will be used in the next year to identify ways in which we can improve our processes and efficiencies.*

- Conduct an in-house Grant Management training class for all departments who either are currently managing grants or are considering applying for grant funding.

Anticipated completion by June 30th.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Donna Silva, the City's Finance Director was named CFO of the Year, Public Sector, by the Sacramento Business Journal. Goal #1*
- *Received the Distinguished Budget Presentation Award for the FY 2011-12 budget, from the Government Finance Officers Association (GFOA). This award is the highest form of recognition in governmental budgeting. Goals #1 & 11*
- *Assessed and revised the Finance Departments Record Retention Policy. Goal #3*
- *Created the Financial Matters Manual for New Hires booklet to educate new hires on our fiscal policies, practices and procedures. Goal #3*
- *Updated the Intranet with 11 different finance manuals, forms and reports, such as the Chart of Accounts, Collections Manual, Check Request form, etc. to consolidate and streamline access to finance related information. Goal #3*
- *Participated in bringing the first outdoor Holiday Ice Skating Rink to Rancho Cordova. This amenity served over 15,000 patrons during the holiday season. Goal #4*

- *Implemented the use of on-line timesheets for all City employees, eliminating the need for manual paper timesheets, resulting in increased operating efficiencies. The system also allows us greater flexibility and ability to track time spent on specific projects. Goal #11*
- *Conducted an analysis of the revenues and expenses associated with the Rental Housing Inspection Program. We determined that the current combination of fines and Code Compliance fees are not fully funding the program, as intended. Instead of recommending a fee increase we analyzed the number of properties on the County Assessors property tax rolls that appeared to be rentals, to the properties for which we have issued rental licenses. This analysis resulted in the mailing of over 2,000 applications for the Rental Housing Inspection Program. Before recommending a fee increase we will complete our efforts to ensure that all rental properties are participating in the program and paying the Code Compliance Fee. Once we have completed this process we will re-analyze the revenues and expenses of the program to determine if a fee increase is still necessary to support the program. Goal #11*
- *Increased business license enforcement. Analyzed licensed properties to County tax rolls to locate potentially unlicensed rental properties. As of April 2012, our efforts resulted in over 500 new licenses. These properties will now be included in the rental housing inspection program. The new licenses generated over \$100,000 of funding for the inspection and licensing program.*
- *Implemented an electronic payment option for our Accounts Payable, wherein our vendors can choose, for a small fee, to receive their payments electronically instead of receiving a traditional check in the mail. This speeds up payment processing and generates revenues for the City. Current year revenues are estimated to be \$10,000, just for paying our bills! Goal #11*
- *Secured a Tolling Agreement with the County of Sacramento. This agreement secures our claim for a refund of approximately \$400,000 potentially overpaid prior year Property Tax Administrative charges imposed and collected by the County of Sacramento. The issue is currently being heard by the California Supreme Court. Goal #11*
- *Paid of a balance due to CalPERS, resulting in a savings of over \$200,000. Goal #11*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure a Safe, Inviting and Livable Community – Goal #2

1. If the California Supreme Court decides that the State's position on medical marijuana is legal, then, in conjunction with the Information Technology Department, the Finance Department will create a permit for medical cannabis cultivation. This will allow us to implement the cannabis cultivation tax approved by the voters in November 2010 and will allow us to ensure that the cultivation of medical marijuana does not degrade our housing stock or jeopardize the health or safety of our residents.
2. In conjunction with the Neighborhood Services Division, Finance will re-evaluate the revenues and expenses pertaining to the Rental Housing Inspection Program to

determine if an adjustment to the Rental Code Compliance fee is necessary, given the additional licenses issued as a result of our outreach in FY 2011-12.

Empower Responsible Citizenship – Goal #3

3. In conjunction with the Information Technology Department, the Finance Department will ensure necessary modifications are made to our Business Licensing software to allow for the issuance of permits for Unattended Donation Boxes, as required by council ordinance.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

4. Partner with the Information Technology Department to implement electronic filing of financial records, as prescribed by the Records Retention Policy.
5. If the California Supreme Court decides that the State's position on medical marijuana is legal, then the Finance Department will work with the Economic Development Department and other interested parties to recommend a cannabis cultivation tax rate to the City Council.
6. In order to ensure that all businesses in Rancho Cordova are operating under a valid business license, the Finance Department will utilize the Franchise Tax Board (FTB) City Business Tax Program to identify those businesses in Rancho Cordova that are not currently licensed.
7. The City's existing financial software does not meet the needs of our capital projects. In conjunction with the Information Technology Department, the Finance Department will complete a systems needs assessment. This exercise will help us determine exactly what is needed out of either a new financial system or a new project module and will guide us through the system selection process.
8. In conjunction with the City Manager's office, Finance will negotiate and execute a new contract for the provision of Police Services.
9. The Finance Department will work in conjunction with Economic Development to find new and creative ways to capture additional Sales Tax revenues. Specifically we will be examining programs to capture use tax on out-of-state purchases and on large construction projects where the sales tax proceeds would otherwise go to the state and county pools for sharing amongst all the taxing entities.
10. Conduct an audit of the utility providers to ensure that all utility providers are correctly assessing and remitting our Utility Users' Tax.
11. Consider revisions to the Annual Citizens' Financial Report to provide a document that is accessible and meaningful to the citizens of Rancho Cordova.
12. Enter into negotiations with the County of Sacramento regarding possible revisions to the Revenue Neutrality Settlement Agreement.

13. Implement new records retention policy. Part of the implementation of the new policy will include scanning paper records for electronic retention.

Drive Diverse Economic Developments – Goal #6

14. In conjunction with the City Manager's Office and the Economic Development Department, the Finance Department will finalize plans and agreements to build a state of the art entertainment center in Rancho Cordova.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 719,533	\$ 711,289	\$ 370,779	\$ 532,200	\$ 443,800	\$ 415,200
Licenses, Permits & Fees	171,642	186,995	384,205	358,300	387,300	439,000
Intergovernmental	123	-	-	-	-	-
Charges for Services & Other Revenues	45,790	-	294,755	-	11,800	6,000
Total Revenues	937,088	898,285	1,049,739	890,500	842,900	860,200
Other Sources:						
Transfers In	190,000	264,500	2,803	270,300	270,300	275,700
Total Other Sources	190,000	264,500	2,803	270,300	270,300	275,700
Total Sources	1,127,088	1,162,785	1,052,542	1,160,800	1,113,200	1,135,900
Use of Funds:						
Salaries	665,553	681,843	628,073	708,100	666,800	701,800
Benefits	281,176	323,479	283,300	315,700	294,000	288,000
Operations	180,359	157,463	141,169	137,000	152,400	146,100
Total Uses	\$ 1,127,088	\$ 1,162,785	\$ 1,052,542	\$ 1,160,800	\$ 1,113,200	\$ 1,135,900

INFORMATION TECHNOLOGY

DESCRIPTION

Information Technology (IT) provides support for the City's computing systems including desktop, network, and other information technology hardware, software, and services, and assists with monitoring and controlling telecommunications costs and configurations.

Standard ongoing responsibilities of Information Technology include:

- Providing and managing all support and maintenance for computing resources, the wide area network, Internet connectivity and all data security.
- Providing telephone services on an organization-wide basis.
- Providing maintenance of computer equipment, networking and software applications and hosted services through contracts with outside vendors/consultants.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Information Technology Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Information Technology Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Champion Employee Development & a High Performance Work Environment – Goal #3

- Virtual desktop deployment: Implement Phase II of our Desktop Deployment project. Install and configure virtual desktops to cover over 80% of our users, 20% of our users will continue to use laptops. This fits in with our disaster recovery plan and allows us to quickly recover desktops off-site in the event that a major disaster occurs at City Hall. This will also allow us to maintain business continuity involving any of our data systems.

Completed. *We have deployed Virtual Desktops to 85% of our users. This now allows users to work at any workstation and maintain their original desktop. This also gives us the ability to recover from issues and virtually eliminate any downtime for users caused by software issues.*

- Laptop replacement: To maintain a high level of technology we will be replacing all laptops that are due for refresh. We will also work with individuals to assess the needs for a laptop or possibly move them into a virtual desktop.

Completed. *We have refreshed the laptops for users that require mobility including our staff that works out in the field such as Code Enforcement and Animal Services. This is in alignment with our policy of maintaining a high level of technology and providing a high performance work environment.*

- Document management system: Working with the City Clerk's Department, we will be implementing an Electronic Document Management System. First Phase of this project will be to implement an agenda workflow process to help streamline the agenda process. Also, we will be designing a contracts management flow to the system to allow the storing and tracking of City contracts. This will also be designed for and used by the Housing Department to provide them with a needed function to track loans associated with the Residential Rehabilitation Loan Program (REHAB-O).

Anticipated completion by June 30th. We have installed SIRE Document Management System and worked with the City Clerk's Department to automate the Agenda process. We are now internally hosting the streaming of our City Council meeting videos house through the SIRE system. This saved almost \$12,000 per year. Via SIRE, we are also internally hosting the public access to our document search tool for resolutions, ordinances, meeting minutes, and agendas and eliminated an outside service which saved an additional \$7,500 per year. Staff can now scan paper documents and make them fully text searchable. We worked with Housing staff to create a way for them to track and maintain documents related to programs they are administering.

- Intranet: IT will be working on developing and changing our current intranet. Will be working with departments to create a viable intranet to provide staff and Council with access to viable and relevant information and data.

In progress. We are testing and configuring new intranet software that will allow staff to maintain control over their content through a Content Management System (CMS) without needing much IT assistance.

- Hansen process review: Meetings will be scheduled with each department and a review of the Hansen System will be done. We will be looking for any addition functionality, training, and configuration changes needed.

Completed and ongoing. We held meetings with each department to cover processes and functionality within the Hansen system. Changes were made to some system functions, and additional training was done with staff. Periodic reviews will take place going forward.

Ensure the Availability of the Best Public Services in the Region – Goal #4

- Off-site data and systems replication center: After the completion of the Police Building at Kilgore we will build our server room at this location to be a backup data center and replication center for disaster recovery. This will allow us to recover from a disaster involving the City Hall Building which may disable or interrupt our network services.

Completed. IT staff built a complete system at the new Police Building on Kilgore Road to house redundant mission critical systems and data. Systems at City Hall are replicated daily to the server room at Kilgore. This will allow IT staff to recover from a disaster at City Hall. This also allows us to maintain an off-site copy of all electronic data.

- Mobile device applications (Citizen and staff use): We will be reviewing and working with a vendor to develop a mobile application for citizen's and staff to use via a mobile device such as an iPhone or Android phone to capture service requests and information. We will be looking at how we can integrate this application into our current Customer Relationship Manager (CRM) system (Comcate).

Partially completed. IT worked with Comcate to develop an iPhone app that allows anyone to take a photo and submit a case directly into our current CRM. An Android app is being released soon.

- Website makeover: IT will be assisting in the makeover of our current website. Our current website vendor has agreed to provide the City a website makeover at no cost. We will be working with our Website Users Group and Vision Internet to develop a new updated website.

In progress. Several City staff members are working together to complete a redesign of the City's website. We are currently reviewing new designs and expect to complete the redesign soon.

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

1. With the installation of several systems and departments moving more into the direction of storing documents electronically, IT will need to add an additional central storage to handle this increase. Storage will also be increased at the Kilgore Building. This will allow IT to maintain a high level of availability and recovery of information to our staff.
2. Since deploying our Hansen 7 system, Hansen 8 has been released. Hansen 8 is built on newer technology which utilizes a web interface and has added functionality. Based on user feedback, Hansen 8 will provide many things that the users are asking for. This includes a larger interface, better menus, adhoc reporting, and faster access. With the new web version this will allow easier integration for developing online access for external customers. Part of this implementation will be to configure online access via the City's website.
3. With the explosion of web enabled devices on the market, IT will be researching and working on development of a tablet application to replace our current Blackberry phone application for the Building Department's inspectors. A major complaint with this current product is the size of the screen. A new application built on the Android platform would allow us to transition this application to a tablet with a much larger screen.
4. Data cleanup: A focus this year for IT staff will be to work with the departments in doing a data cleanup and organization of information. We will pull reports and help define un-needed data on networks.
5. City Hall Intranet: IT has been researching intranet software. IT will work to develop a system that users can easily update and manage information. A focus of this effort is to add functionality to streamline internal processes such as absence requests, check requests, etc.
6. IT Technician: IT will be filling a position created to help sustain a proactive IT environment. We are also working with the Cordova Park and Recreation District

(CRPD) to provide IT support to their users. CRPD will be contributing financially to the cost of this new position to add the capability of providing support to them. This person will work primarily in City Hall and IT staff will do most of the support to CRPD remotely.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 832,878	\$ 672,760	\$ 737,685	\$ 820,000	\$ 913,200	\$ 799,100
Intergovernmental	5,000	-	-	-	-	45,200
Charges for Services & Other Revenues	211	-	-	-	-	-
Total Revenues	838,089	672,760	737,685	820,000	913,200	844,300
Other Sources:						
Transfers In	-	126,193	-	95,000	-	-
Total Other Sources	-	126,193	-	95,000	-	-
Total Sources	838,089	798,952	737,685	915,000	913,200	844,300
Use of Funds:						
Salaries	181,189	182,360	177,627	189,500	190,700	260,100
Benefits	73,709	66,689	72,469	77,900	78,000	104,300
Operations	473,949	392,311	337,248	574,400	540,300	460,000
Capital Outlay	109,242	157,592	150,340	59,500	90,500	6,200
Capital Improvements						
Total Expenditures	838,089	798,952	737,685	901,300	899,500	830,600
Other Uses:						
Principal & Interest	-	-	-	13,700	13,700	13,700
Total Other Uses	-	-	-	13,700	13,700	13,700
Total Uses	\$ 838,089	\$ 798,952	\$ 737,685	\$ 915,000	\$ 913,200	\$ 844,300

RISK MANAGEMENT

DESCRIPTION

Risk Management administers the City program to minimize harm to the physical, human, and fiscal resources of the City and to minimize the total cost of risk to the City of Rancho Cordova.

Risk Management provides the following services for the City:

- Management of all insurance operations for the City, and review of insurance contract language to ensure the best liability protection for the City
- Coordination of the information flow between the City's insurance adjusters and City personnel
- Advice on loss control and insurance for City management
- Management oversight on all open liability claims which are filed against the City
- Provide oversight of the City's Workers' Compensation program

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Risk Management Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Risk Management Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Practice Sound Fiscal Management – Goal #11

- In conjunction with the City Clerk's office, Risk Management will review options for outsourcing the management of our contracts. This contract would include a review of all contracts for compliance with the insurance requirements set forth within the contract. While this work is done manually in house, outsourcing and automating this function could assist in the detection and correction of contracts not in compliance with current insurance requirements.

Completed. *In FY 2011-12, the City Clerk's department implemented the use of a new document management system which allows us to perform this function more efficiently and effectively in-house. We determined that outsourcing was no longer necessary.*

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 226,481	\$ 208,513	\$ 190,928	\$ 209,100	\$ 185,100	\$ 206,300
Charges for Services & Other Revenues	229	-	-	-	-	-
Total Sources	226,710	208,513	190,928	209,100	185,100	206,300
Use of Funds:						
Operations	226,710	208,513	190,928	209,100	185,100	206,300
Total Uses	\$ 226,710	\$ 208,513	\$ 190,928	\$ 209,100	\$ 185,100	\$ 206,300

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PUBLIC SAFETY SUMMARY

DESCRIPTION

The Public Safety function is comprised of the budget for the Rancho Cordova Police Department.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 14,058,188	\$ 12,709,029	\$ 12,680,892	\$ 13,535,800	\$ 13,679,600	\$ 14,094,000
Taxes	808,418	911,883	984,173	1,004,000	1,028,400	1,076,800
Licenses, Permits & Fees	35,995	37,300	36,244	35,000	35,000	35,000
Fines & Forfeitures	610,449	880,071	896,267	925,000	764,800	887,500
Use of Money & Property	2,710	14,134	30,098	-	-	-
Intergovernmental	147,670	196,657	212,765	138,000	147,900	148,000
Charges for Services & Other Revenues	140,298	218,064	248,079	229,000	197,400	206,200
Total Revenues	15,803,728	14,967,137	15,088,517	15,866,800	15,853,100	16,447,500
Other Sources:						
Transfers In	64,444	141,672	95,752	30,000	80,000	40,000
Total Other Sources	64,444	141,672	95,752	30,000	80,000	40,000
Total Sources of Funds	\$ 15,868,172	\$ 15,108,810	\$ 15,184,269	\$ 15,896,800	\$ 15,933,100	\$ 16,487,500
Use of Funds:						
Operations	15,868,172	15,108,810	15,184,269	15,896,800	15,933,100	16,487,500

POLICE DEPARTMENT

DESCRIPTION

The Rancho Cordova Police Department (RCPD) subscribes to a Community Oriented Policing (C.O.P.) philosophy. This philosophy includes a management style and organizational strategy that promotes pro-active problem solving and police-community partnerships. There are six major principles that are critical to the Community Oriented Policing philosophy:

- Partnerships and Community Empowerment
- Philosophy and Organizational Strategy
- Accountability, Ethics, Responsibility, and Trust
- Proactive Problem Solving
- Service Orientation
- Investing in the future

The department is operated as a shared command police agency with the Sacramento Sheriff's Department and is responsive to the needs of the City residents and businesses. The personnel for the department are obtained through a contract with the Sacramento County Sheriff's Department.

The Rancho Cordova Police Department focuses efforts on producing the following desired outcomes:

- Order and civility in public places
- Reduction of crime and victimization
- Offenders held accountable
- Efficient and effective use of resources (operational and financial)
- Quality service and customer satisfaction
- Solutions to quality of life issues
- Youth development through interaction and mentoring

The above outcomes are produced through the following six functional areas:

- Office of the Chief of Police – responsible for effective management and coordination of police and community services.
- Administrative Services Bureau – responsible for training, finance and facility operations, and provides the essential support functions needed to carry out daily operations.
- Field Operations Bureau – performs a wide variety of patrol functions, including: responding to life threatening emergencies and in-progress criminal activity, accident investigation and traffic enforcement, addressing quality of life issues in neighborhoods and business districts, and performing peacekeeping activities.
- Investigations and Community Services Bureau – includes investigations, problem-oriented policing, school resource officers, volunteer services, traffic enforcement, crime prevention, crime and traffic analysis, and fingerprinting services; this includes follow-up investigations on both criminal and traffic related cases; traffic enforcement, accident investigation and takes crime reports from the public; and problem solving, youth development, and community relations.

- Communications and Records Services – provided by the Sheriff's Technical Services Division, this division is responsible for handling calls-for-service from the community and the dispatching of officers, and provides processing, routing, storage, and retrieval of police reports and citations.
- Program Support Services – consists of a menu of fee-for-service support such as major crime investigation, helicopter patrol, canine units, crime scene investigation, SWAT Team, Homeland Security and hazardous material response.

Additional standard ongoing services provided by the Rancho Cordova Police Department include:

- Report-taking (telephone and walk-in)
- Applicant fingerprinting
- Access to the Megan's Law computer
- Crime analysis
- Neighborhood Watch
- Business Watch
- Business security survey
- Vacation house checks
- Crime prevention meetings
- Community meeting room
- Victims case updates/notifications
- Youth Services and Mentoring

FISCAL YEAR 2011-2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Police Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Police Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Ensure the availability of the Best Public Services in the Region – Goal #4

- Move into new Police Department building. The new police building is scheduled to be completed by June 2011, moving into the building is planned to be completed before July 2011.

Completed. *The new Police Department building was operational on June 27, 2011. The public grand opening took place on August 29, 2011.*

- Secure a building for the Rancho Cordova Police Activities League (PAL). The PAL program works with schools and business owners to find a suitable location to lease or purchase with grant funds. The building will provide a central meeting place for kids' activities and more room for storage and events.

Completed and ongoing. *RCPD was given a mobile classroom from Modesto and is finalizing the agreement with FCUSD to put it at Cordova Lane Center, the former site of Cordova Lane Elementary School. The site is conveniently located and a thriving center.*

Ensure a Safe Community – Goal #6

- Provide cyber bullying training and awareness in the school system. RCPD will be incorporating some cyber bullying education for schools within the City.

Completed and ongoing. RCPD School Resource Officers have provided two on site education sessions to classes on identifying, reporting and preventing bullying. More sessions are planned as time permits in officers' schedules.

- Support the Growing Strong Neighborhoods effort within the City. RCPD will initiate meetings with Code Enforcement, neighborhood citizens and business owners in order to identify problem housing areas and work toward improving those target areas.

Completed and ongoing. The City has identified 50 problematic areas (Focus on 50); RCPD POP Officers, Probation Officers and Neighborhood Services has been working as a team to address the issues. The list of areas is being updated, as many of the former locations are no longer problematic and other areas have developed. Officers will continue to collaborate with Probation and Neighborhood Services to reduce crime from these areas as part of the Strong Neighborhoods Initiative. RCPD will continue to play an active role in Blight Busters (or the evolved CityZen).

- Continue to enforce panhandling ordinance.

Completed and ongoing. RCPD uses existing officers on overtime to patrol areas for transient enforcement where panhandling has been reported. So far this fiscal year, the Transient Enforcement Detail (TED) has made 70 contacts and issued 34 citations for panhandling activity. POP Officers have developed a comprehensive PowerPoint presentation to educate the community on the City's panhandling ordinance and the benefits of the "Have a Heart, Donate Smart" campaign. This presentation was recently unveiled at a Community Neighborhood Watch meeting and received positive feedback. POP will continue to present this information throughout the year to educate both businesses and community groups in an effort to reduce the number of panhandlers in the City.

- Mobile surveillance cameras. Two mobile surveillance cameras will be placed in problem areas and used as needed. Additional cameras have been purchased and will be used once the technological interface issues are resolved. Two additional cameras were purchased with COPS funding, making a total of four cameras in the surveillance fleet.

In progress. Cameras are being deployed to problem areas, providing 24 hour recorded surveillance. The cameras have been beneficial in identifying suspects and deterring criminal behaviors.

- Increase visibility by creating citizen patrol with volunteers. Volunteers will patrol areas within the City and provide greater visibility and information to patrol officers on intelligence and in progress crimes and incidents. *Citizens on Patrol* has been a successful tool in other departments. These efforts should help reduce crime.

In progress. The volunteer workforce has been increased during the fiscal year. Applicants pass a background and are trained in report writing, as well as offered time out in the field. This fiscal year, volunteers have spent 785 hours in the field, 187 hours more than FY 2010-11. Volunteers who spend their time in the office have worked 4,847 hours, 215 hours more than FY 2010-11. They have written 1061 reports (73 more than FY 2010-11).

- Crime Prevention Officers will increase Neighborhood Watch meetings in order to increase public awareness and strengthen the relationship and communication between citizens and the department. These efforts should help reduce crime.

Completed and ongoing. *The Crime Prevention Officer is a shared position who handles all city and east Neighborhood Watch meetings. The Crime Prevention Officer established 5 new Neighborhood Watch groups within the City during FY 2010-11. So far in FY 2011-12, she has started eight new groups. There are currently 65 Neighborhood Watch groups within the City of Rancho Cordova. Previously, Zone Meetings were held every six months. The model has now been changed to a monthly meeting where all citizens are invited. The times, dates and topics of upcoming meetings are published on the Rancho Cordova Police Department's website.*

- Reduce crime in FY 2011-12 by increasing patrol officer visibility, conducting frequent sweeps for parolees and other violators, expediting communication of problem areas to special teams such as POP and CSU, in spite of budget constraints during difficult economic times.

In progress. *Violent crime dropped 13% in 2011 from 2010 continuing the decrease each year since 2006. Property crimes dropped 17% in 2011 from 2010 after increasing in 2010 over 2009 levels. POP and CSU teams conducted several sweeps within the City for parolees and warrants, worked with outside agencies and Federal agents in order to identify, arrest and deport illegal aliens who traffic drugs and commit gang violence. CSU, an unfunded team, was used until budget constraints required them to be returned to patrol. POP continues to partner with Probation Officers in order to conduct special operations and sweeps.*

- In order to reduce traffic collisions and increase adherence to the traffic laws, the Traffic Unit will conduct speed enforcement operations, establish red-light camera enforcement and other activities during the year.

Completed and ongoing. *OTS grant #20313 was awarded for \$230,000, between October 1, 2011 and September 30, 2012. RCPD works in partnership with Mercy Hospital to provide updated car seat training to Russian, Hmong and Spanish speaking citizens; \$99,000 of the funding pays for officers on overtime to conduct multiple DUI and speed saturation patrols, in addition to DUI and Drivers License checkpoints. RCPD participates in the Avoid the 17 grant award which is a combined effort of 17 cities to hold additional checkpoints and DUI patrols, effectively reducing drunk driving accidents, and death or injury caused by traffic collisions.*

Efforts are combined between traffic and patrol officers to reduce violations which cause accidents, injury or death. Red Light camera enforcement will provide significant assistance in reducing accidents and saving lives. So far during FY 2011-12, four speed enforcement operations have been conducted, up from two the previous year. Sixty six citations were written this year as opposed to 30 citations last year. Two Red Light enforcement operations were conducted during FY 2010-11 with eight citations issued. During FY 2011-12, there have also been two operations with 14 citations issued.

Though enforcement efforts have increased, we have not seen a significant reduction in traffic collisions this fiscal year. Three fatal and 205 injury collisions occurred in FY 2010-11. So far in FY 2011-12, there have been three fatal and 155 injury collisions

in approximately 10 months. Using a straight line projection, the fiscal year should end with 186 collisions (19 below the previous year.)

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Initiated hookup for public use computers to offer citizens the ability make reports, look up Megan's Law information, find Landlord/Tenant help and peruse the Police and Sheriff services on line while in the RCPD building. Goal #4*
- *Applied for and awarded CalGrip federal grant funding for gang prevention, enforcement operations, community awareness and education. \$250,000 is awarded to RCPD for education, prevention, materials, equipment and officer overtime in gang related enforcement. Portions of this grant will be used in support of anti-gang education within the PAL organization. CalGrip is a 2-year grant between January 2012 and December 2013. Goal #6*
- *Applied for and awarded Homeland Security funding for special team operations within the City. POP and CSU teams worked with Federal agents to identify and deport illegal aliens who deal drugs and participate in gangs. Overtime of \$18,000 was federally reimbursed to RCPD in order to achieve the partnership of agents working with RCPD. Operations were conducted between July 2011 and October 2011. Goal #6*
- *Applied for and awarded ABC mini-grant for \$5,000 to perform undercover operations reducing the sale of alcohol to minors; there were five operations conducted over a six month period. Ten arrests were made and businesses with liquor licenses were provided with 4 hours of training on how to prevent sales to minors and identify false ID cards. Goal #6*
- *Completed planning and organization of Locating At-risk Missing Person's (LAMP) Project to expedite law enforcement's quick location of at-risk missing persons within the City. Project has been demonstrated by RCPD staff to surrounding agencies and is in progress of implementation. Goal #6*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure a Safe, Inviting and Livable Community – Goal #2

1. We will increase our volunteer pool to better accommodate the service center demands and improve customer service to the community.
2. Initiate the LAMP Project within City of Rancho Cordova. At-risk missing persons with medical impairments can wear an EMfinders device which sends a location signal to dispatch upon activation by law enforcement. The signal allows for law enforcement officers to respond to a specific location; thus, reducing equipment usage and the man-power hours. The project is gradually being accepted and implemented by other agencies.

3. The Rancho Cordova Police Department will establish an agreement to utilize the A Child Is Missing (ACIM) alert program. The program is a no cost service that facilitates the safe recovery of missing children, the elderly (Alzheimer's/dementia), the disabled, and college students missing on campus. The service is activated at the request of a sworn officer who contacts ACIM in order to activate its rapid-response alert program. The officer will provide accurate and appropriate descriptive information regarding the missing person, enabling ACIM to launch geographically-targeted alert phone calls to the surrounding area the missing person was last seen.

Ensure the availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

4. Form a partnership with the Anatolia community for the use of a clubhouse office. The use of the clubhouse will allow an on-duty officer a location to perform daily functions while maintaining an increased visibility and law enforcement presence in the community.
5. Re-evaluate staffing models and resource deployment to ensure adequate operational coverage.
6. RCPD will be an active participant in the newly formed IMPACT Division of the Sacramento County Sheriff's Department. The IMPACT Division was developed out of a growing need for law enforcement to become preventative instead of reactive towards youth and gang violence in the Sacramento region. With the Rancho Cordova Police Department being part of the regional effort to combat gang violence, the Sacramento Sheriff's Department IMPACT Division, Youth Services and Gang Units are active in the City of Rancho Cordova. Their efforts in the City, use intelligence based policing and education to prevent and reduce gang violence and activity in our community.
7. RCPD will continue to take part in the City's Growing Strong Neighborhoods' "Focus on 50" program by combining resources, knowledge and experience of Neighborhood Services, Sacramento County Probation Officers and POP Officers, using a multifaceted approach to solving a variety of complaints and issues.
8. Enhance and support the effectiveness of Neighborhood Watch by encouraging businesses to sign up for Business Watch and attend meetings for education and crime prevention techniques.
9. Reduce crime in FY 2012-13 by utilizing patrol officers to proactively enforce high crime areas in between their regular patrol calls; increase visibility with volunteers in marked vehicles.
10. RCPD will utilize the three E's (Education, Enforcement, and Engineering) in order to evaluate and identify issues and implement methods to further reduce traffic collisions.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 13,916,747	\$ 12,709,029	\$ 12,680,892	\$ 13,470,800	\$ 13,614,600	\$ 14,094,000
Taxes	808,418	911,883	984,173	1,004,000	1,028,400	1,076,800
Licenses, Permits & Fees	35,995	37,300	36,244	35,000	35,000	35,000
Fines & Forfeitures	610,449	880,071	896,267	925,000	764,800	887,500
Use of Money & Property	2,710	14,134	30,098	-	-	-
Intergovernmental	147,670	196,657	212,765	138,000	147,900	148,000
Charges for Services & Other Revenues	140,298	218,064	248,079	229,000	197,400	206,200
Total Revenues	15,662,287	14,967,137	15,088,517	15,801,800	15,788,100	16,447,500
Other Sources:						
Transfers In	64,444	141,672	95,752	30,000	80,000	40,000
Total Other Sources	64,444	141,672	95,752	30,000	80,000	40,000
Total Sources	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
Use of Funds:						
Operations	15,726,731	15,108,810	15,184,269	15,831,800	15,868,100	16,487,500
Total Uses	\$ 15,726,731	\$ 15,108,810	\$ 15,184,269	\$ 15,831,800	\$ 15,868,100	\$ 16,487,500

COMMUNITY DEVELOPMENT SUMMARY

DESCRIPTION

The Community Development function includes:

- Planning
- Building and Safety
- Facilities Management
- Economic & Neighborhood Development Department (with divisions of Economic Development, Housing, and Neighborhood Services)

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 1,743,066	\$ 1,509,269	\$ 1,765,518	\$ 2,312,500	\$ 2,281,600	\$ 2,424,500
Licenses, Permits & Fees	1,786,771	1,725,137	1,558,875	1,283,600	1,502,500	1,386,100
Fines & Forfeitures	57,660	182,945	338,893	470,000	330,000	234,000
Use of Money & Property	976,680	610,558	393,225	515,700	476,800	566,400
Intergovernmental	22,023	1,050	142	-	-	80,000
Charges for Services & Other Revenues	1,033,505	834,179	1,267,485	785,000	680,900	706,200
Total Revenues	5,619,705	4,863,139	5,324,137	5,366,800	5,271,800	5,397,200
Other Sources:						
Transfers In	378,409	75,360	63,432	412,800	367,600	80,000
Total Other Sources	378,409	75,360	63,432	412,800	367,600	80,000
Total Sources of Funds	\$ 5,998,114	\$ 4,938,499	\$ 5,387,569	\$ 5,779,600	\$ 5,639,400	\$ 5,477,200
Use of Funds:						
Salaries	\$ 1,467,551	\$ 1,169,114	\$ 1,109,533	\$ 1,661,500	\$ 1,590,900	\$ 1,506,200
Benefits	751,475	724,911	640,748	698,500	670,000	672,500
Operations	3,409,316	3,022,689	3,408,731	3,125,600	3,264,500	3,270,000
Capital Outlay	369,772	21,785	228,557	294,000	114,000	28,500
Total Uses of Funds	\$ 5,998,114	\$ 4,938,499	\$ 5,387,569	\$ 5,779,600	\$ 5,639,400	\$ 5,477,200

PLANNING

DESCRIPTION

To ensure a well planned, attractive and sustainable community and to respond to the needs of the community, the Planning Department provides a broad array of services pursuant to City Council and City Manager direction, adopted City policies and state law. The Department also works in coordination with other City departments to implement the City's goals and objectives.

The Planning Department focuses efforts on producing the following desired outcomes:

- Positive community image that promotes community investment and enhancement.
- Existing neighborhoods that are attractive and desirable.
- New development projects that establish a positive sense of place.
- Clear policies, standards and guidelines that facilitate building a Destination City.
- Balanced housing choices that serve the community and support economic development.
- Thoughtful integration of residential, commercial and employment uses that creates a vibrant community.
- Expedited delivery of public facilities to serve the community's needs.
- Community design that promotes bicycle, pedestrian and transit circulation.
- Protection of the environment, natural resources and wildlife.
- Recognition of City as a Regional Leader.

The above outcomes are produced through the following seven major functions:

Advance Planning – Taking the lead in advance planning projects that guide development activities in Rancho Cordova toward the Council and citizen vision.

Current Planning – Managing the development application review process to effectively and efficiently process project applications and to implement the City Council's vision and policies for urban growth.

Environmental Review – Providing a full range of services related to complying with state and federal environmental laws. When warranted, additional consultant resources are obtained to augment staff resources.

General Plan Implementation – Working in conjunction with other City departments to complete the implementation programs of the City's General Plan.

Regional Coordination – Providing ongoing representation within regional forums to promote regional coordination and to support Rancho Cordova's regional interests.

Support to City Departments – Providing technical and professional support to City departments for a broad range of planning and development related issues and projects.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Planning Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Planning Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Participate in the Growing Strong Neighborhoods programs, including providing technical support, visioning and program implementation. Focus on key projects as identified by the Strong Neighborhoods Cabinet, will likely include "Focus on 50" properties, community involvement programs and City Beautification focusing on public facilities.

***In progress.** Have provided ongoing support to Strong Neighborhoods programs, including general technical support in the following areas: Support to Rancho Cordova Association of Neighborhoods (RCAN), support to Nextdoor efforts, preparation of Davenport Institute Grant application and managing subsequent Civic Engagement efforts, and management of expanded City volunteer programs.*

Champion Employee Development and A High Performance Work Environment – Goal #3

- Support the City Matrix Teams to deliver excellent performance and improve employee development by participating in the Employee Advisory Team, Future Leaders and Innovators Team (FLITe) and the Development Services Team Groups.

***In progress.** Planning Department staff have remained actively involved in a variety of Matrix Teams within the City, including the Employee Advisory Team (E.A.T.), the Future Leaders and Innovators Team (FLITe), the Development Services Team, the Community Development Management Team, the Leadership Rancho Cordova Steering Committee, the City's 10th Anniversary Committee and the Management Staff Retreat and Council/Staff Retreat Committees.*

Ensure the Availability of the Best Public Services in the region – Goal #4

- Amend the General Plan Implementation Table. Amend the 2006 General Plan implementation actions to reflect the Council's current priorities and to assign tasks to the proper departments.

***On hold.** This effort was placed on hold for FY 2011-12 due to budget limitations.*

- Amend Special Planning Area documents to eliminate references to the Sacramento County Zoning Code. This effort is not intended to revise development standards within the SPA's, but rather to ensure the City Zoning Code and its SPA's are presented as an organized and stand alone document.

***In progress.** An update to the South Sunrise Special Planning Area was completed in FY 2011-12 to better reflect and support businesses within this district. Additional updates to other SPA's will follow in coming years.*

- Coordinate with Sacramento County to obtain the files for projects and properties within the City that were subject to County approvals prior to City incorporation.

On hold. Due to staffing reductions, County staff has been unable to provide any support on transfer of historic project files.

Sustain a Livable Community – Goal #8

- Incorporate Open Space Standards into the City's development standards and regulations. The effort will likely result in revisions to the General Plan, the City's Comprehensive Design Guidelines and possibly other regulatory documents.

In progress. Planning staff has worked with other City departments, affected agencies and representatives of the development community to prepare draft Open Space Guidelines. It is anticipated that the draft Open Space Guidelines will be presented to Council early in FY 2012-13.

- Conduct at least one City Council/City staff tour to a location outside the Sacramento region to visit innovative and high quality development projects.

On hold. This effort was placed on hold for FY 2011-12 due to budget limitations

- Continue work on proposed specific plans such as Suncreek, Westborough, The Arboretum, and The Ranch.

In progress. Review of the Suncreek Specific Plan is expected to be completed in FY 2012-13. Work efforts on the other major projects (The Ranch Special Planning Area, the Westborough Specific Plan and the Arboretum Specific Plan) have been stopped at the direction of the project applicants and review of these projects will restart when so directed by the applicants.

Drive Diverse Economic Opportunities – Goal #9

- Evaluate, identify and implement process changes to facilitate quicker review and construction of development projects. Options shall address the entire process from initiation of discretionary review to completion of project construction.

Completed. A variety of process changes were completed in FY 2011-12, including the City Council assuming Planning Agency roles and authorities, Zoning Code amendments to streamline project reviews, and establishment of expanded Administrative Approval authorities for the Planning Director.

- Participate in efforts to review and possibly amend City regulations, improvement standards and related development fees to respond to challenging economic conditions.

Completed and ongoing. Various City regulations, including provisions of the Zoning Code and the Folsom Boulevard Specific Plan, have been amended in response to the economic challenges faced by businesses and property owners. These efforts will likely continue into FY 2012-13.

- Working with City Council and development partners, identify and implement adjustments to planned land uses east of Sunrise Boulevard to provide an appropriate jobs/housing balance in the new development area, maintain the City fiscal viability and capitalize on opportunities created by the City's existing jobs base and strategic location.

Completed and ongoing. Substantial efforts have been completed on determining current and potential capacity for employment uses and adjustments have been incorporated into two major projects, Suncreek and Arboretum. Discussions on the Westborough project are ongoing.

Continue to Provide Regional Leadership – Goal #13

- Continue to participate in the South Sacramento Habitat Conservation Plan (SSHCP). Submit Draft SSHCP to state and federal regulatory agencies for formal review by September 2011. Receive final agency approval and issuance of incidental take permits by late 2012. Adopt a development impact fee to fund all SSHCP costs incurred by the City.

In progress. City staff remains engaged in the South Sacramento HCP process. Efforts on the HCP were delayed as a project manager was secured in 2011. Efforts will continue through FY 2012-13.

- Coordinate City department participation within the Sacramento Regional Consortium. This effort will support SACOG's development of a Sustainable Community Strategy, as required under SB 375, and will address land use, transportation and housing issues on a regional level. Work within the Consortium will continue through FY 2011-12 and into the following fiscal year.

Completed and ongoing. Planning staff has coordinated with SACOG throughout the Regional Consortium program and a City site, Mather Mills, was identified as one of five key Transit Priority Areas within the six county SACOG jurisdictions.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Planning staff has provided key support in the Pepperdine Grant/Civic Engagement program, including supporting the preparation of a successful grant application and managing the current Civic Engagement efforts. City staff training is underway and the first round of neighborhood Civic Engagement meetings has been completed. This program will continue forward with Civic Engagement efforts to be conducted in additional neighborhoods. Goal #1
- Planning Department staff have been actively engaged in support of community programs in Rancho Cordova, with major contributions to: Cordova Pride Scholarship; Rancho Cordova Relay for Life; United Way fundraisers; Cordova Food Locker; Rancho Cordova Mayor's Walks; and, Cordova Community Council/Rancho Cordova Holiday Ice Rink. Goal #3
- Planning staff has initiated a City Volunteer program that expands opportunities for residents to assist the City as volunteers through valuable public service projects. An administrative structure has been developed that covers volunteer program procedures, various volunteer opportunities have been identified, and an outreach promotion is underway. Goal #4
- The Planning Department completed several project reviews in an expedited manner to facilitate City goals, including: Amendments to the Montelena project approvals; Walgreens Design Review; UC Davis Medical Center Design Review; and the Sacramento Children's Museum approvals. Goal #4

- *Completed two updates to the Folsom Boulevard Specific Plan (FBSP) that support businesses and new development within the City. New provisions were added to establish a UR-3 District that supports existing industrial businesses within the FBSP boundaries. Language was added to the FBSP to provide flexibility on meeting development standards and to expedite Design Review approvals when existing buildings are replaced with new structures. Goal #9*
- *Zoning Code Amendments. A series of amendments to the Zoning Code were completed to update the Code to meet current City practices, to enhance the review of development projects and to clarify regulations that apply to proposed development and existing properties within the City. Goal #9*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Provide support to Code Enforcement and POP Officer activities, conduct community outreach to neighborhood associations and community groups and provide general support to the Growing Strong Neighborhoods Initiative.
2. Continue to participate in the South Sacramento Habitat Conservation Plan (SSHCP). Submit Draft SSHCP to state and federal regulatory agencies for formal review by Summer/Fall 2012. Receive final agency approval and issuance of incidental take permits by late 2013. Adopt a development impact fee to fund all SSHCP costs incurred by the City.
3. Coordinate with Sacramento Area County of Governments (SACOG) on regional planning issues, including the Sacramento Regional Consortium, Regional Housing Needs Allocations (RHNA) and other regional planning efforts that affect the City.

Ensure a Safe, Inviting and Livable Community – Goal #2

4. Incorporate Open Space Standards into the City's development standards and regulations. The effort will likely result in revisions to the General Plan, the City's Comprehensive Design Guidelines and possibly other regulatory documents.

Empower Responsible Citizenship – Goal #3

5. Planning staff, working with various City Departments, will conduct a series of Civic Engagement programs within Rancho Cordova neighborhoods. This effort will rely upon and implement the Davenport Institute Civic Engagement training.

Establish Logical City Boundaries that Provide Regional Leadership and Address Financial Challenges – Goal #4

6. Planning staff will prepare a summary report for Council consideration that will:
 - 1) Identify relevant Local Area Formation Commission (LAFCo) policies and procedures related to Sphere of Influence (SOI) expansions; and
 - 2) Define sub-areas within the City's Planning Area that could be the subject of SOI expansions.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

7. Support the City Matrix Teams to deliver excellent performance and improve employee development by participating in the E.A.T., FLITe and the Development Services Team Groups.
8. Amend Special Planning Area documents to eliminate references to the Sacramento County Zoning Code. This effort is not intended to revise development standards within the SPA's, but rather to ensure the City Zoning Code and its Special Planning Areas (SPA's) are presented as an organized and stand alone document.
9. Coordination and development of the City's Volunteer Program. This effort will result in growing a more robust program with more volunteers, developing a recognition program for our volunteers, and possibly combining efforts with other non-profit agencies in the City.
10. Complete the reviews of the Suncrest Specific Plan and the Arboretum Specific Plan. Continue work on the Westborough Specific Plan and The Ranch Specific Planning Areas as directed by the project applicant.
11. Coordinate with Sacramento County to obtain the files for projects and properties within the City that were subject to County approvals prior to City incorporation and incorporate these files with the City's records system.

Drive Diverse Economic Opportunities – Goal #6

12. Participate in efforts to City staff, developer interests and the City Council to review and possibly amend City regulations, improvement standards and related development fees to respond to challenging economic conditions.
13. Complete any actions required to implement a strategy of balancing residential and employment land uses east of Sunrise Boulevard. Potential actions include adjusting land uses within projects currently under review and/or amending the General Plan to accommodate more employment generating uses.
14. Sign Code Update. Planning will initiate a comprehensive Sign Code Update, which will include outreach meetings with local businesses, staff level analysis and City Council work sessions. The results of this effort will be incorporated into a Zoning Code update.
15. Continue to participate in the SSHCP. Submit Draft SSHCP to state and federal regulatory agencies for formal review by Summer/Fall 2012. Receive final agency approval and issuance of incidental take permits by late 2013. Adopt a development impact fee to fund all SSHCP costs incurred by the City.
16. Coordinate with SACOG on regional planning issues, including the Sacramento Regional Consortium, RHNA and other regional planning efforts that affect the City.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 682,433	\$ 668,986	\$ 580,590	\$ 647,700	\$ 617,200	\$ 635,300
Licenses, Permits & Fees	22,601	14,978	24,069	24,600	23,500	22,100
Charges for Services & Other Revenues	957,950	719,275	1,198,939	712,000	620,100	645,200
Total Sources	1,662,984	1,403,239	1,803,598	1,384,300	1,260,800	1,302,600
Use of Funds:						
Operations	1,662,984	1,403,239	1,803,598	1,384,300	1,260,800	1,302,600
Total Uses	\$ 1,662,984	\$ 1,403,239	\$ 1,803,598	\$ 1,384,300	\$ 1,260,800	\$ 1,302,600

BUILDING AND SAFETY

DESCRIPTION

The Building and Safety Division ensures that building construction within the City of Rancho Cordova meets state and local standards for safety, accessibility, green building, energy conservation and storm water pollution prevention.

Standard, ongoing responsibilities of the Building and Safety Division include:

- Reviewing building plans, issuing building permits and inspecting buildings to ensure conformance with safety codes, green building codes, energy efficiency and accessibility regulations.
- Inspecting job sites to ensure that pollutants associated with building do not enter waterways.
- Assuring that various state and local laws and ordinances are enforced regarding zoning, property ownership rights, contractor laws, engineering and architecture laws relative to construction of buildings.
- Public education on building code, building safety, energy conservation, and other relevant topics.
- Investigating complaints of work without permits and non-compliant occupancy.

FISCAL YEAR 2011 – 2012 PROJECTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Building and Safety Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Building and Safety Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Ensure the Availability of the Best Public Services in the Region – Goal #4

- The Building and Safety Division will work to devise a plan to administer an electronic survey at the time of project completion. The intent is to encourage our customers to provide feedback pertaining to the permit process in its entirety that the Building & Safety Division can use to identify ways to better serve our customers and the delivery of services.

***In progress.** The Building and Safety Division has been exploring options for an electronic customer satisfaction survey. The Division has developed an online form and has purchased a survey license via Survey Monkey. Developing the process to administer the online survey is listed as a current year goal.*

- The City's residents, business, and property owners need the ability to access past permit records. The City needs to maintain certain records to remain in compliance with state law. The scanning of the backlog of commercial plans was completed, and the next

steps in the 5-year implementation plan are to stay current with the scanning of commercial plans and begin scanning residential permit records.

Completed. All commercial plans and production home permits have been scanned, indexed and are retrievable online. The Building and Safety Division has worked with the Information Technology Division to arrange a monthly pickup for records to be scanned and indexed in order to stay current with the scanning and indexing of commercial plans. In addition, the Building Division has reviewed over 10,000 residential permit records and those have been scanned, indexed and are retrievable online. The next phase of the 5-year implementation plan is outlined in the FY 2012-13 goals.

- Complete the Resource Center reconfiguration to include easy access to forms and handouts, along with a workstation to view the City's website and print additional information as needed.

Partially completed. The reconfiguration of the Resource Center is complete. However, the goal to have a public workstation available to customers and residents is still in progress. The Information Technology Division is currently testing kiosk and printing software for the workstation. Once a software selection has been made, we can move forward with implementing the workstation.

- In an ongoing effort to enhance customer service and simplify resource materials, the Building and Safety Division will review all current forms and handouts and make the appropriate modifications. In addition, the updated handouts will be available in the City's newly reorganized Resource Center and at the permit counter.

Partially completed. The Building Division has reviewed and revised all frequently used forms and handouts. The updated materials are available on our website and at the permit counter. The Division will continue to review and modify the remaining handouts in FY 2012-13, once the public workstation is available to residents and customers, all necessary forms, and handouts will be available at the workstation. Maintaining and updating the forms and handouts will be an ongoing effort as the building code is modified frequently.

- In an effort to provide effective and useful information relating to permit fees, the Building & Safety Division will update and enhance the information contained in the Residential and Commercial Fee Booklets (Fee Schedules).

Anticipated completion by June 30th. The Development Related Processes and Fee Booklet will be complete by the end of FY 2011-12. Copies will be available on our website, at the Resource Center and by request.

Ensure a Safe Community – Goal #6

- The Building and Safety Division worked diligently to reduce the backlog of building code violations and work without permit cases. Now that the remaining cases have been narrowed down to only those egregious in nature, the Division will work to refine and streamline the violations process in order to actively mitigate the existing cases and to implement an effective process to track and resolve new cases through the Hansen software to support the Growing Strong Neighborhoods effort.

Partially completed. The Building Division has worked hard to reduce the backlog of violations and work without permit cases to fewer than 200. Those cases have been

identified as a life and safety concern and will be actively pursued for compliance. Discussions pertaining to the violations process have been well underway and will continue into FY 2012-13.

- Building and Safety Division staff will be participating in and serving as a resource to the Growing Strong Neighborhoods' "Focus on 50" concept.

Completed and ongoing. *The Building and Safety Division will continue to be available as needed to support the Growing Strong Neighborhoods Initiative.*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure a Safe, Inviting and Livable Community – Goal #2

1. The Growing Strong Neighborhoods Initiative is a high priority for the City Council Members. The Building and Safety Division staff will be available to serve as a resource to the Growing Strong Neighborhoods' "Focus on 50" concept.
2. The Building and Safety Division has recognized the financial impact of accessibility requirements on our business owners. Staff has worked diligently to outline a long-term accessibility program and policy. The goal of the program is full site compliance, while not affecting the issuance and inspection of individual tenant improvements and would allow business owners to "phase" disabled access requirements over a period of time. The next step is to make the long-term accessibility program a reality by finalizing the program development and implementing it.
3. The Building and Safety Division will continue to work to refine and streamline the violations process in order to eliminate all long-standing violations to active cases only.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

4. The Building and Safety Division will continue to work to administer an electronic survey at the time of project completion if the funding for upgraded software is available. The intent is to encourage our customers to provide feedback pertaining to the permit process in its entirety so the City can identify ways to better serve our customers and the delivery of services.
5. The City's residents, business, and property owners need the ability to access past permit records. The City needs to maintain certain records to remain in compliance with state law. The scanning of the backlog of commercial plans and production homes is completed, residential permit records are currently being scanned and the next steps in the 5-year implementation plan are to stay current with the scanning of commercial plans and production homes, finish scanning all residential permit records, and begin scanning microfiche cards.
6. In order to stay abreast with the latest technology and provide the best services in the region, the Building and Safety Division will implement an electronic plan review

program for its customers. The option to utilize electronic plan review will improve efficiency, reduce the waste associated with traditional review processes, and significantly decrease the processing time for our residents and customers. The City has purchased the plan review software, the next step is to work with the Information Technology Division to configure the software to meet the Building and Safety's Division needs and create processes guidelines for our customers to follow.

7. The Building and Safety Division currently uses a permitting system that is outdated and expensive to maintain and does not perform all the necessary functions needed for accurate reporting. Transitioning to web based permitting software will allow the Building Division more flexibility to design and maintain accurate records and reports.
8. The Building Division will work to increase education and outreach efforts to our residents and customers. In order to be effective and timely with the outreach efforts, the Division will research the idea of creating a Building and Safety specific newsletter, update the website frequently with important news and reports, participate in regional events specific to the building industry, and hold community meetings as needed on hot topic items.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits & Fees	1,650,544	1,594,927	1,395,788	1,125,000	1,300,000	1,250,000
Intergovernmental	1,776	1,050	142	-	-	-
Charges for Services & Other Revenues	33,830	28,602	5,197	-	5,200	-
Total Sources	1,686,150	1,624,578	1,401,127	1,125,000	1,305,200	1,250,000
Use of Funds:						
Salaries	582,642	428,884	471,460	518,800	482,100	456,400
Benefits	263,853	167,643	157,691	185,200	170,300	144,500
Operations	712,808	574,203	419,139	387,000	557,000	452,200
Total Uses	\$ 1,559,303	\$ 1,170,730	\$ 1,048,289	\$ 1,091,000	\$ 1,209,400	\$ 1,053,100

FACILITIES MANAGEMENT

DESCRIPTION

Facilities Management is responsible for all electrical, mechanical, structural, custodial and related repairs and maintenance to all City facilities. The buildings served by Facilities Management include all buildings on the City Hall property, the Kilgore property, the Kilgore Cemetery, and the Gold Tailings property.

Facilities Management provides the following services for the City:

- Management of the maintenance and repair of facilities and grounds through contract and employee services.
- Collaboration with leasing activities.
- Management of the improvements for City leased or owned space.
- Management of rentable meeting space to the community, which is not only an extra revenue source to the City, but a source of revenue to local hotels and restaurants.
- Provision of a healthy and productive working environment (i.e. ergonomics, air quality, amenities).
- Ensure all facilities and their operations comply with current laws and regulations for the safety of all building occupants and visitors.
- Implementation and tracking of sustainable building operations and preventative maintenance programs.
- Support of external City sponsored community events.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Facilities Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Facility Services Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Ensure the availability of the Best Public Services in the Region - Goal #4

- Provide project coordination and space management services for the remodel of the self help center at City Hall to improve accessibility to resources for public and staff.

Completed. Installed public work surface area intended for customers to review their plans, fill out paperwork, and look up information on the computer. Coordinated with various departments to install new work surfaces inside the cashier's booth allowing for a more flexible workspace. Installed new speak through window and framed opening in the wall to allow for better ventilation.

- Manage the project coordination for the carpet replacement project at City Hall. Removing worn existing carpet and replace with a new eco-friendly carpet tile product.

Anticipated completion by June 30th. Staff completed the carpet replacement in the south hall corridor. The stairwell and second floor lobby will be completed by June 30, 2012.

Ensure a Safe Community - Goal #6

- Facilities will manage the development and implementation of a comprehensive operations and maintenance plan designed to monitor and sustain all building systems, equipment and day to day operations for the new police station located at 2897 Kilgore Road.

Completed. Facilities setup and managed building systems through a Building Automation System to help track and monitor energy consumption.

- Facilities will manage the development and implementation of a comprehensive operations and maintenance plan designed to monitor and sustain all building systems, equipment and day to day operations for the Rancho Cordova Neighborhood Services and police automotive operations facility.

Anticipated completion by June 30th. The software will be implemented by June 30, 2012.

Sustain a Livable Community - Goal #8

- Establish process to track energy management sub-metering data and reduce utility usage by a goal of 3% (electrical metered only to start with, but the system has the capability to add natural gas and water in the future).

Completed. The department is on track to realize a small savings this fiscal year.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Assisted with the grand opening and move in for the Rancho Cordova Police Department and the Sacramento Children's Museum. Goals #1 & 6
- Facilities setup and supported over 3,700 hours, year to date, of events and meetings in our community rooms and throughout the City. Over 1/3 of those events were for local non-profit groups. Goal #5
- Installed back up power support to our renovated police facility & cell tower. Generator needs to be replaced to meet new tier 3, Best Available Control Technology (BACT) standards for engine emissions. Goal # 5

FISCAL YEAR 2012-2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova - Goal #1

1. Establish energy star accounts for properties located at 2701 Prospect Park Drive, 2880 Gold Tailings and 2897 Kilgore Road to monitor and track energy consumption as required by the energy commission and AB-1103 beginning in July 2012.

Ensure a Safe, Inviting and Livable Community - Goal #2

2. Upgrade parking lot lights with induction bulbs to reduce energy consumption and operating cost for City Hall, Rancho Cordova Police Department (RCPD) and Neighborhood Services.
3. Prepare local/state Emergency Operations Center (EOC) Exercise to better prepare our staff and local agencies in our ability to work together and communicate during a disaster. Present plan/scenario to advisory team for possible joint exercise with Sacramento County Public Health to hold here locally.
4. Design and draft an evacuation plan for the Sacramento Children's Museum and the McKesson building. Install evacuation maps throughout the building.

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management - Goal #5

5. Create and install additional picnic areas around the Sacramento Children's Museum and City Hall, so visitors have a designated and safe location to dine and rest with their families and friends.
6. Analyze current room rental policies and rates and consider revising our subsidized discounted rates to allow for a more equal rating structure.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 97,079	\$ 238,026	\$ 899,691	\$ 766,750	\$ 797,700	\$ 541,200
Licenses, Permits & Fees	59,696	51,464	60,713	65,000	60,000	60,000
Use of Money & Property	976,680	610,558	393,225	485,700	414,800	486,400
Intergovernmental	-	-	-	-	-	80,000
Charges for Services & Other Revenues	38,937	51,020	-	-	-	-
Total Revenues	1,172,392	951,068	1,353,628	1,317,450	1,272,500	1,167,600
Other Sources:						
Transfers In	75,000	350	-	-	-	-
Total Other Sources	75,000	350	-	-	-	-
Total Sources	1,247,392	951,418	1,353,628	1,317,450	1,272,500	1,167,600
Use of Funds:						
Salaries	211,718	252,364	229,186	259,100	268,300	284,200
Benefits	65,252	77,159	91,928	126,200	113,500	125,600
Operations	600,650	600,110	803,958	818,150	776,700	729,300
Capital Outlay	369,772	21,785	228,557	114,000	114,000	28,500
Total Uses	\$ 1,247,392	\$ 951,418	\$ 1,353,628	\$ 1,317,450	\$ 1,272,500	\$ 1,167,600

ECONOMIC AND NEIGHBORHOOD DEVELOPMENT

DESCRIPTION

The Economic and Neighborhood Development Department provides enhanced service delivery in support of comprehensive economic and neighborhood development. In doing so, our mission is twofold:

- To maximize Rancho Cordova's potential as a thriving hub for businesses and jobs.
- To develop and execute revitalization and development strategies that drive growth and investment in the City's existing neighborhoods, commercial corridors and newly developing areas.

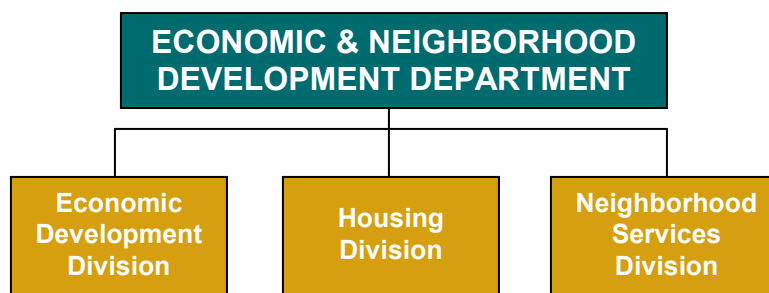
STRUCTURE AND SERVICES

The Economic and Neighborhood Development Department is comprised of the following divisions:

The **Economic Development Division** directs and implements actions identified in the City's Economic and Neighborhood Development Strategy. The Division also provides management oversight of the entire department and administers day-to-day operations of the Successor Agency to the City's Former Redevelopment Agency.

The **Housing Division** develops and manages a variety of programs that expand housing choices, revitalize neighborhoods, and respond to special needs. The Division also administers the City's Community Development Block Grant (CDBG) program and the Very Low-Income Housing Trust Fund.

The **Neighborhood Services Division** administers an enforcement program to correct violations of municipal codes and land use requirements. The Division also provides animal care and control services, and enforces animal laws and ordinances.



Discussion on prior year accomplishments and proposed actions for each Division are detailed in subsequent sections of this budget document.

ECONOMIC DEVELOPMENT

DESCRIPTION

The Economic Development Division provides leadership on developing and implementing key programs that fuel the local economy and improve the standard of living for City residents. Our activities are guided by the Economic Development strategies that were established at the 2012 City Council retreat. The four key Economic Development strategies and underlying objectives of those efforts include:

- **Revitalize Folsom Boulevard**
 - Focus on the Pulse Points (Mather/Folsom, Zinfandel/Folsom, Sunrise/Folsom)
 - Support business and property owners
 - Address infrastructure needs
- **Retain and Expand Business**
 - Monitor the business community
 - Provide a superior level of service
 - Create visibility and promotion
- **Retail Recruitment**
 - Improve the capture of household spending
 - Strengthen retail choices
 - Attract a new grocery store south of Highway 50
- **Business Development and Innovation**
 - Establish Rancho Cordova as the innovative hub of the region
 - Assist in the growth of our strength industry clusters
 - Increase tourism and cultural amenities

FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Economic Development Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Economic Development Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Conduct an advertising and marketing campaign in order to increase awareness of the business and employment strength of the City through over 15 ad placements and over 10 positive news articles.

Partially completed. Advertising was placed in the SACTO Economic Profile, which has been done for the past three years. There were eight positive articles in the past year. The marketing campaign is on hold in order to align the effort with the FY 2012-13 work plan.

- Create a retail specific marketing brochure to assist in the retail recruitment strategy and use it to market potential retailers at International Council of Shopping Centers (ICSC) trade shows.

Partially completed. A grocery store opportunities report was created and distributed to potential grocery tenants in order to attract a new grocery tenant south of Highway 50.

- Develop an entertainment and restaurant guide in coordination with the Rancho Cordova Travel and Tourism Corporation (RCTTC).

Completed. In partnership with the Rancho Cordova Chamber of Commerce and the RCTTC staff completed a new visitor guide.

Drive Diverse Economic Opportunities Goal – #9

- Create business growth opportunities by conducting 30 targeted business visits to our business community, including businesses located in the area that was annexed on July 1, 2010.

Completed. Staff visited over 200 businesses in FY 2011-12.

- Conduct a Business Walk in participation with the Sacramento Metro and Rancho Cordova Chamber of Commerce to build relationships with our businesses by visiting over 160 businesses.

Completed. Staff visited over 200 businesses in FY 2011-12.

- Facilitate the development and ongoing initiative development with the various business cluster groups within the City including educational institutions, private recreation facilities, and Folsom Boulevard businesses.

Partially completed. Staff held a “Buzz on the Boulevard” community meeting with Folsom Boulevard businesses and property owners. Additional meetings with educational institutions and recreation facilities did not take place due to lack of initiatives and participation.

- Begin the process to expand the redevelopment area into the recently annexed area and contaminated GenCorp property.

On hold. All statewide redevelopment activity ended as a result of the State Supreme Court ruling issued on December 29, 2011.

- Enter into a Development and Disposition Agreement with D&S Development for the Mills Station Crossing project.

On hold. The Mills Station Crossing project was dependent upon the use of redevelopment funding. All statewide redevelopment activity ended as a result of the State Supreme Court ruling issued on December 29, 2011.

- Complete Environmental Protection Agency Brownfields assessment surveys on targeted locations.

Completed and ongoing. Two Phase I environmental site assessments, one Phase II, and two lead and asbestos surveys were completed with the use of EPA grant funds. Funds remain for additional site assessments in FY 2012-13.

- Submit an application for additional Brownfield grants to prepare sites for development.

Completed. EPA Assessment Grant application submitted November 2011.

- Submit an application for an Economic Development Administration (EDA) grant to complete an infrastructure project that promotes job creation.

On hold. City staff is participating in the region-wide “Next Economy” effort, which will result in a Comprehensive Economic Development Strategy for the Sacramento region, allowing the City of Rancho Cordova to become eligible to apply for EDA grants.

- Update the five-year Economic Development strategy with a two-year work plan.

Anticipated completion by June 30th. Staff is preparing a work plan based on results of budget.

- Initiate the development of a hospital development strategy to begin the process to build a new hospital in the City.

On hold. Staff is currently researching the best approach to initiate an effective hospital development strategy.

- Begin the outreach and steps necessary to start a Property Based Improvement District (PBID) on Folsom Boulevard.

Completed. Staff held a “Buzz on the Boulevard” community meeting with Folsom Boulevard businesses and property owners to develop leaders to start the process.

- Develop a “community advertising sign” strategy to take advantage of the City’s strategic location along a major commuter highway.

Completed. The proposal for electronic reader board placement along Highway 50 was presented to City Council on May 21, 2012.

- Assess the needs of our business community by conducting a business roundtable with our top revenue creating businesses.

On hold. A CEO Roundtable is planned for FY 2012-13.

Continue To Provide Regional Leadership – Goal #13

- Participate in regional company attraction by partnering with Sacramento Area Trade and Commerce Organization (SACTO) in the recruitment efforts by hosting tours for SACTO staff and project related recruitment efforts.

Completed and ongoing. Responded to various requests for information from SACTO and provided tours of Rancho Cordova to SACTO staff.

- Participate in regional business retention by participating in the Metropulse program and serve as the regional Chair for the program.

Completed and ongoing. Staff served on the Metropulse steering committee as Chair of the regional effort.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Partnered with the Cordova Community Council, and provided partial funding for the first Rancho Cordova Holiday Ice Rink, which operated from November 2011 through January 2012 in the Capital Village Shopping Center. Over 14,000 tickets were sold. Goal #1*
- *Continued to participate and help facilitate weekly Development Services Team meetings as a one-stop forum for customers with development project inquiries. Goal #9*
- *Partnered with Diede Construction and D&S Development to complete an entertainment center feasibility study for a development opportunity on city-owned land. Goal #9*
- *Received final designation status for the Sacramento Enterprise Zone from the state of California. The regional zone boundary includes most commercial and industrial areas in the City of Rancho Cordova. Goal #9*
- *Hosted the 2011 California Association of Enterprise Zone's (CAEZ) annual conference, which was attended by 200 people from across the state. Goal #13*
- *Participated on the CAEZ Governing Affairs Committee, which advocates for legislation related to the Enterprise Zone program. Goal #13*
- *Served as the Metro Chamber of Commerce Cap-to-Cap Chair for the Jobs and Business Growth team. Goal #13*
- *Served on the Next Economy-Regional Economic Development Strategy steering committee. Goal #13*

FISCAL YEAR 2012-2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Develop marketing and messaging effort focused on specific strengths of the City of Rancho Cordova and align with the FY 2012-13 work plan.
2. Participate in regional business retention by participating in the Metropulse program and serve as the regional Chair for the program.
3. Serve on the Next Economy-Regional Economic Development Strategy steering committee.

Drive Diverse Economic Opportunities Goal – #6

4. Serve as staff for the Successor Agency of the former Redevelopment Agency and the Oversight Board to ensure the best outcome for the City.
5. Host an innovation summit in order to brand Rancho Cordova as the innovation hub of the region.
6. Establish a new tool or obtain one new grant in order to support the business development and retention strategy.
7. Assess the needs of our business community by conducting a business roundtable with our top revenue making businesses.
8. Conduct 12 executive level business visits with the Mayor and City Manager.
9. Initiate the steps necessary to start a Property Based Improvement District (PBID) on Folsom Boulevard and hold an election by July 2013.
10. Add a Targeted Employment Area (TEA) to the enterprise zone area benefits, which will allow more Rancho Cordova residents to be hired by companies within the enterprise zone.
11. Conduct a business walk in participation with the Sacramento Metro and Rancho Cordova Chamber of Commerce to build relationships with our businesses by visiting over 160 businesses.
12. Provide quarterly location tours with SACTO.
13. Recruit three new retail stores to the City in order to provide more regional choices by attending retail trade shows and direct marketing efforts.
14. Conduct the land and economic analysis on promoting the development of a new large retail center at the Mather Field or Zinfandel interchanges.
15. Utilize the self reporting Use Tax system to maximize the revenue for the City through major purchases by companies or developments within the City.
16. Utilize the large construction contracts program to maximize sales tax revenue for the City on projects over \$5 million.
17. Complete Environmental Protection Agency Brownfield's assessment surveys on targeted locations.
18. Utilize the Community Development Block Grant program as an Economic Development initiative that will rehabilitate commercial buildings on Folsom Boulevard.
19. Negotiate the development of a new entertainment facility within the City of Rancho Cordova.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 325,684	\$ 362,319	\$ 321,910	\$ 416,900	\$ 410,000	\$ 526,800
Licenses, Permits & Fees	-	50	-	-	-	-
Intergovernmental	3	-	-	-	-	-
Charges for Services & Other Revenues	-	690	7,710	-	38,300	-
Total Revenues	325,687	363,059	329,620	416,900	448,300	526,800
Other Sources:						
Transfers In	12,226	-	-	-	-	-
Total Other Sources	12,226	-	-	-	-	-
Total Sources	337,913	363,059	329,620	416,900	448,300	526,800
Use of Funds:						
Salaries	186,930	183,013	184,129	192,900	176,000	263,800
Benefits	82,565	75,519	83,112	81,200	80,800	115,000
Operations	68,418	104,527	62,379	142,800	191,500	148,000
Total Uses	\$ 337,913	\$ 363,059	\$ 329,620	\$ 416,900	\$ 448,300	\$ 526,800

HOUSING

DESCRIPTION

The Housing Division has primary responsibility for the maintenance and implementation of the Housing Element of the City's General Plan. Major responsibilities include the preservation, improvement and expansion of housing opportunities for those who reside and work in this City, as well as responding to the challenge of our special needs populations such as the elderly, disabled, and homeless. A major component of this Division's work also includes coordination with Growing Strong Neighborhoods and Business Boosters efforts. The Housing Division works to identify and solve local housing and neighborhood issues while maintaining a responsible regional commitment to house those expected to reside in this city.

In addition to the General Fund, work efforts of this Division are funded from several other separate funding sources. Annually, the City receives Federal Community Development Block Grant (CDBG) funds directed to public improvements and services in our older existing neighborhoods. The Very Low Income Housing Fund (VLIHF) is a non-residential impact fee used to produce very low income housing especially for our special needs populations (elderly, disabled, etc.). In the recent past, funds from the Redevelopment Agency's Low/Moderate Income Housing Fund (20% set-aside) were used to address housing issues in the Redevelopment Area. As of February 1, 2012 by acts of the State legislature, Redevelopment Agencies were abolished. To account for this loss, this Division continues to compete aggressively for grant funding of all types.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Housing Department's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Housing Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Establish a Vibrant Downtown – Goal #5

- In order to better utilize land in coordination with the Mills Station Crossing project, assist in the acquisition and demolition of the First Value Inn, located at 10271 Folsom Boulevard.

***In progress.** The property was purchased by a private party.*

Improve the Quality of Housing in Rancho Cordova – Goal #7

- Complete construction of the Crossings at New Rancho.

***Completed.** Construction was completed in December of 2011 and full occupancy was achieved in February of 2012. This new construction resulted in the demolition of some of the most distressed properties in the City and afforded energy efficient, wonderful living environments for qualified families.*

- Assist developer of Mills Station Crossing to fill the financing gap in the development of a senior living facility.

On hold. *With the demise of the Redevelopment Agency, this effort has been put on hold.*

- Obtain City/County agreement on location and site plan for approximately 100 units/beds comprising the Mather Veteran's Village and submit at least one grant application in support of the plan.

In progress. *County has removed itself from the lead on this effort and the City is now the overall coordinator. The competitively selected development team is proposed to stay in place. City, County and Veterans' Hospital team are looking for a site and will then develop a site plan and pursue funding.*

- Improve the quality of traditional public housing units located within the City through a coordinated review of the condition of these units by Neighborhood Services and the Housing Division and the development of a financing strategy to aid the County in addressing deficiencies.

In progress. *Review of public housing unit conditions is in progress.*

- Initiate work aimed at preservation of "at risk" housing units within the City.

On hold. *Lack of funding continues to delay this activity.*

- Collaborate with Neighborhood Services to establish an emergency housing program for tenants displaced as a result of health and safety evictions.

Anticipated completion June 30th. *Funding for this population is proposed as an amended use within the Very Low Income Housing Trust Fund to be considered by the City Council.*

- Begin pre-development activities for the Anatolia multi-family housing project.

On hold. *Site control has not yet been obtained and funding opportunities are extremely limited.*

- Make application to at least one large (±\$3 million) housing grant specifically to improve the quality of housing choice in Rancho Cordova and to respond to housing replacement requirements of state law associated with the removal of distressed affordable units.

In progress. *The City was unsuccessful with its December 2011 HOME grant to the State of California. Preparations for a 2012 resubmittal are underway.*

Sustain a Livable Community – Goal #8

- Make application to at least one grant that has a primary focus of improving the quality of owner occupied residential units.

Completed. *Application was made for a CalHOME grant to augment funding for the City's Rehab-ownership program. In late April the City received notice of an award of \$720,000.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Collaborated with the City Clerk's office in the acquisition and implementation of contracts management and digital storage/management system. Goal #3*
- *Completed Improvements to the White Rock Pathway. Goal #6*
- *Staff has completed draft revisions to the Housing Trust Resolution. City Attorney is now able to review and finalize prior to consideration by the City Council. Goal #8*
- *Create a Community Development Block Grant, Economic Development Program. Goal #9*

FISCAL YEAR 2012–2013 PROJECTS

The City had thirteen overall goals as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure a Safe, Inviting and Livable Community – Goal #2

1. Begin construction of the Horizons senior project, a 48-unit affordable senior development located on the site of the demolished Stagger Inn on Folsom Boulevard.
2. Re-apply for a 2012 State HOME grant of \$3 to \$4 million to assist with the financing of the Horizons senior development on the site of the demolished Stagger Inn.
3. Begin the first phase development of Mather Veterans' Village a service rich multi agency/jurisdictional effort led by this City to provide a range of affordable permanent residential opportunities (up to 125 units) for disabled lower-income veterans capable of independent living.
4. Develop a "Housing in-lieu" fee for new residential development as a tool that might be used in the creation of Affordable Housing Plans (AHP) required to be produced by developers as part of the entitlement process.
5. Continue to survey conditions of conventional public housing units located in the City. Units are owned by the Sacramento Housing and Redevelopment Agency (SHRA). In coordination with Neighborhood Services and SHRA, develop an upgrade strategy for these units.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 59,649	\$ 3,368	\$ -	\$ 163,600	\$ -	\$ 44,200
Licenses, Permits & Fees	-	-	-	-	55,000	-
Use of Money & Property	-	-	-	30,000	62,000	80,000
Charges for Services & Other Revenues	-	20,024	40,000	63,000	5,000	49,000
Total Revenues	59,649	23,391	40,000	256,600	122,000	173,200
Other Sources:						
Transfers In	126,613	-	-	183,800	130,600	-
Total Other Sources	126,613	-	-	183,800	130,600	-
Total Sources	186,262	23,391	40,000	440,400	252,600	173,200
Use of Funds:						
Salaries	88,727	(34,249)	(44,574)	171,700	152,400	61,800
Benefits	55,849	56,487	68,967	80,600	79,700	69,900
Operations	41,686	1,154	3,613	8,100	6,500	41,500
Capital Outlay	-	-	-	180,000	-	-
Total Uses	\$ 186,262	\$ 23,391	\$ 28,006	\$ 440,400	\$ 238,600	\$ 173,200

NEIGHBORHOOD SERVICES

DESCRIPTION

The Neighborhood Services Division was created in FY 2005-06 by combining the Code Enforcement and Animal Services Programs. This unique partnership was formed to allow for seamless service between the two and has resulted in better customer service. Throughout this time, the Division has been providing both reactive and proactive services to the community. These services include: general code enforcement for residential and commercial property; a proactive Rental Housing Inspection Program (RHIP); a Building Permit Enforcement Program; a Vacant Building Monitoring Program; a medical marijuana ordinance; a pet overpopulation ordinance that increased unaltered pet fees that encouraged more residents to alter their pets; and a tax intercept program initiated to collect fines and fees. All of these services help the Neighborhood Services Division move toward being self-sustainable. Moreover, these services have been instrumental in implementing and promoting the City's Growing Strong Neighborhoods Initiative by proactively encouraging residents and owners to enhance their homes, property, street and community. The budget for FY 2011-12 enhanced services by:

- Participating in the City's Growing Strong Neighborhoods Cabinet to assist in developing criterion by which to gauge that services and activities performed under the Growing Strong Neighborhoods Initiative are having a positive outcome on the community.
- Providing two rental housing training classes to property owners.
- Participating in the pilot program Rancho Cordova Community Alliance with Sacramento County Probation Department.
- Participating in the "Focus on 50" project in collaboration with the Police Department and Sacramento County Probation Department.
- Proactively enforcing the City's rental business licenses and housing stock fees to ensure compliance of City codes.
- Providing Neighborhood Cleanups in blighted neighborhoods.
- Implementing a program to deal with aggressive panhandling.
- Participating in a proactive graffiti abatement program

Code Enforcement

The City believes that a successful community (in terms of "quality of life") is one in which the residents take an active part and enter into collaborative efforts with their city's programs. As such, the Code Enforcement Program plays a major role in enforcement of State and local municipal codes pertaining to zoning, housing standards, blight, abandoned buildings, and foreclosures. In addition, the program focuses on public education pertaining to the City's efforts to Growing Strong Neighborhoods and other proactive enforcement programs on a regular and daily basis. The major issues addressed by this program are: a) ensuring safe housing; b) eliminating nuisances that either present a danger to the community, or are sources of significant blight. Code Enforcement partners with the Rancho Cordova Police Department and Sacramento County Probation Department to proactively handle with properties that are causing problems in the community in an effort to reduce crime and increase property values.

Code Enforcement, in its routine day-to-day activities, concentrates on:

- Providing assistance to residents and businesses in locating numerous types of resources.
- Assisting law enforcement in reducing crime through eliminating blight.

As previously discussed, the Code Enforcement Program is an integral part of the City's Growing Strong Neighborhood Initiative. Resulting from the Initiative is the Strong Neighborhoods Cabinet. This Cabinet is actively developing benchmarks by which to measure improvement in the quality of life in Rancho Cordova. Comprised of representatives from Neighborhood Services, Public Works, Planning, Public Information, Police, Probation and Economic Development, the Cabinet meets on a regular basis to monitor progress of the Initiative, and if needed, identifies enhancements or adjustments to current work practices. Code Enforcement supports Growing Strong Neighborhoods Initiative by enforcing State and local codes and programs that improve the quality of life and maintain property values. These codes include those that govern the Vacant Building and Foreclosure Monitoring Programs, commercial enforcement, a proactive Rental Housing Inspection Program, and neighborhood cleanups. Code Enforcement continues to focus on education and strives to obtain compliance without taking legal action.

The Code Enforcement program focuses efforts on producing the following desired outcomes:

- Improved overall community image.
- Improved rental housing conditions through the Rental Housing Inspection Program, which includes education, property owner cooperation, and abatement.
- Improved safety and enhanced visual effects in commercial/industrial districts.
- Encouragement to property owners and residents to take responsibility for their property and neighborhoods.
- Reduction of the negative effects of vacant buildings and foreclosures on neighborhoods.

The previously mentioned outcomes are produced through effective execution of the following ongoing activities:

- Participation in the Growing Strong Neighborhoods Cabinet.
- Working collaboratively with the Rancho Cordova Police Department Problem Oriented Police (POP) Division and Sacramento County Probation Department. This partnership embraces the development of a multifaceted approach to both reduce crime and improve the quality of life for the residents of Rancho Cordova.
- Conducting public outreach and education efforts by attending numerous public events.
- Effectively enforce codes utilizing education and the appropriate enforcement tools.

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Neighborhood Services Division's projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Neighborhood Services Division's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova - Goal #1

- Participate in 20 community outreach meetings and events such as Kid's Day, the "Business Walk," various neighborhood association meetings, Cordova Pride Project cleanups, and Rancho Cordova Police Department zone meetings.

Completed. Staff participated in 20 community outreach meetings and events, such as: Kid's Day, Christmas in Cordova, Rancho Cordova Police Department Zone meetings, Neighborhood Watch, Police Activity League events and local school presentations.

- Organize and participate in two neighborhood cleanups in conjunction with neighborhood Associations.

Completed. Cleanup held October 22, 2011 in Mills Ranch Neighborhood. 120 cubic yards of garbage were removed during this event. The second cleanup was held March 31, 2012. 80 cubic yards of garbage removed during the second event.

Ensure a Safe Community – Goal #6

- Collaborate with Rancho Cordova Police and Probation Department in the "Focus on 50" project as part of the Strong Neighborhoods Program.

Completed and ongoing. The "Focus on 50" locations were identified using empirical data, such as: crime statistics, police calls for service, code enforcement cases, and registered probationers. These properties are a combination of multifamily, single family, and commercial establishments. Since the inception of the program 34 of the properties have been inspected by Neighborhood Services staff, resulting in 428 code enforcement cases and 32 animal services cases. The program also resulted in 23 rooms at the Cordova Inn being deemed uninhabitable and two animal hoarders located and assisted.

- Lead the Panhandling Task Force, in conjunction with other City Departments, to remove nuisances and ensure safety for potential shoppers in Rancho Cordova.

Ongoing. Neighborhood Services saw better options for panhandlers that are provided for free at several agencies throughout the region. The "Have a Heart Donate Smart" campaign encourages residents to donate to local shelters and food banks instead of giving money to panhandlers directly. The program has a designated webpage, publicized through City Views, and discussed at business and resident meetings.

Improve the Quality of Housing in Rancho Cordova - Goal #7

- Inspect 1,000 apartments as part of the Rental Housing Inspection Program.

Completed and ongoing. 1,436 units were inspected to ensure they met State mandated minimum housing standards. Staff continues to work with property owners to remediate deficiencies. Only property owners that fail to work with staff or comply receive punitive fines.

- Provide at least two rental housing training classes to property owners and/or managers, to encourage responsible property maintenance, and provide crime prevention through environmental design (CPTED) in conjunction with Rancho Cordova Police Department.

Completed. The first class was held on October 26, 2011. The second class was held on May 23, 2012. Probation also participated in this program.

Sustain a Livable Community- Goal #8

- Participate in four Blight Buster events.

Anticipated completion by June 30th. The first Blight Busters sweep of this year was held on November 17, 2011 in the South White Rock neighborhood. The second sweep was completed January 12, 2012 in the Countryside area. The third sweep was completed on April 12, 2012 in the Mills Tower area. The fourth sweep is scheduled to take place on June 21, 2012 in the Lincoln Village area. Lower level violations are being observed than during original sweeps at the inception of the program.

- Collaborate with Public Works, Economic Development & residents in a graffiti abatement taskforce as part of Growing Strong Neighborhoods.

In progress. Public Works has taken a firm stance on graffiti in the public right of way. Code Enforcement staff are aggressively dealing with graffiti on private property. In collaboration with the City Attorney's Office a graffiti ordinance was prepared for City Council approval.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Participated in PAL (Cops Cuffing Cancer) to raise money for the Make a Wish Foundation. Neighborhood Services Manager Kerry Simpson was "sent to jail" and raised over \$2,000 in "bail." Goal #1
- Participated in Career Day at Mills Middle School. Staff spoke to the students about code enforcement and animal services as a potential career option. Goal #1
- Taught a class at California Association of Code Enforcement Officers (CACEO) conference on September 7, 2011. The topic was Blight Busters and the Probation Community Alliance. Goal #1
- Participated in One on One: Connecting Cops and Kids training. This training reinforced the benefits of promoting positive interactions with children in the field and how those interactions can have a profound impact on those children into adulthood. Goal #4

- *Collaborated with the Probation Officers as part of the Community Alliance. This pilot program housed two probation officers in the Neighborhood Services Office in order for them to have a close working relationship with code enforcement and police staff. Some of the statistics are: 147 arrests, 889 inspection assists, retrieval of four guns, 100 grams of Methamphetamine, five grams of rock cocaine, 600 grams of marijuana and the collection of \$5,733 in victim restitution. Goal #6*
- *With the assistance of the City's GIS database, starting January 2012 staff receives a monthly foreclosure report. Each address is investigated to ensure the properties are maintained in compliance with City and State codes. Using this more efficient process, all foreclosures are identified and inspected. Past practices required staff to physically locate foreclosures or wait for residents to report them. Goal #6*
- *Pursuant to ongoing rental housing inspections and the lack of compliance the following apartment complexes went into receivership: Terra Vista, River Pointe, Cordova Estates, and Concorde Plaza. Goal #7*
- *Neighborhood Services Manager installed as a Police Activities League Board Member. This will allow the City to be more involved with youth programs. Goal #8*
- *Implemented a New Shopping Cart Retrieval Program. Initiated a contract with California Shopping Cart Retrieval Company on November 1, 2011. Over 450 carts retrieved. Residents have a hotline and website to submit cart locations. Carts are picked up within 24 business hours. Goal #8*
- *Increased Rental Business License enforcement. July 1, 2011 to October 1, 2011 Code Enforcement staff aggressively enforced rental business licenses. During that period \$57,330 was collected, which was a 600% increase over the same time period for the previous year. Goal #11*
- *Contracted with Sacramento County Probation Abatement Crew on November 18, 2011. Each probationer is paid a daily stipend of \$24. These funds go directly toward victim restitution and not the probationer. The program has resulted in the cleanup of the Jack in the Box on Sunrise Boulevard, 12 vacant residential properties and 11 large vacant lots. This program has proven to be successful for both probation and the City of Rancho Cordova. Probationers fulfill their adult work project commitment, and the overall program is more cost efficient than using outside contractors. Goal #11*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova - Goal #1

1. Participate in 20 community outreach meetings and events such as Kid's Day, neighborhood association meetings, Police Zone Meetings, Neighborhood Watch, and school outreach meetings.
2. Organize and participate in two neighborhood cleanups in conjunction with neighborhood associations.

3. As an evolution of Blight Busters, implement the CityZen Program. While Blight Busters focused Neighborhood Services, Probation and Police Department on a single neighborhood for one day, this program focuses on a single neighborhood for a three to six month period. During this time, all rentals in the neighborhood will be inspected. Code Enforcement staff will consistently remind residents of City standards, while ensuring all criminal issues are reported to the appropriate departments. During FY 2012-13 staff will commit to focusing on two communities while continuing services citywide.

Ensure a Safe, Inviting and Livable Community – Goal #2

4. With GIS assistance, produce an updated “Focus on 50” list locating new areas of crime using empirical data. Collaborate with Probation and Rancho Cordova Police Department to reduce blight and crime from these new target areas as part of the Strong Neighborhoods Program.
5. Inspect 1,000 rental units as part of the Rental Housing Inspection Program. This year we will have a stronger focus on duplexes and single family residences as well as apartments.
6. Inspect and inventory all public housing units within Rancho Cordova in conjunction with the City of Rancho Cordova Housing Division.

Empower Responsible Citizenship - Goal #3

7. Participate in the Pepperdine Grant Civic Engagement training and assist in at least two neighborhood focus groups. These focus groups are to engage residents, learn what their needs are, and facilitate citizen participation.
8. Utilize the services of at least 10 volunteers throughout the year as part of the overall volunteer program.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 315,848	\$ 237,373	\$ 31,415	\$ (70,700)	\$ 65,200	\$ 365,800
Licenses, Permits & Fees	4,000	4,000	3,600	4,000	4,000	4,000
Fines & Forfeitures	36,190	168,002	302,409	440,000	300,000	210,000
Charges for Services & Other Revenues	2,737	14,489	15,443	10,000	12,300	12,000
Total Revenues	358,775	423,865	352,867	383,300	381,500	591,800
Other Sources:						
Transfers In	151,806	75,010	63,432	229,000	237,000	80,000
Total Other Sources	151,806	75,010	63,432	229,000	237,000	80,000
Total Sources	510,581	498,875	416,299	612,300	618,500	671,800
Use of Funds:						
Salaries	262,419	202,086	187,371	369,600	372,500	284,000
Benefits	180,527	231,968	154,148	162,500	165,500	156,700
Operations	67,635	64,821	74,780	80,200	80,500	231,100
Total Uses	\$ 510,581	\$ 498,875	\$ 416,299	\$ 612,300	\$ 618,500	\$ 671,800

Animal Services

The Animal Services program (the other “partner” in the Neighborhood Services Division) ensures the protection of, promotion of, respect for, and enhancement of the well-being of animals in our community. The Animal Services program continues to promote responsible pet ownership by providing the best possible professional services and ensures that residents are educated on the City’s pet licensing and vaccinations requirements. Staff also promotes responsible pet ownership and the reductions in pet overpopulation by encouraging residents to utilize low cost spay/neuter clinics provided in the region by such organizations as the Sacramento Society of Prevention and Cruelty to Animals (SSPCA).

Standard ongoing responsibilities of the Animal Services Program include:

- Investigating animal cruelty and neglect.
- Educating the community about the humane care and treatment of animals, including the importance of vaccinating pets against rabies.
- Encouraging residents to be responsible pet owners by spaying/neutering their pets.
- Enforcing all animal related local, state and federal laws.

FISCAL YEAR 2011 – 2012 GOAL STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Administrative Support Division’s projects for the fiscal year. Those tasks are grouped below by the overall goal that they served, and a status is provided to update the public on the Administrative Support Division’s progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren’t identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova - Goal #1

- Participate in eight outreach meetings including bite prevention training and spay/neuter outreach programs for residents and businesses.

Completed. Participated in outreach through neighborhood association meetings, police zone meetings, Winter Woof Fest, and classroom education.

Ensure a Safe Community – Goal #6

- Host one free rabies clinic.

Completed. In collaboration with the Sacramento Valley Veterinarian Association a free rabies clinic was held at the Rancho Cordova Neighborhood Center on September 29, 2011. In conjunction with other regional clinics 1,198 vaccinations were given. Rancho Cordova sold 38 new animal licenses during this event.

- Increase the number of pets licensed in the City through education and enforcement by 20%.

In progress. Actively working with SSPCA and PetPoint staff to ensure new software is generating accurate non renewal reports. This has hindered staff's ability to follow up on un-renewed licenses.

Improve the Quality of Housing in Rancho Cordova - Goal #7

- Participate in the rental housing training program to encourage property owners/managers establish guidelines for renting to people with pets.

Completed. Animal Services staff has educated landlords/property owners through rental housing training and supplying property management with licensing information.

Practice Sound Fiscal Management - Goal #11

- Negotiate a cost effective contract for animal shelter services while providing quality services for our residents. The City contract for shelter services with SSPCA expires on December 31, 2011.

Completed. Negotiated a 3-year contract with the SSPCA, which included a new database at their cost. The first year of the contract saw a minor net increase of \$834.

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- Rio's Holiday Pet Drive resulted in a full pickup truck of donated items such as gently used blankets, pet food, toys, and other treats for the animals housed at the SSPCA. Goal #1
- Acted as a Hearing Officer for Sacramento County on animal related cases such as abuse, dangerous, or vicious animals. Goal #1
- At the encouragement of the E.A.T. committee celebrated annual dog biscuit day at February's City monthly All Hands meeting. Goal #1
- Utilized the Nextdoor program and the City's Animal Services Facebook page to reunite lost pets with their owners. Goal #4

FISCAL YEAR 2012-2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Ensure a Safe, Inviting and Livable Community - Goal #2

1. Host one free rabies clinic.
2. Participate in the rental housing training program to encourage property owners/managers to establish guidelines for renting to people with pets.

Empower Responsible Citizenship - Goal #3

3. Proactively contact large complex owners with spay/neuter and licensing information. Animal Services staff will highlight the benefits of ensuring residents vaccinate and alter their pets.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ 398,819	\$ 459,843	\$ 348,398	\$ 433,200	\$ 422,300	\$ 437,700
Licenses, Permits & Fees	49,930	59,718	74,705	65,000	60,000	50,000
Fines & Forfeitures	21,470	14,943	36,484	30,000	30,000	24,000
Intergovernmental	20,244	-	-	-	-	-
Charges for Services & Other Revenues	51	80	196	-	-	-
Total Revenues	490,514	534,584	459,783	528,200	512,300	511,700
Other Sources:						
Transfers In	12,764	-	-	-	-	-
Total Other Sources	12,764	-	-	-	-	-
Total Sources	503,278	534,584	459,783	528,200	512,300	511,700
Use of Funds:						
Salaries	135,115	137,017	81,961	149,400	139,600	156,000
Benefits	103,429	116,135	84,902	62,800	60,200	60,800
Operations	264,734	281,433	292,919	316,000	312,500	294,900
Total Uses	\$ 503,278	\$ 534,584	\$ 459,783	\$ 528,200	\$ 512,300	\$ 511,700

PUBLIC WORKS

DESCRIPTION

The Public Works Department provides services that will safeguard public health, safety and welfare, and ensure a higher quality of life for our citizens by facilitating or providing engineering support for Capital Improvement Plan (CIP) project development and implementation, construction management and inspection, road maintenance, traffic safety, drainage services, solid waste management, plan review and development services, infrastructure financing, and special projects.

Many of the daily activities and ongoing programs of Public Works support the City's Growing Strong Neighborhoods Initiative. Some examples are the street safety program, the neighborhood traffic management program, sidewalk replacement and repair program, landscape and lighting maintenance, the elderly and disabled access program, the pedestrian improvement program, streetscape improvement projects, the bikeway improvement program, lighted crosswalk projects, the Rancho Cordova transit shuttle project, many intersection improvements, and roadway maintenance. Additionally, Public Works has continued the "Dial Before You Pile" program to ensure timely pickup of trash piles in many neighborhoods and works very closely with Code Enforcement and the community to reduce illegal dumping within the City.

Standard ongoing responsibilities of the Department of Public Works include:

- Management and construction of transportation improvements
- Construction, repair, maintenance and operation of all City streets, sidewalks, street lights, traffic signals, traffic signs, traffic legends, crosswalks, pavement markers, lane line striping, and landscaping
- Street sweeping
- Graffiti removal in the public right of way
- Engineering and project management services for Capital Improvement Projects and permits
- Issuance of street use, encroachment, transportation and grading permits
- Plan review for improvements in the public right of way
- Construction management services for both public and private improvements in the public right of way
- Regulating the work of utilities and contractors in the public right-of-way
- Refuse collection services
- Storm water and drainage management
- Drainage Planning, Design, and Engineering

- Development Plan Review and Support
- Transportation Planning
- Transportation Development Impact Fee Program management
- Kilgore Cemetery management
- Management of the Building and Safety Division
- Oversight of the Facilities Management Division

FISCAL YEAR 2011 – 2012 PROJECT STATUS AND ACCOMPLISHMENTS

The City had thirteen overall goals as stated on page two. The budget for FY 2011-12 listed the Public Works Department's projects for the fiscal year. Those tasks are grouped below by the overall Citywide goal that they served, and a status is provided to update the public on the Public Works Department's progress in completing the project or task. Sometimes accomplishments are achieved throughout the year that weren't identified as a project in the budget document. These accomplishments are grouped together and listed at the bottom of the section.

Foster a Positive Image of Rancho Cordova – Goal #1

- Complete construction of the following Capital Improvement Projects:
 - Complete construction of Folsom Boulevard Enhancements – Phase II by September 2012. (CP07-2033)

Partially completed. Work completed includes grading, storm drain installation, street light upgrades, median construction, and approximately 75% of sidewalks installed. All work is expected to be completed by fall of 2012. Completion of construction is listed as a current year goal.
 - Complete construction of 2010 Street Rehabilitation projects for a number of roads in the Business Park area south of Folsom Boulevard and complete design and environmental clearance for other streets within the City. (CP10-2087)

Completed. Construction of street rehabilitation project has been completed.
- Award construction contracts or commence construction on the following Capital Improvement Projects:
 - Award construction contract and begin construction on Folsom Boulevard Enhancements Phase III, providing aesthetic and safety improvements along Folsom Boulevard between Rod Beaudry and Mather Field Road. (CP10-2088)

Completed. Contract has been awarded for designed improvements and construction has been initiated. Construction completion is planned for FY 2012-13.
 - Commence construction of the 2011 Street Rehabilitation project at various locations within the Cordova Gardens Neighborhood.

Completed. *Construction of street rehabilitation project has been completed.*

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
 - Complete design and environmental and commence construction on the 2012 Street Rehabilitation Project on International Drive from Zinfandel Drive to Mather Field Road and on Zinfandel Drive from White Rock Road to Folsom Boulevard (CP12-2104)

Anticipated completion by June 30th. *Design and environmental work has been completed. Award of construction contract expected by June 30, 2012. Completion of construction is listed as a current year goal.*

- Complete design and environmental on the 2012 Sunrise Boulevard Street Rehabilitation Project from American River Bridge to US Highway 50. (CP12-2105)

In progress. *Design work and environmental work has been initiated. The City is working with the County to create a joint project.*

Improve Transportation & Connectivity – Goal #2

- Complete construction of the following Capital Improvement Projects:
 - Complete construction of Douglas Road, Phase I, from Rancho Cordova Parkway to Borderlands Drive. (CP06-2024)

Partially completed. *Construction underway with full completion scheduled for FY 2012-13.*

- Complete construction of a sidewalk on the north side of White Rock Road between the new White Rock Park Hwy 50 overcrossing and S & G Carpet. (CP12-2103)

In progress. *Anticipate bidding the project by June 30, 2012. Completion of construction is listed as a current year goal.*

- Award construction contracts or commence construction on the following Capital Improvement Projects:
 - Continue to coordinate with the County on the Zinfandel Extension Project, consisting of a two lane road extending Zinfandel Drive south to Douglas Road, a 6x4 lane signalized intersection at Zinfandel Drive/Douglas Road, and the realignment of Eagles Nest Road to the west side of the “Minute Man” Statue. Construction is anticipated to start in August 2011.

Completed. *Construction of the Zinfandel Drive Extension Project was completed in November 2011.*

- Initiate or complete design and environmental clearance on the following Capital Improvement Projects:

- Continue design, certify the environmental document, and evaluate the design schedule for the Rancho Cordova Parkway Interchange Project. (CP05-2003)

Partially completed. Circulation of the EIR/EA is expected in late fall of 2012. Design work has been suspended until the environmental clearance is obtained.

- Complete environmental document for widening of Sunrise Boulevard from Kiefer Boulevard to State Route 16/Jackson Highway, including intersection improvements at Sunrise Boulevard/Jackson Highway. Project includes obtaining a MOU with the County on the scope, alignment, funding issues, and environmental clearance for the intersection improvements. (CP07-2038)

In progress. Environmental document and an MOU are being worked on with Sacramento County on the scope, alignment, funding, and environmental clearance for the improvements. Construction planned to begin 2014.

- Work with the County to complete design and commence construction of the Air Park Drive-Femoyer Road project, which proposes to widen the existing Femoyer Road to four lanes and construct the roadway extension from Air Park Drive to International Drive, with various additional improvements. (CP06-2021)

In progress. Environmental review and design work will be completed by June 30, 2012. Commencement of construction is listed as a current year goal.

- Complete design, permitting, an agreement with the Bureau of Reclamation, and construction of the Douglas Road Bike and Pedestrian Safety Improvement project to provide a bicycle trail connection to the Folsom South Canal (CP09-2078)

In progress. Design and permitting has been initiated with agreement with Bureau of Reclamation. Commence of construction is listed as a current year goal.

- Complete design and initiate construction for the North Mather Boulevard connection to Villages of Zinfandel. (CP06-2027)

Partially completed. The project is under design. Environmental clearance will be completed by June 30, 2012. Coordinating with County on status of funding to complete construction. Commencement of construction is listed as a current year goal.

- Certify the environmental document and complete design for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to city limits. (CP07-2055)

Partially completed. The CEQA process has been completed and the NEPA documents are under review. Completion of the design and certification of the environmental document has been carried over to a current year goal.

- Initiate design and permitting of the Douglas Road Phase II improvements to construct two lanes north of the centerline and a median from Rancho Cordova Parkway to Borderlands Drive. The project also includes extending 5 lanes to Americanos. (CP10-2083)

In progress. Design and environmental work has been initiated. This project is development driven so timing of completion is unknown. The project has been carried over as a current year goal.

- Continue to actively participate as a member jurisdiction in the JPA for the design of the Capital Southeast Connector.

In progress. The CEQA document was re-certified in March 2012. The project is now moving forward with agency coordination, General Plan amendments and refinement of the functional guidelines.

- Continue oversight and outreach and work on a sustainable funding plan for the Rancho CordoVan Shuttle Service and increase ridership by 5%.

In progress. The Rancho CordoVan continues to provide increased ridership with a 15% increase in average ridership from April 2011 to April 2012. A new plan for funding has been developed and route expansion to Anatolia is currently in process. Expanded routing will occur in the summer of 2012.

Ensure the Availability of the Best Public Services in the Region – Goal #4

- Present proposal for phase two of the Kilgore Cemetery Restoration project. (CP08-2066)

On hold. Design work has been completed and project is awaiting availability of funding.

- Complete detachment from County Service Area No.1 (CSA-1) for street light maintenance and transition services to the City.

Anticipated completion by June 30th. Application has been submitted to LAFCo with an expected hearing date of June 6, 2012. Formation of a successor District and an Agreement for Transition of Services will be completed by June 30, 2012. If approved by LAFCo, detachment will become effective July 1, 2012.

Ensure a Safe Community – Goal #6

- Complete feasibility analysis and continue design and environmental work on pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails). (CP10-2084)

In progress. City and County Airport staff are in final stages of feasibility discussions. Staff will be in a discussion to clearly define the project scope by June 30, 2012. Design and environmental work has been carried to a current year goal.

- Complete design of about 1,850 linear feet of new sidewalks along the north side of White Rock Road and west of Capital Center Drive. This project will also remove and replace sidewalk ramps and install crosswalks at the intersections of Capital Center Drive/White Rock Road and Quality Drive/White Rock Road. (CP10-2082)

Completed. Design has been completed. Sidewalk ramps and crosswalks have been installed. Construction of the new sidewalk on the north side of White Rock Road has been listed as a current year goal. (CP12-2103)

- Install speed humps and raised crosswalks on Dawes Street, Malaga Way, Los Amigos Drive, Rinda Drive, and Dolcetto Drive. (CP10-2098)

Partially completed. Speed humps were installed on Dawes Street, Malaga Way, and Los Amigos Drive and completion of a crosswalk on Rinda Drive were completed. Improvements including Bott dots striping on Dolcetto, a raised crosswalk on Dawes Street, and two speed feedback signs on Chase Drive are listed as a current year project.

Practice Sound Fiscal Management – Goal #11

- Continue working with partners and seeking additional grants, complete a balanced 5-year Capital Improvement Plan (CIP) budget including a funding strategy for core backbone infrastructure.

Completed and ongoing. City has adopted a balanced 5-year CIP budget. In FY 2011-12 more than \$5.5 million in grant and other funding has been secured by the Public Works Department to fund various CIP projects.

- Staff will continue to pursue additional State and Federal Grant funding opportunities that will leverage local transportation funds and help fund critical backbone infrastructure. This is an ongoing goal to be completed each year in time to program new funding received in the annual CIP budget.

In progress. Public Works staff has a comprehensive strategy for securing State and Federal funding that weighs important City projects with Sacramento regional priorities, Congressional appropriations requirements, local match availability, multi-agency support, and project readiness. Staff has pursued cooperation and support from other agencies, and was successful in placing the City's priority transportation funding requests on the Cap-to-Cap advocacy platform.

Progress during FY 2011-12 included:

Staff secured \$2,308,000 in funding from the Sacramento Area Council of Government (SACOG) for four projects in Rancho Cordova. Staff works diligently to ensure that Rancho Cordova projects receive high marks in this very competitive process.

The funding includes:

\$1.9 million for Complete Streets Rehabilitation on Sunrise Boulevard. This project will include rehabilitation of portions of Sunrise Boulevard from the American River Bridge to Coloma Road and will include new crosswalks and a new sidewalk on the west side of Sunrise Boulevard.

\$181,000 for Class II Bicycle Trail Gap Closures. This project will apply striping and signage to designate Class II bike lanes along various corridors in the City.

\$148,000 for Bicycle Traffic Signal Detection. This project will install push buttons and sensors to facilitate bicyclists crossing intersections at six locations in the City.

\$100,000 for Old Placerville Road Complete Streets. This project will add sidewalk, curb, gutter, bike lanes and frontage lanes in various locations along Old Placerville Road providing smoother operations for vehicles

- Execute new residential franchise agreement by December 2011.

Completed. *Allied Waste was awarded a new residential franchise solid waste contract in September of 2011. The agreement expanded solid waste services to residential households by including the recycling of syringes, batteries, and to assist in being an extra set of eyes and ears to keep Rancho Cordova streets safe. The term of the contract is for 6-years, running through December of 2017.*

- Continue to monitor and participate in the Truck Management Plan (TMP) collaboration for the proposed mining operations in the east county and ensure equitable mitigation measures and quality of life improvements are implemented. Bring the current legal challenge with the County to a close.

Completed. *Legal challenges have been dropped and an agreement has been reached and is in place with the County.*

Other Accomplishments Not Identified as a Project in Fiscal Year 2011-2012 Budget

- *Installed speed feedback signs along Coloma Road to inform drivers of their current speed in relation to the posted speed limit. Goal #6*
- *Improved pedestrian accessibility throughout the City by removing and replacing 1,200 feet of damaged sidewalk. Goal #6*
- *Completed safety improvements to the White Rock Community Pathway by straightening the pathway and installing decorative wrought iron fencing along the pathway. (CP10-2095) Goal #6*

FISCAL YEAR 2012–2013 PROJECTS

The City adopted six new overall goals on March 27, 2012 as stated on page three. Listed below are the projects, above and beyond our normal operations, targeted for initiation or completion in the upcoming fiscal year. The projects are grouped by the overall goal that they serve.

Promote the Positive Image of Rancho Cordova – Goal #1

1. Complete construction of the following Capital Improvement Projects:
 - a. Folsom Boulevard Enhancements – Phase II by fall 2012 providing aesthetic and safety improvements along Folsom Boulevard between Mather Field Road and Sunrise Boulevard. (CP07-2033)
 - b. Complete construction of Folsom Boulevard Enhancements Phase III, providing aesthetic and safety improvements along Folsom Boulevard between Rod Beaudry and Mather Field Road. (CP10-2088)
 - c. 2012 Street Rehabilitation Project. Project includes installation of sidewalk improvements on Zinfandel Boulevard between Folsom Boulevard and Beclan Drive and base repair on Folsom Boulevard (CP12-2104)
 - d. White Rock Road Sidewalk Improvements. Construct about 1,850 linear feet of sidewalk on the north side of White Rock Road. (CP12-2103)

2. Commence construction on the North Mather Boulevard connection to Villages of Zinfandel. Completion of this project is contingent upon receiving funding from Sacramento County (CP06-2027)
3. Complete design and environmental on the 2012 Sunrise Boulevard Street Rehabilitation Project from American River Bridge to US Highway 50. Timing of completion is contingent upon coordination and participation by Sacramento County (CP12-2105)

Ensure a Safe, Inviting and Livable Community – Goal #2

4. Complete construction of the following Capital Improvement Projects:
 - a. Improvements including Bott dots striping on Dolcetto, a raised crosswalk on Dawes Street, and two speed feedback signs on Chase Drive are listed as a current year project. (CP10-2098)
 - b. Improve bicycle safety by installing traffic signal detection devices for bicycle riders at 6 intersections throughout the City. (CP12-2108)
 - c. Rehabilitate sidewalks and sidewalk ramps at various locations in the City. (CP12-2109)
5. Improve bicycle safety by installing striping and signage designating specific lanes as Class II bike lanes throughout the City. (CP12-2107)
6. Complete feasibility analysis and continue design and environmental work on pedestrian improvements on the west side of Mather Field Road between Folsom Boulevard and Rockingham Drive (aka UP Spur Rails-to-Trails). (CP10-2084)

Ensure the Availability of the Best Public Services in the Region While Practicing Sound Financial Management – Goal #5

7. Complete construction of the Douglas Road, Phase I, from Rancho Cordova Parkway to Borderlands Drive. The project will provide three lanes and frontage improvements south of ultimate centerline. The striping will be in an interim configuration allowing one eastbound lane, one westbound lane and a two-way left turn lane. (CP06-2024)
8. Award construction contracts or commence construction on the following Capital Improvement Projects:
 - a. Air Park Drive-Femoyer Road, to widen Femoyer Road to four lanes and construct the roadway extension from Air Park Drive to International Drive, with various additional improvements. Completion of this project is contingent upon receiving funding from Sacramento County. (CP06-2021)
 - b. Complete design, permitting, an agreement with the Bureau of Reclamation, and commence construction of the Douglas Road Bike and Pedestrian Safety Improvement project to provide a bicycle trail connection to the Folsom South Canal. (CP09-2078)
 - c. Prepare plans, specifications and prepare a bid package for construction of Phase 1 of White Rock Road Improvements from Sunrise Boulevard to Rancho Cordova Parkway. (CP07-2055)

9. Initiate or complete design and environmental clearance on the following Capital Improvement Projects:
 - a. Douglas Road Phase II project, from Rancho Cordova Parkway to Americanos Boulevard. The project will extend 5 lanes to Americanos Boulevard, allowing three eastbound lanes and two westbound lanes. This project is development driven so timing of completion is uncertain. (CP10-2083)
 - b. Circulate the environmental document, and evaluate the design schedule for the Rancho Cordova Parkway Interchange Project. (CP05-2003)
 - c. Certify the environmental document and complete design for the improvement plans and specifications for the White Rock Road improvements from Sunrise Boulevard to city limits. (CP07-2055)
10. Execute an agreement with the County of Sacramento for transition of drainage services.
11. Continue to pursue additional Local, State, and Federal funding opportunities that help leverage local transportation funds and help fund CIP projects. This is an ongoing goal to be completed each year in time to program new funding received in the annual CIP budget.
12. Ensure fiscal restraint by prudently managing costs of CIP projects to be cost effective.
13. Oversee and manage grant funding received in compliance with State and Federal funding regulations.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits & Fees	984,623	1,012,080	1,216,041	1,218,500	1,213,500	1,590,000
Use of Money & Property	377	144	88	-	-	-
Charges for Services & Other Revenues	2,184,373	1,614,133	1,448,345	2,156,900	2,039,800	1,504,700
Total Sources	3,169,373	2,626,357	2,664,473	3,375,400	3,253,300	3,094,700
Use of Funds:						
Salaries	751,104	717,719	594,669	1,328,500	1,189,200	662,300
Benefits	617,998	589,735	579,589	603,000	544,900	522,600
Operations	977,699	1,040,400	1,063,574	1,244,400	1,319,700	1,317,700
Capital Outlay	284,361	-	-	30,600	51,300	-
Total Expenditures	2,631,162	2,347,854	2,237,832	3,206,500	3,105,100	2,502,600
Other Uses:						
Transfers Out	-	-	163,353	100,000	100,000	500,000
Total Other Uses	-	-	163,353	100,000	100,000	500,000
Total Uses	\$ 2,631,162	\$ 2,347,854	\$ 2,401,185	\$ 3,306,500	\$ 3,205,100	\$ 3,002,600

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NON DEPARTMENTAL

This activity accounts for the costs of support services needed to run the general City Hall operations. It also accounts for the cost of various items, which are not directly attributable to a specific department.

Transfers Out is an accounting method to allocate resources in the fund that actually is incurring the expense.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Source of Funds:						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes	27,250,904	26,070,246	28,935,393	28,533,000	29,130,600	29,213,000
Licenses, Permits & Fees	399,295	545,623	583,156	494,000	494,000	683,000
Use of Money & Property	661,544	444,148	310,890	100,000	84,000	121,000
Intergovernmental	1,062,758	713,601	161,458	200,000	177,600	233,000
Charges for Services & Other Revenues	270,481	9,692	169,174	50,000	53,800	70,000
Total Revenues	29,644,982	27,783,309	30,160,070	29,377,000	29,940,000	30,320,000
Other Sources:						
Transfers In	220,000	47,584	12,000	20,600	52,900	24,000
Total Other Sources	220,000	47,584	12,000	20,600	52,900	24,000
Total Sources	29,864,982	27,830,893	30,172,070	29,397,600	29,992,900	30,344,000
Use of Funds:						
Benefits	1,765	942	338,932	-	(5,000)	30,000
Operations	640,844	600,530	801,676	618,600	639,100	655,600
Total Expenditures	642,609	601,472	1,140,608	618,600	634,100	685,600
Other Uses:						
Transfers Out	1,954,230	1,500,701	2,871,646	720,200	961,300	983,700
Revenue Neutrality	6,029,814	6,460,226	6,714,615	6,924,000	6,924,000	7,324,000
Principal & Interest	430,973	-	-	-	-	-
Total Other Uses	8,415,017	7,960,927	9,586,261	7,644,200	7,885,300	8,307,700
Total Uses	\$ 9,057,626	\$ 8,562,399	\$ 10,726,869	\$ 8,262,800	\$ 8,519,400	\$ 8,993,300

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SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for activities supported by specific taxes or other designated revenue sources. These funds are generally required by statute, charter or ordinance to finance specific government functions and include:

Housing Special Revenue Funds

- CDBG
- Very Low Income Housing Impact Fees
- Rental Code Compliance Program

Special Revenue Impact Fee Funds

- Villages of Zinfandel Impact Fees
- Traffic Mitigation Fees
- Community Facilities Fees
- Sunrise Douglas Impact Fees
- General Plan Impact Fees
- Park Renovation Fees
- Capital Village Park Development Fee

Grant Funds

- Federal Grants
- State Grants
- Other Grants

State & County Subvention Funds

- Gas Tax
- Measure A
- Prop 42
- Transportation Development Act

Assessment Districts, Special Tax Districts and Landscaping & Lighting Districts

- Special Police Tax
- Landscape & Lighting District No. 2005-1
- Transit Related Services Special Tax
- Transit Related Services Benefit District
- Road Maintenance Assessment District
- Rancho Cordova Lighting District

Other Special Revenue Funds

- Street Trench Cut Fees
- Mather Field Traffic Impact Fee
- Roadway Improvement
- Storm Water Utility Tax
- Asset Forfeiture

PROPOSED FISCAL YEAR 2021-2013 BUDGET SPECIAL REVENUE FUNDS

	Housing Special Revenue Funds	Impact Fee Funds	Grant Funds	State & County Subvention Funds	Assessment District, Special Tax District & Landscaping & Lighting District Funds	Other Special Revenue Funds	Total Special Revenue Funds
Beginning Fund Balance - 6/30/12 (est)	\$ 140,250	\$28,446,341	\$ (156,913)	\$ 4,620,564	\$ 4,814,864	\$ 7,687,440	\$ 45,552,545
Revenues:							
Taxes	-	-	-	-	1,364,300	300,000	1,664,300
Licenses & Permits	80,000	5,456,200	-	-	-	548,700	6,084,900
Use of Money & Property	-	-	-	-	-	-	-
Intergovernmental	762,000	-	8,226,600	3,875,400	-	-	12,864,000
Total Revenues	842,000	5,456,200	8,226,600	3,875,400	1,364,300	848,700	20,613,200
Other Sources:							
Transfers In	-	-	-	-	-	500,000	500,000
Total Other Sources	-	-	-	-	-	500,000	500,000
Total Revenues & Other Sources	\$ 842,000	\$ 5,456,200	\$ 8,226,600	\$ 3,875,400	\$ 1,364,300	\$ 1,348,700	\$ 21,113,200
Expenditures:							
Salaries	275,800	1,003,000	20,000	201,700	88,700	300,000	1,889,200
Operations	460,600	1,627,200	662,600	1,383,900	885,800	671,700	5,691,800
Capital Outlay	107,219	320,000	25,000	-	-	699,000	1,151,219
Total Expenditures	843,619	2,950,200	707,600	1,585,600	974,500	1,670,700	8,732,219
Other Uses:							
Transfers Out	165,600	8,726,400	7,519,000	6,186,800	-	310,000	22,907,800
Total Other Uses	165,600	8,726,400	7,519,000	6,186,800	-	310,000	22,907,800
Total Expenditures & Other Uses	1,009,219	11,676,600	8,226,600	7,772,400	974,500	1,980,700	31,640,019
Surplus/(Deficit)	(167,219)	(6,220,400)	-	(3,897,000)	389,800	(632,000)	(10,526,819)
Fund Balance - 6/30/13 (est)	\$ (26,969)	\$22,225,941	\$ (156,913)	\$ 723,564	\$ 5,204,664	\$ 7,055,440	\$ 35,025,726

HOUSING SPECIAL REVENUE FUNDS

CDBG Fund

Community Development Block Grant (CDBG) funds represent annual federal grants received under the Housing and Community Development Act of 1974 (as amended). Funds may be used to respond to a variety of neighborhood, economic development and community facilities and service needs primarily to benefit low and moderate-income persons.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (61,759)	\$ (214,853)	\$ (24,098)	\$ (26,969)	\$ (26,969)	\$ (26,969)
Source of Funds:						
Fines & Forfeitures	103,476	65,919	-	-	-	-
Intergovernmental	770,697	709,258	715,745	797,900	784,500	762,000
Charges for Services & Other Revenues	2,986	-	-	-	-	-
Total Revenues	877,159	775,177	715,745	797,900	784,500	762,000
Other Sources:						
Transfers In	-	7,091	-	-	-	-
Total Other Sources	-	7,091	-	-	-	-
Total Sources	877,159	782,268	715,745	797,900	784,500	762,000
Use of Funds:						
Salaries	198,342	258,966	249,522	-	-	215,800
Operations	249,165	312,924	344,024	102,900	102,900	460,600
Capital Outlay	-	19,623	10,000	414,600	414,600	-
Total Expenditures	447,507	591,513	603,547	517,500	517,500	676,400
Other Uses:						
Transfers Out	582,746	-	115,069	280,400	267,000	85,600
Total Other Uses	582,746	-	115,069	280,400	267,000	85,600
Total Uses	1,030,253	591,513	718,616	797,900	784,500	762,000
Ending Fund Balance (est)	\$ (214,853)	\$ (24,098)	\$ (26,969)	\$ (26,969)	\$ (26,969)	\$ (26,969)

Very Low Income Housing Fund

In 2003 the City of Rancho Cordova adopted an ordinance implementing the Housing Trust Development Impact Fee as created by the County of Sacramento. All such impact fees are collected by the City and deposited into the Very Low Income Housing Fund. On May 7, 2012 City Council approved the creation of a Local Housing Trust Fund and dedicated this fee to that fund moving forward. Therefore, the existing fund balance in the Very Low Income Housing Fund will be expended on the intended purpose and then closed. All future activities of this nature will be accounted for in the new Trust Fund. This fund accounts for the collection of impact fees charged for the issuance of non-residential construction building permits. The purpose of the fund is to offset some of the increased burden of need for very low income housing, created by the construction of non-residential uses, which employ a significant number of low wage earners.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 658,805	\$ 846,826	\$ 58,278	\$ 101,819	\$ 101,819	\$ 167,219
Source of Funds:						
Licenses, Permits & Fees	185,604	15,863	16,240	15,000	175,000	-
Use of Money & Property	18,472	10,961	5,960	-	-	-
Total Revenues	204,076	26,824	22,200	15,000	175,000	-
Other Sources:						
Transfers In	-	-	77,453	-	-	-
Total Other Sources	-	-	77,453	-	-	-
Total Sources	204,076	26,824	99,652	15,000	175,000	-
Use of Funds:						
Salaries	-	28,706	28,521	-	-	60,000
Operations	1,955	18,348	17,590	74,000	74,000	(0)
Capital Outlay	-	-	10,000	-	-	107,219
Capital Improvements						
Total Expenditures	1,955	47,054	56,111	74,000	74,000	167,219
Other Uses:						
Transfers Out	14,100	768,319	-	35,600	35,600	-
Total Other Uses	14,100	768,319	-	35,600	35,600	-
Total Uses	16,055	815,372	56,111	109,600	109,600	167,219
Ending Fund Balance (est)	\$ 846,826	\$ 58,278	\$ 101,819	\$ 7,219	\$ 167,219	\$ -

Rental Code Compliance Program Fund

The City of Rancho Cordova assesses a \$10 per door fee on all rental properties in the City. This revenue is legally required to be received into its own fund. These monies are used to fund the Rental Inspection Program via a transfer out to Code Enforcement in the General Fund. The primary goal of the program is to improve the quality of rental housing and the quality of life in the City of Rancho Cordova.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Licenses, Permits & Fees	36,390	74,275	62,950	65,000	65,000	80,000
Use of Money & Property	449	735	482	-	-	-
Total Sources	36,839	75,010	63,432	65,000	65,000	80,000
Use of Funds:						
Operations	200	-	-	-	-	-
Total Expenditures	200	-	-	-	-	-
Other Uses:						
Transfers Out	36,639	75,010	63,432	65,000	65,000	80,000
Total Other Uses	36,639	75,010	63,432	65,000	65,000	80,000
Total Uses	36,839	75,010	63,432	65,000	65,000	80,000
Ending Fund Balance (est)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SPECIAL REVENUE IMPACT FEE FUNDS

The Impact fees are fees imposed on new development to pay for new developments impact on service delivery, infrastructure needs and capital projects. The City has the following impact fees:

- Villages of Zinfandel
- Traffic
- Community Facilities
- Sunrise Douglas
- General Plan
- Park Renovation Fee
- Capital Village Park Development

Villages of Zinfandel Impact Fees

These specific plan fees are imposed on new development in the Villages of Zinfandel (VOZ) special planning area. It includes fees for library and offsite roadway improvements. These funds can only be spent on facilities identified in the VOZ Development Impact Fee Program to mitigate impact as a result of develop in the VOZ special planning area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 465,480	\$ 443,471	\$ 458,757	\$ 468,118	\$ 468,118	\$ 485,918
Source of Funds:						
Licenses, Permits & Fees	2,640	9,851	11,231	6,400	40,900	7,900
Use of Money & Property	9,081	6,309	8,203	-	-	-
Total Sources	11,721	16,159	19,434	6,400	40,900	7,900
Use of Funds:						
Salaries	1,031	-	-	1,500	1,500	3,000
Operations	113	-	38	1,600	1,600	-
Total Expenditures	1,144	-	38	3,100	3,100	3,000
Other Uses:						
Transfers Out	32,586	873	10,036	180,400	20,000	175,000
Total Other Uses	32,586	873	10,036	180,400	20,000	175,000
Total Uses	33,730	873	10,073	183,500	23,100	178,000
Ending Fund Balance (est)	\$ 443,471	\$ 458,757	\$ 468,118	\$ 291,018	\$ 485,918	\$ 315,818

Traffic Mitigation Impact Fees

This development impact fee is a citywide fee imposed on new development in the City to cover the fair share cost of traffic impacts resulting from new development. The funds collected will be used for construction of the transportation improvements listed in the Transportation CIP Development Impact Fee Program.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 20,420,723	\$ 20,090,578	\$ 19,549,074	\$ 19,281,002	\$ 19,281,002	\$ 16,665,302
Source of Funds:						
Licenses, Permits & Fees	2,267,206	1,553,875	724,473	1,009,900	2,028,000	1,672,700
Use of Money & Property	474,014	289,143	350,975	-	-	-
Charges for Services & Other Revenues	-	-	520,000	-	-	-
Total Revenues	2,741,220	1,843,018	1,595,448	1,009,900	2,028,000	1,672,700
Other Sources:						
Transfers In	-	-	109,685	-	-	-
Total Other Sources	-	-	109,685	-	-	-
Total Sources	2,741,220	1,843,018	1,705,134	1,009,900	2,028,000	1,672,700
Use of Funds:						
Salaries	37,636	17,456	441,929	565,600	514,000	700,000
Operations	18,956	34,049	108,619	716,000	124,000	781,300
Total Expenditures	56,592	51,505	550,549	1,281,600	638,000	1,481,300
Other Uses:						
Transfers Out	3,014,773	2,333,018	1,422,657	7,278,700	4,005,700	6,889,900
Total Other Uses	3,014,773	2,333,018	1,422,657	7,278,700	4,005,700	6,889,900
Total Uses	3,071,365	2,384,522	1,973,206	8,560,300	4,643,700	8,371,200

Community Facilities Fees

These fees were established by the City to cover the costs of municipal facilities required to serve an increased population as a result of new development. These facilities include a city hall, a police station and equipment, a community center, a corporation yard, a library, a city museum, a parking structure, animal services, telecommunications and computer systems, and a records management system.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 6,077,148	\$ 7,441,260	\$ 6,407,830	\$ 2,791,013	\$ 2,791,013	\$ 2,314,113
Source of Funds:						
Licenses, Permits & Fees	1,185,373	824,652	553,910	478,900	536,700	838,800
Use of Money & Property	130,489	75,572	86,206	-	-	-
Total Sources	1,315,862	900,224	640,115	478,900	536,700	838,800
Use of Funds:						
Salaries	-	46,071	-	-	-	-
Operations	19,677	27,522	6,340	5,200	5,200	-
Capital Outlay	-	546,097	-	-	-	-
Total Expenditures	19,677	619,691	6,340	5,200	5,200	-
Other Uses:						
Transfers Out	1,423,358	1,313,963	4,250,592	1,257,000	1,008,400	1,007,400
Total Other Uses	1,423,358	1,313,963	4,250,592	1,257,000	1,008,400	1,007,400
Total Uses	1,443,035	1,933,654	4,256,932	1,262,200	1,013,600	1,007,400
Ending Fund Balance (est)	\$ 5,949,975	\$ 6,407,830	\$ 2,791,013	\$ 2,007,713	\$ 2,314,113	\$ 2,145,513

Sunrise Douglas Impact Fees

These specific plan development impact fees are imposed on development in the Sunridge Specific Plan (SRSP), which is part of the Sunrise Douglas Community Plan (SDCP) development area. It includes additional fees for roadway improvements, transit shuttles, supplemental offsite water facilities, interim sewer facilities, park development improvements, library facilities and fee program updates. These funds can only be spent on facilities in the SDCP Capital Improvement Program to mitigate impact as a result of development in the SDCP area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 12,478,527	\$ 14,702,078	\$ 13,510,507	\$ 13,165,925	\$ 13,165,925	\$ 9,749,625
Source of Funds:						
Licenses, Permits & Fees	2,674,833	2,970,836	2,439,354	2,597,100	2,506,400	2,693,800
Use of Money & Property	289,971	207,003	238,622	-	-	-
Total Revenues	2,964,804	3,177,840	2,677,976	2,597,100	2,506,400	2,693,800
Other Sources:						
Transfers In	1,803,484	-	-	-	-	-
Total Other Sources	1,803,484	-	-	-	-	-
Total Sources	4,768,288	3,177,840	2,677,976	2,597,100	2,506,400	2,693,800
Use of Funds:						
Salaries	146,872	208,901	171,554	304,700	304,700	300,000
Operations	4,446	10,000	11,334	300,000	240,000	297,200
Capital Outlay	688,164	1,072,898	281,965	590,000	390,000	320,000
Total Expenditures	839,482	1,291,799	464,853	1,194,700	934,700	917,200
Other Uses:						
Transfers Out	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
Total Other Uses	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
Total Uses	2,544,737	4,369,411	3,022,557	6,182,700	5,922,700	1,567,600
Ending Fund Balance (est)	\$ 14,702,078	\$ 13,510,507	\$ 13,165,925	\$ 9,580,325	\$ 9,749,625	\$ 10,875,825

General Plan Impact Fee

This fee is imposed on all new development to defray the costs of completing the City's first General Plan and pay for the maintenance of that plan over the next ten years. The General Plan Impact Fee reflects the actual cost of the General Plan and implementing studies.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (2,077,670)	\$ (1,471,218)	\$ (1,525,969)	\$ (1,562,053)	\$ (1,562,053)	\$ (1,624,053)
Source of Funds:						
Licenses, Permits & Fees	76,671	56,396	49,013	15,800	43,000	60,000
Total Sources	76,671	56,396	49,013	15,800	43,000	60,000
Use of Funds:						
Operations	207,939	111,148	85,097	105,000	105,000	62,500
Total Uses	207,939	111,148	85,097	105,000	105,000	62,500
Ending Fund Balance (est)	\$ (2,208,938)	\$ (1,525,969)	\$ (1,562,053)	\$ (1,651,253)	\$ (1,624,053)	\$ (1,626,553)

Park Renovation Fee

Unlike the Park Development Impact Fee, which is collected to fund park construction in new development areas, the Park Renovation Impact Fee is charged to new development through "development agreements" to be used to fund improvements to parks in existing City areas. The fee ranges from \$806 to \$1,632 per residential parcel.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 2,102,089	\$ 2,029,126	\$ 1,980,036	\$ 1,354,648	\$ 1,354,648	\$ 811,648
Source of Funds:						
Licenses, Permits & Fees	233,549	182,842	135,043	134,700	134,700	183,000
Use of Money & Property	47,308	27,757	32,406	-	-	-
Total Sources	280,857	210,600	167,449	134,700	134,700	183,000
Use of Funds:						
Operations	313,939	234,865	790,038	1,169,000	675,000	486,200
Total Expenditures	313,939	234,865	790,038	1,169,000	675,000	486,200
Other Uses:						
Transfers Out	39,881	24,825	2,800	2,700	2,700	3,700
Total Other Uses	39,881	24,825	2,800	2,700	2,700	3,700
Total Uses	353,820	259,690	792,838	1,171,700	677,700	489,900
Ending Fund Balance (est)	\$ 2,029,126	\$ 1,980,036	\$ 1,354,648	\$ 317,648	\$ 811,648	\$ 504,748

Capital Village Park Development Fee

The Capital Village Park Development Impact Fee is collected to fund park construction in the Capital Village area.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 1,444,165	\$ 36,819	\$ 37,332	\$ 43,788	\$ 43,788	\$ 43,788
Source of Funds:						
Licenses, Permits & Fees	1,162,998	366,129	-	-	-	-
Use of Money & Property	28,454	513	6,456	-	-	-
Total Sources	1,191,452	366,642	6,456	-	-	-
Use of Funds:						
Operations	1,435,800	-	-	-	-	-
Capital Outlay	1,162,998	366,129	-	-	-	-
Total Uses	2,598,798	366,129	-	-	-	-
Ending Fund Balance (est)	\$ 36,819	\$ 37,332	\$ 43,788	\$ 43,788	\$ 43,788	\$ 43,788

STATE, FEDERAL AND OTHER GRANTS

Federal Transportation Capital Grants

Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU): This is the current five-year program for federal funding of transportation projects. The five-year CIP shows the projected expenditure and revenue budgets for the SAFETEA-LU based on receipt of fund authorization and the project delivery schedule. This has been extended several times, most recently in 2012. Staff expects after the election in November for the new appropriations bill to be introduced, which will replace SAFETEA-LU.

State Transportation Improvement Program (STIP) and Other Transportation Capital Grants

This program, adopted by the California Transportation Commission (CTC), is the programming tool for state approved capital improvements. Seventy-five percent of the funding goes to the local regions as a competitive process for local projects. Twenty-five percent of the statewide funding goes to Caltrans for projects of interregional significance.

Federal Appropriations

Staff supported City Council Members during meetings in Washington, DC to secure funding for Rancho Cordova projects. Appropriations funding was eliminated by the House of Representatives in 2012, but Council Members and staff were able to make progress on key competitive funding opportunities including a TIGER (infrastructure) grant application for White Rock Road and a COPS (public safety) grant application.

Surface Transportation Reauthorization

Congressman Lungren submitted Rancho Cordova projects to the House Committee on Transportation and Infrastructure for inclusion in the new Transportation and Infrastructure Authorization bill. Public Works was required to demonstrate project eligibility, local government support, and identify at least 80% of the project funding. White Rock Road improvements from Sunrise Boulevard to the eastern city limit was included, as well as the extension and widening of Douglas Road between the Zinfandel extension (Sacramento County project) and Sunrise Boulevard. Congressman Lungren submitted a request of \$5 million for each of the two projects. The legislation is pending at the time of adoption of this budget. A joint House / Senate conference committee has convened with the hope of passing a new bill by the end of calendar year 2012.

Highway Safety Improvement Program (HSIP) Funding

Staff secured \$358,100 in Highway Safety Improvement Program (HSIP) funding for bicycle and pedestrian improvements to White Rock Road, west of Zinfandel Drive. The project is under construction and will provide pedestrian improvements along White Rock Road including a new sidewalk connecting existing sidewalk from the commercial district to the Highway 50 pedestrian overcrossing as well as installation of bicycle lanes and crosswalks. Staff will be submitting applications for additional projects in the May 2012 funding round.

SACOG Funding

The SACOG funding cycle for Surface Transportation Improvement Program (STIP) funding occurs every other year. The next cycle will occur in fall 2011 and will be reported in next year's budget.

State Beverage Container Recycling Program

The City has received a grant from the State's Beverage Container Recycling Program. This grant will increase beverage container recycling opportunities at 100 multifamily complexes within the City.

State Environmental Protection Agency

The City has received Used Oil Grants for the last five years from the State Environmental Protection Agency.

Selective Traffic Enforcement and Multilingual Child Passenger Safety Program

This program is to reduce the number of collisions and injuries related to speed and to increase seat belt and car seat compliance in multilingual communities.

DUI Enforcement and Awareness Program

This program is to provide for DUI/Driver's License check points and DUI saturation patrols in the community, along with providing for officers to concentrate on repeat DUI offenders.

COPS

The Citizens' Option for Public Safety (COPS) Program provides monies to local law enforcement entities to provide enhanced public safety services.

Brownsfield Assessment Cooperative Agreement

This agreement provides federal funding to conduct community wide assessments at potential Brownsfield sites contaminated with petroleum and hazardous substances. Funds will also be used for public outreach and community involvement/public participation processes.

Federal Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (5,169)	\$ (335,727)	\$ (329,653)	\$ (710,603)	\$ (710,603)	\$ (710,603)
Source of Funds:						
Intergovernmental	2,245,398	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
Total Revenues	2,245,398	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
Other Sources:						
Transfers In	84,744	-	-	-	-	-
Total Other Sources	84,744	-	-	-	-	-
Total Sources	2,330,142	3,810,546	7,678,849	8,767,000	8,817,000	7,579,000
Use of Funds:						
Salaries	-	36,713	84,894	-	-	20,000
Operations	158,025	122,293	272,570	20,000	20,000	140,000
Capital Outlay	62,443	56,049	2,131,613	3,800,000	3,800,000	-
Total Expenditures	220,468	215,055	2,489,076	3,820,000	3,820,000	160,000
Other Uses:						
Transfers Out	2,136,328	3,589,418	5,570,723	4,947,000	4,997,000	7,419,000
Total Other Uses	2,136,328	3,589,418	5,570,723	4,947,000	4,997,000	7,419,000
Total Uses	2,356,796	3,804,472	8,059,799	8,767,000	8,817,000	7,579,000
Ending Fund Balance (est)	\$ (31,823)	\$ (329,653)	\$ (710,603)	\$ (710,603)	\$ (710,603)	\$ (710,603)

State Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 447,718	\$ 374,973	\$ 423,859	\$ 553,690	\$ 553,690	\$ 553,690
Source of Funds:						
Use of Money & Property	677	172	331	-	-	-
Intergovernmental	222,828	350,254	394,351	3,607,800	3,607,800	547,600
Total Revenues	223,505	350,427	394,682	3,607,800	3,607,800	547,600
Other Sources:						
Transfers In	-	61,869	-	-	-	-
Total Other Sources	-	61,869	-	-	-	-
Total Sources	223,505	412,296	394,682	3,607,800	3,607,800	547,600
Use of Funds:						
Salaries	-	528	802	-	-	-
Operations	118,161	91,124	231,403	203,900	203,900	522,600
Capital Outlay	50,164	-	-	-	-	25,000
Capital Improvements						
Total Expenditures	168,325	91,652	232,205	203,900	203,900	547,600
Other Uses:						
Transfers Out	126,091	271,758	32,646	3,403,900	3,403,900	-
Total Other Uses	126,091	271,758	32,646	3,403,900	3,403,900	-
Total Uses	294,416	363,411	264,850	3,607,800	3,607,800	547,600
Ending Fund Balance (est)	\$ 376,807	\$ 423,859	\$ 553,690	\$ 553,690	\$ 553,690	\$ 553,690

Other Grants

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 61,869	\$ 61,869	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Intergovernmental	-	-	-	-	-	100,000
Total Sources	-	-	-	-	-	100,000
Use of Funds:						
Other Uses:						
Transfers Out	-	61,869	-	-	-	100,000
Total Other Uses	-	61,869	-	-	-	100,000
Total Uses	-	61,869	-	-	-	100,000
Ending Fund Balance (est)	\$ 61,869	\$ -	\$ -	\$ -	\$ -	\$ -

STATE & COUNTY SUBVENTION FUNDS

The State of California shares a portion of its various tax revenues with California cities and towns. This funding is divided amongst the local governments by various formulas, generally population. State subventions enable local governments to continue to provide basic services, such as public safety and roads without burdening the residents with additional local taxes.

Gas Tax

Gas Tax revenue have had modifications as a result of several bills passed by the Legislature, which contains the provisions for a swap of state sales taxes on gasoline for a gasoline excise tax. The bills were signed into law by the Governor and became effective July 1, 2010. The law repeals the state sales tax on gasoline, increases the excise tax on gasoline by 17.3 cents and adds an annual index that is intended to ensure the new excise tax keeps pace with the revenues expected from the sales tax on gas. Additionally the law increases the sales tax on diesel by 1.75 percent and allocates 75 percent to local transit agencies and 25 percent to state transit programs. The excise tax on diesel is reduced from 18 cents to 13.6 cents. Sale tax revenues from diesel must go to transit funding.

Beginning in FY 2011-12 and for subsequent years, the revenues would be allocated as follows:

1. Transportation debt service (State Bonds);
2. Remainder allocated:
 - a. 44% State Transportation Improvement Program (STIP);
 - b. 12% State Highway Operation and Protection Program (SHOPP), and state's highway safety improvement program;
 - c. 44% evenly split between cities and counties using current HUTA formulas.

The law includes expressed legislative intent to fully replace the local streets and road funds cities and counties would have received under Proposition 42 state sales tax on gasoline with allocations from the new higher motor vehicle excise tax (HUTA) rate. The Legislature has also passed and the Governor signed into law a "clean up bill" that clarified the intent and replacement of Proposition 42 and resolved issues caused by Proposition 22 and 26.

Currently Gas Tax funds are allocated to operations, maintenance and rehabilitation of the existing roadways. \$77,500 is being allocated to operations and \$4,567,400 for Capital Improvement Projects related to maintenance and rehabilitation for FY 2012-13.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 3,071,974	\$ 3,793,077	\$ 3,751,382	\$ 4,281,551	\$ 4,281,551	\$ 3,043,551
Source of Funds:						
Use of Money & Property	76,324	58,592	68,001	-	-	-
Intergovernmental	1,160,174	1,035,212	1,601,921	1,611,300	1,611,300	1,758,100
Charges for Services & Other Revenues	-	-	-	-	-	-
Total Sources	1,236,498	1,093,804	1,669,921	1,611,300	1,611,300	1,758,100
Use of Funds:						
Salaries	5,793	7,500	7,481	27,500	27,500	77,500
Operations	-	-	-	118,000	1,085,000	-
Total Expenditures	5,793	7,500	7,481	145,500	1,112,500	77,500
Other Uses:						
Transfers Out	509,602	1,127,999	1,132,271	4,236,800	1,736,800	4,567,400
Total Other Uses	509,602	1,127,999	1,132,271	4,236,800	1,736,800	4,567,400
Total Uses	515,395	1,135,499	1,139,752	4,382,300	2,849,300	4,644,900
Ending Fund Balance (est)	\$ 3,793,077	\$ 3,751,382	\$ 4,281,551	\$ 1,510,551	\$ 3,043,551	\$ 156,751

Measure A

Measure A is a voter approved, 1/2% sales tax in Sacramento County to be levied over a 30-year period (2009-2039). The proceeds of the tax are used to fund a comprehensive program of roadway, street safety, streetscaping, pedestrian and bicycle facility improvements.

Measure A revenues are earmarked for the following types of improvements: highway, street, and road construction; highway, street, and road maintenance; bus and light rail capital and operations; improved transportation services for elderly and disabled persons; and transportation-related air quality programs. Measure A construction revenues are typically used to fund transportation and traffic safety improvements. Measure A maintenance revenues are used to fund ongoing operation and maintenance of the City's transportation system.

Our construction portion for FY 2012-13 is \$307,700, down by approximately \$1.3 million from the previous measure. The reason for the decrease is due to the economy, new formulas and funding programs, and allocations to specified projects within the measure. Some of the overall loss in funding will be offset by the specific projects listed in the new measure. The projects in the City that are listed in the new measure include Sunrise Boulevard, Folsom Boulevard, and the Connector Project. The City has received funding from the issuance of bonds by STA for Folsom Boulevard and Sunrise Boulevard totaling \$13,420,990 since 2009. Additional funding is remaining for both of these projects estimated to be \$7,169,000. In addition, the City will continue to accrue interest on the remaining "Old Measure A" funds held at STA until fully expended. These funds are expected to be expended by June 2013.

The new Measure A maintenance funding for FY 2012-13 is \$1,338,000, which is close to the high in FY 2007-08 of \$1,379,300. The City should continue to receive additional funding in maintenance due to the new higher formula allocations as the economy continues to improve.

Measure A Maintenance

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (8,422)	\$ 86,677	\$ (8,422)	\$ -	\$ -	\$ -
Source of Funds:						
Intergovernmental	839,912	393,996	-	-	-	-
Total Revenues	839,912	393,996	-	-	-	-
Other Sources:						
Transfers In	-	-	8,422	-	-	-
Total Other Sources	-	-	8,422	-	-	-
Total Sources	839,912	393,996	8,422	-	-	-
Use of Funds:						
Operations	744,813	489,095	-	-	-	-
Total Uses	744,813	489,095	-	-	-	-
Ending Fund Balance (est)	\$ 86,677	\$ (8,422)	\$ -	\$ -	\$ -	\$ -

Measure A Construction

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ (453,708)	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Intergovernmental	1,116,800	1,126,600	426,494	1,038,100	1,038,100	431,700
Total Sources	1,116,800	1,126,600	426,494	1,038,100	1,038,100	431,700
Use of Funds:						
Salaries	-	-	126,843	-	-	-
Operations	-	-	162,935	-	-	-
Total Expenditures	-	-	289,778	-	-	-
Other Uses:						
Transfers Out	1,570,508	672,892	136,716	1,038,100	1,038,100	431,700
Total Other Uses	1,570,508	672,892	136,716	1,038,100	1,038,100	431,700
Total Uses	1,570,508	672,892	426,494	1,038,100	1,038,100	431,700
Ending Fund Balance (est)	\$ (453,708)	\$ -	\$ -	\$ -	\$ -	\$ -

New Measure A Maintenance

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ -	\$ 784,381	\$ 1,108,151	\$ 1,108,151	\$ 1,119,851
Source of Funds:						
Use of Money & Property	-	-	17,142	-	-	-
Intergovernmental	-	1,102,034	1,143,375	1,192,200	1,192,200	1,338,000
Charges for Services & Other Revenues	-	-	2,232	-	-	-
Total Sources	-	1,102,034	1,162,749	1,192,200	1,192,200	1,338,000
Use of Funds:						
Salaries	-	-	-	-	-	4,300
Operations	-	317,653	830,556	1,180,500	1,180,500	1,283,900
Total Expenditures	-	317,653	830,556	1,180,500	1,180,500	1,288,200
Other Uses:						
Transfers Out	-	-	8,423	-	-	1,000,000
Total Other Uses	-	-	8,423	-	-	1,000,000
Total Uses	-	317,653	838,979	1,180,500	1,180,500	2,288,200
Ending Fund Balance (est)	\$ -	\$ 784,381	\$ 1,108,151	\$ 1,119,851	\$ 1,119,851	\$ 169,651

New Measure A Construction

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 2,241,187	\$ 12,430	\$ 392,864	\$ 41,931	\$ 41,931	\$ 111,931
Source of Funds:						
Licenses, Permits & Fees	-	-	472,917	-	-	-
Use of Money & Property	-	953	151	-	-	-
Intergovernmental	4,055,826	2,182,341	1,834,252	4,285,200	4,285,200	307,700
Charges for Services & Other Revenues	-	-	-	-	-	-
Total Sources	4,055,826	2,183,294	2,307,321	4,285,200	4,285,200	307,700
Use of Funds:						
Salaries	-	-	10,222	127,000	57,000	119,900
Operations	-	-	-	-	-	100,000
Total Expenditures	-	-	10,222	127,000	57,000	219,900
Other Uses:						
Transfers Out	6,284,583	1,802,861	2,648,032	4,158,200	4,158,200	187,700
Total Other Uses	6,284,583	1,802,861	2,648,032	4,158,200	4,158,200	187,700
Total Uses	6,284,583	1,802,861	2,658,253	4,285,200	4,215,200	407,600
Ending Fund Balance (est)	\$ 12,430	\$ 392,864	\$ 41,931	\$ 41,931	\$ 111,931	\$ 12,031

Prop 42

Passed by California voters in November of 2002, Proposition 42 required that a specified portion of the state sales tax on gasoline be used for state and local transportation purposes. The city allocations were in proportion to population. In March 2010, as part of a special budget session, the state adopted legislation repealing the state sales tax on gasoline and increasing the excise tax on gasoline. While the amount of revenue received by the City should be unchanged, the revenues are now received directly into the Gas Tax fund and the Prop 42 fund continues to exist until all remaining Prop 42 funds are expended. This is expected to happen in FY 2011-12.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 506,055	\$ 40,010	\$ 594,502	\$ 26,391	\$ 26,391	\$ -
Source of Funds:						
Use of Money & Property	16,370	2,343	9,746	-	-	-
Intergovernmental	517,620	561,727	-	-	-	-
Total Sources	533,990	564,070	9,746	-	-	-
Use of Funds:						
Operations	533,173	9,577	-	-	-	-
Total Expenditures	533,173	9,577	-	-	-	-
Other Uses:						
Transfers Out	466,862	-	577,858	-	26,391	-
Total Other Uses	466,862	-	577,858	-	26,391	-
Total Uses	1,000,035	9,577	577,858	-	26,391	-
Ending Fund Balance (est)	\$ 40,010	\$ 594,502	\$ 26,391	\$ 26,391	\$ -	\$ -

Transportation Development Act

The Transportation Development Act (TDA), administered by the California Department of Transportation provides two major sources for the funding of public transportation in California through regional planning and programming agencies such as the Sacramento Area Council of Governments (SACOG). The first, the county Local Transportation Fund (LTF), has been in existence since 1972. The second, the State Transit Assistance (STA) fund, came into being in 1979. The TDA creates in each county an LTF for the transportation purposes specified in the Act. Revenues to the LTF are derived from 1/4¢ of the retail sales tax collected statewide. The 1/4¢ is returned by the State Board of Equalization to each county according to the amount of tax collected in that county.

Nearly all of Rancho Cordova's TDA funds (both LTF and STA) are allocated by SACOG to Sacramento Regional Transit. There is, however, a countywide set aside of 2% of available funds to be allocated for pedestrian and bicycle facilities anywhere in the county. These funds are distributed to each jurisdiction based on a fair share formula.

The FY 2012-13 allocation of LTF bicycle and pedestrian funds is \$39,900. Previous years' allocations have totaled \$345,200, which is held in reserve by SACOG for use by the City. It is the City's intention to accumulate funds until there is enough to construct a project identified in either the Bikeway Master Plan or Pedestrian Master Plan.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 201,128	\$ 240,073	\$ 272,624	\$ 307,371	\$ 307,371	\$ 345,231
Source of Funds:						
Intergovernmental	38,945	32,551	34,747	37,860	37,860	39,900
Total Sources	38,945	32,551	34,747	37,860	37,860	39,900
Use of Funds:						
Total Uses	-	-	-	-	-	-
Ending Fund Balance (est)	\$ 240,073	\$ 272,624	\$ 307,371	\$ 345,231	\$ 345,231	\$ 385,131

ASSESSMENT DISTRICTS, SPECIAL TAX DISTRICTS AND LANDSCAPING & LIGHTING DISTRICTS

Assessment Districts, Special Districts and Landscaping and Lighting Districts are formed under the California General Government Code, in compliance with California State Constitution Articles XIII A and XIII D. The City of Rancho Cordova established these districts to finance public services by levying an assessment or special tax, which appears on the property tax bill of the parcels receiving benefit. There are five services related assessment and special districts in the City of Rancho Cordova, as outlined below.

Special Police Tax

The City utilizes two different funding mechanisms to partially fund police services in the City of Rancho Cordova, a special police tax and Community Facilities Districts (CFD's) with service components.

On April 19, 2004, the City Council established the City of Rancho Cordova Special Police Tax to provide additional funds to pay for police services. There are currently 30 tax zones, for which the revenues collected by this tax is to be used solely for the purpose of obtaining, furnishing, operating and maintaining police protection equipment or apparatus, for paying the salaries and benefits of police protection personnel, and for such other police protection service expenses as are deemed necessary for the benefit of the residents of each Zone.

The Mello-Roos Community Facilities Act of 1982 provides for the levy of a special tax to generate funding for a broad range of facilities and eligible services, such as police protection. On July 5, 2006, the City Council approved amendments to the rate and method of two of the City's Community Facilities Districts (CFD's) to include a police services component. The revenues collected from the CFD services component are to be used solely for the purpose of obtaining, furnishing, operating and maintaining police protection equipment or apparatus, for paying the salaries and benefits of police protection personnel, and for such other police protection service expenses. Parcels located within the boundaries of CFD's with a police service component will not be subject to the special police tax.

Landscaping & Lighting District No. 2005-1

This district was formed in 2005 for the purpose of providing ongoing maintenance and local landscaping improvements within the District, previously funded in whole or in part by the County of Sacramento as part of the Sacramento Landscape District (SLMD), now the responsibility of the City. The improvements include streetscape and parkway landscaping, and do not currently include street lighting. The District was formed with four benefit Zones encompassing all lots and parcels of land within the boundaries of the City that were included in Zone 4 and Zone 5 of the SLMD in fiscal year 2004-05. The District area is approximately 512 acres, centrally located within the City, generally south of Highway 50 and north of the City limits as identified in the District Boundary Maps.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 489,139	\$ 511,954	\$ 516,178	\$ 501,861	\$ 501,861	\$ 407,961
Source of Funds:						
Taxes	91,727	84,563	82,892	83,000	83,000	49,700
Use of Money & Property	10,491	7,219	8,479	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services & Other Revenues	130	-	-	-	-	-
Total Sources	102,348	91,782	91,371	83,000	83,000	49,700
Use of Funds:						
Salaries	3,530	12,024	23,148	15,000	15,000	18,800
Operations	75,965	53,439	76,995	155,200	155,200	141,300
Total Expenditures	79,495	65,463	100,143	170,200	170,200	160,100
Other Uses:						
Transfers Out	38	22,096	5,545	6,700	6,700	-
Total Other Uses	38	22,096	5,545	6,700	6,700	-
Total Uses	79,533	87,558	105,688	176,900	176,900	160,100
Ending Fund Balance (est)	\$ 511,954	\$ 516,178	\$ 501,861	\$ 407,961	\$ 407,961	\$ 297,561

Transit Related Services Special Tax

On January 17, 2006, the City Council Ordinance No. 31-2005 establishing a special tax for the Capital Village subdivision, (Tax Zone 3), establishing a special tax for transit related services within the boundaries of Zone 3. The special tax is levied on new development in the City to mitigate the impacts of new development on transit and other related services. The services to be funded include: transit shuttle, "Guaranteed Ride Home Program", transit subsidies, education programs and infrastructure support. Additional tax Zones 5, 7, 9, and 10 have been annexed to the district. As additional development occurs, additional separate Zones will be created to fund transit related services.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 12,339	\$ 98,609	\$ 202,483	\$ 320,426	\$ 320,426	\$ 304,626
Source of Funds:						
Taxes	94,693	109,053	119,609	118,000	118,000	120,100
Use of Money & Property	(631)	1,898	2,820	-	-	-
Total Revenues	94,062	110,951	122,429	118,000	118,000	120,100
Other Sources:						
Transfers In	38,888	-	(1)	-	-	-
Total Other Sources	38,888	-	(1)	-	-	-
Total Sources	132,950	110,951	122,428	118,000	118,000	120,100
Use of Funds:						
Salaries	40,544	2,822	353	41,800	41,800	15,000
Operations	6,136	3,255	4,132	92,000	92,000	50,400
Total Expenditures	46,680	6,077	4,485	133,800	133,800	65,400
Other Uses:						
Transfers Out	-	1,000	-	-	-	-
Total Other Uses	-	1,000	-	-	-	-
Total Uses	46,680	7,077	4,485	133,800	133,800	65,400
Ending Fund Balance (est)	\$ 98,609	\$ 202,483	\$ 320,426	\$ 304,626	\$ 304,626	\$ 359,326

Transit Related Services Benefit District

The Transit Related Services Benefit District assessments fund transit related services benefitting the Zinfandel and Sunridge Specific Plan areas (Benefit Zones 1 and 2). The Transit Related Services Benefit District (former County Service Area 10) was detached from the County of Sacramento by the City of Rancho Cordova to administer beginning the 2008/09 tax year. The services to be funded include: transit shuttle, "Guaranteed Ride Home Program", transit subsidies, education programs and infrastructure support. The district boundary is irregularly shaped and includes the Villages of Zinfandel, Sunridge and Mather Field.

Transit Related Services Benefit District (formerly CSA 10) Zone 1

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 172,285	\$ 133,010	\$ 226,366	\$ 251,140	\$ 251,140	\$ 248,940
Source of Funds:						
Taxes	83,043	87,330	88,740	88,000	88,000	89,400
Use of Money & Property	4,121	2,850	3,579	-	-	-
Total Revenues	87,164	90,180	92,319	88,000	88,000	89,400
Other Sources:						
Transfers In	12,604	51,492	-	-	-	-
Total Other Sources	12,604	51,492	-	-	-	-
Total Sources	99,768	141,672	92,319	88,000	88,000	89,400
Use of Funds:						
Salaries	72,377	45,810	41,625	35,000	35,000	14,800
Operations	33,863	35,008	25,920	55,200	55,200	78,000
Total Expenditures	106,240	80,818	67,545	90,200	90,200	92,800
Other Uses:						
Transfers Out	32,803	(32,503)	-	-	-	-
Total Other Uses	32,803	(32,503)	-	-	-	-
Total Uses	139,043	48,316	67,545	90,200	90,200	92,800
Ending Fund Balance (est)	\$ 133,010	\$ 226,366	\$ 251,140	\$ 248,940	\$ 248,940	\$ 245,540

Transit Related Services Benefit District (formerly CSA 10) Zone 2

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 775,081	\$ 1,121,462	\$ 1,472,790	\$ 1,837,780	\$ 1,837,780	\$ 2,049,880
Source of Funds:						
Taxes	388,028	384,597	389,847	388,000	388,000	394,400
Use of Money & Property	22,087	17,416	22,795	-	-	-
Total Sources	410,115	402,013	412,642	388,000	388,000	394,400
Use of Funds:						
Salaries	34,619	3,057	5,930	60,000	60,000	19,800
Operations	29,115	46,628	41,722	115,900	115,900	218,400
Total Expenditures	63,734	49,686	47,652	175,900	175,900	238,200
Other Uses:						
Transfers Out	-	1,000	-	-	-	-
Total Other Uses	-	1,000	-	-	-	-
Total Uses	63,734	50,686	47,652	175,900	175,900	238,200
Ending Fund Balance (est)	\$ 1,121,462	\$ 1,472,790	\$ 1,837,780	\$ 2,049,880	\$ 2,049,880	\$ 2,206,080

Road Maintenance Assessment District

The Road Maintenance Assessment District was formed in June 2006 to create a financial mechanism to provide street and lighting operations and road maintenance for public improvements created as a result of new development. The funds are used to pay for routine maintenance and operations costs as well as to build a reserve to periodically replace slurry seal and eventual overlay and replacement costs. As additional development occurs, it will either be annexed to the district or a separate Zone will be created to services. Current new development subdivisions included in the district are Capital Village, Sundance and Anthology at Anatolia.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 414,667	\$ 750,950	\$ 1,192,674	\$ 1,533,458	\$ 1,533,458	\$ 1,803,458
Source of Funds:						
Taxes	351,898	478,780	374,092	373,000	373,000	395,700
Use of Money & Property	11,543	12,760	17,476	-	-	-
Total Sources	363,441	491,540	391,569	373,000	373,000	395,700
Use of Funds:						
Salaries	8,502	9,654	12,297	18,000	18,000	20,300
Operations	18,658	39,162	38,488	85,000	85,000	82,700
Total Expenditures	27,160	48,815	50,785	103,000	103,000	103,000
Other Uses:						
Transfers Out	-	1,000	-	-	-	-
Total Other Uses	-	1,000	-	-	-	-
Total Uses	27,160	49,815	50,785	103,000	103,000	103,000
Ending Fund Balance (est)	\$ 750,950	\$ 1,192,674	\$ 1,533,458	\$ 1,803,458	\$ 1,803,458	\$ 2,096,158

Rancho Cordova Lighting District 2012-1

The district will be formed in 2012 for the purpose of providing a funding mechanism for the operations, improvements, and maintenance of street lights and safety lights within the City of Rancho Cordova, which were previously funded in whole or in part by the County of Sacramento as part of County Service Area No. 1 (CSA-1). The improvements include street light poles and fixtures, electrical conduit and pullboxes, and service cans.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Taxes	-	-	-	-	-	315,000
Total Sources	-	-	-	-	-	315,000
Use of Funds:						
Operations	-	-	-	-	-	315,000
Total Uses	-	-	-	-	-	315,000
Ending Fund Balance (est)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

OTHER SPECIAL REVENUE FUNDS

Street Trench Fee

The City has an established Street Trench Fee and associated fund for the purposes of collecting a trench restoration fee at the time a permit is issued for work performed that causes excavation of a paved City street. Funds may be expended for the resurfacing, maintenance, administration, and protection of City streets where excavation has occurred. Currently there are no expenditures planned. It is the City's intention to save funds until there is enough to match other funds for projects associated with the fee.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 77,042	\$ 124,782	\$ 189,446	\$ 242,553	\$ 242,553	\$ 297,553
Source of Funds:						
Licenses, Permits & Fees	47,740	64,333	51,423	55,000	55,000	54,500
Use of Money & Property	-	330	1,684	-	-	-
Total Sources	47,740	64,664	53,107	55,000	55,000	54,500
Use of Funds:						
Total Uses	-	-	-	-	-	-
Ending Fund Balance (est)	\$ 124,782	\$ 189,446	\$ 242,553	\$ 297,553	\$ 297,553	\$ 352,053

Mather Field Impact Fee

Specific plan development impact fees are imposed on development in the Mather Commerce Center, which is part of the overall Mather Field Specific Plan Area administered by the County of Sacramento. The Mather fees include additional fees for roadway improvements located in the City of Rancho Cordova. The City has completed the negotiations and the transfer of fee fund balances have been received by the City for specific improvements.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (152,866)	\$ (152,866)	\$ 1,003,882	\$ 47,196	\$ 47,196	\$ 47,196
Source of Funds:						
Use of Money & Property	-	15,046	12,788	-	-	-
Intergovernmental	-	2,000,000	-	-	-	-
Total Sources	-	2,015,046	12,788	-	-	-
Use of Funds:						
Other Uses:						
Transfers Out	-	858,298	969,475	-	-	-
Total Other Uses	-	858,298	969,475	-	-	-
Total Uses	-	858,298	969,475	-	-	-
Ending Fund Balance (est)	\$ (152,866)	\$ 1,003,882	\$ 47,196	\$ 47,196	\$ 47,196	\$ 47,196

Roadway Improvement Fund

The Public Works Department has obtained certain additional contributions related to supplemental roadway fees. The negotiations are non-nexus based and are not directly associated with the existing traffic fees collected in the Special Revenues Funds. These funds may be used at the City's discretion for a variety of roadway improvement projects included in the City's Capital Improvement Program.

In FY 2012-13 \$660,000 is allocated to projects identified in the Capital Improvement Program and Road Maintenance Program.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 5,670,710	\$ 6,341,117	\$ 5,165,154	\$ 5,348,540	\$ 5,348,540	\$ 5,367,700
Source of Funds:						
Licenses, Permits & Fees	41,195	81,213	83,567	94,160	94,160	494,200
Use of Money & Property	141,334	89,741	96,796	-	-	-
Intergovernmental	877,947	-	-	-	-	-
Total Revenues	1,060,476	170,954	180,363	94,160	94,160	494,200
Other Sources:						
Transfers In	-	-	100,001	100,000	100,000	500,000
Total Other Sources	-	-	100,001	100,000	100,000	500,000
Total Sources	1,060,476	170,954	280,364	194,160	194,160	994,200
Use of Funds:						
Operations	-	-	-	-	-	400,000
Total Expenditures	-	-	-	-	-	400,000
Other Uses:						
Transfers Out	390,069	1,346,917	96,978	175,000	175,000	260,000
Total Other Uses	390,069	1,346,917	96,978	175,000	175,000	260,000
Total Uses	390,069	1,346,917	96,978	175,000	175,000	660,000
Ending Fund Balance (est)	\$ 6,341,117	\$ 5,165,154	\$ 5,348,540	\$ 5,367,700	\$ 5,367,700	\$ 5,701,900

Storm Water Utility Tax

The Public Works Department has negotiated the annual transfer of funds in the amount of \$300,000 to the City from utility taxes collected by the County of Sacramento for storm water utility within the City. Additional funds have been received for specific capital improvement projects. These funds may be used at the Public Works Director's discretion for any drainage related expenses including staff costs. The Public Works department will be working on the detachment from the County in the next fiscal year.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 293,393	\$ 329,020	\$ (14,782)	\$ (301,283)	\$ (301,283)	\$ 1,968,717
Source of Funds:						
Taxes	-	-	-	-	2,270,000	300,000
Use of Money & Property	9,812	4,022	2,493	-	-	-
Intergovernmental	561,221	-	-	300,000	300,000	-
Total Sources	571,033	4,022	2,493	300,000	2,570,000	300,000
Use of Funds:						
Salaries	81,261	158,722	226,689	300,000	300,000	300,000
Operations	89,184	28,178	22,177	-	-	271,700
Capital Outlay	-	-	40,128	-	-	699,000
Total Expenditures	170,445	186,899	288,994	300,000	300,000	1,270,700
Other Uses:						
Transfers Out	364,961	160,924	-	-	-	50,000
Total Other Uses	364,961	160,924	-	-	-	50,000
Total Uses	535,406	347,824	288,994	300,000	300,000	1,320,700
Ending Fund Balance (est)	\$ 329,020	\$ (14,782)	\$ (301,283)	\$ (301,283)	\$ 1,968,717	\$ 948,017

Asset Forfeiture Fund

Assets seized in the course of arrests or investigations are turned over to the District Attorney until case resolution. The District Attorney apportions the assets to the applicable jurisdictions and the funds are used to purchase public safety equipment and supplies.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 32,152	\$ 21,906	\$ 29,092	\$ 31,275	\$ 31,275	\$ 6,275
Source of Funds:						
Fines & Forfeitures	5,754	6,973	1,684	-	-	-
Use of Money & Property	637	357	499	-	-	-
Total Sources	6,391	7,330	2,183	-	-	-
Use of Funds:						
Operations	1,860	144	-	-	-	-
Capital Outlay	14,777	-	-	25,000	25,000	-
Total Uses	16,637	144	-	25,000	25,000	-
Ending Fund Balance (est)	\$ 21,906	\$ 29,092	\$ 31,275	\$ 6,275	\$ 6,275	\$ 6,275

CAPITAL PROJECT FUNDS

The Capital Projects Fund is used to account for the financial resources available for the acquisition or construction of major capital facilities and infrastructure.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

CIP

Beginning Fund Balance - 6/30/12 (est) \$ 3,605,632

Revenues:

Taxes	-
Licenses & Permits	-
Fines & Forfeitures	-
Use of Money & Property	-
Intergovernmental	290,000
Charges for Services & Other Revenues	-
Total Revenues	290,000

Other Sources:

Transfers In	24,075,700
Proceeds from Debt	-
Total Other Sources	24,075,700

Total Revenues & Other Sources \$ 24,365,700

Expenditures:

Salaries	567,400
Benefits	-
Operations	4,060,100
Capital Outlay	19,808,200
Capital Improvements	-
Total Expenditures	24,435,700

Other Uses:

Transfers Out	-
Revenue Neutrality	-
Principal & Interest	-
Total Other Uses	-

Total Expenditures & Other Uses 24,435,700

Surplus/(Deficit) (70,000)

Fund Balance - 6/30/13 (est) \$ 3,535,632

Capital Projects Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (992,406)	\$ 257,764	\$ 2,159,350	\$ 3,708,032	\$ 3,708,032	\$ 3,605,632
Source of Funds:						
Use of Money & Property			2,945			
Intergovernmental	3,919					290,000
Charges for Services & Other Revenues	18,226,219	156,172	177,342	526,000	526,000	
Total Revenues	18,230,138	156,172	180,287	526,000	526,000	290,000
Other Sources:						
Transfers In:						
General Fund	87,786	53,271	88,082			
Gas Tax	509,602	1,128,192	1,132,271	4,236,800	1,736,800	4,567,400
Measure A	6,051,608	2,714,940	2,784,747	5,196,300	5,196,300	1,619,400
Proposition 42	466,862		577,858		26,391	
Traffic Impact Fees	3,014,773	2,326,818	1,312,972	7,278,700	4,005,700	6,889,900
SD Traffic Mitigation Fees	1,705,255	3,077,612	2,557,704	4,988,000	4,988,000	650,400
VOZ Traffic Mitigation Fees	32,586	873	10,035	180,400	20,000	175,000
CFF Impact Fees		77,263	3,249,322			
City Operations COP's			790,341		51,225	
Federal Grants	1,976,585	4,240,066	5,474,969	4,917,000	4,917,000	7,379,000
State Grants	61,647	312,941	28,064	3,403,900	3,403,900	
Other Grants						100,000
CDBG	405,200	360,000	115,069			85,600
Capital Facilities ISF		4,117	702,090			
Infrastructure ISF			62,352	554,400	554,400	
Technology ISF			228,550			
Special Districts	38	21,596	5,545	6,700	6,700	
Transit Related Service Area - Zone 1	20,198					
Transit Related Service Area - Zone 3	(38,888)					
Roadway Improvement Fund	390,069	1,346,917	96,978	175,000	175,000	260,000
Storm Water Utility Tax	364,961	157,583				50,000
Mather Field Impact Fee		858,298	969,475			
Park Renovation	39,881					
VLIHF		768,319	(77,453)			
CFD 2004-1 Sunridge Park						2,299,000
Landscape Maintenance CFD	(283,170)					
Redevelopment Agency	144,394	1,599	85,823	320,000	218,600	
Redevelopment Agency Low/Mod		897,631	98,141			
Sub-total Transfers In	14,949,387	18,348,036	20,292,935	31,257,200	25,300,016	24,075,700
Proceeds from Debt						
Total Other Sources	14,949,387	18,348,036	20,292,935	31,257,200	25,300,016	24,075,700
Total Sources	33,179,525	18,504,208	20,473,222	31,783,200	25,826,016	24,365,700
Use of Funds:						
Salaries	1,380,083	1,285,544	461,470			567,400
Operations	3,351,526	3,981,355	2,881,041			4,060,100
Capital Improvements	27,113,003	10,101,113	14,211,589	31,885,600	25,928,416	19,808,200
Total Expenditures	31,844,612	15,368,011	17,554,099	31,885,600	25,928,416	24,435,700
Other Uses:						
Transfers Out	84,744	(231,679)	1,370,441			
Total Other Uses	84,744	(231,679)	1,370,441	-	-	-
Total Uses	31,929,356	15,136,333	18,924,540	31,885,600	25,928,416	24,435,700
Ending Fund Balance (est)	\$ 257,763	\$ 3,625,639	\$ 3,708,032	\$ 3,605,632	\$ 3,605,632	\$ 3,535,632

The City will be working on 33 different Capital Improvement Projects in FY 2012-13, as listed on the following pages. Below is a description of the major projects scheduled for this budget year.

White Rock Road Improvements, Sunrise to City Limits (CP07-2055) - \$6,450,000

This project will construct improvement to the existing six lane road from Sunrise Boulevard to Luyung Drive and reconstruct White Rock Road from Luyung Drive to approximately the future intersection of White Rock Road and Rancho Cordova Parkway to a four lane roadway with a 14 foot landscape median.

2012 Sunrise Boulevard Street Rehabilitation Project (CP12-2015) - \$3,200,000

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. The locations of proposed rehabilitation will be based on engineering evaluation. Rehabilitation of the highest priority roadways will be provided as funds become available. The anticipated roadways include the following: Sunrise Boulevard, and American River Bridge to Trade Center Drive.

2012 Street Rehabilitation Projects (CP12-2014) - \$2,220,000

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. The locations of proposed rehabilitation will be based on engineering evaluation. Rehabilitation of the highest priority roadways will be provided as funds become available. This project will include complete streets features including Class II Bikeway lanes, Americans with Disabilities Act (ADA) elements, such as enhanced striping to better delineate between mode, improved pedestrian crossings, and the construction of new sidewalks. The roadways are as follows: International Drive, Zinfandel Drive to Mather Field Road; Zinfandel Drive, White Rock Road to Beclan Drive; Folsom Boulevard, and Mather Field Road to Kilgore Road.

2013 Street Rehabilitation Projects (CP13-2112) - \$1,927,000

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. Rehabilitation of the highest priority roadways will be provided as funds become available. When appropriate street rehabilitation projects will be done through our maintenance crews. The anticipated roadways are as follows: RC11 and RC14.

2014 Street Rehabilitation Projects (CP13-2118) - \$1,900,000

Many streets within the City of Rancho Cordova are in need of rehabilitation to enhance the pavement and increase driving comfort and safety. Roadways are being evaluated on an ongoing basis. Rehabilitation of the highest priority roadways will be provided as funds become available. When appropriate street rehabilitation projects will be done through our maintenance crews. The anticipated roadways are as follows: RC09 and RC06.

Rancho Cordova Parkway Interchange (CP05-2003) - \$1,200,000

Work will continue on this project. The project proposes to construct a new interchange at U.S. Highway 50, auxiliary lanes on U.S. Highway 50 between Sunrise Boulevard and Hazel Avenue, and a four lane arterial connection to U.S. Highway 50 of Rancho Cordova Parkway to White Rock Road.

Folsom Boulevard and Mather Field Road Enhancements Phase II (CP07-2033) - \$961,750

The project is close to being complete. The expected completion is in late 2012.

Air Park Drive, Mather Blvd to International Dr (CP06-2021) - \$947,000

The project proposes to widen the existing Femoyer Road to four lane and construct the roadway extension from Air Park Drive to International Drive. Various improvements will also be constructed on Air Park Drive. The County is constructing a \$4 million project. The City is contributing a total of \$600,000 plus staff costs. The Cities contribution is budgeted in this project.

The FY 2012-13 projects that will be funded are as follows:

Capital Improvement Project Fund

CP07-2055 – White Rock Road Improvements, Sunrise to City Limits	\$ 6,450,000
CP12-2105 - 2012 Sunrise Boulevard Street Rehabilitation Project	3,200,000
CP12-2104 - 2012 Street Rehabilitation Project	2,220,000
CP13-2112 - 2013 Street Rehabilitation Project	1,927,000
CP13-2118 - 2014 Street Rehabilitation Project	1,900,000
CP06-2048 - ROW Program / Contingency	1,788,922
CP05-2003 - Rancho Cordova Parkway Interchange	1,200,000
CP06-2024 - Douglas Road, Sunrise Boulevard to Americanos Boulevard	1,000,000
CP07-2033 - Folsom Boulevard and Mather Field Road Enhancements Phase II	961,750
CP06-2021 - Air Park Drive, Mather Boulevard to International Drive	947,000
CP10-2083 - Douglas Road, Sunrise Boulevard to Americanos Boulevard Phase II	899,000
CP06-2027 - (North) Mather Boulevard, Mather Field Plaza to Zinfandel Drive	348,000
CP12-2115 - Zinfandel Drive and Folsom Boulevard Intersection Improvements	190,000
CP11-2096 - Annexation Road Rehabilitation	185,000
CP12-2018 - Bicycle Traffic Signal Detection	175,000
CP12-2107 - Class II & III Bicycle System Expansion	158,000
CP10-2082 - Safety, Streetscaping, Pedestrian and Bicycle Facilities Program	153,700
CP13-2117 - 2012 Old Placerville Complete Streets	120,000
CP09-2078 - Douglas Road Bike and Pedestrian Safety Improvement	113,000
CP12-2109 - 2012 ADA Sidewalk Improvement Project	92,988
CP10-2084 - Pedestrian, ADA and Safety Improvements Mather Field Road	75,000
CP06-2041 - Streetscape Improvement Program	67,883
CP13-2111 - Douglas Road, Sunrise Boulevard to West City Limits	50,000
CP11-2100 - Sunrise Boulevard Widening and Intersection Improvements	45,000
CP11-2098 - 2010 NTMP Project	44,000
CP07-2038 - Sunrise Boulevard, Kiefer Boulevard to State Route 16	35,000
CP10-2081 - Traffic Control and Safety Program	34,000
CP06-2044 - Street Safety Improvement Program	29,172
CP13-2116 - Traffic Management Center	10,000
CP06-2043 - Elderly and Disabled Access Improvement Program	7,295
CP07-2032 - Douglas Road, Americanos Boulevard to Grant Line Road	5,000
CP08-2063 - Americanos Boulevard Douglas Road to Chrysanthy Boulevard	2,000
CP06-2042 - Bikeway Improvement Program	1,990
Total	<u>\$ 24,435,700</u>

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DEBT SERVICE FUNDS

The debt service fund is used to account for the accumulation of resources and payment of long-term debt principal and interest. The City is currently repaying two Certificates of Participation for the acquisition of City Hall and public facilities and property on Kilgore Road.

PROPOSED FISCAL YEAR 2012-2013 BUDGET

Debt Service

Beginning Fund Balance - 6/30/12 (est) \$ 1,863,987

Revenues:

Taxes	-
Licenses & Permits	-
Fines & Forfeitures	-
Use of Money & Property	-
Intergovernmental	-
Charges for Services & Other Revenues	-
Total Revenues	-

Other Sources:

Transfers In	1,945,800
Proceeds from Debt	-
Total Other Sources	1,945,800

Total Revenues & Other Sources \$ 1,945,800

Expenditures:

Salaries	-
Benefits	-
Operations	5,200
Capital Outlay	-
Capital Improvements	-
Total Expenditures	5,200

Other Uses:

Transfers Out	-
Revenue Neutrality	-
Principal & Interest	1,940,600
Total Other Uses	1,940,600

Total Expenditures & Other Uses 1,945,800

Surplus/(Deficit) -

Fund Balance - 6/30/13 (est) \$ 1,863,987

City Hall Facility Certificates of Participation

On August 1, 2005, \$20,835,000 of Certificates of Participation (COP's) were issued by the City of Rancho Cordova Financing Corporation to finance the acquisition and improvement of the 2701 – 2729 Prospect Park Drive campus. The original debt was restructured and refunded in January 2007. The new debt is comprised of \$12.1 million Series A and \$8.3 million Series B (taxable) Certificates of Participation.

Debt service payments are due on August 1 and February 1 of each year. To provide for repayment of the certificates, the City entered into an agreement to lease the facilities from the Corporation, requiring the City to make rental payments to the Corporation equal to the debt principal and interest payments. City Hall Community Facilities Fees, Community Center Community Facilities Fees and General Fund monies are the source for repayment of these certificates. However, if the Community Facility Fee sources are not sufficient to make their portion of the payment, the City's General Fund will be responsible. A debt service schedule is included in the "supporting schedules" section of this document.

City Operations Facility Certificates of Participation

The City of Rancho Cordova Financing Corporation issued \$6.8 million in COP's in August 2006. These funds provided resources to purchase the Kilgore site, which has been renovated into the City's new police building. This site includes developable vacant land, a 30,000 square foot office building and a historic cemetery (Kilgore Family Cemetery). The purchase price for this acquisition was \$6,000,000 with the cemetery and approximately 13 3/4 acres of vacant land donated as part of the acquisition.

The debt service is due in September 1 and March 1 of each year. To provide for repayment of the certificates, the City entered into an agreement to lease the facilities from the Corporation, requiring the City to make rental payments to the Corporation equal to the debt principal and interest payments. Police Facilities Community Facilities Fees and the General Fund are the source for repayment of these certificates. A debt service schedule is included in the "supporting schedules" section of this document.

Debt Service Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 2,708,708	\$ 2,697,672	\$ 2,703,705	\$ 1,915,211	\$ 1,915,211	\$ 1,863,986
Source of Funds:						
Use of Money & Property	35,077	3,892	3,187	-	-	-
Charges for Services & Other Revenues	-	350	-	-	-	-
Total Revenues	35,077	4,242	3,187	-	-	-
Other Sources:						
Transfers In	1,907,064	1,955,253	1,949,987	1,951,800	1,951,800	1,945,800
Total Other Sources	1,907,064	1,955,253	1,949,987	1,951,800	1,951,800	1,945,800
Total Sources	1,942,141	1,959,495	1,953,174	1,951,800	1,951,800	1,945,800
Use of Funds:						
Operations	4,950	10,200	5,450	5,000	5,000	5,200
Total Expenditures	4,950	10,200	5,450	5,000	5,000	5,200
Other Uses:						
Transfers Out	-	350	790,341	-	51,225	-
Principal & Interest	1,948,227	1,942,911	1,945,878	1,946,800	1,946,800	1,940,600
Total Other Uses	1,948,227	1,943,261	2,736,219	1,946,800	1,998,025	1,940,600
Total Uses	1,953,177	1,953,461	2,741,669	1,951,800	2,003,025	1,945,800
Ending Fund Balance (est)	\$ 2,697,672	\$ 2,703,705	\$ 1,915,211	\$ 1,915,211	\$ 1,863,986	\$ 1,863,986

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ENTERPRISE FUNDS

The Kilgore Cemetery Enterprise Fund receives revenues from the sale of burial rights and burial services at the cemetery. In addition, the Endowment Care Fund receives endowment funds paid by all cemetery customers. A portion of the burial rights and services revenues will compensate the Fair Oaks Cemetery District for cemetery management services, and the interest income on the remainder of the burial revenues and the endowment contribute to the ongoing facility maintenance costs.

PROPOSED FISCAL YEAR 2012-2013 BUDGET ENTERPRISE FUNDS

	Kilgore Cemetery	Kilgore Cemetery Endowment Care Fund	Total Enterprise Funds
Beginning Fund Balance - 6/30/12 (est)	\$ (145,059)	\$ 10,541	(134,518)
Revenues:			
Taxes	-	-	-
Licenses & Permits	6,000	1,500	7,500
Fines & Forfeitures	-	-	-
Use of Money & Property	-	-	-
Intergovernmental	-	-	-
Charges for Services & Other Revenues	-	-	-
Total Revenues	6,000	1,500	7,500
Other Sources:			
Transfers In	-	-	-
Proceeds from Debt	-	-	-
Total Other Sources	-	-	-
Total Revenues & Other Sources	\$ 6,000	\$ 1,500	\$ 7,500
Expenditures:			
Salaries	-	-	-
Benefits	-	-	-
Operations	68,600	-	68,600
Capital Outlay	-	-	-
Capital Improvements	-	-	-
Total Expenditures	68,600	-	68,600
Other Uses:			
Transfers Out	-	-	-
Revenue Neutrality	-	-	-
Principal & Interest	-	-	-
Total Other Uses	-	-	-
Total Expenditures & Other Uses	68,600	-	68,600
Surplus/(Deficit)	(62,600)	1,500	(61,100)
Fund Balance - 6/30/13 (est)	\$ (207,659)	\$ 12,041	\$ (195,618)

Kilgore Cemetery

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 125,318	\$ 78,506	\$ (4,898)	\$ (79,959)	\$ (79,959)	\$ (145,059)
Source of Funds:						
Licenses, Permits & Fees	39,525	6,500	5,850	6,000	6,000	6,000
Use of Money & Property	43	-	8	-	-	-
Total Sources	39,568	6,500	5,858	6,000	6,000	6,000
Use of Funds:						
Salaries	-	18,401	15,450	-	-	-
Operations	86,380	71,503	65,469	71,100	71,100	68,600
Total Uses	86,380	89,904	80,919	71,100	71,100	68,600
Ending Fund Balance (est)	\$ 78,506	\$ (4,898)	\$ (79,959)	\$ (145,059)	\$ (145,059)	\$ (207,659)

Kilgore Cemetery Endowment Care Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 305	\$ 9,223	\$ 10,870	\$ 12,041	\$ 12,041	\$ 10,541
Source of Funds:						
Licenses, Permits & Fees	8,750	1,500	1,000	1,500	(1,500)	1,500
Use of Money & Property	168	147	172	-	-	-
Total Sources	8,918	1,647	1,172	1,500	(1,500)	1,500
Use of Funds:						
Total Uses	-	-	-	-	-	-
Ending Fund Balance (est)	\$ 9,223	\$ 10,870	\$ 12,041	\$ 13,541	\$ 10,541	\$ 12,041

INTERNAL SERVICE FUNDS

These funds were established to finance and account for services and commodities furnished by a designated department of the City to other departments of the City. These services and commodities are only supplied within the City structure and are not furnished to the general public. The funds that the City maintains include:

- Employee Benefits Fund
- Insurance Fund
- Capital Facilities Fund
- Infrastructure Fund
- Vehicle & Equipment Replacement Fund
- Technology Enhancement & Replacement Fund

PROPOSED FISCAL YEAR 2012-2013 BUDGET INTERNAL SERVICE FUNDS

	Employee Benefits	Insurance Fund	Capital Facilities	Infrastructure	Vehicle & Equipment Replacement	Technology Enhancement & Replacement	Total Internal Service Funds
Begin Available Fund Bal - 6/30/12 (est)	\$ 3,406	\$ 476,877	\$ 1,137,130	\$ 331,754	\$ 377,201	\$ 259,252	\$ 2,585,621
Revenues:							
Taxes	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Other Sources:							
Transfers In	-	25,000	-	-	-	-	25,000
Proceeds from Debt	-	-	-	-	-	-	-
Total Other Sources	-	25,000	-	-	-	-	25,000
Total Revenues & Other Sources	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Expenditures:							
Salaries	-	-	-	-	-	-	-
Benefits	3,406	-	-	-	-	-	3,406
Operations	-	25,000	30,000	-	-	53,200	108,200
Capital Outlay	-	-	760,000	323,000	95,000	188,800	1,366,800
Capital Improvements	-	-	-	-	-	-	-
Total Expenditures	3,406	25,000	790,000	323,000	95,000	242,000	1,478,406
Other Uses:							
Transfers Out	-	-	-	-	-	-	-
Revenue Neutrality	-	-	-	-	-	-	-
Principal & Interest	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-
Total Expenditures & Other Uses	3,406	25,000	790,000	323,000	95,000	242,000	1,478,406
Surplus/(Deficit)	(3,406)	-	(790,000)	(323,000)	(95,000)	(242,000)	(1,453,406)
Ending Available Fund Bal - 6/30/13 (est)	\$ -	\$ 476,877	\$ 347,130	\$ 8,754	\$ 282,201	\$ 17,252	\$ 1,132,215

Employee Benefits Fund

The Employee Benefits Fund was created to account for funds accumulated to pay for employees' future post-retirement medical benefits. These costs are being accounted for in the General Fund and this fund is no longer necessary. It will be closed out in FY 2012-13.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ 266,493	\$ 2,364	\$ 3,406	\$ 3,406	\$ 3,406
Source of Funds:						
Use of Money & Property	-	2,364	1,042.00	-	-	-
Total Revenues	-	2,364	1,042	-	-	-
Other Sources:						
Transfers In	266,493	-	-	-	-	-
Total Other Sources	266,493	-	-	-	-	-
Total Sources	266,493	2,364	1,042	-	-	-
Use of Funds:						
Benefits	-	266,493	-	-	-	3,406
Total Uses	-	266,493	-	-	-	3,406
Ending Fund Balance (est)	\$ 266,493.00	\$ 2,364	\$ 3,406	\$ 3,406	\$ 3,406	\$ -

Insurance Fund

The Insurance Fund accounts for the accumulation of resources to provide for long-term financing of potential litigation, insurance costs and claims, and the payment of losses up to the City's self-insured retention limit. The major insurance programs in the fund are worker's compensation, property, and liability coverage.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 501,006	\$ 523,747	\$ 509,951	\$ 501,877	\$ 501,877	\$ 476,877
Source of Funds:						
Use of Money & Property	12,741	7,164	8,053	-	-	-
Total Revenues	12,741	7,164	8,053	-	-	-
Other Sources:						
Transfers In	10,000	-	-	-	-	25,000
Total Other Sources	10,000	-	-	-	-	25,000
Total Sources	22,741	7,164	8,053	-	-	25,000
Use of Funds:						
Operations	-	20,961	16,127	25,000	25,000	25,000
Total Uses	-	20,961	16,127	25,000	25,000	25,000
Ending Fund Balance (est)	\$ 523,747	\$ 509,951	\$ 501,877	\$ 476,877	\$ 476,877	\$ 476,877

Capital Facilities Fund

The Capital Facilities Fund is used to account for accumulation of resources and the acquisition, maintenance and remodeling of city owned buildings and facilities.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Available Fund Bal	\$ -	\$ 633,993	\$ 751,054	\$ 1,315,130	\$ 1,315,130	\$ 1,137,130
Source of Funds:						
Use of Money & Property	-	5,181	8,667	-	-	-
Total Revenues	-	5,181	8,667	-	-	-
Other Sources:						
Transfers In	633,993	472,780	1,959,391	-	-	-
Total Other Sources	633,993	472,780	1,959,391	-	-	-
Total Sources	633,993	477,961	1,968,058	-	-	-
Use of Funds:						
Operations	-	6,480	-	-	-	30,000
Capital Outlay	-	350,303	-	-	178,000	760,000
Total Expenditures	-	356,783	-	-	178,000	790,000
Other Uses:						
Transfers Out	-	4,117	702,090	-	-	-
Total Other Uses	-	4,117	702,090	-	-	-
Total Uses	-	360,900	702,090	-	178,000	790,000
Ending Balance (est)	633,993	751,054	2,017,021	1,315,130	1,137,130	347,130
Less: Invested in Capital Assets	-	-	(701,891)	-	-	-
Ending Available Fund Bal (est)	\$ 633,993	\$ 751,054	\$ 1,315,130	\$ 1,315,130	\$ 1,137,130	\$ 347,130

Infrastructure Fund

The Infrastructure Fund is used to accumulate and account for funds to pay the ongoing maintenance of infrastructure facilities, such as roads, sidewalks and intersection improvements.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Available Fund Bal	\$ -	\$ 316,997	\$ 556,849	\$ 1,129,554	\$ 1,129,554	\$ 331,754
Source of Funds:						
Use of Money & Property	-	3,462	6,358	-	-	-
Total Revenues	-	3,462	6,358	-	-	-
Other Sources:						
Transfers In	316,997	236,390	628,699	-	-	-
Total Other Sources	316,997	236,390	628,699	-	-	-
Total Sources	316,997	239,852	635,058	-	-	-
Use of Funds:						
Capital Outlay	-	-	-	-	243,400	323,000
Total Expenditures	-	-	-	-	243,400	323,000
Other Uses:						
Transfers Out	-	-	62,352	554,400	554,400	-
Total Other Uses	-	-	62,352	554,400	554,400	-
Total Uses	-	-	62,352	554,400	797,800	323,000
Ending Balance (est)	316,997	556,849	1,129,554	575,154	331,754	8,754
Less: Invested in Capital Assets	-	-	-	-	-	-
Ending Available Fund Bal (est)	\$ 316,997	\$ 556,849	\$ 1,129,554	\$ 575,154	\$ 331,754	\$ 8,754

Vehicle & Equipment Replacement Fund

The Vehicle & Equipment Replacement Fund accumulates funds to pay for the replacement of vehicles and equipment used by all City departments.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Available Fund Bal	\$ 348,048	\$ 365,863	\$ 370,944	\$ 377,201	\$ 377,201	\$ 377,201
Source of Funds:						
Use of Money & Property	7,815	5,081	6,257	-	-	-
Total Revenues	7,815	5,081	6,257	-	-	-
Other Sources:						
Transfers In	10,000	-	-	-	-	-
Total Other Sources	10,000	-	-	-	-	-
Total Sources	17,815	5,081	6,257	-	-	-
Use of Funds:						
Capital Outlay	-	-	-	-	-	95,000
Total Uses	-	-	-	-	-	95,000
Ending Balance (est)	365,863	370,944	377,201	377,201	377,201	282,201
Less: Invested in Capital Assets	-	-	-	-	-	-
Ending Available Fund Bal (est)	\$ 365,863	\$ 370,944	\$ 377,201	\$ 377,201	\$ 377,201	\$ 282,201

Technology Enhancement & Replacement Fund

The Technology Enhancement & Replacement Fund is used to account for the purchase and replacement of critical desktop, software and infrastructure. Transfers occur each year from the General Fund to finance the scheduled replacement and enhancement of the City's technology system.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Available Fund Bal	\$ 573,542	\$ 596,778	\$ 478,885	\$ 259,252	\$ 259,252	\$ 259,252
Source of Funds:						
Use of Money & Property	13,236	8,300	8,916	-	-	-
Total Revenues	13,236	8,300	8,916	-	-	-
Other Sources:						
Transfers In	10,000	-	228,551	-	-	-
Total Other Sources	10,000	-	228,551	-	-	-
Total Sources	23,236	8,300	237,467	-	-	-
Use of Funds:						
Operations	-	-	-	-	-	53,200
Capital Outlay	-	-	-	-	-	188,800
Total Expenditures	-	-	-	-	-	242,000
Other Uses:						
Transfers Out	-	126,193	228,551	87,500	-	-
Total Other Uses	-	126,193	228,551	87,500	-	-
Total Uses	-	126,193	228,551	87,500	-	242,000
Ending Balance (est)	596,778	478,885	487,802	171,752	259,252	17,252
Less: Invested in Capital Assets	-	-	(228,550)	-	-	-
Ending Available Fund Bal (est)	\$ 596,778	\$ 478,885	\$ 259,252	\$ 171,752	\$ 259,252	\$ 17,252

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SUCCESSOR AGENCY

On June 29, 2011 Governor Jerry Brown signed into law ABx1 26, the Assembly Bill that dissolved redevelopment agencies and created a mechanism to wind down all redevelopment activity, including the sale of redevelopment assets and the re-allocation of redevelopment funds. This legislation was challenged in the Supreme Court of the State of California in August of 2011, and was put under judicial stay while the Supreme Court decided its constitutionality. On December 29, 2011 the California Supreme Court issued its decision on ABx1 26, declaring it constitutional and upholding it as law. The court also re-started the timeline for RDA dissolution, and the transfer of assets to the Successor Agency, which had been stalled during the judicial stay period.

On January 10, 2011 the City Council of the City of Rancho Cordova adopted a resolution stating that the City, as a jurisdiction with a Community Redevelopment Agency, had decided to perform the duties of the Successor Agency, as identified in ABx1 26, to wind-down redevelopment activities and to dispose of RDA assets. ABx1 26 establishes a governing framework under which Successor Agencies will fulfill their obligations to pay off the existing debt and dispose of the assets of the defunct RDA. The Successor Agency is responsible for reporting to the statutorily established Oversight Board for all activities.

PROPOSED FISCAL YEAR 2012-2013 BUDGET SUCCESSOR RDA FUNDS

	Administration	Capital Projects	Debt Service	Low/Moderate Income Housing	Redevelopment Obligation Retirement Fund
Beginning Fund Balance - 6/30/12 (est)	\$ (6,420,599)	\$ -	\$ -	\$ -	\$ -
Revenues:					
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	54,000	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-
Total Revenues	54,000	-	-	-	-
Other Sources:					
Transfers In	-	-	-	-	-
Proceeds from Debt	-	-	-	-	-
Total Other Sources	-	-	-	-	-
Total Revenues & Other Sources	\$ 54,000	\$ -	\$ -	\$ -	\$ -
Expenditures:					
Salaries	123,200	-	-	-	-
Benefits	58,300	-	-	-	-
Operations	184,900	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Total Expenditures	366,400	-	-	-	-
Other Uses:					
Transfers Out	-	-	-	-	-
Revenue Neutrality	-	-	-	-	-
Principal & Interest	588,500	-	-	-	-
Total Other Uses	588,500	-	-	-	-
Total Expenditures & Other Uses	954,900	-	-	-	-
Surplus/(Deficit)	(900,900)	-	-	-	-
Fund Balance - 6/30/13 (est)	\$ (7,321,499)	\$ -	\$ -	\$ -	\$ -

Redevelopment Administration

On December 29, 2011, the California Supreme Court upheld Assembly Bill 26 (AB 26) which dissolved all California Redevelopment Agencies effective February 1, 2012. Prior to dissolution this fund was used to receive tax increment funds for administration and major capital project cost of the Redevelopment Agency (Agency). Effective February 1, 2012 this fund was transferred to the successor agency to the former Redevelopment Agency and is to be used to wind down the affairs of the Agency.

The successor agency is only allowed to pay enforceable obligations of the former Redevelopment Agency, as defined in AB 26, in accordance with a bi-annual Retirement Obligation Payment Schedule (ROPS) which is prepared and approved by the successor agency, oversight board, Sacramento County Auditor Controllers Office, State Controller's Office and the State Department of Finance.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (1,906,137)	\$ (1,342,047)	\$ (1,062,182)	\$ (3,884,342)	\$ (3,884,342)	\$ (6,420,599)
Source of Funds:						
Use of Money & Property	9,347	4,072	2,364	54,000	51,700	54,000
Total Revenues	9,347	4,072	2,364	54,000	51,700	54,000
Other Sources:						
Transfers In	2,147,574	1,547,973	558,748	106,000	596,243	-
Proceeds from Debt						
Total Other Sources	2,147,574	1,547,973	558,748	106,000	596,243	-
Total Sources	2,156,921	1,552,045	561,112	160,000	647,943	54,000
Use of Funds:						
Salaries	129,455	139,758	140,460	154,500	159,700	123,200
Benefits	61,473	65,193	66,863	66,900	65,300	58,300
Operations	798,615	799,519	281,189	578,400	546,400	184,900
Capital Outlay	144,865	3,815	2,421,400	4,774,000	1,605,700	-
Total Expenditures	1,134,408	1,008,285	2,909,912	5,573,800	2,377,100	366,400
Other Uses:						
Transfers Out	458,423	263,894	473,361	320,000	218,600	-
Principal & Interest	-	-	-	-	588,500	588,500
Total Other Uses	458,423	263,894	473,361	320,000	807,100	588,500
Total Uses	1,592,831	1,272,180	3,383,273	5,893,800	3,184,200	954,900
Ending Fund Balance (est)	\$ (1,342,047)	\$ (1,062,182)	\$ (3,884,342)	\$ (9,618,142)	\$ (6,420,599)	\$ (7,321,499)

Redevelopment Capital Projects

This fund was originally established to account for the annual tax increment pass through payment(s) the Agency was contractually obligated to make to the Sacramento Metro Fire District (Sac Metro) for the acquisition and/or construction of capital facilities.

On December 29, 2011, the California Supreme Court upheld AB 26 which dissolved all California Redevelopment Agencies effective February 1, 2012. According to the terms of the contract between the Agency and Sac Metro, the contract automatically expired when the Redevelopment Agency was dissolved. In accordance with terms of AB 26, the capital projects fund balance was transferred to the Redevelopment Obligation Retirement Fund (RORF) to be

used to satisfy the enforceable obligation of the successor agency to the former Redevelopment Agency.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 164,303	\$ 327,675	\$ 446,185	\$ 470,314	\$ 470,314	\$ -
Source of Funds:						
Use of Money & Property	4,275	4,570	6,126	-	-	-
Total Revenues	4,275	4,570	6,126	-	-	-
Other Sources:						
Transfers In	160,039	113,940	18,003	-	-	-
Proceeds from Debt						
Total Other Sources	160,039	113,940	18,003	-	-	-
Total Sources	164,314	118,510	24,129	-	-	-
Use of Funds:						
Other Uses:						
Transfers Out	942	-	-	-	470,314	-
Total Other Uses	942	-	-	-	470,314	-
Total Uses	942	-	-	-	470,314	-
Ending Fund Balance (est)	\$ 327,675	\$ 446,185	\$ 470,314	\$ 470,314	\$ -	\$ -

Debt Service Fund

This fund was originally established to receive tax increment revenue and apportion 80% for administration and 20% to the Low and Moderate Income Housing Fund, along with the payment of principal and interest on the outstanding debt of the Agency. This fund was closed effective February 1, 2012 when the Agency was dissolved and a new fund, Redevelopment Obligation Retirement Fund (RORF), was created to account for all future tax increment received to pay for enforceable obligation of the former Agency.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Taxes	2,707,812	1,941,973	713,402	530,000	29,223	-
Use of Money & Property	9,539	2,445	(1,221)	-	-	-
Total Revenues	2,717,351	1,944,418	712,181	530,000	29,223	-
Other Sources:						
Transfers In	148,355	148,355	369,535	-	-	-
Total Other Sources	148,355	148,355	369,535	-	-	-
Total Sources	2,865,706	2,092,774	1,081,716	530,000	29,223	-
Use of Funds:						
Operations	32,884	29,079	15,996	10,000	837	-
Total Expenditures	32,884	29,079	15,996	10,000	837	-
Other Uses:						
Transfers Out	2,684,467	1,936,856	696,184	212,000	28,386	-
Principal & Interest	148,355	126,838	369,535	308,000	-	-
Total Other Uses	2,832,822	2,063,695	1,065,720	520,000	28,386	-
Total Uses	2,865,706	2,092,774	1,081,716	530,000	29,223	-
Ending Fund Balance (est)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Low/Moderate Income Housing

This fund was originally established to receive 20% of the annual tax increment which was required to be set aside for increasing, improving, and preserving the community's supply of low and moderate income housing. In accordance with the provisions of AB 26, the City of Rancho Cordova elected to become the successor housing agency. This election transferred all housing responsibilities, rights, powers, duties, and obligations to the City, with the exception of the unencumbered amount on deposit in the Low/Mod fund which were transferred to the successor agency to the former Redevelopment Agency. This fund was closed when the Agency was dissolved on February 1, 2012.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 452,710	\$ 920,162	\$ 352,359	\$ 1,287,145	\$ 1,287,145	\$ -
Source of Funds:						
Use of Money & Property	12,936	11,424	8,510	-	809	-
Total Revenues	12,936	11,424	8,510	-	809	-
Other Sources:						
Transfers In	543,470	388,884	1,336,729	106,000	5,726	-
Total Other Sources	543,470	388,884	1,336,729	106,000	5,726	-
Total Sources	556,406	400,308	1,345,239	106,000	6,535	-
Use of Funds:						
Salaries	-	54,843	46,402	-	263	-
Operations	13,830	15,847	14,011	214,000	452	-
Capital Outlay	-	(210)	-	-	1,157,396	-
Capital Improvements						
Total Expenditures	13,830	70,480	60,413	214,000	1,158,111	-
Other Uses:						
Transfers Out	75,124	897,631	350,040	31,800	135,569	-
Total Other Uses	75,124	897,631	350,040	31,800	135,569	-
Total Uses	88,954	968,111	410,453	245,800	1,293,680	-
Ending Fund Balance (est)	\$ 920,162	\$ 352,359	\$ 1,287,145	\$ 1,147,345	\$ -	\$ -

Redevelopment Obligation Retirement Fund

The Redevelopment Obligation Retirement Fund (RORF) was created in accordance with AB 26 to account for all future tax increment received to pay for enforceable obligation of the former Agency.

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Source of Funds:					
Other Sources:					
Transfers In	-	-	-	573,583	-
Total Other Sources	-	-	-	573,583	-
Total Sources	-	-	-	573,583	-
Use of Funds:					
Other Uses:					
Transfers Out	-	-	-	573,583	-
Total Other Uses	-	-	-	573,583	-
Total Uses	-	-	-	573,583	-
Ending Fund Balance (est)	\$ -	\$ -	\$ -	\$ -	\$ -

TRUST AND AGENCY FUNDS

Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not measure results of operations.

These funds are:

- Local Housing Trust Fund
- Mello-Roos Community Facilities Districts
- Sunridge Anatolia CFD No. 2003-1
- Sunridge Park CFD No. 2004-1
- Sunridge North Douglas CFD 2005-1
- Montelena
- CFD No. 2005-2 (Landscape Maintenance)
- CFD 2008-1 (Street Lighting and Road Maintenance)
- Sunrise Douglas Park Impact Fee

PROPOSED FISCAL YEAR 2012-2013 BUDGET AGENCY FUNDS

	Local Housing Trust Fund	Sunride Anatolia CFD 2003-1	Sunridge Park CFD 2004-1	Sunridge North Douglas CFD 2005-1	Montelena
Beginning Fund Balance - 6/30/12 (est)	\$ -	\$ 7,932,399	\$ 10,936,022	\$ 44,840	\$ 10,054
Revenues:					
Taxes	-	4,205,800	1,307,900	-	-
Licenses & Permits	200,000	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-	-
Total Revenues	200,000	4,205,800	1,307,900	-	-
Other Sources:					
Transfers In	-	-	-	-	-
Proceeds from Debt	-	-	-	-	-
Total Other Sources	-	-	-	-	-
Total Revenues & Other Sources	\$ 200,000	\$ 4,205,800	\$ 1,307,900	\$ -	\$ -
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operations	-	33,100	27,200	-	-
Capital Outlay	92,800	406,400	359,000	-	-
Capital Improvements	-	-	-	-	-
Total Expenditures	92,800	439,500	386,200	-	-
Other Uses:					
Transfers Out	-	210,300	2,364,400	-	-
Revenue Neutrality	-	-	-	-	-
Principal & Interest	-	3,556,000	856,300	-	-
Total Other Uses	-	3,766,300	3,220,700	-	-
Total Expenditures & Other Uses	92,800	4,205,800	3,606,900	-	-
Surplus/(Deficit)	107,200	-	(2,299,000)	-	-
Fund Balance - 6/30/13 (est)	\$ 107,200	\$ 7,932,399	\$ 8,637,022	\$ 44,840	\$ 10,054

PROPOSED FISCAL YEAR 2012-2013 BUDGET AGENCY FUNDS

	Citywide Landscape Maintenance CFD	Road Maintenance CFD	Sunrise Douglas Parks Impact Fee	Total Agency Funds
Beginning Fund Balance - 6/30/12 (est)	\$ 14,582	\$ 20,173	\$ 6,828,760	\$ 25,786,829
Revenues:				
Taxes	40,000	38,300	-	5,592,000
Licenses & Permits	-	-	559,000	759,000
Fines & Forfeitures	-	-	-	-
Use of Money & Property	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services & Other Revenues	-	-	-	-
Total Revenues	40,000	38,300	559,000	6,351,000
Other Sources:				
Transfers In	-	-	-	-
Proceeds from Debt	-	-	-	-
Total Other Sources	-	-	-	-
Total Revenues & Other Sources	\$ 40,000	\$ 38,300	\$ 559,000	\$ 6,351,000
Expenditures:				
Salaries	14,000	10,000	8,700	32,700
Benefits	-	-	-	-
Operations	24,400	17,900	-	102,600
Capital Outlay	-	-	-	858,200
Capital Improvements	-	-	-	-
Total Expenditures	38,400	27,900	8,700	993,500
Other Uses:				
Transfers Out	-	-	-	2,574,700
Revenue Neutrality	-	-	-	-
Principal & Interest	-	-	-	4,412,300
Total Other Uses	-	-	-	6,987,000
Total Expenditures & Other Uses	38,400	27,900	8,700	7,980,500
Surplus/(Deficit)	1,600	10,400	550,300	(1,629,500)
Fund Balance - 6/30/13 (est)	\$ 16,182	\$ 30,573	\$ 7,379,060	\$ 24,157,329

Local Housing Trust Fund

This trust fund will be formed in 2012 for the purpose of collecting the Housing Trust Development Impact Fee. The fee is intended to offset a portion of the cost of the increased burden of providing housing for very low income households necessitated by construction of new non-residential buildings.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source of Funds:						
Licenses, Permits & Fees	-	-	-	-	-	200,000
Total Sources	-	-	-	-	-	200,000
Use of Funds:						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Operations	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	92,800
Capital Improvements						
Total Expenditures	-	-	-	-	-	92,800
Other Uses:						
Transfers Out	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Principal & Interest	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-
Total Uses	-	-	-	-	-	92,800
Ending Fund Balance (est)	\$ -	\$ -	\$ -	\$ -	\$ -	107,200

Mello-Roos Community Facilities Districts

Mello-Roos Community Facilities Districts (CFDs) are formed to finance the construction and acquisition of authorized capital facilities (infrastructure) and/or to finance public services, including street improvements, wastewater system improvements, water system improvements, drainage system improvements, and other public facility improvements. Special taxes are levied, which appear on the property tax bill of the parcels included in the CFD. These special taxes are used to pay debt service on bonds issued by the CFD (for infrastructure CFD's) and to pay for annual maintenance of public improvements within the CFD (services CFDs). There are several Mello-Roos CFDs in the City of Rancho Cordova.

Sunridge Anatolia CFD No. 2003-1

Property in Sunridge Anatolia CFD No. 2003-1 consists of approximately 654 acres located in the southwestern part of the City. Development is planned for approximately 3,111 single family residences, a multi-family residential component encompassing 12.01 acres, a commercial component comprising five separate sites totaling 46.10 acres, and a recreation center of approximately 3.83 acres. On August 4, 2003, the City Council established the City of Rancho Cordova Sunridge Anatolia Community Facilities No. 2003-1 and authorized bonded indebtedness of \$75,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. Three series of bonds have been sold to date, for a total principal amount of \$58,770,000. On October 6, 2003, December 5, 2005, and August 6, 2007, the Council adopted Resolutions approving the issuance of Series 2003, Series 2005 and Series 2007 Special Tax Bonds.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 9,717,623	\$ 9,300,039	\$ 8,072,701	\$ 7,932,399	\$ 7,932,399	\$ 7,932,399
Source of Funds:						
Taxes	3,795,142	4,016,363	4,053,411	4,124,600	4,124,600	4,205,800
Fines & Forfeitures	118,468	9,547	332	-	-	-
Use of Money & Property	340,404	203,321	(283,965)	-	-	-
Intergovernmental	-	778,458	-	-	-	-
Charges for Services & Other Revenues	16,650	1,800	(150)	-	-	-
Total Sources	4,270,664	5,009,489	3,769,627	4,124,600	4,124,600	4,205,800
Use of Funds:						
Operations	127,021	28,432	22,360	32,700	32,700	33,100
Capital Outlay	1,115,584	2,652,340	465,401	397,400	397,400	406,400
Total Expenditures	1,242,605	2,680,772	487,761	430,100	430,100	439,500
Other Uses:						
Transfers Out	150,000	198,200	-	206,200	206,200	210,300
Principal & Interest	3,295,643	3,357,855	3,422,168	3,488,300	3,488,300	3,556,000
Total Other Uses	3,445,643	3,556,055	3,422,168	3,694,500	3,694,500	3,766,300
Total Uses	4,688,248	6,236,827	3,909,929	4,124,600	4,124,600	4,205,800
Ending Fund Balance (est)	\$ 9,300,039	\$ 8,072,701	\$ 7,932,399	\$ 7,932,399	\$ 7,932,399	\$ 7,932,399

Sunridge Park CFD 2004-1

Property in Sunridge Park CFD No. 2004-1 consists of approximately 325 acres located in the southwestern part of the City. Development is planned for approximately 1,319 single family residential lots, as well as a number of parks, a new elementary school and various facilities for public utilities. On July 19, 2004, the City Council established the City of Rancho Cordova Sunridge Park Community Facilities No. 2004-1 and authorized total bonded indebtedness of \$42,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. On April 2, 2007, Council voted to reduce the authorized bonded indebtedness to \$34,200,000 and add a Services Special Tax component to fund the additional cost of police services to benefit the residents in the CFD. In September 2007, special tax bonds in the principal amount of \$13,485,000 were issued on behalf of the CFD.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 10,220,098	\$ 11,225,102	\$ 11,449,549	\$ 10,936,022	\$ 10,936,022	\$ 10,936,022
Source of Funds:						
Taxes	1,208,352	1,235,433	1,245,898	1,282,400	1,282,400	1,307,900
Use of Money & Property	395,098	153,317	(528,603)	-	-	-
Total Revenues	1,603,450	1,388,750	717,295	1,282,400	1,282,400	1,307,900
Other Sources:						
Transfers In	-	(283,170)	-	-	-	-
Total Other Sources	-	(283,170)	-	-	-	-
Total Sources	1,603,450	1,105,579	717,295	1,282,400	1,282,400	1,307,900
Use of Funds:						
Operations	18,311	7,890	11,012	21,600	21,600	27,200
Capital Outlay	-	-	393,736	352,500	352,500	359,000
Total Expenditures	18,311	7,890	404,749	374,100	374,100	386,200
Other Uses:						
Transfers Out	(243,170)	61,000	-	64,100	64,100	2,364,400
Principal & Interest	823,305	812,243	826,074	844,200	844,200	856,300
Total Other Uses	580,135	873,243	826,074	908,300	908,300	3,220,700
Total Uses	598,446	881,132	1,230,823	1,282,400	1,282,400	3,606,900
Ending Fund Balance (est)	\$ 11,225,102	\$ 11,449,549	\$ 10,936,022	\$ 10,936,022	\$ 10,936,022	\$ 8,637,022

Sunridge North Douglas CFD 2005-1

On October 17, 2005, the City Council established the City of Rancho Cordova North Douglas CFD 2005-1 and authorized total bonded indebtedness of \$20,000,000. The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. The City has not yet issued bonds.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 43,553	\$ 43,696	\$ 44,088	\$ 44,840	\$ 44,840	\$ 44,840
Source of Funds:						
Use of Money & Property	965	607	460	-	-	-
Total Revenues	965	607	460	-	-	-
Other Sources:						
Transfers In	-	-	292	-	-	-
Total Other Sources	-	-	292	-	-	-
Total Sources	965	607	752	-	-	-
Use of Funds:						
Operations	821	216	-	-	-	-
Total Uses	821	216	-	-	-	-
Ending Fund Balance (est)	\$ 43,696	\$ 44,088	\$ 44,840	\$ 44,840	\$ 44,840	\$ 44,840

Montelena

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 4,371	\$ 6,720	\$ 8,211	\$ 10,054	\$ 10,054	\$ 10,054
Source of Funds:						
Use of Money & Property	2,349	1,491	1,132	-	-	-
Total Revenues	2,349	1,491	1,132	-	-	-
Other Sources:						
Transfers In	-	-	711	-	-	-
Total Other Sources	-	-	711	-	-	-
Total Sources	2,349	1,491	1,843	-	-	-
Use of Funds:						
Total Uses	-	-	-	-	-	-
Ending Fund Balance (est)	\$ 6,720	\$ 8,211	\$ 10,054	\$ 10,054	\$ 10,054	\$ 10,054

CFD No. 2005-2 (Landscape Maintenance)

Property in City of Rancho Cordova CFD No. 2005-1 encompasses approximately 117 acres located in the development known as Capital Village. On December 19, 2005, the City Council passed Resolution No. 154-2005, establishing the CFD. The special tax funds authorized services to maintain public landscape areas, including litter removal, irrigation, pruning, weed control and sound wall repairs. A total of 562 single family detached units and 265 single family attached units are planned for development in the current CFD boundary. However, the City

plans to annex other development areas into the CFD, and therefore the CFD's boundaries will grow as future annexations occur.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ (3,132)	\$ 12,325	\$ 15,963	\$ 17,082	\$ 17,082	\$ 14,582
Source of Funds:						
Taxes	19,168	32,624	38,663	38,000	38,000	40,000
Use of Money & Property	66	170	124	-	-	-
Charges for Services & Other Revenues	11,398	-	-	-	-	-
Total Sources	30,632	32,794	38,787	38,000	38,000	40,000
Use of Funds:						
Salaries	2,592	3,275	7,856	10,000	10,000	14,000
Operations	12,583	25,381	29,811	30,500	30,500	24,400
Total Expenditures	15,175	28,656	37,668	40,500	40,500	38,400
Other Uses:						
Transfers Out	-	500	-	-	-	-
Total Other Uses	-	500	-	-	-	-
Total Uses	15,175	29,156	37,668	40,500	40,500	38,400
Ending Fund Balance (est)	\$ 12,325	\$ 15,963	\$ 17,082	\$ 14,582	\$ 14,582	\$ 16,182

CFD 2008-1 (Street Lighting and Road Maintenance)

On October 6, 2008, the City Council established the Community Facilities District No. 2008-1 (Street Lighting and Road Maintenance) to levy a special tax to pay for street lighting and road maintenance services for projects approved for development in the developing infill areas of the City.

Each of the projects included in the CFD future annexation area has a condition of approval, which requires that the property owner participate in a funding mechanism for maintenance services for the fair share of existing and all new public improvements associated with the project including streets, bridges/culverts, traffic signals, traffic signs, striping and legends, ITS operations, and street lights. This condition will be satisfied by the annexing into the CFD.

CFD No. 2008-1 initially includes projects generally known as the Environmental Management Depart Office Building, the Ed Fund Office Building, the BloodSource Laboratory Building, the Mather Office Campus, and the Aerotec Court project, plus annexed projects including 10655 Coloma Road and 3581 Mather Field road, and will continue to expand in the future areas as other projects in need of maintenance of public improvements annex to the district. The initial levy period for projects, which have been annexed into the CFD, was FY 2009-2010.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ -	\$ (36,552)	\$ 17,751	\$ 30,473	\$ 30,473	\$ 20,173
Source of Funds:						
Taxes	-	32,611	36,532	33,000	33,000	38,300
Use of Money & Property	-	82	95	-	-	-
Charges for Services & Other Revenues	1,500	13,900	-	-	-	-
Total Sources	1,500	46,593	36,627	33,000	33,000	38,300
Use of Funds:						
Salaries	28,038	(12,662)	21,160	29,500	29,500	10,000
Operations	10,014	3,952	2,747	13,800	13,800	17,900
Total Expenditures	38,052	(8,710)	23,906	43,300	43,300	27,900
Other Uses:						
Transfers Out	-	1,000	-	-	-	-
Total Other Uses	-	1,000	-	-	-	-
Total Uses	38,052	(7,710)	23,906	43,300	43,300	27,900
Ending Fund Balance (est)	\$ (36,552)	\$ 17,751	\$ 30,473	\$ 20,173	\$ 20,173	\$ 30,573

Sunrise Douglas Park Impact Fee

Sunrise Douglas Park Impact Fees are collected by the City on behalf of the Cordova Recreation and Park District or its successor agency solely to pay for the cost of applicable park and recreational facilities.

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Forecast	FY 2012-13 Proposed Budget
Beginning Fund Balance	\$ 5,571,315	\$ 6,147,387	\$ 6,856,915	\$ 6,357,760	\$ 6,357,760	\$ 6,828,760
Source of Funds:						
Licenses, Permits & Fees	299,377	809,552	739,233	383,600	523,000	559,000
Use of Money & Property	131,523	90,341	70,277	-	-	-
Total Revenues	430,900	899,893	809,510	383,600	523,000	559,000
Other Sources:						
Transfers In	-	-	40,743	-	-	-
Total Other Sources	-	-	40,743	-	-	-
Total Sources	430,900	899,893	850,253	383,600	523,000	559,000
Use of Funds:						
Salaries	-	-	11,283	10,000	2,000	8,700
Operations	-	-	1,212,930	-	50,000	-
Capital Outlay	(145,172)	190,365	125,195	-	-	-
Total Uses	(145,172)	190,365	1,349,408	10,000	52,000	8,700
Ending Fund Balance (est)	\$ 6,147,387	\$ 6,856,915	\$ 6,357,760	\$ 6,731,360	\$ 6,828,760	\$ 7,379,060

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DEBT SCHEDULES

Outstanding Debt Issues

General Obligation Bonds

None

Revenue Bonds

None

Certificates of Participation

- 2007 Refunding Certificates of Participation Series A and B (nontaxable) – City Hall Facility Acquisition Project
- 2005 Certificates of Participation Series A and B (nontaxable) – City Operations Facility Acquisition Project

Special Assessment Bonds

- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2003)
- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2005)
- Sunridge Anatolia Community Facilities District No. 2003-1 (Series 2007)
- Sunridge Park Area Community Facilities District No. 2004-1 (Series 2007)

Tax Allocation Bonds

None

Notes Payable

The City has not issued any notes.

Proposition 13, and subsequent constitutional amendments, severely limits the type of debt the City can issue. General obligation debt requires two-thirds voter approval to increase taxes, which support this type of debt. Other debt options available to the City include those listed above. Debt issues such as revenue bonds, certificates of participation and notes do not require voter approval if there is a dedicated source for repayment.

LONG-TERM DEBT DETAIL

2007 CERTIFICATES OF PARTICIPATION

CITY HALL FACILITY ACQUISITION PROJECT

Series A

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ -	\$ 534,725	\$ 534,725
2014	-	534,725	534,725
2015	-	534,725	534,725
2016	-	534,725	534,725
2017	-	534,725	534,725
2018	-	534,725	534,725
2019	-	534,725	534,725
2020	-	534,725	534,725
2021	-	534,725	534,725
2022	-	534,725	534,725
2023	-	534,725	534,725
2024	730,000	534,725	1,264,725
2025	830,000	503,700	1,333,700
2026	860,000	468,425	1,328,425
2027	900,000	430,800	1,330,800
2028	940,000	391,425	1,331,425
2029	980,000	350,300	1,330,300
2030	1,020,000	307,425	1,327,425
2031	1,070,000	262,800	1,332,800
2032	1,115,000	214,650	1,329,650
2033	1,165,000	164,475	1,329,475
2034	1,215,000	112,050	1,327,050
2035	1,275,000	57,375	1,332,375
balance due	12,100,000	9,680,125	21,780,125
paid from 2008-2012	-	2,675,110	2,675,110
Total	\$ 12,100,000	\$ 12,355,235	\$ 24,455,235

Series B

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 435,000	\$ 359,788	\$ 794,788
2014	460,000	336,080	796,080
2015	485,000	311,010	796,010
2016	515,000	284,578	799,578
2017	535,000	256,510	791,510
2018	570,000	226,283	796,283
2019	605,000	194,078	799,078
2020	635,000	159,895	794,895
2021	670,000	124,018	794,018
2022	710,000	86,163	796,163
2023	750,000	46,048	796,048
2024	65,000	3,673	68,673
balance due	6,435,000	2,388,120	8,823,120
paid from 2008-2012	1,865,000	2,116,592	3,981,592
Total	\$ 8,300,000	\$ 4,504,712	\$ 12,804,712

LONG-TERM DEBT DETAIL

2005 CERTIFICATES OF PARTICIPATION

CITY OPERATIONS FACILITY ACQUISITION PROJECT

Series A

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 85,000	\$ 144,964	\$ 229,964
2014	90,000	141,856	231,856
2015	90,000	138,571	228,571
2016	95,000	135,078	230,078
2017	100,000	131,249	231,249
2018	100,000	127,249	227,249
2019	105,000	123,083	228,083
2020	110,000	118,649	228,649
2021	115,000	113,936	228,936
2022	120,000	108,913	228,913
2023	125,000	103,614	228,614
2024	130,000	98,035	228,035
2025	135,000	92,138	227,138
2026	145,000	85,838	230,838
2027	150,000	79,200	229,200
2028	155,000	72,338	227,338
2029	165,000	65,138	230,138
2030	170,000	57,600	227,600
2031	180,000	49,725	229,725
2032	185,000	41,513	226,513
2033	195,000	32,963	227,963
2034	205,000	23,963	228,963
2035	210,000	14,625	224,625
2036	220,000	4,950	224,950
balance due	3,380,000	2,105,183	5,485,183
paid from 2006-2012	315,000	1,008,793	1,323,793
Total	\$3,695,000	\$3,113,976	\$ 6,808,976

Series B

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 320,000	\$ 61,000	\$ 381,000
2014	335,000	44,625	379,625
2015	355,000	27,375	382,375
2016	370,000	9,250	379,250
balance due	1,380,000	142,250	1,522,250
paid from 2006-2012	1,630,000	754,029	2,384,029
Total	\$3,010,000	\$ 896,279	\$ 3,906,279

LONG-TERM DEBT DETAIL

SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT

(CFD) NO. 2003-1 (SERIES 2003)

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ -	\$ 1,401,155	\$ 1,401,155
2014	-	1,401,155	1,401,155
2015	40,000	1,400,175	1,440,175
2016	80,000	1,397,195	1,477,195
2017	130,000	1,391,848	1,521,848
2018	180,000	1,388,500	1,568,500
2019	235,000	1,372,763	1,607,763
2020	295,000	1,358,438	1,653,438
2021	355,000	1,339,750	1,694,750
2022	425,000	1,316,350	1,741,350
2023	500,000	1,288,600	1,788,600
2024	580,000	1,256,200	1,836,200
2025	665,000	1,218,850	1,883,850
2026	760,000	1,176,100	1,936,100
2027	860,000	1,127,500	1,987,500
2028	965,000	1,072,750	2,037,750
2029	1,075,000	1,011,550	2,086,550
2030	1,200,000	943,300	2,143,300
2031	1,325,000	867,550	2,192,550
2032	1,465,000	783,850	2,248,850
2033	1,615,000	691,450	2,306,450
2034	1,770,000	589,900	2,359,900
2035	1,920,000	478,240	2,398,240
2036	2,100,000	355,630	2,455,630
2037	2,290,000	221,735	2,511,735
2038	2,490,000	75,945	2,565,945
balance due	23,320,000	26,926,479	50,246,479
paid from 2004-2012	95,000	11,682,873	11,777,873
Total	\$ 23,415,000	\$ 38,609,352	\$ 62,024,352

**LONG-TERM DEBT DETAIL
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2003-1 (SERIES 2005)**

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 155,000	\$ 767,922	\$ 922,922
2014	210,000	759,806	969,806
2015	230,000	749,906	979,906
2016	250,000	738,856	988,856
2017	270,000	726,231	996,231
2018	290,000	712,231	1,002,231
2019	315,000	697,106	1,012,106
2020	335,000	680,856	1,015,856
2021	365,000	663,356	1,028,356
2022	390,000	643,994	1,033,994
2023	420,000	622,731	1,042,731
2024	450,000	599,894	1,049,894
2025	485,000	575,350	1,060,350
2026	515,000	549,100	1,064,100
2027	550,000	520,800	1,070,800
2028	590,000	490,163	1,080,163
2029	635,000	457,241	1,092,241
2030	675,000	422,034	1,097,034
balance due	7,130,000	11,377,578	18,507,578
paid from 2006-2012	170,000	4,410,747	4,580,747
Total	<u>\$ 7,300,000</u>	<u>\$ 15,788,325</u>	<u>\$ 23,088,325</u>

**LONG-TERM DEBT DETAIL
SUNRIDGE ANATOLIA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2003-1 (SERIES 2007)**

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 165,000	\$ 1,066,875	\$ 1,231,875
2014	195,000	1,058,775	1,253,775
2015	225,000	1,049,325	1,274,325
2016	255,000	1,038,525	1,293,525
2017	285,000	1,025,663	1,310,663
2018	325,000	1,010,413	1,335,413
2019	360,000	993,288	1,353,288
2020	405,000	974,163	1,379,163
2021	445,000	952,913	1,397,913
2022	490,000	929,538	1,419,538
2023	535,000	903,913	1,438,913
2024	585,000	875,181	1,460,181
2025	640,000	843,025	1,483,025
2026	700,000	807,850	1,507,850
2027	765,000	769,394	1,534,394
2028	830,000	727,525	1,557,525
2029	900,000	681,550	1,581,550
2030	975,000	631,159	1,606,159
2031	1,055,000	302,478	1,357,478
balance due	10,135,000	16,641,550	26,776,550
paid from 2008-2012	360,000	4,941,265	5,301,265
Total	<u>\$ 10,495,000</u>	<u>\$ 21,582,815</u>	<u>\$ 32,077,815</u>

**LONG-TERM DEBT DETAIL
SUNRIDGE PARK AREA COMMUNITY FACILITIES DISTRICT
(CFD) NO. 2004-1 (SERIES 2007)**

Fiscal Year	Principal	Interest	Fiscal Year Total
2013	\$ 70,000	\$ 786,348	\$ 856,348
2014	90,000	782,693	872,693
2015	115,000	777,880	892,880
2016	135,000	771,909	906,909
2017	155,000	764,891	919,891
2018	180,000	756,613	936,613
2019	205,000	746,885	951,885
2020	235,000	735,636	970,636
2021	265,000	722,658	987,658
2022	295,000	707,884	1,002,884
2023	330,000	691,198	1,021,198
2024	365,000	672,474	1,037,474
2025	405,000	651,481	1,056,481
2026	445,000	628,106	1,073,106
2027	490,000	600,863	1,090,863
2028	540,000	569,319	1,109,319
2029	595,000	534,559	1,129,559
2030	650,000	496,431	1,146,431
2031	710,000	238,263	948,263
balance due	6,275,000	12,636,088	18,911,088
paid from 2008-2012	140,000	3,536,254	3,676,254
Total	\$ 6,415,000	\$ 16,172,342	\$ 22,587,342

TRANSFERS IN AND TRANSFERS OUT

Transfers in and out represent accounting methods to allocate the resource to the fund, which will provide the mechanism to pay for the project. The majority of these transfers in the City relate to Capital Improvement projects, which receive funds from a variety of sources to provide funding for the overall project. Transfers in represent funds being brought into the fund, whereas transfers out represent funds being taken from that fund.

TRANSFERS IN			
General Fund		Capital Projects Funds	
Community Facilities	\$ 20,300	PW Federal Grants	7,379,000
CFD's	275,700	PW Other Grants	100,000
Rental Code Compliance Program	80,000	CDBG	85,600
Park Renovation	3,700	CFD 2004-1 Sunridge Park	2,299,000
OTS Federal Grant	40,000	Storm Water	50,000
Total General fund	\$ 419,700	Traffic Mitigation	6,889,900
		Gas Tax	4,567,400
		Measure A	1,619,400
Special Revenue Funds		Roadway Improvement Fund	260,000
Roadway Improvement Fund	500,000	Sunridge Douglas Traffic Mitigation	650,400
Total Special Revenue Funds	\$ 500,000	VOZ Traffic Mitigation	175,000
		Total Capital Projects	\$24,075,700
Debt Service Funds		Internal Service Funds	
City Hall COP's	\$ 1,332,000	Insurance	\$ 25,000
City Operations COP's	613,800	Total Internal Service Funds	\$ 25,000
Total Debt Service	\$ 1,945,800		
		TOTAL TRANSFERS IN	\$26,966,200
TRANSFERS OUT			
General Fund		Special Revenue Funds	
Roadway Improvement Fund	\$ 500,000	Rental Code Compliance Program (to GF)	\$ 80,000
Insurance ISF	25,000	CFF Impact Fee (to Debt Service Fund)	987,100
City Hall Certificates of Participation	491,200	CFF - Admin (to General Fund)	20,300
City Ops Certificates of Participation	467,500	Gas Tax (to CIP)	4,567,400
Total General Fund	\$ 1,483,700	Sunrise Douglas Traffic Mitigation (to CIP)	650,400
		Measure A (to CIP)	1,619,400
Grants		Storm Water	50,000
Public Works State Grants (to CIP)		Park Renovation Impact Fees (to GF)	3,700
Public Works Federal Grants (to CIP)	7,379,000	Traffic Mitigation (to CIP)	6,889,900
OTS Federal Grant (to General Fund)	40,000	Roadway Improvement Fund (to CIP)	260,000
Public Works Other Grants (to CIP)	100,000	VOZ Traffic Mitigation (to CIP)	175,000
CDBG (to CIP)	85,600	Total Special Revenues	\$15,303,200
Total Grants	\$ 7,604,600		
Community Facilities Districts (CFD's)			
CFD 2003-1 Sunridge Anatolia (to GF)	210,300		
CFD 2004-1 Sunridge Park (to GF)	65,400		
CFD 2004-1 Sunridge Park (to CIP)	2,299,000		
Total Community Facilities Districts	\$ 2,574,700	TOTAL TRANSFERS OUT	\$26,966,200

POSITION SUMMARY

REGULAR CITY POSITION SUMMARY

Department	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Administrative Support	5.0	5.0	5.0	5.0	4.0	4.0	4.0	0.0
Building and Safety	11.0	11.0	10.0	7.0	6.0	6.0	5.0	-1.0
City Clerk	4.0	4.0	4.0	4.0	3.0	3.0	2.0	-1.0
City Manager	4.0	5.0	4.0	4.0	3.0	3.0	3.0	0.0
Economic Development / Successor Agency	3.0	4.0	4.0	4.0	4.0	4.0	3.0	-1.0
Facilities Management	2.0	2.0	2.0	3.0	3.0	4.0	4.0	0.0
Finance	8.0	9.0	9.0	9.0	8.0	9.0	9.0	0.0
Housing Services	1.0	2.0	2.0	2.0	3.0	2.0	2.0	0.0
Human Resources	2.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0
Information Technology	2.0	3.0	3.0	2.0	2.0	2.0	3.0	1.0
Neighborhood Services (Code Enforcement & Animal Services)	9.0	10.0	10.0	10.0	7.0	7.0	7.0	0.0
Public Information	1.0	2.0	2.0	1.0	1.0	2.0	2.0	0.0
Public Works	20.0	21.0	21.0	17.0	17.6	15.0	14.0	-1.0
Total	72.0	81.0	79.0	71.0	64.6	64.0	61.0	-3.0

CONTRACT POSITION SUMMARY

Department	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Building and Safety	3.00	5.00	3.00	2.30	2.30	2.30	2.60	0.30
City Attorney	2.50	2.50	2.50	2.00	2.00	2.00	2.00	0.00
City Manager	0.00	0.00	1.10	0.80	0.70	0.70	0.70	0.00
Information Technology	0.00	0.00	1.80	1.00	1.00	1.50	1.50	0.00
Neighborhood Services	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00
Planning	14.68	15.62	10.00	7.50	7.50	6.50	4.50	-2.00
Police	82.60	80.80	78.20	73.00	71.60	71.60	69.60	-2.00
Public Works	0.00	0.00	0.80	3.80	4.80	5.70	6.60	0.90
Total	102.78	103.92	97.40	90.40	89.90	92.30	89.50	-2.80
Total Regular City and Contract Positions	174.78	184.92	176.40	161.40	154.50	156.30	150.50	-5.80

FULL-TIME ALLOCATION—CITY EMPLOYEES

REGULAR CITY POSITIONS								
DETAILED SCHEDULE OF CHANGES	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Proposed	Add / Deletes
Administrative Support								
Executive Assistant to City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administrative Assistant (Mid FY 10-11 moved from Building & Safety)	1.0	1.0	1.0	1.0	2.0	2.0	2.0	
Administrative Secretary (Mid FY 10-11 moved to Building & Safety)	2.0	1.0	1.0	1.0	0.0	0.0	0.0	
Customer Service Specialist	1.0	2.0	2.0	2.0	1.0	1.0	1.0	
Total	5.0	5.0	5.0	5.0	4.0	4.0	4.0	0.0
Building and Safety								
Chief Building Official	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Special Project Manager	0.0	0.0	0.0	1.0	0.0	0.0	0.0	
Principal Building Inspector (Mid FY 11-12 re-title from Supv Bldg Insp)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Building Inspector II	4.0	3.0	3.0	1.0	1.0	1.0	0.0	-1.0
Building Permit Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Principal Building Permit Technician	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Building Permit Technician II (Mid FY 10-11 re-title from Bldg Perr	1.0	2.0	1.0	1.0	1.0	1.0	2.0	1.0
Building Permit Tech I (FY 10-11 reclass from Customer Service Speci	1.0	1.0	1.0	1.0	1.0	1.0	0.0	-1.0
Administrative Assistant (Mid FY 09-10 moved to City	1.0	1.0	1.0	1.0	0.0	1.0	1.0	
Administrative Secretary (Mid FY 09-10 moved from City Manager Dep	0.0	0.0	0.0	0.0	1.0	0.0	0.0	
Total	11.0	11.0	10.0	7.0	6.0	6.0	5.0	-1.0
City Clerk								
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant City Clerk	1.0	0.0	0.0	0.0	0.0	0.0	0.0	
Deputy City Clerk (FY 11-12 reclass to Admin Secretary)	1.0	1.0	1.0	1.0	1.0	0.0	0.0	
Administrative Secretary (FY 09-10 reclass from Records Coordinator)	1.0	1.0	1.0	1.0	1.0	2.0	1.0	-1.0
Customer Service Specialist	0.0	1.0	1.0	1.0	0.0	0.0	0.0	
Total	4.0	4.0	4.0	4.0	3.0	3.0	2.0	-1.0

FULL-TIME ALLOCATION—CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Proposed	2012-13 Add / Deletes
City Manager								
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Management Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst II	0.0	1.0	0.0	0.0	0.0	0.0	0.0	
Management Analyst I (Mid FY 07-08 reclass from Mgmt Assistant)	1.0	1.0	1.0	1.0	0.0	0.0	0.0	
Total	4.0	5.0	4.0	4.0	3.0	3.0	3.0	0.0
Economic Development/Successor Agency (Mid FY 11- 12 Redevelopment name change to Successor Agency)								
Economic Development Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Management Analyst (Mid FY 07-08 reclass from Mgmt Analyst)	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst (FY 11-12 reclass from Management Technician)	1.0	0.0	0.0	0.0	0.0	1.0	0.0	-1.0
Redevelopment Management Analyst	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Management Technician	0.0	0.0	0.0	1.0	1.0	0.0	0.0	
Administrative Secretary (Mid FY 11- 12 from Administrative Assistant)	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Total	3.0	4.0	4.0	4.0	4.0	4.0	3.0	-1.0
Facilities Management								
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Facilities Maintenance Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Facilities Services Rep (FY 10-11 reclass from Customer Service Spe	0.0	0.0	0.0	1.0	1.0	1.0	1.0	
Facilities Services Worker (Mid FY 11-12 re-title from Facilities Att	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Total	2.0	2.0	2.0	3.0	3.0	4.0	4.0	0.0
Finance								
Finance Director (FY 07-08 re-title from Chief Finance Officer)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Finance Manager	1.0	1.0	0.0	0.0	0.0	0.0	0.0	
Senior Accountant	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Senior Finance Analyst (Mid FY 07-08 reclass from Finance Analyst II	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accountant	1.0	1.0	2.0	2.0	2.0	2.0	1.0	-1.0
Senior Accounting Technician	1.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0
Accounting Technician	1.0	2.0	2.0	2.0	1.0	1.0	1.0	
Accounting Technician (Limited-term)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Customer Service Specialist	1.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total	8.0	9.0	9.0	9.0	8.0	9.0	9.0	0.0

FULL-TIME ALLOCATION—CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Proposed	Add / Deletes
Housing Services								
Housing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Management Analyst I (CDBG & Grant Specialist)	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Management Technician (Mid FY 10-11 reclass from Housing Services)	0.0	0.0	0.0	0.0	0.0	1.0	0.0	-1.0
Code Enforcement Officer	0.0	0.0	0.0	0.0	1.0	0.0	0.0	
Housing Services Assistant (Mid FY 11-12 reclass from Mgmt Technic	0.0	0.0	0.0	0.0	1.0	0.0	1.0	1.0
Administrative Secretary (Mid FY 09-10 reclass to Housing Services A	0.0	0.0	0.0	1.0	0.0	0.0	0.0	
Total	1.0	2.0	2.0	2.0	3.0	2.0	2.0	0.0
Human Resources								
Human Resources Manager	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Human Resources Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Human Resources Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Total	2.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0
Information Technology								
Information Technology Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Database Administrator / GIS Analyst	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Information Technology Analyst (FY 11-12 reclass from IT Technician	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Information Technology Technician	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0
Total	2.0	3.0	3.0	2.0	2.0	2.0	3.0	1.0
Neighborhood Services								
Neighborhood Services Manager (Mid FY 07-08 reclass from								
Neighborhood Services Supervisor)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Code Enforcement Officer	5.0	5.0	5.0	6.0	3.5	4.0	4.0	
Code Enforcement Officer / Animal Services Officer	0.0	0.0	0.0	0.0	0.5	0.0	0.0	
Community Services Liaison	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Accounting Technician (Mid FY 08-09 reclass from Customer Service Spe	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Animal Services Officer	2.0	2.0	2.0	2.0	1.0	1.0	1.0	
Total	9.0	10.0	10.0	10.0	7.0	7.0	7.0	0.0

FULL-TIME ALLOCATION—CITY EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES	FY	FY	FY	FY	FY	FY	FY	FY
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Proposed	2012-13 Add / Deletes
Public Information								
Public Information and Legislative Affairs Manager (Mid FY 10-11 reclass from Public Relations & Communications Manager)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Public Information Coordinator	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Communications Advisory Aide (Limited-term)	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Total	1.0	2.0	2.0	1.0	1.0	2.0	2.0	0.0
Public Works								
Public Works Director / Chief Building Official (Mid FY 09-10 re-title from Public Works Director)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Senior Civil Engineer	6.0	7.0	6.0	5.0	5.0	4.0	4.0	
Associate Civil Engineer	2.0	2.0	3.0	1.0	1.0	1.0	1.0	
Assistant Civil Engineer	2.0	2.0	1.0	1.0	1.0	1.0	1.0	
Assistant Land Surveyor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Street Operations and Maintenance Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Integrated Waste Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	-1.0
Management Analyst II	0.0	1.0	2.0	2.0	2.0	2.0	1.0	-1.0
Management Analyst I (Mid FY 11-12 reclass from Management Analyst II)	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Streets Maintenance Worker (FY 09-10 re-title from PW Maintenance Worker)	0.0	0.0	1.0	1.0	1.0	0.0	0.0	
Senior Engineering Technician	0.0	1.0	1.0	0.0	0.0	0.0	0.0	
Engineering Technician	3.0	2.0	1.0	1.0	1.0	1.0	1.0	
Accounting Technician	0.0	0.0	0.0	1.0	1.0	1.0	1.0	
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Special Project Manager (Limited-term)	0.0	0.0	0.0	0.0	0.6	0.0	0.0	
Customer Service Specialist	1.0	1.0	1.0	0.0	0.0	0.0	0.0	
Total	20.0	21.0	21.0	17.0	17.6	15.0	14.0	-1.0
TOTAL	72.0	81.0	79.0	71.0	64.6	64.0	61.0	-3.0

FULL-TIME ALLOCATION-CONTRACT EMPLOYEES

CONTRACT POSITIONS

DETAILED SCHEDULE OF CHANGES

	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Building and Safety								
Building Inspector II	3.00	4.00	2.00	0.75	1.80	1.00	1.50	0.50
Plans Examiner (FY 10- 11 corrected title from Building Inspector II)	0.00	0.00	0.00	0.75	0.00	0.80	0.80	
Principal Engineer	0.00	1.00	0.00	0.00	0.00	0.00	0.00	
Permit Technician	0.00	0.00	1.00	0.80	0.50	0.50	0.30	-0.20
Total	3.00	5.00	3.00	2.30	2.30	2.30	2.60	0.30
City Attorney								
City Attorney	2.50	2.50	1.00	1.00	1.00	1.00	1.00	
Deputy City Attorney	0.00	0.00	1.00	1.00	1.00	1.00	1.00	
Assistant City Attorney	0.00	0.00	0.50	0.00	0.00	0.00	0.00	
Total	2.50	2.50	2.50	2.00	2.00	2.00	2.00	0.00
City Manager								
PR Consultant	0.00	0.00	0.40	0.40	0.40	0.40	0.40	
Administrative Consultant	0.00	0.00	0.50	0.30	0.30	0.30	0.30	
Management Consultant	0.00	0.00	0.20	0.10	0.00	0.00	0.00	
Total	0.00	0.00	1.10	0.80	0.70	0.70	0.70	0.00
Information Technology								
GIS Manager	0.00	0.00	0.80	0.50	0.50	0.50	0.50	
Project Manager	0.00	0.00	1.00	0.50	0.50	1.00	1.00	
Total	0.00	0.00	1.80	1.00	1.00	1.50	1.50	0.00
Neighborhood Services								
Probation Officers	0.00	0.00	0.00	0.00	0.00	2.00	2.00	
Total	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00

FULL-TIME ALLOCATION-CONTRACT EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES

	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Planning								
Planning Director	1.64	1.26	1.00	1.00	1.00	1.00	1.00	
Principal Planner	1.64	1.33	1.50	1.00	1.00	1.00	0.50	-0.50
Senior Planner	2.59	2.20	1.50	1.00	1.00	0.50	0.50	
Associate Planner	4.08	3.62	2.50	1.50	1.50	1.50	0.50	-1.00
Assistant Planner	2.84	2.88	1.50	1.00	1.00	1.00	1.00	
Planning Technician	0.00	1.44	1.00	1.00	1.00	1.00	0.00	-1.00
Planning Clerk / Admin	1.89	2.89	1.00	1.00	1.00	0.50	1.00	0.50
Total	14.68	15.62	10.00	7.50	7.50	6.50	4.50	-2.0
Police								
Sworn Officers								
Captain		0.60	0.60	0.60	0.60	0.60	0.60	
Lieutenant ~ Asst. Chief		0.60	0.60	0.60	0.60	0.60	0.60	
Lieutenant		2.40	2.40	2.40	1.80	1.80	1.80	
Sergeant		8.80	8.80	8.80	8.80	9.80	9.80	
Deputy Sheriff		55.60	53.00	48.40	45.80	44.80	44.80	
Total	69.60	68.00	65.40	60.80	57.60	57.60	57.60	0.00
Non-Sworn Positions								
Sheriff's Record Officer II		0.60	0.60	1.20	1.20	1.20	1.20	
Sheriff's Record Officer I		4.20	4.80	4.80	3.20	3.20	3.80	
Security Officer		1.20	1.20	1.20	0.60	0.60	0.00	
Communit Service Specialist III		1.20	0.60	0.00	0.00	0.00	0.00	
Communit Service Specialist II		4.00	4.00	4.00	6.00	6.00	4.00	
Communit Service Specialist I		0.00	0.00	0.00	2.00	2.00	2.00	
Community Services Officer II		0.00	0.00	0.00	0.00	0.00	0.00	
Community Services Officer I		0.00	0.00	0.00	0.00	0.00	0.00	
Senior Office Assistant		0.60	0.60	0.00	0.00	0.00	0.00	
Senior Office Assistant (Confidential)		1.00	1.00	1.00	1.00	1.00	1.00	
Total	13.00	12.80	12.80	12.20	14.00	14.00	12.00	-2.00
Sworn and Non-Sworn Position Totals	82.60	80.80	78.20	73.00	71.60	71.60	69.60	-2.00

FULL-TIME ALLOCATION-CONTRACT EMPLOYEES (CONT.)

DETAILED SCHEDULE OF CHANGES

	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Proposed	FY 2012-13 Add / Deletes
Public Works								
GIS Analyst	0.00	0.00	0.80	0.80	0.80	0.60	0.60	
Grant Writer	0.00	0.00	0.00	0.00	0.00	0.10	0.00	-0.10
Maintenance Worker II (FY 10- 11 budgeted as regular City position)	0.00	0.00	0.00	0.00	0.00	1.00	1.00	
Maintenance Worker I	0.00	0.00	0.00	0.00	1.00	1.00	2.00	1.00
Solid Waste Manager/Assistant for Recycle Grant	0.00	0.00	0.00	1.00	1.00	1.00	1.00	
PW Inspector/Resident Engineer	0.00	0.00	0.00	2.00	2.00	2.00	2.00	
Total	0.00	0.00	0.80	3.80	4.80	5.70	6.60	0.90
TOTAL	102.78	103.92	97.40	90.40	89.90	92.30	89.50	-2.80

FY 11/12 POSITION AND SALARY RANGE

Classification Title	Salary Range #	Number of Positions - FTE	Temporary (Budgeted to 1,000 hour limit)
Accountant	294	2.0	
Accounting Technician / Accounting Technician Limited-Term	235	3.0 / 1.0 Limited-Term	
Administrative Assistant	240	4.0	
Administrative Secretary	211	3.0	
Animal Services Officer	229	1.0	1
Assistant City Manager	467	1.0	
Assistant Civil Engineer	320	1.0	
Assistant Land Surveyor	320	1.0	
Associate Civil Engineer	348	1.0	
Building Inspector II	289	1.0	
Building Permit Services Supervisor	296	1.0	
Building Permit Technician I	226	1.0	
Building Permit Technician II	246	1.0	
City Clerk	364	1.0	
City Manager	527	1.0	
Code Enforcement Officer	265	4.0	1
Communications Advisory Aide	34	1.0	
Customer Service Representative Intern	88		2
Customer Service Specialist	185	1.0	
Customer Service Representative	162	0.0	
Economic Development Director	411	1.0	
Engineering Technician	260	1.0	
Executive Assistant to the City Manager	296	1.0	
Facilities Attendant (retitled to Facilities Services Worker)	79	1.0	4
Facilities Maintenance Worker	235	1.0	
Facilities Services Manager	341	1.0	
Facilities Services Representative	211	1.0	
Finance Director	434	1.0	
Graduate Intern	132		1
Housing Services Administrator	341	1.0	
Housing Services Assistant	217	1.0	
Human Resources Analyst I	301	1.0	
Human Resources Manager	385	1.0	
Human Resources Technician	260	1.0	
Information Technology Analyst	298	1.0	
Information Technology Manager	385	1.0	
Information Technology Technician	270	0.0	
Integrated Waste Manager	361	1.0	
Management Analyst I	292	2.0	
Management Analyst II	322	1.0	
Management Technician	260	1.0	
Neighborhood Services Manager	364	1.0	
Office Aide	34		1
Public Information and Legislative Affairs Manager	341	1.0	
Public Works Director/Chief Building Official	447	1.0	
Senior Accountant	322	2.0	
Senior Accounting Technician	254	1.0	
Senior Civil Engineer	376	4.0	
Senior Finance Analyst	322	1.0	
Senior Management Analyst	348	2.0	
Street Operations and Maintenance Manager	361	1.0	
Student Engineer	123		2
Supervising Building Inspector (Re-titled to Principal Building Inspector)	330	1.0	

NOTE 1: The salary range table was approved in accordance with authority granted in Council Resolution 20-2004.

NOTE 2: The City Manager is authorized to make title, salary range, and classification changes during the fiscal year.

FY 12/13 POSITION AND SALARY RANGE

Classification Title	Salary Range #	Number of Positions - FTE	Temporary (Budgeted to 1,000 hour limit)
Accountant	294	1.0	
Accounting Technician / Accounting Technician Limited-Term	235	3.0 / 1.0 Limited-Term	
Administrative Assistant	240	4.0	
Administrative Secretary	211	2.0	
Animal Services Officer	229	1.0	1
Assistant City Manager	467	1.0	
Assistant Civil Engineer	320	1.0	
Assistant Land Surveyor	320	1.0	
Associate Civil Engineer	348	1.0	
Building Inspector II	289	0.0	
Building Permit Services Supervisor	296	1.0	
Building Permit Technician I	226	1.0	
Building Permit Technician II	246	1.0	
City Clerk	364	1.0	
City Manager	527	1.0	
Code Enforcement Officer	265	4.0	1
Communications Advisory Aide	34	1.0	
Customer Service Representative Intern	88		3
Customer Service Specialist	185	1.0	
Customer Service Representative	162	0.0	
Economic Development Director	411	1.0	
Engineering Technician	260	1.0	
Executive Assistant to the City Manager	296	1.0	
Facilities Attendant	79		5
Facilities Maintenance Worker	235	1.0	
Facilities Services Manager	341	1.0	
Facilities Services Representative	211	1.0	
Facilities Services Worker	107	1.0	
Finance Director	434	1.0	
Graduate Intern	132		1
Housing Services Administrator	341	1.0	
Housing Services Assistant	217	1.0	
Human Resources Analyst I	301	1.0	
Human Resources Manager	385	1.0	
Human Resources Technician	260	1.0	
Information Technology Analyst	298	1.0	
Information Technology Manager	385	1.0	
Information Technology Technician	270	1.0	
Integrated Waste Manager	361	0.0	
Management Analyst I	292	1.0	
Management Analyst II	322	1.0	
Management Technician	260	0.0	
Neighborhood Services Manager	364	1.0	
Office Aide	34		1
Principal Building Inspector	330	1.0	
Public Information and Legislative Affairs Manager	341	1.0	
Public Works Director/Chief Building Official	447	1.0	
Senior Accountant	322	2.0	
Senior Accounting Technician	254	2.0	
Senior Civil Engineer	376	4.0	
Senior Finance Analyst	322	1.0	
Senior Management Analyst	348	2.0	
Street Operations and Maintenance Manager	361	1.0	
Student Engineer	123		2

NOTE 1: The salary range table was approved in accordance with authority granted in Council Resolution 20-2004.

NOTE 2: The City Manager is authorized to make title, salary range, and classification changes during the fiscal year.

RESOLUTION 20-2004

CITY OF RANCHO CORDOVA

RESOLUTION NO. 20-2004

A RESOLUTION OF THE CITY OF RANCHO CORDOVA ESTABLISHING A HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT SYSTEM

WHEREAS, the City Council and City Manager of the City of Rancho Cordova recognize that the employees of the City are its most valuable asset; and

WHEREAS, the City Council and City Manager of the City of Rancho Cordova desire to have a Human Resources and Organizational Development System that furthers the development, performance and goals of its employees, the organization, and the community; and

WHEREAS, the City Council and City Manager of the City of Rancho Cordova wishes to foster innovation, efficiency, creativity, and equity in attracting and retaining a highly competent and motivated workforce; and

NOW, THEREFORE, the City Council of the City of Rancho Cordova hereby resolves that the City Manager shall be responsible for establishing and maintaining a Human Resources and Organizational Development System that promotes innovation, growth, efficiency, equity and excellence in City service and further, declares as follows:

Section 1: To ensure the City can attract and retain a highly competent and valuable workforce to carry out the highest level of performance and service for the citizens of Rancho Cordova, the City Manager shall have the responsibility and authority for all Human Resources and Organizational Development processes, systems, actions and employees including but not limited to: designation of departments and department directors, reorganization or consolidation of positions or offices, development and administration of classification and total compensation systems, training and development, performance management, employment, discipline, discharge of any employee of the city, and transfer of any employee from one department to another.

Section 2: Resolution 3-2003, establishing an Assistant to the City Manager/Economic Development is hereby rescinded, to be replaced by an Economic Development Director position and an Assistant to the City Manager/Senior Management Analyst position under the new Human Resources and Organizational Development System.

RESOLUTION 20-2004 (CONT.)

ADOPTED, THIS 20TH day of January, 2004 by the following vote:

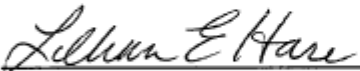
AYES: McGarvey, Roberts, Sander, Budge

NOES: None

ABSTAIN: None

ABSENT: Cooley

ATTEST:


LINDA BUDGE, Mayor
LILLIAN E. HARE, City Clerk

SALARY PLAN

CITY OF RANCHO CORDOVA ADMINISTRATIVE POLICY	Number: 1 Issue Date: 4/20/04 Revision Date: Approved By:
	 City Manager
SUBJECT: Salary Plan	

PURPOSE

Adoption of a salary plan for city employees (Exhibit A).

AUTHORITY

City Council Resolution 20-2004.

Attachments:
Exhibit A - Salary Plan

*City of Rancho Cordova
Subject: Salary Plan
Number 1*

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly									
EXHIBIT 'A'									
Approved by the City Manager: April 20, 2004									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
A	1,170	1,200	1,230	1,261	1,293	1,325	1,359	1,393	1,428
1	1,176	1,206	1,236	1,267	1,299	1,332	1,366	1,400	1,435
2	1,182	1,212	1,242	1,274	1,306	1,339	1,372	1,407	1,443
3	1,188	1,218	1,248	1,280	1,312	1,345	1,379	1,414	1,450
4	1,194	1,224	1,255	1,286	1,319	1,352	1,386	1,421	1,457
5	1,200	1,230	1,261	1,293	1,325	1,359	1,393	1,428	1,464
6	1,206	1,236	1,267	1,299	1,332	1,366	1,400	1,435	1,472
7	1,212	1,242	1,274	1,306	1,339	1,372	1,407	1,443	1,479
8	1,218	1,248	1,280	1,312	1,345	1,379	1,414	1,450	1,486
9	1,224	1,255	1,286	1,319	1,352	1,386	1,421	1,457	1,494
10	1,230	1,261	1,293	1,325	1,359	1,393	1,428	1,464	1,501
11	1,236	1,267	1,299	1,332	1,366	1,400	1,435	1,472	1,509
12	1,242	1,274	1,306	1,339	1,372	1,407	1,443	1,479	1,516
13	1,248	1,280	1,312	1,345	1,379	1,414	1,450	1,486	1,524
14	1,255	1,286	1,319	1,352	1,386	1,421	1,457	1,494	1,532
15	1,261	1,293	1,325	1,359	1,393	1,428	1,464	1,501	1,539
16	1,267	1,299	1,332	1,366	1,400	1,435	1,472	1,509	1,547
17	1,274	1,306	1,339	1,372	1,407	1,443	1,479	1,516	1,555
18	1,280	1,312	1,345	1,379	1,414	1,450	1,486	1,524	1,562
19	1,286	1,319	1,352	1,386	1,421	1,457	1,494	1,532	1,570
20	1,293	1,325	1,359	1,393	1,428	1,464	1,501	1,539	1,578
21	1,299	1,332	1,366	1,400	1,435	1,472	1,509	1,547	1,586
22	1,306	1,339	1,372	1,407	1,443	1,479	1,516	1,555	1,594
23	1,312	1,345	1,379	1,414	1,450	1,486	1,524	1,562	1,602
24	1,319	1,352	1,386	1,421	1,457	1,494	1,532	1,570	1,610
25	1,325	1,359	1,393	1,428	1,464	1,501	1,539	1,578	1,618
26	1,332	1,366	1,400	1,435	1,472	1,509	1,547	1,586	1,626
27	1,339	1,372	1,407	1,443	1,479	1,516	1,555	1,594	1,634
28	1,345	1,379	1,414	1,450	1,486	1,524	1,562	1,602	1,642
29	1,352	1,386	1,421	1,457	1,494	1,532	1,570	1,610	1,651
30	1,359	1,393	1,428	1,464	1,501	1,539	1,578	1,618	1,659
31	1,366	1,400	1,435	1,472	1,509	1,547	1,586	1,626	1,667
32	1,372	1,407	1,443	1,479	1,516	1,555	1,594	1,634	1,675
33	1,379	1,414	1,450	1,486	1,524	1,562	1,602	1,642	1,684
34	1,386	1,421	1,457	1,494	1,532	1,570	1,610	1,651	1,692
35	1,393	1,428	1,464	1,501	1,539	1,578	1,618	1,659	1,701
36	1,400	1,435	1,472	1,509	1,547	1,586	1,626	1,667	1,709
37	1,407	1,443	1,479	1,516	1,555	1,594	1,634	1,675	1,718
38	1,414	1,450	1,486	1,524	1,562	1,602	1,642	1,684	1,726
39	1,421	1,457	1,494	1,532	1,570	1,610	1,651	1,692	1,735
40	1,428	1,464	1,501	1,539	1,578	1,618	1,659	1,701	1,744
41	1,435	1,472	1,509	1,547	1,586	1,626	1,667	1,709	1,752
42	1,443	1,479	1,516	1,555	1,594	1,634	1,675	1,718	1,761
43	1,450	1,486	1,524	1,562	1,602	1,642	1,684	1,726	1,770
44	1,457	1,494	1,532	1,570	1,610	1,651	1,692	1,735	1,779
45	1,464	1,501	1,539	1,578	1,618	1,659	1,701	1,744	1,788
46	1,472	1,509	1,547	1,586	1,626	1,667	1,709	1,752	1,797
47	1,479	1,516	1,555	1,594	1,634	1,675	1,718	1,761	1,806
48	1,486	1,524	1,562	1,602	1,642	1,684	1,726	1,770	1,815
49	1,494	1,532	1,570	1,610	1,651	1,692	1,735	1,779	1,824
50	1,501	1,539	1,578	1,618	1,659	1,701	1,744	1,788	1,833
51	1,509	1,547	1,586	1,626	1,667	1,709	1,752	1,797	1,842

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly							EXHIBIT 'A'		
Approved by the City Manager: April 20, 2004									
0.5%	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range									
52	1,516	1,555	1,594	1,634	1,675	1,718	1,761	1,806	1,851
53	1,524	1,562	1,602	1,642	1,684	1,726	1,770	1,815	1,860
54	1,532	1,570	1,610	1,651	1,692	1,735	1,779	1,824	1,870
55	1,539	1,578	1,618	1,659	1,701	1,744	1,788	1,833	1,879
56	1,547	1,586	1,626	1,667	1,709	1,752	1,797	1,842	1,889
57	1,555	1,594	1,634	1,675	1,718	1,761	1,806	1,851	1,898
58	1,562	1,602	1,642	1,684	1,726	1,770	1,815	1,860	1,907
59	1,570	1,610	1,651	1,692	1,735	1,779	1,824	1,870	1,917
60	1,578	1,618	1,659	1,701	1,744	1,788	1,833	1,879	1,927
61	1,586	1,626	1,667	1,709	1,752	1,797	1,842	1,889	1,936
62	1,594	1,634	1,675	1,718	1,761	1,806	1,851	1,898	1,946
63	1,602	1,642	1,684	1,726	1,770	1,815	1,860	1,907	1,956
64	1,610	1,651	1,692	1,735	1,779	1,824	1,870	1,917	1,965
65	1,618	1,659	1,701	1,744	1,788	1,833	1,879	1,927	1,975
66	1,626	1,667	1,709	1,752	1,797	1,842	1,889	1,936	1,985
67	1,634	1,675	1,718	1,761	1,806	1,851	1,898	1,946	1,995
68	1,642	1,684	1,726	1,770	1,815	1,860	1,907	1,956	2,005
69	1,651	1,692	1,735	1,779	1,824	1,870	1,917	1,965	2,015
70	1,659	1,701	1,744	1,788	1,833	1,879	1,927	1,975	2,025
71	1,667	1,709	1,752	1,797	1,842	1,889	1,936	1,985	2,035
72	1,675	1,718	1,761	1,806	1,851	1,898	1,946	1,995	2,045
73	1,684	1,726	1,770	1,815	1,860	1,907	1,956	2,005	2,056
74	1,692	1,735	1,779	1,824	1,870	1,917	1,965	2,015	2,066
75	1,701	1,744	1,788	1,833	1,879	1,927	1,975	2,025	2,076
76	1,709	1,752	1,797	1,842	1,889	1,936	1,985	2,035	2,087
77	1,718	1,761	1,806	1,851	1,898	1,946	1,995	2,045	2,097
78	1,726	1,770	1,815	1,860	1,907	1,956	2,005	2,056	2,108
79	1,735	1,779	1,824	1,870	1,917	1,965	2,015	2,066	2,118
80	1,744	1,788	1,833	1,879	1,927	1,975	2,025	2,076	2,129
81	1,752	1,797	1,842	1,889	1,936	1,985	2,035	2,087	2,139
82	1,761	1,806	1,851	1,898	1,946	1,995	2,045	2,097	2,150
83	1,770	1,815	1,860	1,907	1,956	2,005	2,056	2,108	2,161
84	1,779	1,824	1,870	1,917	1,965	2,015	2,066	2,118	2,172
85	1,788	1,833	1,879	1,927	1,975	2,025	2,076	2,129	2,182
86	1,797	1,842	1,889	1,936	1,985	2,035	2,087	2,139	2,193
87	1,806	1,851	1,898	1,946	1,995	2,045	2,097	2,150	2,204
88	1,815	1,860	1,907	1,956	2,005	2,056	2,108	2,161	2,215
89	1,824	1,870	1,917	1,965	2,015	2,066	2,118	2,172	2,226
90	1,833	1,879	1,927	1,975	2,025	2,076	2,129	2,182	2,238
91	1,842	1,889	1,936	1,985	2,035	2,087	2,139	2,193	2,249
92	1,851	1,898	1,946	1,995	2,045	2,097	2,150	2,204	2,260
93	1,860	1,907	1,956	2,005	2,056	2,108	2,161	2,215	2,271
94	1,870	1,917	1,965	2,015	2,066	2,118	2,172	2,226	2,283
95	1,879	1,927	1,975	2,025	2,076	2,129	2,182	2,238	2,294
96	1,889	1,936	1,985	2,035	2,087	2,139	2,193	2,249	2,306
97	1,898	1,946	1,995	2,045	2,097	2,150	2,204	2,260	2,317
98	1,907	1,956	2,005	2,056	2,108	2,161	2,215	2,271	2,329
99	1,917	1,965	2,015	2,066	2,118	2,172	2,226	2,283	2,340
100	1,927	1,975	2,025	2,076	2,129	2,182	2,238	2,294	2,352
101	1,936	1,985	2,035	2,087	2,139	2,193	2,249	2,306	2,364
102	1,946	1,995	2,045	2,097	2,150	2,204	2,260	2,317	2,376
103	1,956	2,005	2,056	2,108	2,161	2,215	2,271	2,329	2,387

SALARY PLAN (CONT.)

0.5% City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
104	1,965	2,015	2,066	2,118	2,172	2,226	2,283	2,340	2,399
105	1,975	2,025	2,076	2,129	2,182	2,238	2,294	2,352	2,411
106	1,985	2,035	2,087	2,139	2,193	2,249	2,306	2,364	2,423
107	1,995	2,045	2,097	2,150	2,204	2,260	2,317	2,376	2,436
108	2,005	2,056	2,108	2,161	2,215	2,271	2,329	2,387	2,448
109	2,015	2,066	2,118	2,172	2,226	2,283	2,340	2,399	2,460
110	2,025	2,076	2,129	2,182	2,238	2,294	2,352	2,411	2,472
111	2,035	2,087	2,139	2,193	2,249	2,306	2,364	2,423	2,485
112	2,045	2,097	2,150	2,204	2,260	2,317	2,376	2,436	2,497
113	2,056	2,108	2,161	2,215	2,271	2,329	2,387	2,448	2,510
114	2,066	2,118	2,172	2,226	2,283	2,340	2,399	2,460	2,522
115	2,076	2,129	2,182	2,238	2,294	2,352	2,411	2,472	2,535
116	2,087	2,139	2,193	2,249	2,306	2,364	2,423	2,485	2,547
117	2,097	2,150	2,204	2,260	2,317	2,376	2,436	2,497	2,560
118	2,108	2,161	2,215	2,271	2,329	2,387	2,448	2,510	2,573
119	2,118	2,172	2,226	2,283	2,340	2,399	2,460	2,522	2,586
120	2,129	2,182	2,238	2,294	2,352	2,411	2,472	2,535	2,599
121	2,139	2,193	2,249	2,306	2,364	2,423	2,485	2,547	2,612
122	2,150	2,204	2,260	2,317	2,376	2,436	2,497	2,560	2,625
123	2,161	2,215	2,271	2,329	2,387	2,448	2,510	2,573	2,638
124	2,172	2,226	2,283	2,340	2,399	2,460	2,522	2,586	2,651
125	2,182	2,238	2,294	2,352	2,411	2,472	2,535	2,599	2,664
126	2,193	2,249	2,306	2,364	2,423	2,485	2,547	2,612	2,678
127	2,204	2,260	2,317	2,376	2,436	2,497	2,560	2,625	2,691
128	2,215	2,271	2,329	2,387	2,448	2,510	2,573	2,638	2,704
129	2,226	2,283	2,340	2,399	2,460	2,522	2,586	2,651	2,718
130	2,238	2,294	2,352	2,411	2,472	2,535	2,599	2,664	2,732
131	2,249	2,306	2,364	2,423	2,485	2,547	2,612	2,678	2,745
132	2,260	2,317	2,376	2,436	2,497	2,560	2,625	2,691	2,759
133	2,271	2,329	2,387	2,448	2,510	2,573	2,638	2,704	2,773
134	2,283	2,340	2,399	2,460	2,522	2,586	2,651	2,718	2,787
135	2,294	2,352	2,411	2,472	2,535	2,599	2,664	2,732	2,801
136	2,306	2,364	2,423	2,485	2,547	2,612	2,678	2,745	2,815
137	2,317	2,376	2,436	2,497	2,560	2,625	2,691	2,759	2,829
138	2,329	2,387	2,448	2,510	2,573	2,638	2,704	2,773	2,843
139	2,340	2,399	2,460	2,522	2,586	2,651	2,718	2,787	2,857
140	2,352	2,411	2,472	2,535	2,599	2,664	2,732	2,801	2,871
141	2,364	2,423	2,485	2,547	2,612	2,678	2,745	2,815	2,886
142	2,376	2,436	2,497	2,560	2,625	2,691	2,759	2,829	2,900
143	2,387	2,448	2,510	2,573	2,638	2,704	2,773	2,843	2,915
144	2,399	2,460	2,522	2,586	2,651	2,718	2,787	2,857	2,929
145	2,411	2,472	2,535	2,599	2,664	2,732	2,801	2,871	2,944
146	2,423	2,485	2,547	2,612	2,678	2,745	2,815	2,886	2,959
147	2,436	2,497	2,560	2,625	2,691	2,759	2,829	2,900	2,973
148	2,448	2,510	2,573	2,638	2,704	2,773	2,843	2,915	2,988
149	2,460	2,522	2,586	2,651	2,718	2,787	2,857	2,929	3,003
150	2,472	2,535	2,599	2,664	2,732	2,801	2,871	2,944	3,018
151	2,485	2,547	2,612	2,678	2,745	2,815	2,886	2,959	3,033
152	2,497	2,560	2,625	2,691	2,759	2,829	2,900	2,973	3,048
153	2,510	2,573	2,638	2,704	2,773	2,843	2,915	2,988	3,064
154	2,522	2,586	2,651	2,718	2,787	2,857	2,929	3,003	3,079
155	2,535	2,599	2,664	2,732	2,801	2,871	2,944	3,018	3,094

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004							EXHIBIT 'A'		
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
156	2,547	2,612	2,678	2,745	2,815	2,886	2,959	3,033	3,110
157	2,560	2,625	2,691	2,759	2,829	2,900	2,973	3,048	3,125
158	2,573	2,638	2,704	2,773	2,843	2,915	2,988	3,064	3,141
159	2,586	2,651	2,718	2,787	2,857	2,929	3,003	3,079	3,157
160	2,599	2,664	2,732	2,801	2,871	2,944	3,018	3,094	3,172
161	2,612	2,678	2,745	2,815	2,886	2,959	3,033	3,110	3,188
162	2,625	2,691	2,759	2,829	2,900	2,973	3,048	3,125	3,204
163	2,638	2,704	2,773	2,843	2,915	2,988	3,064	3,141	3,220
164	2,651	2,718	2,787	2,857	2,929	3,003	3,079	3,157	3,236
165	2,664	2,732	2,801	2,871	2,944	3,018	3,094	3,172	3,253
166	2,678	2,745	2,815	2,886	2,959	3,033	3,110	3,188	3,269
167	2,691	2,759	2,829	2,900	2,973	3,048	3,125	3,204	3,285
168	2,704	2,773	2,843	2,915	2,988	3,064	3,141	3,220	3,302
169	2,718	2,787	2,857	2,929	3,003	3,079	3,157	3,236	3,318
170	2,732	2,801	2,871	2,944	3,018	3,094	3,172	3,253	3,335
171	2,745	2,815	2,886	2,959	3,033	3,110	3,188	3,269	3,351
172	2,759	2,829	2,900	2,973	3,048	3,125	3,204	3,285	3,368
173	2,773	2,843	2,915	2,988	3,064	3,141	3,220	3,302	3,385
174	2,787	2,857	2,929	3,003	3,079	3,157	3,236	3,318	3,402
175	2,801	2,871	2,944	3,018	3,094	3,172	3,253	3,335	3,419
176	2,815	2,886	2,959	3,033	3,110	3,188	3,269	3,351	3,436
177	2,829	2,900	2,973	3,048	3,125	3,204	3,285	3,368	3,453
178	2,843	2,915	2,988	3,064	3,141	3,220	3,302	3,385	3,470
179	2,857	2,929	3,003	3,079	3,157	3,236	3,318	3,402	3,488
180	2,871	2,944	3,018	3,094	3,172	3,253	3,335	3,419	3,505
181	2,886	2,959	3,033	3,110	3,188	3,269	3,351	3,436	3,523
182	2,900	2,973	3,048	3,125	3,204	3,285	3,368	3,453	3,540
183	2,915	2,988	3,064	3,141	3,220	3,302	3,385	3,470	3,558
184	2,929	3,003	3,079	3,157	3,236	3,318	3,402	3,488	3,576
185	2,944	3,018	3,094	3,172	3,253	3,335	3,419	3,505	3,594
186	2,959	3,033	3,110	3,188	3,269	3,351	3,436	3,523	3,612
187	2,973	3,048	3,125	3,204	3,285	3,368	3,453	3,540	3,630
188	2,988	3,064	3,141	3,220	3,302	3,385	3,470	3,558	3,648
189	3,003	3,079	3,157	3,236	3,318	3,402	3,488	3,576	3,666
190	3,018	3,094	3,172	3,253	3,335	3,419	3,505	3,594	3,685
191	3,033	3,110	3,188	3,269	3,351	3,436	3,523	3,612	3,703
192	3,048	3,125	3,204	3,285	3,368	3,453	3,540	3,630	3,721
193	3,064	3,141	3,220	3,302	3,385	3,470	3,558	3,648	3,740
194	3,079	3,157	3,236	3,318	3,402	3,488	3,576	3,666	3,759
195	3,094	3,172	3,253	3,335	3,419	3,505	3,594	3,685	3,778
196	3,110	3,188	3,269	3,351	3,436	3,523	3,612	3,703	3,796
197	3,125	3,204	3,285	3,368	3,453	3,540	3,630	3,721	3,815
198	3,141	3,220	3,302	3,385	3,470	3,558	3,648	3,740	3,834
199	3,157	3,236	3,318	3,402	3,488	3,576	3,666	3,759	3,854
200	3,172	3,253	3,335	3,419	3,505	3,594	3,685	3,778	3,873
201	3,188	3,269	3,351	3,436	3,523	3,612	3,703	3,796	3,892
202	3,204	3,285	3,368	3,453	3,540	3,630	3,721	3,815	3,912
203	3,220	3,302	3,385	3,470	3,558	3,648	3,740	3,834	3,931
204	3,236	3,318	3,402	3,488	3,576	3,666	3,759	3,854	3,951
205	3,253	3,335	3,419	3,505	3,594	3,685	3,778	3,873	3,971
206	3,269	3,351	3,436	3,523	3,612	3,703	3,796	3,892	3,991
207	3,285	3,368	3,453	3,540	3,630	3,721	3,815	3,912	4,011

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly									
Approved by the City Manager: April 20, 2004									
EXHIBIT 'A'									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
208	3,302	3,385	3,470	3,558	3,648	3,740	3,834	3,931	4,031
209	3,318	3,402	3,488	3,576	3,666	3,759	3,854	3,951	4,051
210	3,335	3,419	3,505	3,594	3,685	3,778	3,873	3,971	4,071
211	3,351	3,436	3,523	3,612	3,703	3,796	3,892	3,991	4,091
212	3,368	3,453	3,540	3,630	3,721	3,815	3,912	4,011	4,112
213	3,385	3,470	3,558	3,648	3,740	3,834	3,931	4,031	4,132
214	3,402	3,488	3,576	3,666	3,759	3,854	3,951	4,051	4,153
215	3,419	3,505	3,594	3,685	3,778	3,873	3,971	4,071	4,174
216	3,436	3,523	3,612	3,703	3,796	3,892	3,991	4,091	4,195
217	3,453	3,540	3,630	3,721	3,815	3,912	4,011	4,112	4,216
218	3,470	3,558	3,648	3,740	3,834	3,931	4,031	4,132	4,237
219	3,488	3,576	3,666	3,759	3,854	3,951	4,051	4,153	4,258
220	3,505	3,594	3,685	3,778	3,873	3,971	4,071	4,174	4,279
221	3,523	3,612	3,703	3,796	3,892	3,991	4,091	4,195	4,301
222	3,540	3,630	3,721	3,815	3,912	4,011	4,112	4,216	4,322
223	3,558	3,648	3,740	3,834	3,931	4,031	4,132	4,237	4,344
224	3,576	3,666	3,759	3,854	3,951	4,051	4,153	4,258	4,365
225	3,594	3,685	3,778	3,873	3,971	4,071	4,174	4,279	4,387
226	3,612	3,703	3,796	3,892	3,991	4,091	4,195	4,301	4,409
227	3,630	3,721	3,815	3,912	4,011	4,112	4,216	4,322	4,431
228	3,648	3,740	3,834	3,931	4,031	4,132	4,237	4,344	4,453
229	3,666	3,759	3,854	3,951	4,051	4,153	4,258	4,365	4,476
230	3,685	3,778	3,873	3,971	4,071	4,174	4,279	4,387	4,498
231	3,703	3,796	3,892	3,991	4,091	4,195	4,301	4,409	4,521
232	3,721	3,815	3,912	4,011	4,112	4,216	4,322	4,431	4,543
233	3,740	3,834	3,931	4,031	4,132	4,237	4,344	4,453	4,566
234	3,759	3,854	3,951	4,051	4,153	4,258	4,365	4,476	4,589
235	3,778	3,873	3,971	4,071	4,174	4,279	4,387	4,498	4,612
236	3,796	3,892	3,991	4,091	4,195	4,301	4,409	4,521	4,635
237	3,815	3,912	4,011	4,112	4,216	4,322	4,431	4,543	4,658
238	3,834	3,931	4,031	4,132	4,237	4,344	4,453	4,566	4,681
239	3,854	3,951	4,051	4,153	4,258	4,365	4,476	4,589	4,705
240	3,873	3,971	4,071	4,174	4,279	4,387	4,498	4,612	4,728
241	3,892	3,991	4,091	4,195	4,301	4,409	4,521	4,635	4,752
242	3,912	4,011	4,112	4,216	4,322	4,431	4,543	4,658	4,775
243	3,931	4,031	4,132	4,237	4,344	4,453	4,566	4,681	4,799
244	3,951	4,051	4,153	4,258	4,365	4,476	4,589	4,705	4,823
245	3,971	4,071	4,174	4,279	4,387	4,498	4,612	4,728	4,847
246	3,991	4,091	4,195	4,301	4,409	4,521	4,635	4,752	4,872
247	4,011	4,112	4,216	4,322	4,431	4,543	4,658	4,775	4,896
248	4,031	4,132	4,237	4,344	4,453	4,566	4,681	4,799	4,921
249	4,051	4,153	4,258	4,365	4,476	4,589	4,705	4,823	4,945
250	4,071	4,174	4,279	4,387	4,498	4,612	4,728	4,847	4,970
251	4,091	4,195	4,301	4,409	4,521	4,635	4,752	4,872	4,995
252	4,112	4,216	4,322	4,431	4,543	4,658	4,775	4,896	5,020
253	4,132	4,237	4,344	4,453	4,566	4,681	4,799	4,921	5,045
254	4,153	4,258	4,365	4,476	4,589	4,705	4,823	4,945	5,070
255	4,174	4,279	4,387	4,498	4,612	4,728	4,847	4,970	5,095
256	4,195	4,301	4,409	4,521	4,635	4,752	4,872	4,995	5,121
257	4,216	4,322	4,431	4,543	4,658	4,775	4,896	5,020	5,146
258	4,237	4,344	4,453	4,566	4,681	4,799	4,921	5,045	5,172
259	4,258	4,365	4,476	4,589	4,705	4,823	4,945	5,070	5,198

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004									
EXHIBIT 'A'									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
260	4,279	4,387	4,498	4,612	4,728	4,847	4,970	5,095	5,224
261	4,301	4,409	4,521	4,635	4,752	4,872	4,995	5,121	5,250
262	4,322	4,431	4,543	4,658	4,775	4,896	5,020	5,146	5,276
263	4,344	4,453	4,566	4,681	4,799	4,921	5,045	5,172	5,303
264	4,365	4,476	4,589	4,705	4,823	4,945	5,070	5,198	5,329
265	4,387	4,498	4,612	4,728	4,847	4,970	5,095	5,224	5,356
266	4,409	4,521	4,635	4,752	4,872	4,995	5,121	5,250	5,383
267	4,431	4,543	4,658	4,775	4,896	5,020	5,146	5,276	5,410
268	4,453	4,566	4,681	4,799	4,921	5,045	5,172	5,303	5,437
269	4,476	4,589	4,705	4,823	4,945	5,070	5,198	5,329	5,464
270	4,498	4,612	4,728	4,847	4,970	5,095	5,224	5,356	5,491
271	4,521	4,635	4,752	4,872	4,995	5,121	5,250	5,383	5,519
272	4,543	4,658	4,775	4,896	5,020	5,146	5,276	5,410	5,546
273	4,566	4,681	4,799	4,921	5,045	5,172	5,303	5,437	5,574
274	4,589	4,705	4,823	4,945	5,070	5,198	5,329	5,464	5,602
275	4,612	4,728	4,847	4,970	5,095	5,224	5,356	5,491	5,630
276	4,635	4,752	4,872	4,995	5,121	5,250	5,383	5,519	5,658
277	4,658	4,775	4,896	5,020	5,146	5,276	5,410	5,546	5,686
278	4,681	4,799	4,921	5,045	5,172	5,303	5,437	5,574	5,715
279	4,705	4,823	4,945	5,070	5,198	5,329	5,464	5,602	5,743
280	4,728	4,847	4,970	5,095	5,224	5,356	5,491	5,630	5,772
281	4,752	4,872	4,995	5,121	5,250	5,383	5,519	5,658	5,801
282	4,775	4,896	5,020	5,146	5,276	5,410	5,546	5,686	5,830
283	4,799	4,921	5,045	5,172	5,303	5,437	5,574	5,715	5,859
284	4,823	4,945	5,070	5,198	5,329	5,464	5,602	5,743	5,888
285	4,847	4,970	5,095	5,224	5,356	5,491	5,630	5,772	5,918
286	4,872	4,995	5,121	5,250	5,383	5,519	5,658	5,801	5,947
287	4,896	5,020	5,146	5,276	5,410	5,546	5,686	5,830	5,977
288	4,921	5,045	5,172	5,303	5,437	5,574	5,715	5,859	6,007
289	4,945	5,070	5,198	5,329	5,464	5,602	5,743	5,888	6,037
290	4,970	5,095	5,224	5,356	5,491	5,630	5,772	5,918	6,067
291	4,995	5,121	5,250	5,383	5,519	5,658	5,801	5,947	6,098
292	5,020	5,146	5,276	5,410	5,546	5,686	5,830	5,977	6,128
293	5,045	5,172	5,303	5,437	5,574	5,715	5,859	6,007	6,159
294	5,070	5,198	5,329	5,464	5,602	5,743	5,888	6,037	6,189
295	5,095	5,224	5,356	5,491	5,630	5,772	5,918	6,067	6,220
296	5,121	5,250	5,383	5,519	5,658	5,801	5,947	6,098	6,251
297	5,146	5,276	5,410	5,546	5,686	5,830	5,977	6,128	6,283
298	5,172	5,303	5,437	5,574	5,715	5,859	6,007	6,159	6,314
299	5,198	5,329	5,464	5,602	5,743	5,888	6,037	6,189	6,346
300	5,224	5,356	5,491	5,630	5,772	5,918	6,067	6,220	6,377
301	5,250	5,383	5,519	5,658	5,801	5,947	6,098	6,251	6,409
302	5,276	5,410	5,546	5,686	5,830	5,977	6,128	6,283	6,441
303	5,303	5,437	5,574	5,715	5,859	6,007	6,159	6,314	6,474
304	5,329	5,464	5,602	5,743	5,888	6,037	6,189	6,346	6,506
305	5,356	5,491	5,630	5,772	5,918	6,067	6,220	6,377	6,538
306	5,383	5,519	5,658	5,801	5,947	6,098	6,251	6,409	6,571
307	5,410	5,546	5,686	5,830	5,977	6,128	6,283	6,441	6,604
308	5,437	5,574	5,715	5,859	6,007	6,159	6,314	6,474	6,637
309	5,464	5,602	5,743	5,888	6,037	6,189	6,346	6,506	6,670
310	5,491	5,630	5,772	5,918	6,067	6,220	6,377	6,538	6,704
311	5,519	5,658	5,801	5,947	6,098	6,251	6,409	6,571	6,737

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
312	5,548	5,686	5,830	5,977	6,128	6,283	6,441	6,604	6,771
313	5,574	5,715	5,859	6,007	6,159	6,314	6,474	6,637	6,805
314	5,602	5,743	5,888	6,037	6,189	6,346	6,506	6,670	6,839
315	5,630	5,772	5,918	6,067	6,220	6,377	6,538	6,704	6,873
316	5,658	5,801	5,947	6,098	6,251	6,409	6,571	6,737	6,907
317	5,686	5,830	5,977	6,128	6,283	6,441	6,604	6,771	6,942
318	5,715	5,859	6,007	6,159	6,314	6,474	6,637	6,805	6,976
319	5,743	5,888	6,037	6,189	6,346	6,506	6,670	6,839	7,011
320	5,772	5,918	6,067	6,220	6,377	6,538	6,704	6,873	7,046
321	5,801	5,947	6,098	6,251	6,409	6,571	6,737	6,907	7,082
322	5,830	5,977	6,128	6,283	6,441	6,604	6,771	6,942	7,117
323	5,859	6,007	6,159	6,314	6,474	6,637	6,805	6,976	7,153
324	5,888	6,037	6,189	6,346	6,506	6,670	6,839	7,011	7,188
325	5,918	6,067	6,220	6,377	6,538	6,704	6,873	7,046	7,224
326	5,947	6,098	6,251	6,409	6,571	6,737	6,907	7,082	7,260
327	5,977	6,128	6,283	6,441	6,604	6,771	6,942	7,117	7,297
328	6,007	6,159	6,314	6,474	6,637	6,805	6,976	7,153	7,333
329	6,037	6,189	6,346	6,506	6,670	6,839	7,011	7,188	7,370
330	6,067	6,220	6,377	6,538	6,704	6,873	7,046	7,224	7,407
331	6,098	6,251	6,409	6,571	6,737	6,907	7,082	7,260	7,444
332	6,128	6,283	6,441	6,604	6,771	6,942	7,117	7,297	7,481
333	6,159	6,314	6,474	6,637	6,805	6,976	7,153	7,333	7,518
334	6,189	6,346	6,506	6,670	6,839	7,011	7,188	7,370	7,556
335	6,220	6,377	6,538	6,704	6,873	7,046	7,224	7,407	7,594
336	6,251	6,409	6,571	6,737	6,907	7,082	7,260	7,444	7,632
337	6,283	6,441	6,604	6,771	6,942	7,117	7,297	7,481	7,670
338	6,314	6,474	6,637	6,805	6,976	7,153	7,333	7,518	7,706
339	6,346	6,506	6,670	6,839	7,011	7,188	7,370	7,556	7,747
340	6,377	6,538	6,704	6,873	7,046	7,224	7,407	7,594	7,786
341	6,409	6,571	6,737	6,907	7,082	7,260	7,444	7,632	7,824
342	6,441	6,604	6,771	6,942	7,117	7,297	7,481	7,670	7,864
343	6,474	6,637	6,805	6,976	7,153	7,333	7,518	7,706	7,903
344	6,506	6,670	6,839	7,011	7,188	7,370	7,556	7,747	7,942
345	6,538	6,704	6,873	7,046	7,224	7,407	7,594	7,786	7,982
346	6,571	6,737	6,907	7,082	7,260	7,444	7,632	7,824	8,022
347	6,604	6,771	6,942	7,117	7,297	7,481	7,670	7,864	8,062
348	6,637	6,805	6,976	7,153	7,333	7,518	7,706	7,903	8,102
349	6,670	6,839	7,011	7,188	7,370	7,556	7,747	7,942	8,143
350	6,704	6,873	7,046	7,224	7,407	7,594	7,786	7,982	8,184
351	6,737	6,907	7,082	7,260	7,444	7,632	7,824	8,022	8,225
352	6,771	6,942	7,117	7,297	7,481	7,670	7,864	8,062	8,266
353	6,805	6,976	7,153	7,333	7,518	7,706	7,903	8,102	8,307
354	6,839	7,011	7,188	7,370	7,556	7,747	7,942	8,143	8,349
355	6,873	7,046	7,224	7,407	7,594	7,786	7,982	8,184	8,390
356	6,907	7,082	7,260	7,444	7,632	7,824	8,022	8,225	8,432
357	6,942	7,117	7,297	7,481	7,670	7,864	8,062	8,266	8,474
358	6,976	7,153	7,333	7,518	7,706	7,903	8,102	8,307	8,517
359	7,011	7,188	7,370	7,556	7,747	7,942	8,143	8,349	8,559
360	7,046	7,224	7,407	7,594	7,786	7,982	8,184	8,390	8,602
361	7,082	7,260	7,444	7,632	7,824	8,022	8,225	8,432	8,645
362	7,117	7,297	7,481	7,670	7,864	8,062	8,266	8,474	8,688
363	7,153	7,333	7,518	7,706	7,903	8,102	8,307	8,517	8,732

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004									
EXHIBIT 'A'									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
364	7,188	7,370	7,558	7,747	7,942	8,143	8,349	8,559	8,778
365	7,224	7,407	7,594	7,788	7,982	8,184	8,390	8,602	8,819
366	7,260	7,444	7,632	7,824	8,022	8,225	8,432	8,645	8,864
367	7,297	7,481	7,670	7,864	8,062	8,266	8,474	8,688	8,908
368	7,333	7,518	7,708	7,903	8,102	8,307	8,517	8,732	8,952
369	7,370	7,555	7,747	7,942	8,143	8,349	8,559	8,776	8,997
370	7,407	7,594	7,788	7,982	8,184	8,390	8,602	8,819	9,042
371	7,444	7,632	7,824	8,022	8,225	8,432	8,645	8,864	9,087
372	7,481	7,670	7,864	8,062	8,266	8,474	8,688	8,908	9,133
373	7,518	7,708	7,903	8,102	8,307	8,517	8,732	8,952	9,178
374	7,555	7,747	7,942	8,143	8,349	8,559	8,776	8,997	9,224
375	7,594	7,788	7,982	8,184	8,390	8,602	8,819	9,042	9,270
376	7,632	7,824	8,022	8,225	8,432	8,645	8,864	9,087	9,317
377	7,670	7,864	8,062	8,266	8,474	8,688	8,908	9,133	9,363
378	7,708	7,903	8,102	8,307	8,517	8,732	8,952	9,178	9,410
379	7,747	7,942	8,143	8,349	8,559	8,776	8,997	9,224	9,457
380	7,788	7,982	8,184	8,390	8,602	8,819	9,042	9,270	9,505
381	7,824	8,022	8,225	8,432	8,645	8,864	9,087	9,317	9,552
382	7,864	8,062	8,266	8,474	8,688	8,908	9,133	9,363	9,600
383	7,903	8,102	8,307	8,517	8,732	8,952	9,178	9,410	9,648
384	7,942	8,143	8,349	8,559	8,776	8,997	9,224	9,457	9,696
385	7,982	8,184	8,390	8,602	8,819	9,042	9,270	9,505	9,745
386	8,022	8,225	8,432	8,645	8,864	9,087	9,317	9,552	9,793
387	8,062	8,266	8,474	8,688	8,908	9,133	9,363	9,600	9,842
388	8,102	8,307	8,517	8,732	8,952	9,178	9,410	9,648	9,891
389	8,143	8,349	8,559	8,776	8,997	9,224	9,457	9,696	9,941
390	8,184	8,390	8,602	8,819	9,042	9,270	9,505	9,745	9,991
391	8,225	8,432	8,645	8,864	9,087	9,317	9,552	9,793	10,041
392	8,266	8,474	8,688	8,908	9,133	9,363	9,600	9,842	10,091
393	8,307	8,517	8,732	8,952	9,178	9,410	9,648	9,891	10,141
394	8,349	8,559	8,776	8,997	9,224	9,457	9,696	9,941	10,192
395	8,390	8,602	8,819	9,042	9,270	9,505	9,745	9,991	10,243
396	8,432	8,645	8,864	9,087	9,317	9,552	9,793	10,041	10,294
397	8,474	8,688	8,908	9,133	9,363	9,600	9,842	10,091	10,345
398	8,517	8,732	8,952	9,178	9,410	9,648	9,891	10,141	10,397
399	8,559	8,776	8,997	9,224	9,457	9,696	9,941	10,192	10,449
400	8,602	8,819	9,042	9,270	9,505	9,745	9,991	10,243	10,502
401	8,645	8,864	9,087	9,317	9,552	9,793	10,041	10,294	10,554
402	8,688	8,908	9,133	9,363	9,600	9,842	10,091	10,345	10,607
403	8,732	8,952	9,178	9,410	9,648	9,891	10,141	10,397	10,660
404	8,776	8,997	9,224	9,457	9,696	9,941	10,192	10,449	10,713
405	8,819	9,042	9,270	9,505	9,745	9,991	10,243	10,502	10,767
406	8,864	9,087	9,317	9,552	9,793	10,041	10,294	10,554	10,821
407	8,908	9,133	9,363	9,600	9,842	10,091	10,345	10,607	10,875
408	8,952	9,178	9,410	9,648	9,891	10,141	10,397	10,660	10,929
409	8,997	9,224	9,457	9,696	9,941	10,192	10,449	10,713	10,984
410	9,042	9,270	9,505	9,745	9,991	10,243	10,502	10,767	11,039
411	9,087	9,317	9,552	9,793	10,041	10,294	10,554	10,821	11,094
412	9,133	9,363	9,600	9,842	10,091	10,345	10,607	10,875	11,149
413	9,178	9,410	9,648	9,891	10,141	10,397	10,660	10,929	11,205
414	9,224	9,457	9,696	9,941	10,192	10,449	10,713	10,984	11,261
415	9,270	9,505	9,745	9,991	10,243	10,502	10,767	11,039	11,317

SALARY PLAN (CONT.)

0.5% City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
416	9,317	9,552	9,793	10,041	10,294	10,554	10,821	11,094	11,374
417	9,363	9,600	9,842	10,091	10,346	10,607	10,875	11,149	11,431
418	9,410	9,648	9,891	10,141	10,397	10,660	10,929	11,205	11,488
419	9,457	9,696	9,941	10,192	10,449	10,713	10,984	11,261	11,545
420	9,505	9,745	9,991	10,243	10,502	10,767	11,039	11,317	11,603
421	9,552	9,793	10,041	10,294	10,554	10,821	11,094	11,374	11,661
422	9,600	9,842	10,091	10,346	10,607	10,875	11,149	11,431	11,719
423	9,648	9,891	10,141	10,397	10,660	10,929	11,205	11,488	11,778
424	9,696	9,941	10,192	10,449	10,713	10,984	11,261	11,545	11,837
425	9,745	9,991	10,243	10,502	10,767	11,039	11,317	11,603	11,896
426	9,793	10,041	10,294	10,554	10,821	11,094	11,374	11,661	11,956
427	9,842	10,091	10,346	10,607	10,875	11,149	11,431	11,719	12,015
428	9,891	10,141	10,397	10,660	10,929	11,205	11,488	11,778	12,075
429	9,941	10,192	10,449	10,713	10,984	11,261	11,545	11,837	12,136
430	9,991	10,243	10,502	10,767	11,039	11,317	11,603	11,896	12,196
431	10,041	10,294	10,554	10,821	11,094	11,374	11,661	11,956	12,257
432	10,091	10,346	10,607	10,875	11,149	11,431	11,719	12,015	12,319
433	10,141	10,397	10,660	10,929	11,205	11,488	11,778	12,075	12,380
434	10,192	10,449	10,713	10,984	11,261	11,545	11,837	12,136	12,442
435	10,243	10,502	10,767	11,039	11,317	11,603	11,896	12,196	12,504
436	10,294	10,554	10,821	11,094	11,374	11,661	11,956	12,257	12,567
437	10,346	10,607	10,875	11,149	11,431	11,719	12,015	12,319	12,630
438	10,397	10,660	10,929	11,205	11,488	11,778	12,075	12,380	12,693
439	10,449	10,713	10,984	11,261	11,545	11,837	12,136	12,442	12,756
440	10,502	10,767	11,039	11,317	11,603	11,896	12,196	12,504	12,820
441	10,554	10,821	11,094	11,374	11,661	11,956	12,257	12,567	12,884
442	10,607	10,875	11,149	11,431	11,719	12,015	12,319	12,630	12,949
443	10,660	10,929	11,205	11,488	11,778	12,075	12,380	12,693	13,013
444	10,713	10,984	11,261	11,545	11,837	12,136	12,442	12,756	13,079
445	10,767	11,039	11,317	11,603	11,896	12,196	12,504	12,820	13,144
446	10,821	11,094	11,374	11,661	11,956	12,257	12,567	12,884	13,210
447	10,875	11,149	11,431	11,719	12,015	12,319	12,630	12,949	13,276
448	10,929	11,205	11,488	11,778	12,075	12,380	12,693	13,013	13,342
449	10,984	11,261	11,545	11,837	12,136	12,442	12,756	13,079	13,409
450	11,039	11,317	11,603	11,896	12,196	12,504	12,820	13,144	13,476
451	11,094	11,374	11,661	11,956	12,257	12,567	12,884	13,210	13,543
452	11,149	11,431	11,719	12,015	12,319	12,630	12,949	13,276	13,611
453	11,205	11,488	11,778	12,075	12,380	12,693	13,013	13,342	13,679
454	11,261	11,545	11,837	12,136	12,442	12,756	13,079	13,409	13,747
455	11,317	11,603	11,896	12,196	12,504	12,820	13,144	13,476	13,816
456	11,374	11,661	11,956	12,257	12,567	12,884	13,210	13,543	13,885
457	11,431	11,719	12,015	12,319	12,630	12,949	13,276	13,611	13,955
458	11,488	11,778	12,075	12,380	12,693	13,013	13,342	13,679	14,024
459	11,545	11,837	12,136	12,442	12,756	13,079	13,409	13,747	14,095
460	11,603	11,896	12,196	12,504	12,820	13,144	13,476	13,816	14,165
461	11,661	11,956	12,257	12,567	12,884	13,210	13,543	13,885	14,236
462	11,719	12,015	12,319	12,630	12,949	13,276	13,611	13,955	14,307
463	11,778	12,075	12,380	12,693	13,013	13,342	13,679	14,024	14,379
464	11,837	12,136	12,442	12,756	13,079	13,409	13,747	14,095	14,450
465	11,896	12,196	12,504	12,820	13,144	13,476	13,816	14,165	14,523
466	11,956	12,257	12,567	12,884	13,210	13,543	13,885	14,236	14,595
467	12,015	12,319	12,630	12,949	13,276	13,611	13,955	14,307	14,668

SALARY PLAN (CONT.)

0.5% City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
468	12,075	12,380	12,693	13,013	13,342	13,679	14,024	14,379	14,742
469	12,136	12,442	12,756	13,079	13,409	13,747	14,095	14,450	14,815
470	12,196	12,504	12,820	13,144	13,476	13,816	14,165	14,523	14,889
471	12,257	12,567	12,884	13,210	13,543	13,885	14,236	14,595	14,964
472	12,319	12,630	12,949	13,276	13,611	13,955	14,307	14,668	15,039
473	12,380	12,693	13,013	13,342	13,679	14,024	14,379	14,742	15,114
474	12,442	12,756	13,079	13,409	13,747	14,095	14,450	14,815	15,189
475	12,504	12,820	13,144	13,476	13,816	14,165	14,523	14,889	15,265
476	12,567	12,884	13,210	13,543	13,885	14,236	14,595	14,964	15,342
477	12,630	12,949	13,276	13,611	13,955	14,307	14,668	15,039	15,418
478	12,693	13,013	13,342	13,679	14,024	14,379	14,742	15,114	15,496
479	12,756	13,079	13,409	13,747	14,095	14,450	14,815	15,189	15,573
480	12,820	13,144	13,476	13,816	14,165	14,523	14,889	15,265	15,651
481	12,884	13,210	13,543	13,885	14,236	14,595	14,964	15,342	15,729
482	12,949	13,276	13,611	13,955	14,307	14,668	15,039	15,418	15,808
483	13,013	13,342	13,679	14,024	14,379	14,742	15,114	15,496	15,887
484	13,079	13,409	13,747	14,095	14,450	14,815	15,189	15,573	15,966
485	13,144	13,476	13,816	14,165	14,523	14,889	15,265	15,651	16,046
486	13,210	13,543	13,885	14,236	14,595	14,964	15,342	15,729	16,126
487	13,276	13,611	13,955	14,307	14,668	15,039	15,418	15,808	16,207
488	13,342	13,679	14,024	14,379	14,742	15,114	15,496	15,887	16,288
489	13,409	13,747	14,095	14,450	14,815	15,189	15,573	15,966	16,369
490	13,476	13,816	14,165	14,523	14,889	15,265	15,651	16,046	16,451
491	13,543	13,885	14,236	14,595	14,964	15,342	15,729	16,126	16,533
492	13,611	13,955	14,307	14,668	15,039	15,418	15,808	16,207	16,616
493	13,679	14,024	14,379	14,742	15,114	15,496	15,887	16,288	16,699
494	13,747	14,095	14,450	14,815	15,189	15,573	15,966	16,369	16,783
495	13,816	14,165	14,523	14,889	15,265	15,651	16,046	16,451	16,867
496	13,885	14,236	14,595	14,964	15,342	15,729	16,126	16,533	16,951
497	13,955	14,307	14,668	15,039	15,418	15,808	16,207	16,616	17,036
498	14,024	14,379	14,742	15,114	15,496	15,887	16,288	16,699	17,121
499	14,095	14,450	14,815	15,189	15,573	15,966	16,369	16,783	17,207
500	14,165	14,523	14,889	15,265	15,651	16,046	16,451	16,867	17,293
501	14,236	14,595	14,964	15,342	15,729	16,126	16,533	16,951	17,379
502	14,307	14,668	15,039	15,418	15,808	16,207	16,616	17,036	17,466
503	14,379	14,742	15,114	15,496	15,887	16,288	16,699	17,121	17,553
504	14,450	14,815	15,189	15,573	15,966	16,369	16,783	17,207	17,641
505	14,523	14,889	15,265	15,651	16,046	16,451	16,867	17,293	17,729
506	14,595	14,964	15,342	15,729	16,126	16,533	16,951	17,379	17,818
507	14,668	15,039	15,418	15,808	16,207	16,616	17,036	17,466	17,907
508	14,742	15,114	15,496	15,887	16,288	16,699	17,121	17,553	17,996
509	14,815	15,189	15,573	15,966	16,369	16,783	17,207	17,641	18,086
510	14,889	15,265	15,651	16,046	16,451	16,867	17,293	17,729	18,177
511	14,964	15,342	15,729	16,126	16,533	16,951	17,379	17,818	18,268
512	15,039	15,418	15,808	16,207	16,616	17,036	17,466	17,907	18,359
513	15,114	15,496	15,887	16,288	16,699	17,121	17,553	17,996	18,451
514	15,189	15,573	15,966	16,369	16,783	17,207	17,641	18,086	18,543
515	15,265	15,651	16,046	16,451	16,867	17,293	17,729	18,177	18,636
516	15,342	15,729	16,126	16,533	16,951	17,379	17,818	18,268	18,729
517	15,418	15,808	16,207	16,616	17,036	17,466	17,907	18,359	18,823
518	15,496	15,887	16,288	16,699	17,121	17,553	17,996	18,451	18,917
519	15,573	15,966	16,369	16,783	17,207	17,641	18,086	18,543	19,011

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
0.5%									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
520	15,651	16,046	16,451	16,867	17,293	17,729	18,177	18,636	19,106
521	15,729	16,126	16,533	16,951	17,379	17,818	18,268	18,729	19,202
522	15,808	16,207	16,616	17,036	17,466	17,907	18,359	18,823	19,298
523	15,887	16,288	16,699	17,121	17,553	17,996	18,451	18,917	19,395
524	15,966	16,369	16,783	17,207	17,641	18,086	18,543	19,011	19,491
525	16,046	16,451	16,867	17,293	17,729	18,177	18,636	19,106	19,589
526	16,126	16,533	16,951	17,379	17,818	18,268	18,729	19,202	19,687
527	16,207	16,616	17,036	17,466	17,907	18,359	18,823	19,298	19,785
528	16,288	16,699	17,121	17,553	17,996	18,451	18,917	19,395	19,884
529	16,369	16,783	17,207	17,641	18,086	18,543	19,011	19,491	19,984
530	16,451	16,867	17,293	17,729	18,177	18,636	19,106	19,589	20,084
531	16,533	16,951	17,379	17,818	18,268	18,729	19,202	19,687	20,184
532	16,616	17,036	17,466	17,907	18,359	18,823	19,298	19,785	20,285
533	16,699	17,121	17,553	17,996	18,451	18,917	19,395	19,884	20,386
534	16,783	17,207	17,641	18,086	18,543	19,011	19,491	19,984	20,488
535	16,867	17,293	17,729	18,177	18,636	19,106	19,589	20,084	20,591
536	16,951	17,379	17,818	18,268	18,729	19,202	19,687	20,184	20,694
537	17,036	17,466	17,907	18,359	18,823	19,298	19,785	20,285	20,797
538	17,121	17,553	17,996	18,451	18,917	19,395	19,884	20,386	20,901
539	17,207	17,641	18,086	18,543	19,011	19,491	19,984	20,488	21,006
540	17,293	17,729	18,177	18,636	19,106	19,589	20,084	20,591	21,111
541	17,379	17,818	18,268	18,729	19,202	19,687	20,184	20,694	21,216
542	17,466	17,907	18,359	18,823	19,298	19,785	20,285	20,797	21,322
543	17,553	17,996	18,451	18,917	19,395	19,884	20,386	20,901	21,429
544	17,641	18,086	18,543	19,011	19,491	19,984	20,488	21,006	21,536
545	17,729	18,177	18,636	19,106	19,589	20,084	20,591	21,111	21,644
546	17,818	18,268	18,729	19,202	19,687	20,184	20,694	21,216	21,752
547	17,907	18,359	18,823	19,298	19,785	20,285	20,797	21,322	21,861
548	17,996	18,451	18,917	19,395	19,884	20,386	20,901	21,429	21,970
549	18,086	18,543	19,011	19,491	19,984	20,488	21,006	21,536	22,080
550	18,177	18,636	19,106	19,589	20,084	20,591	21,111	21,644	22,190
551	18,268	18,729	19,202	19,687	20,184	20,694	21,216	21,752	22,301
552	18,359	18,823	19,298	19,785	20,285	20,797	21,322	21,861	22,413
553	18,451	18,917	19,395	19,884	20,386	20,901	21,429	21,970	22,525
554	18,543	19,011	19,491	19,984	20,488	21,006	21,536	22,080	22,637
555	18,636	19,106	19,589	20,084	20,591	21,111	21,644	22,190	22,751
556	18,729	19,202	19,687	20,184	20,694	21,216	21,752	22,301	22,864
557	18,823	19,298	19,785	20,285	20,797	21,322	21,861	22,413	22,979
558	18,917	19,395	19,884	20,386	20,901	21,429	21,970	22,525	23,094
559	19,011	19,491	19,984	20,488	21,006	21,536	22,080	22,637	23,209
560	19,106	19,589	20,084	20,591	21,111	21,644	22,190	22,751	23,325
561	19,202	19,687	20,184	20,694	21,216	21,752	22,301	22,864	23,442
562	19,298	19,785	20,285	20,797	21,322	21,861	22,413	22,979	23,559
563	19,395	19,884	20,386	20,901	21,429	21,970	22,525	23,094	23,677
564	19,491	19,984	20,488	21,006	21,536	22,080	22,637	23,209	23,795
565	19,589	20,084	20,591	21,111	21,644	22,190	22,751	23,325	23,914
566	19,687	20,184	20,694	21,216	21,752	22,301	22,864	23,442	24,034
567	19,785	20,285	20,797	21,322	21,861	22,413	22,979	23,559	24,154
568	19,884	20,386	20,901	21,429	21,970	22,525	23,094	23,677	24,275
569	19,984	20,488	21,006	21,536	22,080	22,637	23,209	23,795	24,396
570	20,084	20,591	21,111	21,644	22,190	22,751	23,325	23,914	24,518
571	20,184	20,694	21,216	21,752	22,301	22,864	23,442	24,034	24,641

SALARY PLAN (CONT.)

City of Rancho Cordova Salary Range Table Monthly									
EXHIBIT 'A'									
Approved by the City Manager: April 20, 2004									
0.5%	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
Range									
572	20,285	20,797	21,322	21,861	22,413	22,979	23,559	24,154	24,764
573	20,386	20,901	21,429	21,970	22,525	23,094	23,677	24,275	24,888
574	20,488	21,006	21,536	22,080	22,637	23,209	23,795	24,396	25,012
575	20,591	21,111	21,644	22,190	22,751	23,325	23,914	24,518	25,137
576	20,694	21,216	21,752	22,301	22,864	23,442	24,034	24,641	25,263
577	20,797	21,322	21,861	22,413	22,979	23,559	24,154	24,764	25,389
578	20,901	21,429	21,970	22,525	23,094	23,677	24,275	24,888	25,516
579	21,006	21,536	22,080	22,637	23,209	23,795	24,396	25,012	25,644
580	21,111	21,644	22,190	22,751	23,325	23,914	24,518	25,137	25,772
581	21,216	21,752	22,301	22,864	23,442	24,034	24,641	25,263	25,901
582	21,322	21,861	22,413	22,979	23,559	24,154	24,764	25,389	26,030
583	21,429	21,970	22,525	23,094	23,677	24,275	24,888	25,516	26,160
584	21,536	22,080	22,637	23,209	23,795	24,396	25,012	25,644	26,291
585	21,644	22,190	22,751	23,325	23,914	24,518	25,137	25,772	26,423
586	21,752	22,301	22,864	23,442	24,034	24,641	25,263	25,901	26,555
587	21,861	22,413	22,979	23,559	24,154	24,764	25,389	26,030	26,687
588	21,970	22,525	23,094	23,677	24,275	24,888	25,516	26,160	26,821
589	22,080	22,637	23,209	23,795	24,396	25,012	25,644	26,291	26,955
590	22,190	22,751	23,325	23,914	24,518	25,137	25,772	26,423	27,090
591	22,301	22,864	23,442	24,034	24,641	25,263	25,901	26,555	27,225
592	22,413	22,979	23,559	24,154	24,764	25,389	26,030	26,687	27,361
593	22,525	23,094	23,677	24,275	24,888	25,516	26,160	26,821	27,498
594	22,637	23,209	23,795	24,396	25,012	25,644	26,291	26,955	27,636
595	22,751	23,325	23,914	24,518	25,137	25,772	26,423	27,090	27,774
596	22,864	23,442	24,034	24,641	25,263	25,901	26,555	27,225	27,913
597	22,979	23,559	24,154	24,764	25,389	26,030	26,687	27,361	28,052
598	23,094	23,677	24,275	24,888	25,516	26,160	26,821	27,498	28,192
599	23,209	23,795	24,396	25,012	25,644	26,291	26,955	27,636	28,333
600	23,325	23,914	24,518	25,137	25,772	26,423	27,090	27,774	28,475
601	23,442	24,034	24,641	25,263	25,901	26,555	27,225	27,913	28,617
602	23,559	24,154	24,764	25,389	26,030	26,687	27,361	28,052	28,761
603	23,677	24,275	24,888	25,516	26,160	26,821	27,498	28,192	28,904
604	23,795	24,396	25,012	25,644	26,291	26,955	27,636	28,333	29,049
605	23,914	24,518	25,137	25,772	26,423	27,090	27,774	28,475	29,194
606	24,034	24,641	25,263	25,901	26,555	27,225	27,913	28,617	29,340
607	24,154	24,764	25,389	26,030	26,687	27,361	28,052	28,761	29,487
608	24,275	24,888	25,516	26,160	26,821	27,498	28,192	28,904	-
609	24,396	25,012	25,644	26,291	26,955	27,636	28,333	29,049	-
610	24,518	25,137	25,772	26,423	27,090	27,774	28,475	29,194	-
611	24,641	25,263	25,901	26,555	27,225	27,913	28,617	29,340	-
612	24,764	25,389	26,030	26,687	27,361	28,052	28,761	29,487	-
613	24,888	25,516	26,160	26,821	27,498	28,192	28,904	-	-
614	25,012	25,644	26,291	26,955	27,636	28,333	29,049	-	-
615	25,137	25,772	26,423	27,090	27,774	28,475	29,194	-	-
616	25,263	25,901	26,555	27,225	27,913	28,617	29,340	-	-
617	25,389	26,030	26,687	27,361	28,052	28,761	29,487	-	-
618	25,516	26,160	26,821	27,498	28,192	28,904	-	-	-
619	25,644	26,291	26,955	27,636	28,333	29,049	-	-	-
620	25,772	26,423	27,090	27,774	28,475	29,194	-	-	-
621	25,901	26,555	27,225	27,913	28,617	29,340	-	-	-
622	26,030	26,687	27,361	28,052	28,761	29,487	-	-	-
623	26,160	26,821	27,498	28,192	28,904	-	-	-	-

SALARY PLAN (CONT.)

0.5% City of Rancho Cordova Salary Range Table Monthly Approved by the City Manager: April 20, 2004 EXHIBIT 'A'									
Range	Step A	Step A1	Step B	Step B1	Step C	Step C1	Step D	Step D1	Step E
624	26,291	26,955	27,636	28,333	29,049	-	-	-	-
625	26,423	27,090	27,774	28,475	29,194	-	-	-	-
626	26,555	27,225	27,913	28,617	29,340	-	-	-	-
627	26,687	27,361	28,052	28,761	29,487	-	-	-	-
628	26,821	27,498	28,192	28,904	-	-	-	-	-
629	26,955	27,636	28,333	29,049	-	-	-	-	-
630	27,090	27,774	28,475	29,194	-	-	-	-	-
631	27,225	27,913	28,617	29,340	-	-	-	-	-
632	27,361	28,052	28,761	29,487	-	-	-	-	-
633	27,498	28,192	28,904	-	-	-	-	-	-
634	27,636	28,333	29,049	-	-	-	-	-	-
635	27,774	28,475	29,194	-	-	-	-	-	-
636	27,913	28,617	29,340	-	-	-	-	-	-
637	28,052	28,761	29,487	-	-	-	-	-	-
638	28,192	28,904	-	-	-	-	-	-	-
639	28,333	29,049	-	-	-	-	-	-	-
640	28,475	29,194	-	-	-	-	-	-	-
641	28,617	29,340	-	-	-	-	-	-	-
642	28,761	29,487	-	-	-	-	-	-	-
643	28,904	-	-	-	-	-	-	-	-
644	29,049	-	-	-	-	-	-	-	-
645	29,194	-	-	-	-	-	-	-	-
646	29,340	-	-	-	-	-	-	-	-
647	29,487	-	-	-	-	-	-	-	-

FREQUENTLY ASKED QUESTIONS

The City of Rancho Cordova designed the Annual Budget to offer citizens an understandable and meaningful budget document. This guide, along with the Glossary of Terms, will provide assistance to those unfamiliar with Rancho Cordova's budgeting and financial processes.

WHAT IS A "FISCAL YEAR (FY)" AND WHEN DOES IT BEGIN AND END?

The City of Rancho Cordova follows a Fiscal Year (FY) that starts on July 1 and ends on June 30. A Fiscal Year is the period designated by the City for the beginning and ending of financial transactions or a budget cycle. For example, the "2013 Annual Budget" or "Fiscal Year 2012–2013" refers to the period that begins on July 1, 2012 and concludes on June 30, 2013.

WHAT DOES IT MEAN TO "ADOPT THE BUDGET?"

Budget adoption is a formal action taken by the City Council that sets the City's priorities and spending limits for the next year. The budget for each fiscal year is formally adopted by the passage of the "Appropriating Resolution."

WHAT IS AN "APPROPRIATING RESOLUTION?"

The City of Rancho Cordova adopts the annual budget with the "appropriating resolution". The resolution requires a majority of the Council to approve.

WHAT IS MEANT BY "BUDGET APPROPRIATIONS?"

Budget appropriations refer to authorizations made by the City Council that permit the City to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Rancho Cordova. The City cannot collect or spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

WHAT IS DEBT SERVICE?

A family's debt service is the payments they make on loans, such as a mortgage or credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip a mortgage payment or credit card payment, the City must keep up on its debt service, so this will always be part of the City's budget.

WHAT IS AN ENCUMBRANCE?

An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that fund is encumbered until delivery. Once the equipment arrives the invoice is paid and the encumbrance becomes an expenditure.

WHAT IS AN EXPENDITURE?

Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

WHAT IS A FULL-TIME EQUIVALENT POSITION (FTE)?

An FTE refers to one or more employees working a total of 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE.

WHAT IS THE DEFINITION OF A BUDGET FUND?

Rancho Cordova has numerous budget funds to help keep track of and focus resources. These include the General Fund, Gas Tax Fund and Debt Service Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children's college fund, a retirement fund, a vacation fund and household expenses fund. A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Rancho Cordova uses separate funds in order to correctly and legally track revenues and expenditures by program.

WHAT IS A FUND BALANCE?

Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the City budgets (plans to spend) \$3 million on roads next year, but only spends \$2 million, there is a \$1 million increase to the fund balance.

WHERE DOES THE CITY'S REVENUE COME FROM?

Rancho Cordova's revenue comes from a variety of sources, including sales taxes, property taxes, user charges and from other units of governments such as the State of California. A visual depiction of all revenue sources as well as how the money is spent is shown in the Summary Section.

WHAT ARE "STATE SUBVENTIONS"?

The State of California shares a portion of its tax revenues (gas tax and motor vehicle in-lieu taxes) with California cities and towns. This funding is divided amongst the local governments by various formulas, generally population. State subventions enable local governments to continue to provide basic services, such as police and fire protection, without burdening the residents with additional local taxes.

WHAT IS A BUDGET TRANSFER?

A budget transfer moves budget appropriations between programs or funds. Transfers within funds may be done with the City Manager's authority as the City Manager position is appointed by the City Council to act as the City's Chief Executive Officer. Transfer between funds requires City Council approval.

WHAT ARE USER CHARGES?

User charges are fees paid in direct receipt of a public service by the party who benefits from the service.

The above are some of the more frequently asked questions concerning the City of Rancho Cordova's budget. Additional definitions of terms used in the budget document are provided for in the Glossary of Terms and Acronyms. All questions concerning the City of Rancho Cordova's budget should be directed to the Finance Department at 2729 Prospect Park Drive, Rancho Cordova, CA 95670, phone number (916) 851-8700. This report will also be provided on the City's website at: www.cityofranhocordova.org under the Finance Department's webpage. You can also log onto our website and click on "*Submit a Question, Complaint, Comment or Suggestion*" to submit your question/request.

GLOSSARY OF TERMS

ADOPTED BUDGET	The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the Appropriation Resolution.
ACCRUAL/ACCRUAL BASIS OF ACCOUNTING	A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.
ANNUAL FINANCIAL REPORT	A financial report applicable to a single fiscal year.
APPROPRIATION	An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of resources. Appropriations are usually made to fixed amounts and are typically granted for a one-year period.
ASSESSED VALUATION	A valuation set upon real estate or other property by a government as a basis for a tax levy.
AUDIT	A view of the City accounts by an independent auditing firm to substantiate year-end fund, salaries, reserves and cash on hand.
BEGINNING/ENDING FUND BALANCE	Appropriated resources available in a fund from the prior/current year after payment of the prior/current year's expenses. This is not necessarily cash on hand.
BOND	A City may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specified rate.
BUDGET	A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them.
BUDGETARY BASIS	The method of accounting applied to the budgetary accounts and process.
BUDGETARY CONTROL	The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available resources.
BUDGET MESSAGE OR BUDGET TRANSMITTAL LETTER	A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the prepared budget relative to the current year adopted budget.

BUDGETARY BASIS	The form of accounting utilized throughout the budget process.
C.O.P	Community Oriented Policing
DEBT SERVICE	Payment of interest and repayment of principal to holders of the City's debt instruments (bonds).
DEBT SERVICE FUND	Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
DEFICIT	An excess of expenditures or expenses over resources.
DEPARTMENT	An operational and budgetary unit designated by the City Council to define and organize City operations.
DEPRECIATION	The portion of the cost of a fixed-asset charged as an expense prorated over the estimated life of the asset.
ENCUMBRANCE	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
ESTIMATED REVENUES	The budgeted, projected revenues expected to be realized during the budget (fiscal) year to finance all or part of the planned expenditures.
EXPENDITURE	The actual payment for goods and services.
EXPENSES	The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operation. The term applies to the City's Enterprise and Internal Service Funds.
FISCAL YEAR (FY)	A 12-month period of time to which the budget applies. For the City of Rancho Cordova it is July 1 through June 30.
FIXED ASSET	A long-lived tangible asset obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to other assets and infrastructure (i.e., streets, highways, bridges, etc.).
FULL TIME EQUIVALENT (FTE) POSITION	The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year (2,080 hours).
FUND	An accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain

	certain objectives in accordance with special regulations, restrictions or limitations.
FUND BALANCE	The difference between the assets (revenues and other resources) and liabilities (expenditures incurred or committed to) for a particular fund. It also represents the accumulated net resources of a fund available for reservation, designation or for appropriation.
GANN	Refers to the last name of the individual who championed Proposition 13 and secured the passage of the constitutional amendment that led to the property tax rollback in the 1970's.
GASB	Governmental Accounting Standards Board.
GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)	Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).
GENERAL FUND	The primary governmental fund used to account for all financial resources, except those required to be accounted for in another fund.
GENERAL PLAN	A comprehensive, long-range policy guide intended to promote efficient and desirable growth in the community.
GOVERNMENTAL FUNDS	Distinguished by their measurement focus on determining financial position and changes in financial position.
GRANTS	Contributions of gifts or cash or other assets from another government to be used or expended for a specific purpose, activity or facility.
INFRASTRUCTURE	Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.
INTERFUND TRANSFERS	Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.
LINE ITEM	The description of an object of expenditure, i.e. salaries, supplies, professional services and other operational costs.
MAINTENANCE & OPERATION (M&O) COSTS	The day-to-day operating and maintenance costs of a municipality. These costs include personnel, gas, electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance

MODIFIED ACCRUAL	An adaptation of the accrual basis of accounting for governmental funds types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.
NOTES	A paper that acknowledges a debt and promises payment to a specified party of a specific sum, describing a time of maturity that is either definite or will become definite.
OBJECT	An individual expenditure account.
OBJECTIVE	A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.
OPERATING BUDGET	Plans of current expenditures and the proposed means of financing them. The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.
OPERATING DEFICIT	The deficiency of operating revenues under expenditures.
OPERATING EXPENSES	Expenditures for materials, supplies and services which are ordinarily consumed within a fiscal year and which are not included in the program inventories.
OPERATING SURPLUS	The excess of operating revenues over operating expenditures.
ORDINANCE	A formal legislative enactment by the City Council. It is the full force and effect of law within the City boundaries unless preempted by a higher form of law.
PERFORMANCE MEASURES	Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.
PROGRAM	A group of related activities performed by one or more organizational units for the purpose of accomplishing a City responsibility.
PROPOSED BUDGET	This refers to the status of an annual budget, which has been submitted to the City Council by the City Manager and is pending public review and City Council adoption. Also referred to as the "Preliminary Budget".

RESERVE	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.
RESOLUTION	A special order of the City Council, which has a lower legal standing than an ordinance.
RESOURCES	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
RETAINED EARNINGS	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
REVENUE	Income received through such sources as taxes, fines, fees, grants or service charges that can be used to finance operations or capital assets.
RISK MANAGEMENT	An organized attempt to protect an organization's assets against accidental loss in the most cost effective manner.
SELF INSURANCE	A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency. It is distinguished from the transfer of risk to a third party (insurance company).
SERVICE EFFORT	A measure of expected output by a budgetary program.
SPECIAL REVENUE FUNDS	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
SUBVENTIONS	Revenues collected by the State (or other level of government), which are allocated to the City on a formula basis. The major subventions received by the City come from the State of California and include motor vehicle in-lieu and gas tax.
TAX ALLOCATION BONDS	A bond issued that has a specific tax revenue source that backs the payment of the debt. In the City, these are not issued for General Fund purposes.
TRANSFER IN/OUT	Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.
TRANSIENT OCCUPANCY TAX (TOT)	This revenue source originates in a tax placed on lodging facilities for the occupancy of a room. Rancho Cordova has a 12% tax for such occupancies.
TRUST FUNDS	Funds held by the City that are subject to the terms of the trust that created the source of funding.

USER CHARGES	The payment of a fee in direct receipt of a public service by the party who benefits from the service.
WORKLOAD INDICATORS	Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

ACRONYMS

Throughout the budget, acronyms are used that are familiar to those in government but are quite unfamiliar to those who do not work in that setting. Efforts were made to list as many of those that were used in the budget document and follow:

ADA	Americans with Disabilities Act
ARRA	American Recovery and Reinvestment Act
BIA	Builders Industry Association
BID	Business Improvement District
CACEO	California Association of Code Enforcement
CAFR	Comprehensive Annual Financial Report or Annual Financial Report
CAP	Certified Administrative Professional
CCAC	City Clerk's Association of California
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Plan
COP	Certificate of Participation
CPS	Certified Professional Secretary
CPTED	Crime Prevention Through Environmental Design
CRA	Community Redevelopment Agency
CRM	Customer Relationship Manager
CRPD	Cordova Recreation and Park District
CSA	County Service Area
CSO	Community Services Officer
CSU	Crime Suppression Unit
DOT	Department of Transportation
E.A.T.	Employee Advisory Team
EECBG	Energy Efficiency and Conservation Block Grant Program
ERMS	Electronic Records Management System
FLITe	Future Leaders and Innovators Team
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GPA	General Plan Amendment
HCP	Habitat Conservation Plan
HSIP	Highway Safety Improvement Plan
HUD	Housing and Urban Development
HUTA	Highway Users Tax Account
IAAP	International Association of Administrative Professionals
ICMA	International City Manager's Association

ICSC	International Council of Shopping Centers
IIMC	International Institute of Municipal Clerks
IT	Information Technology
LEED	Leadership in Energy and Environmental Design
LTF	Local Transportation Fund
MOS	Microsoft Office Specialist
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NTS	Neighborhood Traffic Safety
PAL	Police Activities League
POP	Problem Oriented Policing
RCAN	Rancho Cordova Alliance of Neighborhoods
RCNC	Rancho Cordova Neighborhood Center
RCPD	Rancho Cordova Police Department
RCSC	Rancho Cordova Sister Cities
RCTBID	Rancho Cordova Tourism Business Improvement District
REHAB-O	Residential Rehabilitation Loan Program
RHIP	Rental Housing Inspection Program
ROW	Right of Way
RT	Regional Transit
SACOG	Sacramento Area Council of Governments
SACTO	Sacramento Area Commerce and Trade Organization
SAN	Storage Area Network
SARTA	Sacramento Area Regional Technology Alliance
SDCP	Sunrise Douglas Community Plan
SHOPP	State Highway Operational Protection Program
SLMD	Sacramento Landscape Maintenance District
SPA	Special Planning Area
SRSP	Sunridge Specific Plan
SSHCP	South Sacramento Habitat Conservation Plan
SSPCA	Sacramento Society of Prevention and Cruelty to Animals
STA	State Transit Assistance
STIP	State Transportation Improvement Plan
SWAT	Special Weapons and Tactics
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
ULI	Urban Land Institute
UTO	Universal Time Off
UUT	Utility Users Tax
VINS	Volunteers in Neighborhood Services
VITA	Volunteer Income Tax Assistance

VLIHF	Very Low Income Housing Fund
VOZ	Villages of Zinfandel
WRDA	Water Resources Development Act

MEMORANDUM



DATE: June 4, 2012

TO: Honorable Mayor and Council Members

FROM: Joe Chinn, Assistant City Manager
Micah Runner, Economic Development Manager

SUBJECT: EVALUATE NEGOTIATED TERMS AND CONDITIONS TO FINANCIALLY PARTICIPATE IN THE DEVELOPMENT OF A NEW ENTERTAINMENT FACILITY

RECOMMENDATION

Direct staff to pursue one of the following options:

- 1) Return to City Council with an agreement consistent with the proposed terms and conditions.
- 2) City Council to establish terms and conditions more acceptable to the City
- 3) Discontinue current negotiations and pursue other potential entertainment projects.

RESULT OF RECOMMENDED ACTION

Direction on the project terms and conditions for the City of Rancho Cordova to financially participate in the development of a new entertainment facility will allow staff the ability to move forward with a final agreement or pursue other options.

ADVANCES GOALS: 1 and 6.

SUMMARY

The City owns 13.25 acres of property on Kilgore Road between Trade Center and Sun Center Drive. There is a proposal to build a new entertainment facility that includes 8 movie theatres, 24 bowling lanes, laser tag, themed restaurant, and other amenities on the subject property. The developers have requested financial participation from the City to make the project financially feasible.

The proposed financial terms and conditions will, among other things:

- Require the City to contribute the land to the developer team (appraised value of \$4,620,000)
- \$1,000,000 in cash
- \$775,000 fee deferral loan for road and capital improvements to be repaid over 10 years at 3% interest.

The City could receive a maximum return of \$3,975,510 of the original principal investment in the event of a sale of the business and/or through a percentage share of annual profits. The developer team will contribute \$5,925,505 in capital and secure \$15,981,000 in financing. See **Attachment 1** for additional detail on the financial terms.

BACKGROUND

In the beginning of 2011 a developer team, consisting of D&S Development, Diede Construction and American Family Entertainment, proposed to develop a new entertainment facility in the City of Rancho Cordova. The family, adult and leisure concept combines the use of an 8-screen digital cinema complex, 24-lane bowling center, themed restaurant, and other high-energy amusement activities into a cohesive operating format within a 73,000 square foot facility. Not only will this facility meet the community need, but there are plans to include some private bowling lanes, and the ability to use one or more of the screen rooms for group use that will provide opportunities for businesses within our existing business community. The current other amusement activities include laser tag, a ropes course, and video arcades to complete the multi-use facility. See **Attachment 2** for a sample floor plan of the facility.

Entertainment, and specifically bowling, has been a clear desire of the Rancho Cordova community and a noticeable market area gap exists for movie theatres and bowling alleys (**Attachment 3**). With the community desire and noticeable market gap, staff has worked with the developer team over the past year to bring the current proposal forward.

This project was originally presented at the September 27, 2011 City Council workshop as a City investment with a potential market rate return on the investment. The current proposal has only a portion of the original investment being made back over a number of years. This report provides the project background, feasibility, and current proposal so that the City Council can decide the amount of public participation in the project.

The City owns 13.25 acres of property on Kilgore Road between Trade Center and Sun Center Drive; see **Attachment 4**. The property was originally purchased in 2005 along with adjacent parcels of 5.66 acres which includes the 30,400 square feet recently renovated Police Station, and the historic Kilgore Cemetery. These parcels were purchased using certificates of participation (COP) debt issuance. There is currently general fund debt in the amount of \$1,522,250 on the subject property that will need to be moved to the adjacent Police and Neighborhood services building. In order to move forward with this project the City needs to give up all future control of the property to the developer team when development begins on the property.

To have an effective conversation regarding the use of City property for this potential project there was substantial background and feasibility work that needed to be done. This important work has been done over the last year while we have been working with the developer team. A summary of that work includes:

- There is a significant sewer easement that runs through the property so an Alta survey needed to be completed in order to develop the site plan attached in **Attachment 5**.
- Appraisals were completed on the subject property along with the adjacent Police and Neighborhood Services building to verify there is enough value in the adjacent properties to move the existing debt from the vacant land to the adjacent properties.

- An environmental phase one initial survey report and geotechnical feasibility testing were completed in order to determine the ability to develop the parcels.
- A traffic study was done to determine the necessary improvements needed for the project.
- An analysis was made to determine if any of the City owned land was needed for future expansion of the public safety complex.
- A market feasibility report was completed to determine if the project is financially feasible.

The market feasibility report (**Attachment 6**) was one of the most important steps within the process of project evaluation. The report stated that the proposed project offers an “excellent opportunity for development of a family and cinema, bowling, and restaurant facility” and will “add measurably to the perception of Rancho Cordova and the Sacramento regional marketplace overall”. Some of the highlights and important facts out of the report include:

- The independent feasibility report indicates that this project would be a success, but with marginal profits in the initial years
- The study projects growth of 4,783 households over the next five years within a 5 mile radius.
- Expected revenues from the project total \$7,658,000 (Movies \$2.6M, Bowling \$1.2M, Food \$2.6M, and Other \$1.2 M).
- Visibility is critical, the study recommends easily identified exterior theme over the main entrance that conveys the mix of offerings and the use of other signage/billboards along main thoroughfares (specifically US 50).
- Few traditional bowling centers have been built in the last ten years as the economic model for such facilities no longer exists.
- Site management is the key defining factor in a bowling anchored venue’s success along with the operations of the restaurant.

This proposal has significant benefits and risks that have been regularly evaluated along the process. Captured below are some, but not all, the points that have been raised as this project has been discussed throughout the past year.

Benefits

- ✓ Provides an entertainment venue for our residents
- ✓ An entertainment facility (bowling alley) was suggested as part of the General Plan process as a community need
- ✓ A new entertainment center will enhance the city image
- ✓ A new entertainment center of this magnitude will draw people from across the region
- ✓ This is a \$28 million dollar project and will include \$22 million in private investment
- ✓ Could be a catalyst project that drives new private investment on adjacent properties
- ✓ The independent feasibility report indicates that this project would be a success, but with marginal profits in the initial years
- ✓ The site is the geographic center of the City and could be a bridge between north and south communities of Rancho Cordova
- ✓ A project of this type will improve the community confidence of our residents

Concerns

- ✓ Requires conveyance of ownership of 13.25 acres of property in the geographic center of the city to the development team
- ✓ Prevents the City from using this site for other uses such as a permanent children's museum, community center, senior center, public safety expansion and other private uses
- ✓ It seems to be a less than ideal location that is not visible from a major arterial
- ✓ City general fund resources are rarely used to subsidize private development – typically only used when paid out of project generated sales or hotel taxes
- ✓ The investment of \$6 million of general fund money is a substantial amount of funds that could be used for other projects
- ✓ This investment may cause the City to have it's first loss in the General Fund
- ✓ The project could cost the City \$6 million in a failed private project as there is a substantial risk of failure in any private investment
- ✓ A formal public solicitation offering incentives to build an entertainment center may have resulted in a better deal

The negotiation began on this project with the idea that this could be a private/public development where the City could gain a market rate return on the capital investment the City was making on the project. With the completion of the market study and through the months of negotiations it has become clear that in order to make the financing of the project work and to provide enough potential return for the developer team there would have to be a substantial financial contribution by the City. The current negotiated terms of participation include the following items.

The City of Rancho Cordova will:

- Convey the land as equity in project (\$4,620,000)
- Contribute \$1,000,000 in capital
- The City receives up to \$3,077,490 in three ways:
 - Sale of the property: 70% Developer, 30% City share of cash
 - Refinance - 100% Developer equity, City receives any additional cash over the additional developer equity
 - Receives 10% of net cash flow in month 61 or immediately beginning following a refinance until the cap is reached, whichever event is earlier
- Provide a 10 year fee deferral loan of \$775,000 at 3% interest
- Total investment of \$6,395,000 with maximum return of \$3,975,510
- Not subject to additional cash investments required by financing

The developer team consisting of D&S Development, Diede Construction, and American Family Entertainment will:

- Contribute \$5,925,505 in equity
- Secure financing for \$15,981,000
- Developer will retain 100% of the profits the first 5 years and 90% after until the City receives \$3,077,490
- Retain all profits over \$3,077,490 in the event of a sale
- Be responsible for additional cash investments required by financing
- Construct and operate the facility

ATTACHMENTS

1. Terms and Conditions Sheet
2. Floor Plan
3. Regional Bowling and Theatre Map
4. Subject Property
5. Site Plan
6. Feasibility Study

Proposal Terms and Conditions

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- Total investment of \$6,395,000 with maximum return of \$3,975,510
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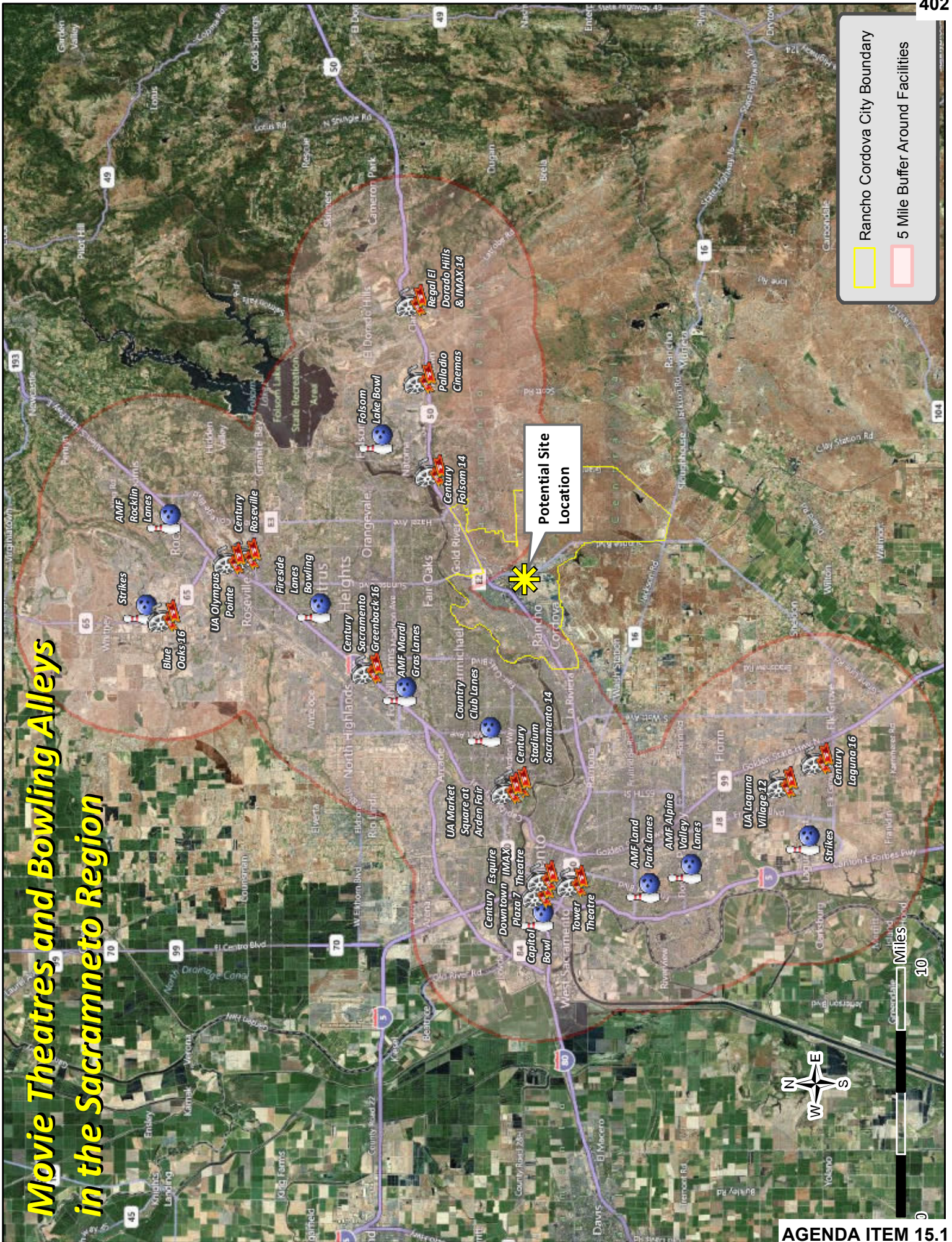


MAIN LEVEL
FLOOR PLAN (78,566 s.f.)

0 8 16 32 FEET
SCALE: 1/16" = 1'-0"



Movie Theatres and Bowling Alleys in the Sacramento Region



AMERICAN FAMILY
ENTERTAINMENT CENTER
RANCHO CORDOVA - CALIFORNIA

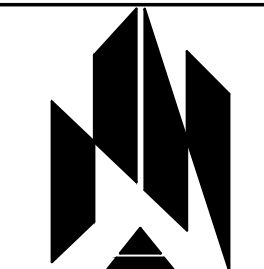
SITE TOTALS	
SITE AREA	13.2 ACRE
TOTAL PARKING	708
RETAIL AREA	- 20,000 SF
THEATER AREA	- 18,800 SF
RESTAURANT	- 3,600 SF



1 SITE PLAN
ASB
0 25 50 100 FEET
SCALE: 1" = 50'-0"



11-10-90



NICHOLS • NAYLOR
ARCHITECTS
1155 EAST WILMINGTON AVENUE SUITE 250
SALT LAKE CITY, UTAH 84106 (801) 487-3330

MARKET FEASIBILITY REPORT

PROJECT:

 City of 
Rancho Cordova

Cinema & Bowling-Anchored
Entertainment Complex

Rancho Cordova, California

EVALUATION DATE:

December 31, 2011

PREPARED BY:

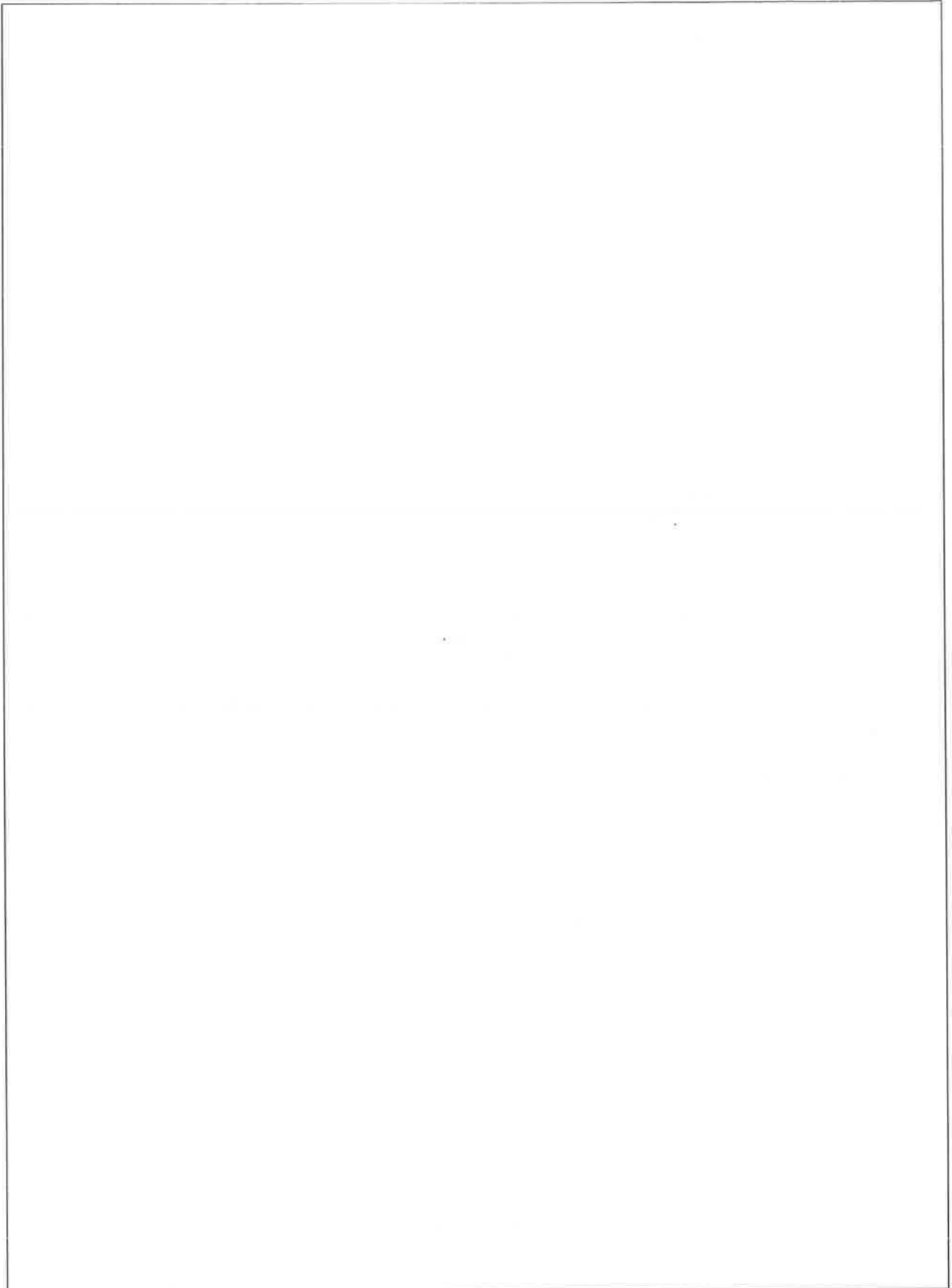
Amusement Entertainment Management, LLC
12 Elkins Road

A E M

East Brunswick, New Jersey 08816

(732) 254-3773





www.aemllc.com

"Soup To Nuts"

Sahara Sam's Oasis Indoor Water Park w/ Retractable Roof

12 Elkins Road
East Brunswick, NJ 08816

May 2008

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December 31, 2011

Mr. Micah Runner
City of Rancho Cordova
2729 Prospect Park Drive
Rancho Cordova, CA 95670

Project Analysis: Cinema-Anchored Entertainment Complex

Dear Mr. Runner:

Amusement Entertainment Management, LLC has been retained to review the feasibility of developing a new multi-zone, luxury entertainment facility within the city of Rancho Cordova, in Sacramento County, California. A site marker has been established at the intersection of Kilgore Road and Trade Center Drive, a defined demographic point that effectively serves as an identifier for both the site as well as the quadrant of the community currently under consideration. Of particular interest for this entertainment model is an undeveloped, commercially-zoned 17-acre parcel currently owned by the City of Rancho Cordova (herein referred to as "Subject site"). The site sits adjacent to the Rancho Cordova Division of Police, and is bordered by a series of commercial office and light manufacturing uses.

Specific emphasis has been placed in the regions abutting the selected development site, including subsections of Sacramento, Placer, El Dorado, Amador, San Joaquin, Contra Costa, Solano, Yolo, and Sutter counties, and to a more limiting degree, towns within reasonable access to State Route 50 and Sunrise Boulevard corridors (herein referred to as the "site"). In evaluating the proposed development, we have utilized census data furnished by *Claritas, Inc.* (updated as of November 8, 2011), the City of Rancho Cordova, Sacramento Regional Transit, Rancho Cordova Division of Public Works, Folsom-Cordova Unified School District, Rancho Cordova Chamber of Commerce, National Association of Theater Owners (NATO), IHS Screen Digest, Motion Picture Association of America, Renntrak Corporation, the National Restaurant Association, Market Facts, Inc., Roper Starch Worldwide, the U.S. Census Bureau, the U.S. Dept. of Labor, American Labor Market Information System, The Department of Housing and Community Development, The International Association of Amusement Parks & Attractions, The Bowling Proprietors Association of America and our current database of leisure entertainment, bowling, and sports facilities housed throughout the country. We have made numerous inquiries to local entities that monitor the flow of business within the region to substantiate the data furnished by the above-referenced organizations. Further, we have researched and telephoned all known competitors in the primary, secondary, and tertiary trade regions (20 miles) to accurately assess factors present within the immediate marketplace.

Confidential < 1 > Document

The focus of the study centered in three main areas, as per your directives:

- ☐ Estimated attendance levels and attraction mix within the proposed entertainment zones.
- ☐ Estimated revenues and expenses associated with the operation of a cinema-anchored entertainment and restaurant facility, which have been based upon recommended attraction mix and size.
- ☐ Estimated entertainment capacity and per capita spending levels with consideration for spending that may occur at similar retail facilities located within the same destination.

Amusement Entertainment Management placed particular emphasis on the proposed project's effective penetration into the surrounding residential nodes within Sacramento, Placer, El Dorado, Amador, San Joaquin, Contra Costa, Solano, Yolo, and Sutter counties, based largely upon travel distances from the proposed site.

It is clear from our investigation that the Rancho Cordova trade corridor offers an excellent opportunity for development of a family and adult-formatted cinema, bowling, and restaurant facility. A combination of substantial population base in the all three targeted consumer sectors, stable household and family incomes, substantial commercial infrastructure surrounding the targeted development quadrant, and a general lack of high-caliber entertainment alternatives in the region creates an excellent foundation for this business model.

The creation of a new cinema and luxury bowling venue is likely to add measurably to the perception of Rancho Cordova and the Sacramento regional marketplace overall. The popularity of this business style has encouraged commercial developers throughout the United States to seek out tenants with similar qualities, as luxury bowling is now seen as a primary incubator in capturing entertainment-focused consumers, which in turn, enhances foot traffic to traditional retailers as well. To that end, an upscale, bowling-anchored entertainment venue will likely prove effective in attracting not only new consumers to this centralized entertainment hub, but consumers outside of the typical retail marketing reach. Finally, the added benefits associated with an ability to custom-develop an entertainment venue to specification, coupled with the developer's ability to control future entertainment tenancy selection at the site, minimizes both development risk and future competitive threats.

Please pay special attention to the section marked "*Special Considerations*". In it, we have discussed the importance of right-sizing a venue to match both the targeted user and the economic model. In addition, we have provided insight into how these businesses operate, including an assessment of self- and management company-aided selections.

Confidential < 2 > Document

The accompanying documents provide a detailed explanation of the market opportunity as well as the components critical to its success.

Respectfully Submitted,


Gerald J. Merola
Chief Financial Officer

Confidential < 3 > Document

OPERATING CONCEPT - Cinema & Bowling

The developers of the proposed entity intend to create a facility geared specifically for families and adults, in which multiple activities exist under one roof for all represented age groups. This format, made popular in recent years by several large-scale national operators throughout the United States, is in reaction to a shift in consumer preferences. Consumers of the present day seek entertainment venues capable of supporting a wide variety of age groups, with interactive attractions ranking highest in consumer research studies.

This family and adult leisure concept combines the use of an 8-screen digital cinema complex, 20-lane bowling center, themed eatery, and high-energy amusement portfolio into a cohesive operating format within a 73,000 square foot one-level structure. Interior designs for projects of this style often reflect the careful placement of age-specific zones, so as to minimize impedance from adjoining activities while still maintaining direct lines of site throughout the facility. By combining a strong portfolio of individual experiences, individual attractions can at times, excel beyond their typical performance benchmarks. Commonly, patrons may visit an entertainment site to experience its bowling offerings but also purchase food, beverages, and specialty merchandise during the same visit. Variety ultimately drives per capita spending for consumers, many of whom will return for additional visits within the same year.

The cinema industry has continued to enjoy revenue growth in recent years, fueled largely by an increase in ticket pricing as well as an increase in the quality and quantity of films issued by studios. Ticket prices have risen, on average, at a rate of 4.5% per year since 2007 as substantiation for investments made by cinema operators in digital audio, digital projection, and enhanced seating elements. The industry itself is also changing, with a greater concentration of large-scale operators that provide five or more screens per facility (79%) and utilize digital imaging equipment (51%). In 2010 - with the advent of digital technology - studios released twenty-five 3D-based films during the year, compared to just eight 3D films two years earlier, also helping to support premium ticket pricing. An in-depth analysis of the industry's performance can be found in the section entitled ***Motion Picture Exhibition Industry Profile***.

In recent years, the bowling industry has made substantial strides to expand its user group, with many new facilities incorporating state-of-the art scoring systems, interior furnishings, and complimentary entertainment options to lure consumers. As the largest participation sport in the United States, bowling attracts in excess of 69 million people each year under three distinct segments: league play, open play, and special event play. Of the 25 to 50 new centers built each year, most are now focusing on marketing to the open and event portions of the business, where price points are less sensitive in the minds of the typical consumer than traditional league users. Plus, the non-league bowler has been receptive to the food/beverage and additional entertainment options found on site, which in turn has boosted per capita spending across the board.

Confidential < 4 > Document

A December 2006 study performed by the *National Sporting Goods Association* revealed that the female and youths sectors of the population represented the fastest growing bowling segments, with nearly 37% of bowling revenues generated from these two groups. The league bowler, however, is still a very important part of the overall business model, as the typical 30 to 36 week league schedule often accounts for 30-50% or more of the revenues achieved at traditionally styled facilities throughout the U.S. While most markets report 4% annual declines in league usage, both the open play and special event sectors have effectively covered the gap. The successes achieved by *The Main Event*, *AMF300*, and *Lucky Strike* national chains, each of which cater to open and event play, have encouraged many existing centers to modify their formats in an effort to offer a more complete family entertainment experience.

SELECTION OF OPERATING SITE

The Consultant performed a site mapping and selection process, noting several physical considerations that typically impact the performance of leisure centers. As a rule, entertainment facilities of this style often do not require, nor support, high-end real estate locations, but rather serve as a destination point for area patrons. For this project, such considerations include:

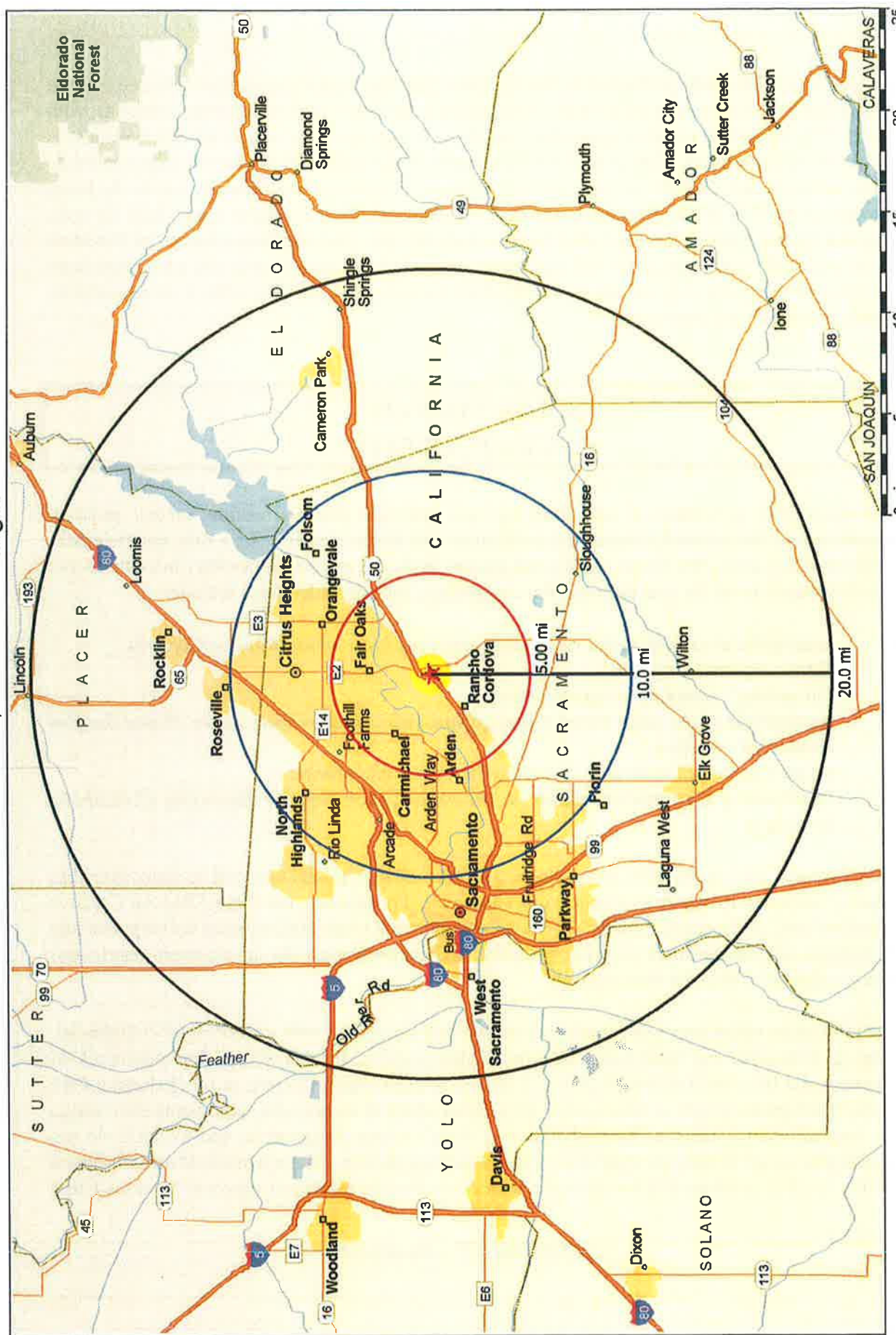
- ▶ *reasonable proximity to the retail and commerce hubs within Rancho Cordova*
- ▶ *future expansion options*
- ▶ *"at market" rental or occupancy costs*
- ▶ *accessibility to the main travel thoroughfares, identified as State Route 50 and Sunrise Boulevard corridors*
- ▶ *an area perceived to be safe and secure by regional residents*
- ▶ *likelihood of City zoning support for the project, including the dispensing of alcoholic beverages*

Entertainment has traditionally proven to be a more challenging land use, and in many cases has required variances by which to obtain project approval. Fortunately, the City of Rancho Cordova identifies itself as "business friendly", and welcomes new and rehabilitation-based development into its commercial enhancement program, provided such projects meet the development restrictions already adopted within the municipality.

The immediate target area was found to be extensively developed with a blending of commercial, lodging, restaurant, and retail uses. Most retail sites acquired for this usage often require a C-H (Commercial Highway District/B2, B3, C2, or C3), SC (Shopping Center), or I-P (Industrial Park District) designation, each of which allow for a varied series of commercial uses. Some sites within the area of interest carry a "Special Planning Area" zoning designation, and as such, do not specifically accept or deny the operation of an amusement facility. The operation of an amusement facility is often considered a conditional use and may require advanced approval from the City's

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Rancho Cordova, California - Target Area



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**Kilgore Road & Trade Center Drive
Rancho Cordova, CA**



zoning authority. Through early stage discussions with the City, it is anticipated that a change in zoning for the property under analysis will be approved and modified as needed to comply with the intended use.

The typical development format utilized within the region by prior developers has been that of the multi-use strip center and mall complex variety, with stores and shops clustered into larger scale centers with common parking areas. Retail density is considered high within the region, with only a limited number of undeveloped parcels still present along the City's main commerce corridors.

Retail concentrations such as these have proven effective in the cross-marketing of alternate businesses, as consumers commonly visit centralized shopping areas that possess multiple tenants and product offerings. While the Subject will likely be perceived as a "destination" business, its planned proximity near Rancho Cordova's corporate business park infrastructure and well-established retail installations along Sunrise Boulevard can help to offset this condition, as the site marker represents one of the area's easily accessible travel points for consumers and corporate users alike. Further, the heightened level of residential and corporate development within the immediate region coupled with corresponding growth of the surrounding regions, suggests that available commercial land parcels suitable for entertainment use will quickly disappear over the next few years.

AVERAGE DAILY TRAFFIC COUNTS (SITE SPECIFIC)

To determine effective patron penetration levels, *AEM* examined the previous, current, and projected levels of population density for residents within the region. As population growth is projected to increase in every band under review, the current road networks will play an important role in maintaining reasonable drive times to the Subject. Currently, State Route 50 and Sunrise Boulevard serve as the core transportation routes by which consumers may reach the targeted development point from within the greater Sacramento metropolitan statistical area. Average consumer drive times from a variety of start points are considered excellent, largely the result of the availability of high-speed road networks, which will permit penetration rates to reach typical levels. The chart below details the average daily volume of vehicular traffic along the immediate core arteries that service the proposed target region:

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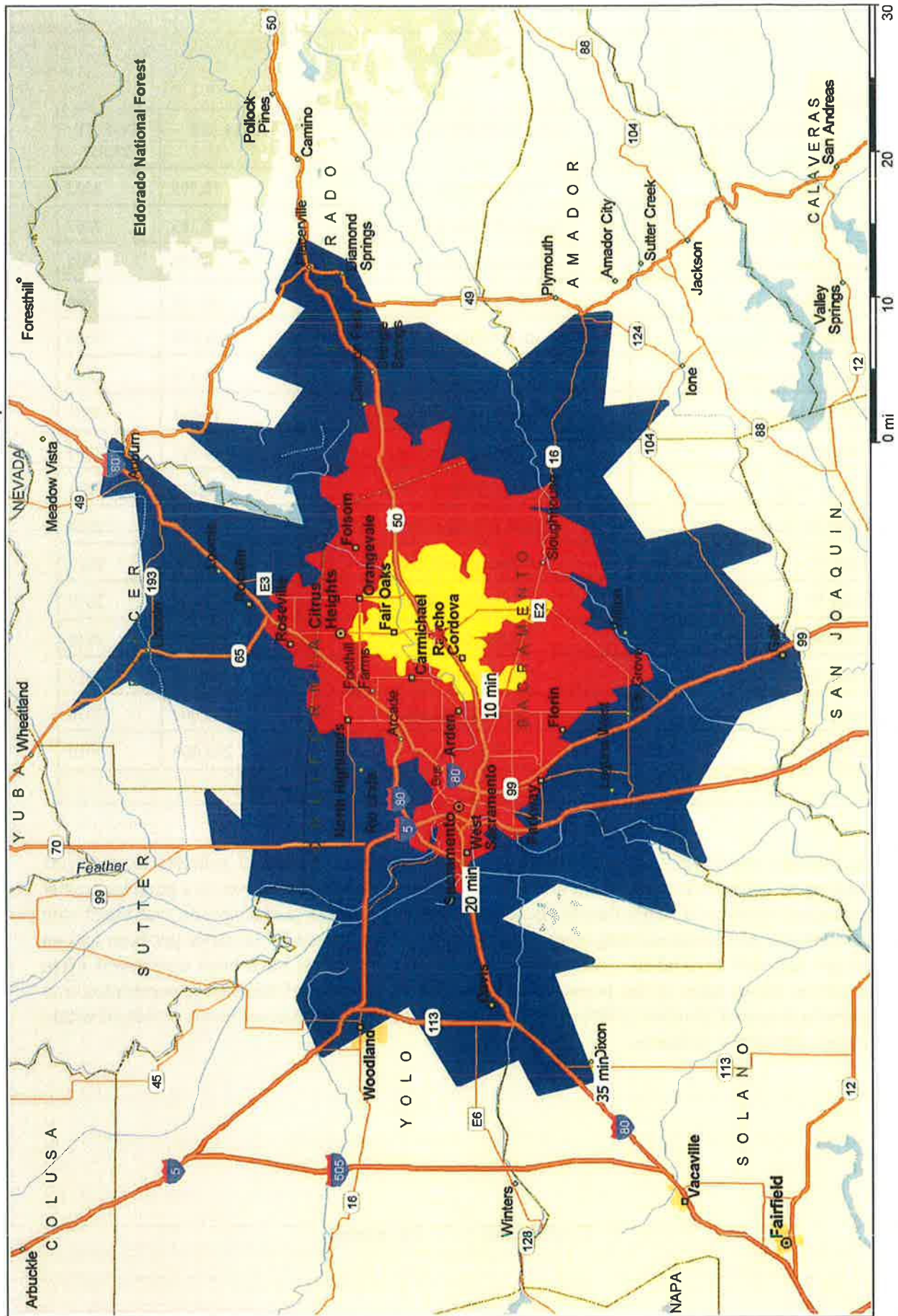
Figure A

ROADWAY	MEASUREMENT POINT	VOLUME	COUNT YEAR
Kilgore Road	South of Folsom Blvd.	10,798	2005
Kilgore Road	South of White Rock Road	8,183	2007
Trade Center Drive	West of Sunrise Blvd.	5,727	2007
Sunrise Blvd.	South of Folsom Blvd.	46,118	2008
Sunrise Blvd.	North of White Rock Road	31,059	2008
White Rock Road	West of Sunrise Blvd.	25,459	2004
White Rock Road	West of Prospect Park Drive	19,871	2008
Folsom Blvd.	West of Sunrise Blvd.	16,980	2004
Folsom Blvd.	West of Zinfandel Drive	26,121	2004
Zinfandel Drive	South of Folsom Blvd.	23,725	2008
Route 50	at Mather Field Road	322,000	2010
Route 50	at Zinfandel Road	294,000	2010
Route 50	at Sunrise Blvd.	260,000	2010
Route 50	at Nimbus Road	232,000	2010
Route 50	at Aero Jet Road	225,000	2010
Route 50	at Folsom Blvd.	202,000	2010

The average consumer commute within the region is approximately 27 minutes for travelers venturing by automobile to and from their places of employment, which serves as a good barometer for gauging consumer distance thresholds. Secondary road network posted speeds, combined with the existence of increasing congestion, results in an average speed of 32 miles per hour and an average distance covered of 13.6 miles. These same thresholds have been considered when examining travel times to the proposed site, and for the purpose of this study, penetration into regions in excess of 20 miles (150% of typical drive distances) away has not been considered within the core attendance estimates.

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Rancho Cordova - Drive Time Map



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2011 DAILY DRIVING DISTANCES REGION SPECIFIC

The following represent typical drive times to the site marker from the geographic center of the origination points noted below, during off-peak hours:

Figure B

ORIGINATION POINT	DISTANCE (Miles)	TIME (Minutes)
Rancho Cordova 95670	1.7	5
Rancho Cordova 95741	2.0	6
Rancho Cordova 95742	2.2	8
Fair Oaks 95628	3.5	10
Sacramento 95827	5.3	13
Citrus Heights 95610	7.3	20
Carmichael 95609	7.5	19
Carmichael 95608	7.6	18
Orangevale 95662	7.7	16
Folsom 95763	8.4	17
Sacramento 95826	8.6	14
Folsom 95630	8.6	18
Citrus Heights 95611	8.7	23
Sacramento 95841	8.9	22
Citrus Heights 95621	9.0	23
Folsom 95671	9.6	21
Sacramento 95830	9.6	21
Brighton	10.1	17
Sloughhouse 95683	10.1	20
Foothill Farms 92610	10.2	25
Sacramento 95842	10.2	26
Polk	10.3	17
Arden	10.4	18

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Sacramento 95829	10.4	27
Sacramento 95825	10.5	18
Sacramento 95821	10.9	26
Antelope	11.1	28
Sacramento 95819	11.5	18
Roseville 95661	11.6	28
North Highlands 95660	11.8	29
Fruitridge Manor	12.1	20
Sacramento 95820	12.2	20
Sacramento 95816	12.5	18
Live Oak 95953	12.6	31
Swanston	12.7	24
Florin	12.8	23
Sacramento 95843	12.8	32
Sacramento 95817	13.0	29
Roseville 95678	13.0	34
Sacramento 95894	13.4	18
Sacramento 95867	13.5	25
Sacramento 95824	13.6	23
Roseville 95746	13.9	26
Parkway	14.0	24
Sacramento 95818	14.3	20
Sacramento 95815	14.4	27
Hagginwood	14.4	29
Folsom 95762	14.5	19
Sacramento 95840	14.7	22
Sacramento 95828	15.1	28
Sacramento 95838	15.1	30
Del Paso Heights	15.3	30
Rocklin 95677	15.3	34

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Wilton 95693	15.6	29
West Sacramento 95691	16.0	21
Sacramento 95814	16.1	21
West Sacramento 95798	16.1	22
Sacramento 94299	16.2	22
Sacramento 95887	16.2	22
Robla	16.3	22
Sacramento 95823	16.5	32
Sacramento 95811	16.8	21
West Sacramento 95605	17.2	24
Sacramento 95822	17.4	24
Cameron Park 95682	17.8	24
Elk Grove 95624	17.8	34
Loomis 95650	17.8	36
North Sacramento	17.9	32
Elk Grove 95759	18.2	35
Rio Linda 95673	18.5	37
Sacramento 95833	18.6	23
Roseville 95747	18.9	47
Rocklin 95765	19.1	38
West Sacramento 95799	19.2	25

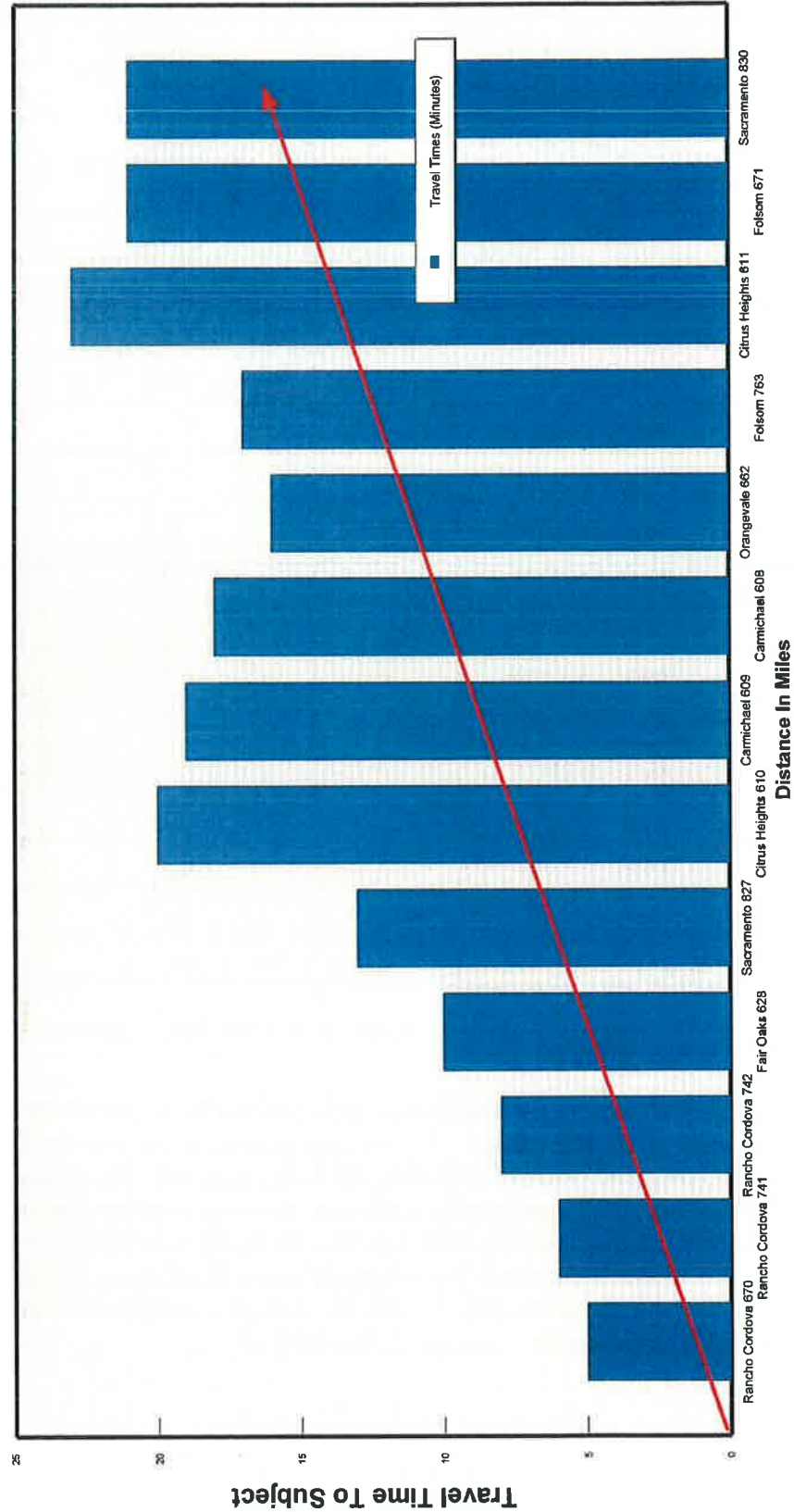
**average distance from regional start points*

As the above chart shows through shadowing, the region has been split into three zones, based upon the travel distance to the site marker. As distances increase away from the Subject, the effective penetration and frequency rates of visitation will likely decrease. The darkest areas represent the most difficult regions, from a geographic standpoint, by which to attract patrons. The chart reveals that the Subject's primary and secondary markets fall comfortably within a twenty minute drive cycle, which is considered superior to typical entertainment installations, as similar venues often rely upon a thirty-five minute drive cycle by which to capture a comparable levels of population. A visual summary of these results is shown in **Chart A1-A2**.

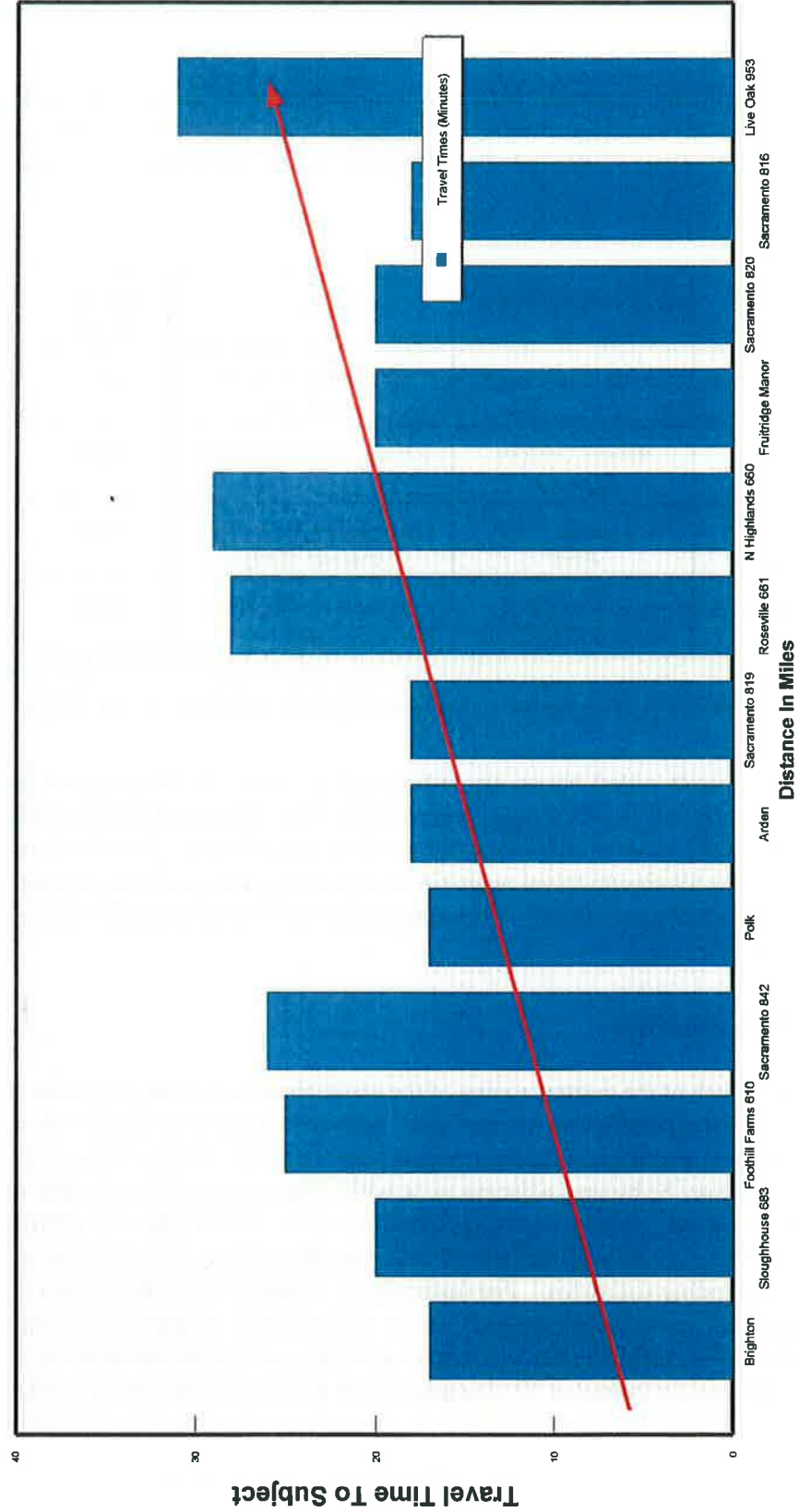
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Analysis of Visitation Patterns: Rancho Cordova

Primary & Secondary Bands Chart A1



Analysis of Visitation Patterns: Rancho Cordova
Primary & Secondary Bands Chart A2



Travel Infringements: Road Construction

AEM has identified major construction projects within the region that are identified as having some level of impact for travelers. While not all projects are fully funded at this time, the City intends to support such programs through County assistance as well as transportation impact fees.

Figure C

ROAD NAME	AFFECTED AREA	OBJECTIVE	START DATE	END DATE	COST (000's)
White Rock Road	Sunrise to City Limits	widen and reconstruct roadway	2010	2014	\$14,262
US - 50	Rancho Cordova Parkway	construct new interchange	2010	2016	\$100,000
Rancho Cordova Parkway	Douglas to White Rock	new roadway to support east end of city	2011	2016	\$19,875
International Drive	Sunrise to Rancho Cordova Pkwy Loop	increase roadway to 6 lanes	2011	2016	\$57,688

While the projects noted above are anticipated to result in diversion of traffic and additional congestion, none will result in long-term road closures. Road closures or partial lane closures, can negatively affect consumer travel perceptions for months beyond the actual construction dates, and greatly limit the maximum travel range (in minutes) that consumers are willing to endure. Much of the roadwork noted above is non-threatening in that traffic patterns will require modification but not pathway interruption.

Site Characteristics

Noting that much of the current zoning of the available commercial properties and land tracts within the area is largely identified as "commercial" with office and retail applications, the data contained herein has been established without adjustment for future retail offerings available at adjoining facilities that may be housed adjacent to or within the proposed commercial campus in the future. The user, however, should determine whether such future planned offerings will increase or decrease the draw to the site marker and anticipate what, if any, impact these offerings will have on per capita spending estimates. For instance, an adjacent tenant that offers entertainment-related offerings similar to the Subject may dilute the average level of spending of patrons frequenting the site, while a retail establishment which sells sporting goods, womens apparel, or consumer hardware may have little or no impact at all. In cases where a selected retail bay is contiguous with additional

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commercial bays, it is strongly recommended that the Developer obtain an exclusivity provision from the parcel's current owner in an effort to restrict further uses similar to the Subject. In the case of the Kilgore Road site, exclusivity appears to have been accepted and acknowledged by the City, thereby permitting the proposed venue to operate without negative market impacts. **With the exception of cinema installations in Folsom and Sacramento, no entertainment providers of similar magnitude are present within the current trading market.**

A detailed breakdown of the structure's square footage utilization is shown in **Table 5**.

POPULATION ANALYSIS

Table One of the attached information identifies concentrations of the population at various band widths, ranging from zero to twenty miles. Population characteristics are strongest in the tertiary band, which possesses a population size that is 30% greater than the size of the primary and secondary bands combined, partially the result of the tertiary band's larger bandwidth. This condition is typical of most major cities such as Sacramento, where population density remains significantly greater near its core. Throughout the primary and secondary regions, population counts are continuing to rise, with band one reporting a healthy 6.5% increase since 2000. Bands two and three grew at differing paces, with band two climbing 5.8% and band three increasing by a notable 37.5% since the beginning of the decade. This population change in all three bands surpasses the region's expansion during the mid to late 1990's, a period in which population in the primary region grew by 3% overall. Five-year forward projections anticipate an increasing growth rate of 7.9% across the target region, with the primary band climbing 6.1% and the secondary and tertiary markets climbing by roughly 6.7% and 10.9%, respectively. High single digit growth in the target zones is a clear indication that residency has yet to plateau within the marketplace; fortunately the regional Sacramento marketplace is not losing population, a common byproduct caused by the economic crisis that occurred throughout much of the United States since 2008.

The change in population in the primary and secondary bands has resulted predominantly from a movement of individuals to within reach of commercial and commerce zones, as opposed to an increase in the average number of persons per household (which has stabilized in each market segment). Essentially, household sizing within the region has followed the gradual slide that has been experienced nationally, yet still remains ahead of the sizing standards typically found throughout the United States.

From 2000-2011, 109,481 new households were created within the twenty-mile trade region, with the most significant percent change occurring in the tertiary band, which saw 37% growth in the eleven year period. The secondary band reported a moderate but notable 4.8% jump in household volume, which is consistent with the migration of population, and most importantly, the change in

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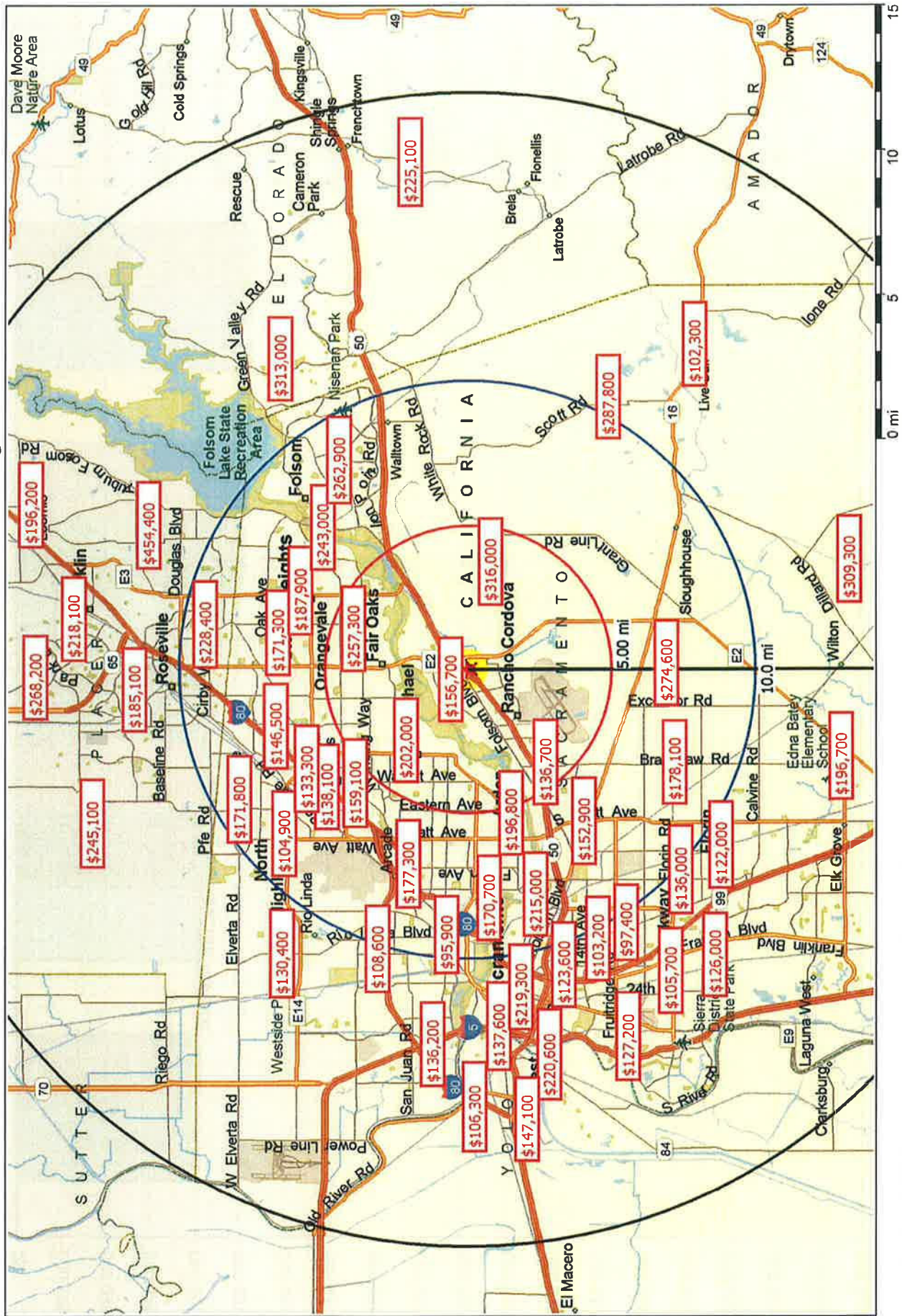
the number of families residing in the targeted region, which grew by about 4.4% during the prior decade. Many of these families are projected to have moved to the area for its high quality of life and attractive climate attributes, yet remain within an easily accessible distance of commercial installations within the Sacramento metropolitan trade district. The infrastructure of commercial development, particularly in the financial services, healthcare and government services sectors has been the main catalyst in attracting qualified labor up to this point. The household volume within the initial 5-mile region is projected to further expand by 6.5% (4,783 new households) over the next five years, in line with the growth pace of the secondary band, which anticipates a similar growth of 7%. Growth and stability of the resident population within the target areas is a general indication that the area's employment infrastructure is supporting the employee base. Trade area projections call for an increase in population of 157,754 persons in the target bands by 2016, equating to an 8.9% expansion rate region-wide, notable for a major metropolitan marketplace.

Tables Two and Three help to identify the distribution of age groups as well as the income characteristics of the regions under examination. All three banded regions project a reasonably consistent age breakdown of population, with the notable exception that the primary and secondary bands contain healthy concentrations of high teen and young adult age groups, particularly when compared to statistics generated for the United States. Also noted is a significant concentration of young adults between the ages of 25 and 34 as well as mid-term adults between the ages of 45 and 54.. The median age of the population throughout the bands (36.4 years) reflects this condition, and is a virtual match to that seen throughout the United States (36.0 years). The 25-34 and 45-54 year age groups are the most represented by current residents, and when combined with typical concentrations of school-age and pre-teen children, form the basis for this project's intended target.

A typical attribute of a population that contains a significant volume of mature, semi-retired residents is often the existence of stronger median family incomes. In the primary band, median household incomes are 14% below the national average throughout the United States, 20% below standard levels in the secondary band, and 5% below standard levels in the third band. Average household income levels vary significantly throughout the bands, ranging from a low of \$69,010 in band two to \$78,797 in band three. Much of the accumulated wealth among the bands can be attributed to equity in real estate, as on average, 60% of the region's inhabitants own the residences in which they reside. (see **Chart B** for median housing value statistics). Band three's notable average family household income level of \$78,797 is likely attributable to a decision by wealthier households to reside in more suburban-based communities, with immediate access to Sacramento. The significant variety of professional employment positions available within the greater Sacramento Metropolitan Statistical Area, coupled with an effective roadway system, has permitted the population to spread comfortably into the more suburban and less dense outlying areas. Typically, an increased level of income in the target bands can potentially result in greater disposable income available per family, which in turn can impact spending patterns throughout each band. It should be noted, however, that specific towns within the secondary and tertiary bands contain individuals of increased income (and wealth) levels to that of the immediate market zone (see *real estate valuation charts B1 & B2*), which can upwardly skew demographic information for each band. The project's reliance on bands one and two is significant, and as such, the Consultant has made a material adjustment to the

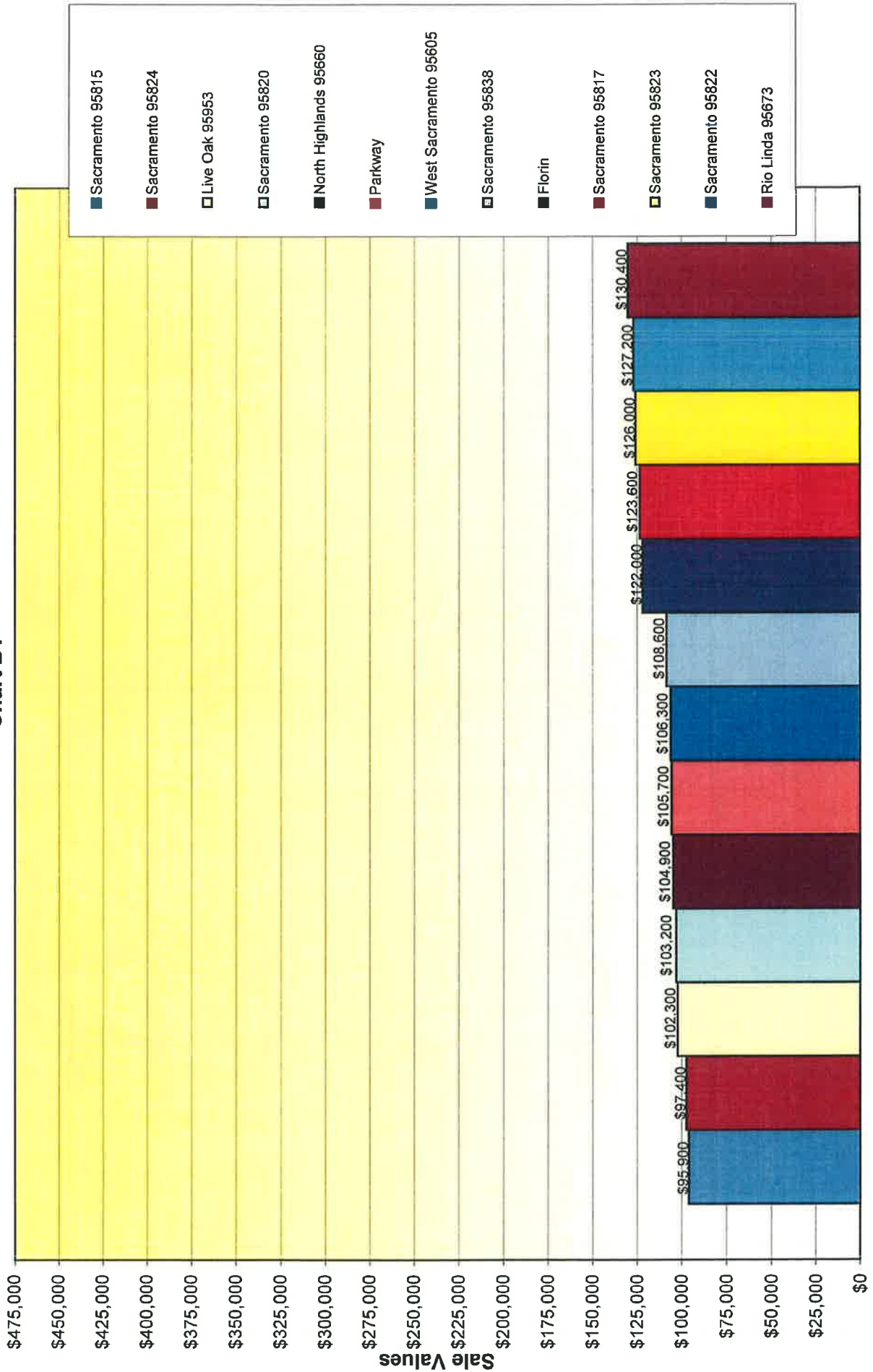
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Rancho Cordova, California - Median Housing Values



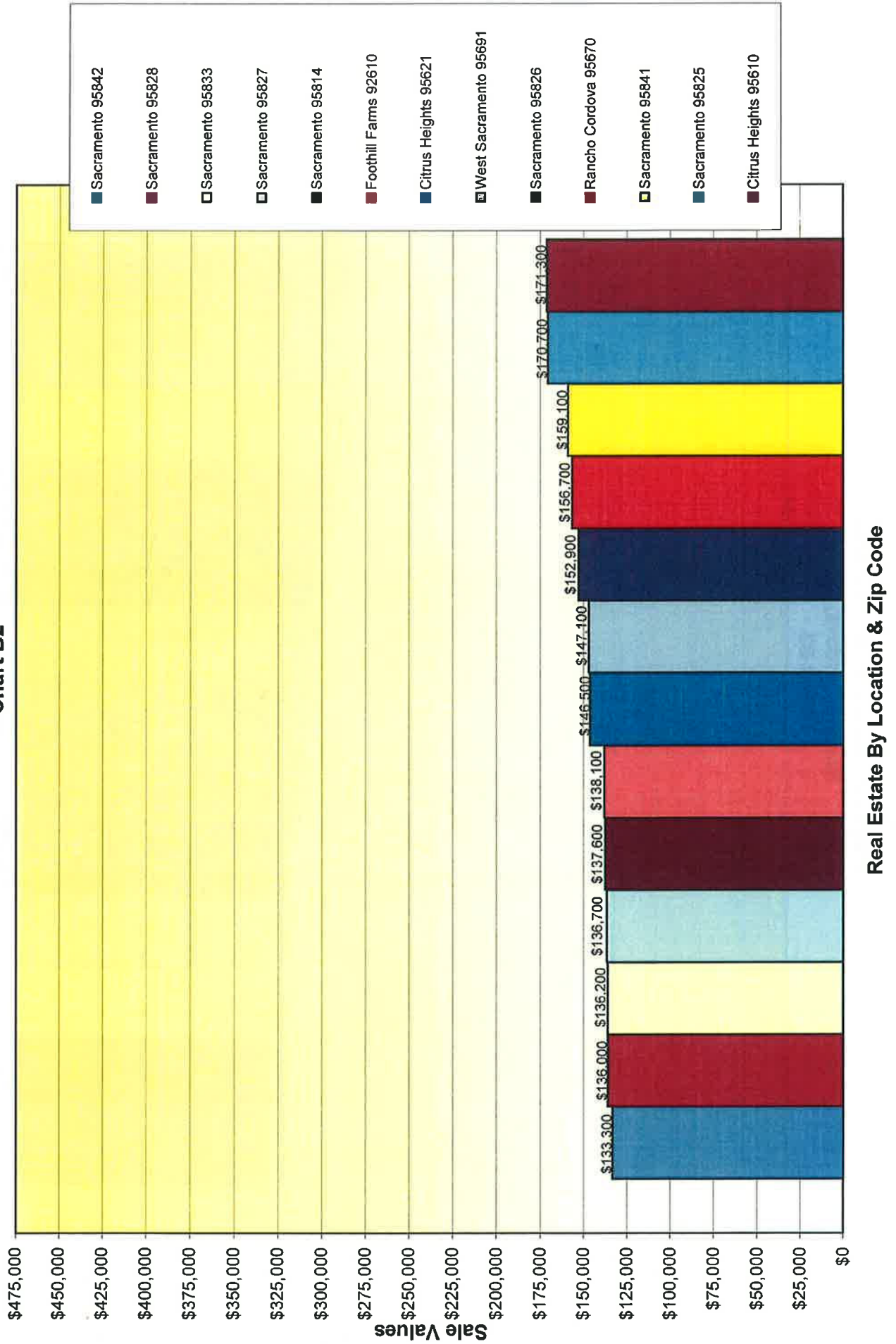
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2011 Real Estate Transactions
 Median Housing Values - Site Specific
 Rancho Cordova, CA
 Chart B1

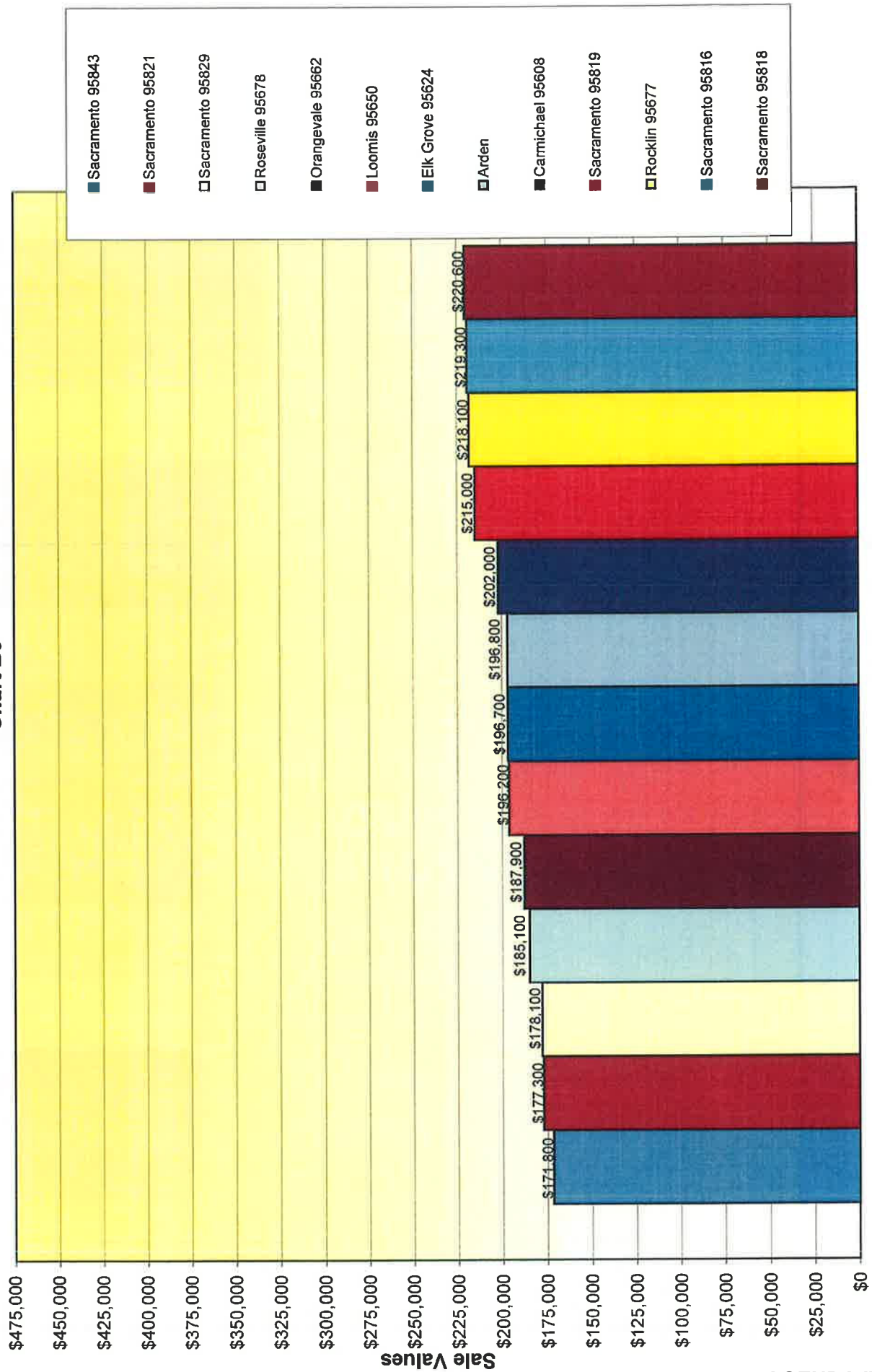


Real Estate By Location & Zip Code

**2011 Real Estate Transactions
Median Housing Values - Site Specific
Rancho Cordova, CA
Chart B2**

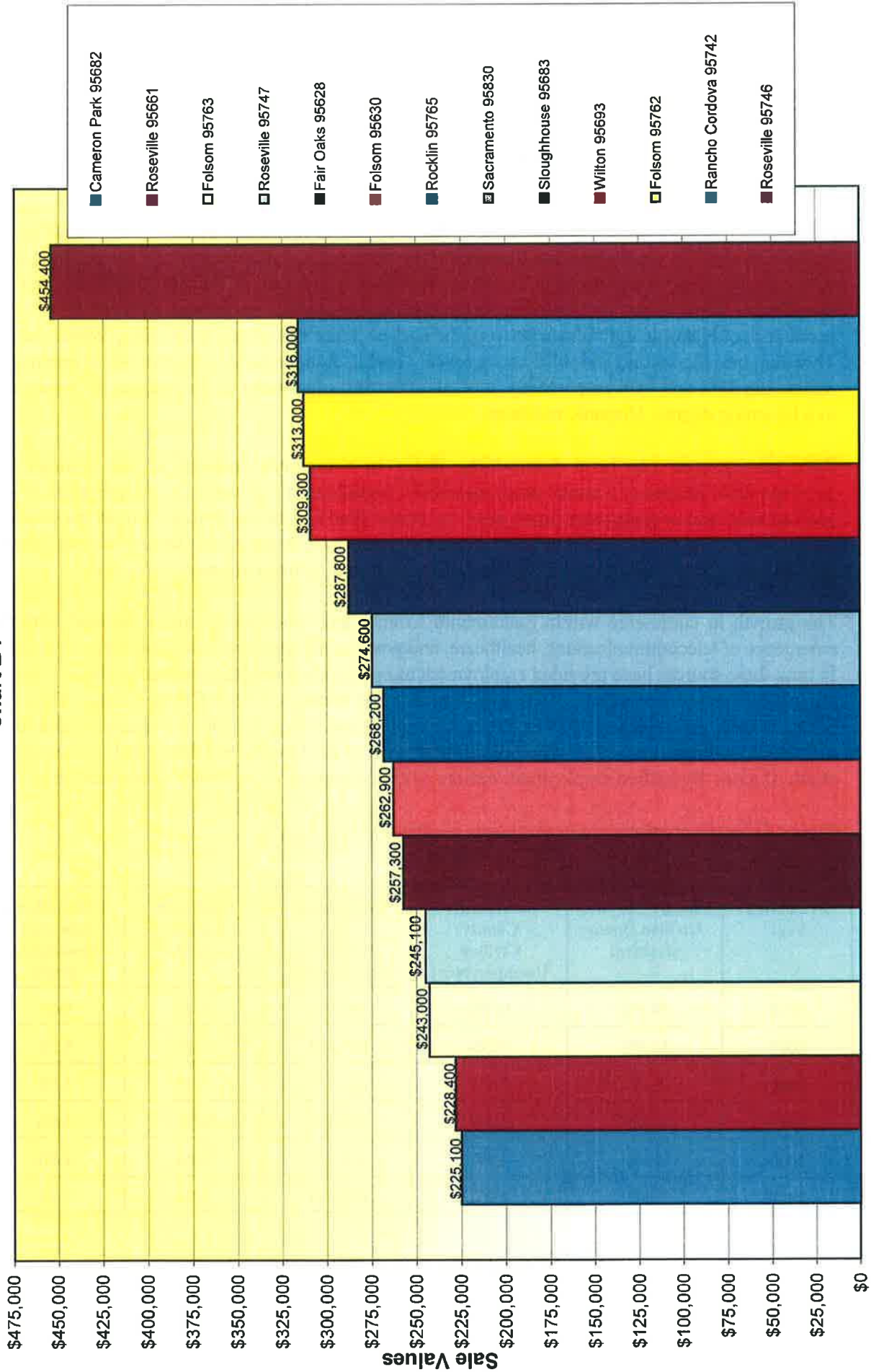


2011 Real Estate Transactions
 Median Housing Values - Site Specific
 Rancho Cordova, CA
 Chart B3



Real Estate By Location & Zip Code

2011 Real Estate Transactions
 Median Housing Values - Site Specific
 Rancho Cordova, CA
 Chart B4



Real Estate By Location & Zip Code

forecasted per capita spending levels from these consumers. Overall, the Consultant's adjustment serves to decrease the expected per patron spending levels at the Subject from what the industry has recorded within national known venues, some of which are positioned in markets possessing superior per capita and household income levels.

Of equal importance is an identification of the diversity of races and ethnic backgrounds of the region's inhabitants when venturing throughout the three main bands. Currently, the configuration within the first band is reported as 73% White, 7% Black, 8% Asian, 5% Hispanic/Mexican, and 7% mixed race. This percentage, however, is not consistent between age groups, as noted by a higher percentage of Hispanic individuals between the ages of 5 and 17 than corresponding White groups. Traveling into the second and third bands reveal varying compositions, with the White population registering 68% and 58% respectively, with an offsetting adjustment in the number of Asian, and to a lessening degree, Hispanic residents.

Race management can be a determining factor in a facility's success, as the cultures and correspondent desires of various races may differ significantly. In essence, the presence of one predominant race or group may prove easier to attract than a blending of races within the confines of one facility. As the regional market maintains a population composed of a variety of races, special attention should be paid to insure that the needs of all such patrons are reasonably met.

The growth in commerce within Sacramento County has continued to move forward with the emergence of telecommunications, healthcare, and government services-based employment sources. In turn, these sources have provided employment to both County residents as well as those living in the adjacent counties of Placer, El Dorado, Amador, San Joaquin, Contra Costa, Solano, Yolo, and Sutter as well. As the chart below indicates, unemployment within the City traditionally exhibits an above-par position versus that experienced by the rest of the County and State, and may exist as a result of more diversified employment options within the area's commercial infrastructure.

Figure D details employment performance in recent years:

Figure D

Evaluation Year	Rancho Cordova Civilian Unemployment	Sacramento County Civilian Unemployment	Sacramento County Civilian Employment	California Unemployment	U.S. National Statistics (unemployment)
2010	14.6%	12.8%	588,623	12.4%	9.6%
2009	12.9%	11.3%	604,409	11.3%	9.3%
2008	8.2%	7.1%	631,351	7.2%	5.8%
2007	6.3%	5.4%	640,452	5.3%	4.6%
2006	5.5%	4.8%	638,609	4.9%	4.6%
2005	5.8%	5.0%	632,488	5.4%	5.1%

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2004	6.5%	5.6%	624,403	6.2%	5.5%
2003	6.8%	5.9%	618,295	6.8%	6.0%
2002	6.5%	5.7%	609,002	6.7%	4.0%
2001	5.0%	4.5%	596,422	5.4%	4.2%
2000	5.0%	4.3%	582,379	4.9%	4.5%

Second, the region possesses strong financial management with respect to its government, as *Standard & Poor's* has issued an "A+" rating for Rancho Cordova's General Obligation securities, making it a formidable player among the counties housed within the State of California.

The size of the region's family population stems largely from the presence of state and regional business interests, which have created a solid infrastructure of employment throughout the area.

Some of the more notable employers are shown below:

Figure E

Rancho Cordova Employers	Industry	Employed Persons
Health Net Federal Services	health	2,000
Vision Service Plan	health	1,750
Aerojet/GenCorp.	manufacturing	1,000
Delta Dental	health insurance	1,000
Verizon	telecommunications	1,000
Franklin Templeton Investments	closed-end investment office	900
Volcano Corp.	health equipment manufacturing	700
Bank of America	commercial bank	600
Catholic Healthcare West	health	600
Sutter Health/Sutter Connect	health	500

As the majority of large employers within the region are based in healthcare and telecommunications, there exists a strong potential to attract corporate party business from these as well as mid-range employers within the region, as most employers have moved away from isolated retreats or stagnant dinner parties in favor of family-oriented morale building events. An

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entertainment facility that possesses multiple, reasonably-priced activities and events offers many of these employers the opportunity to provide wholesome employee and family gatherings for all employee age groups.

REGIONAL PROFILES BY CITY

The following table has been assembled to compare the attributes of a sampling of towns located within the region under review. Not all towns and cities within this region release demographic data, therefore, this particular exercise focuses on a cross-section of population areas. While the proposed project has the capability of attracting patrons from all such areas, social, economic, and travel issues may create barriers for acceptance.

Figure F

Calendar Year Data

Attribute	Rancho Cordova	Fair Oaks	Sacramento	Citrus Heights	Carmichael	Orangevale	Folsom
Population	65,510	27,837	477,263	83,700	49,605	26,450	69,754
Median Age	33.0	42.3	34.2	35.6	40.7	37.4	36.2
% Families	53.2%	47.3%	51.1%	49.9%	49.7%	50.9%	58.4%
Cost of Living	106	135	114	114	122	121	140
Median Household Income	\$47,532	\$81,097	\$49,536	\$54,628	\$61,179	\$70,831	\$97,240
Average Household Size	2.70	2.46	2.63	2.47	2.35	2.65	2.68
College Degree	19.6%	45.1%	26.0%	20.1%	34.7%	25.7%	43.5%
White Collar	63.2%	76.4%	63.1%	61.1%	70.7%	64.2%	73.6%
Total Crime Index	5.0	5.0	7.5	5.0	5.0	5.0	3.5

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Attribute	Sloughhouse	Foothill Farms	Roseville	North Highlands	Florin	Rocklin	U.S. Statistics
Population	6,334	18,364	117,967	44,221	28,079	51,239	306,877,652
Median Age	48.6	32.2	37.5	31.2	31.2	36.1	36.8
% Families	42.2%	54.7%	54.8%	53.9%	54.0%	57.1%	33.3%
Cost of Living	139	107	127	105	105	130	100
Median Household Income	\$101,186	\$46,242	\$72,293	\$40,530	\$40,908	\$81,805	\$51,660
Average Household Size	2.40	2.67	2.59	2.90	3.10	2.61	2.59
College Degree	41.3%	14.3%	38.3%	10.4%	11.5%	38.8%	24.6%
White Collar	76.4%	57.0%	72.7%	53.7%	51.8%	73.0%	60.6%
Total Crime Index	3.0	4.0	4.5	5.0	5.0	4.0	4.0

As the real estate charts indicate, the region's wealth appears to be reasonably distributed, but with notable spikes in the nearby municipalities of Folsom and Sloughhouse. Most regions report strong reliance on automobile transport, although bus service is currently available for residents within the Rancho Cordova and greater Sacramento County area via *Sacramento Regional Transit*.

Given some divergence of income and education among the region's inhabitants, special care must be taken in developing a cohesive operating program capable of meeting the needs of a variety of class groups. Theming, pricing programs, and presentation will all play a factor in establishing a consistent patron base, while at the same time deterring adverse influences (i.e. - individuals of extreme dress or behavior).

Sacramento County possesses many attributes that are deemed favorable by both the business and consumer sectors. A well-traveled highway system, access to regional and international airports, regional light rail transportation infrastructure (*Gold Line*), and 580,000 person labor force (within the Metropolitan Statistical Area) continue to attract corporate entities to the region.

Notable but declining levels of housing growth within Sacramento County and the metropolitan statistical area overall is evident when examining new home construction over the last three years. The chart below details the number of single family dwelling permits issued as well as the equivalent value of each.

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Figure G

Location	2010		2009		2008	
	Units	Average	Units	Average	Units	Average
City of Rancho Cordova	205	\$249,700	305	\$226,700	377	\$179,700
Sacramento County	1,151	\$193,300	966	\$223,900	2,953	\$156,300

As the population has shown consistent growth in recent years, the demand for new housing followed the growth patterns experienced throughout the country, as consumers opted to "move up" to newer, well-equipped homes, which in turn were more expensive to build and buy. While current housing inventory likely exceeds demand, as common in most U.S. markets, future corrections will likely allow for the absorption of units at price points more in line with consumer capability.

PUBLIC SCHOOL ENROLLMENTS

An examination of the City's current school enrollments, particularly those within the public sector, are shown below. The reader should note that the child counts shown as part of these school statistics are also included within the core demographics, and as such, enrollments have not been added to the overall resident population base. Instead, enrollment statistics serve to outline the breadth and importance of the age five-to-seventeen age group as a key target for this entertainment project.

Corresponding school enrollments are shown in the chart below:

*Figure H**Rancho Cordova - Public Schools*

Name	District	Total Enrollment	Grades Offered
Blanche Sprentz Elementary School	Folsom Cordova Unified School District	311	K-5
Carl H. Sundahl Elementary School	Folsom Cordova Unified School District	369	K-5
Cordova Gardens Elementary School	Folsom Cordova Unified School District	294	K-6

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Cordova Meadows Elementary School	Folsom Cordova Unified School District	371	K-5
Cordova Villa Elementary School	Folsom Cordova Unified School District	436	K-5
Empire Oaks Elementary School	Folsom Cordova Unified School District	677	K-5
Folsom Community Charter School	Folsom Cordova Unified School District	106	K-8
Folsom Hills Elementary School	Folsom Cordova Unified School District	545	PK-5
Gold Ridge Elementary School	Folsom Cordova Unified School District	580	K-5
Mather Heights Elementary School	Folsom Cordova Unified School District	378	K-5
Natoma Station Elementary School	Folsom Cordova Unified School District	615	K-6
Navigator Elementary School	Folsom Cordova Unified School District	393	K-5
Oak Chan Elementary School	Folsom Cordova Unified School District	570	K-5
Peter J. Shields Elementary School	Folsom Cordova Unified School District	208	K-5
Rancho Cordova Elementary School	Folsom Cordova Unified School District	377	K-6
Russell Ranch Elementary School	Folsom Cordova Unified School District	482	K-5
Sandra J. Gallardo Elementary School	Folsom Cordova Unified School District	758	K-5
Theodore Judah Elementary School	Folsom Cordova Unified School District	360	K-6
White Rock Elementary School	Folsom Cordova Unified School District	446	K-6
Williamson Elementary School	Folsom Cordova Unified School District	385	K-5
Folsom Middle School	Folsom Cordova Unified School District	1,236	6-8
Mills Middle School	Folsom Cordova Unified School District	809	6-8

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Mitchell Middle School	Folsom Cordova Unified School District	857	6-8
Sutter Middle School	Folsom Cordova Unified School District	1,183	6-8
Cordova High School	Folsom Cordova Unified School District	1,975	9-12
Folsom High School	Folsom Cordova Unified School District	1,841	9-12
Vista del Lago High School	Folsom Cordova Unified School District	1,336	9-12
Folsom Lake High School	Folsom Cordova Unified School District	133	9-12
Kinney High School	Folsom Cordova Unified School District	182	10-12
Mather Youth Academy	Folsom Cordova Unified School District	53	7-12
Walnutwood High School	Folsom Cordova Unified School District	171	2-12

Private school enrollments are shown below:

Figure 1 Rancho Cordova - Private Schools

Name	Town	Total Enrollment	Grades Offered
Carousel School	Rancho Cordova	93	PK-2
Cordova Baptist Pre-School & Kindergarten	Rancho Cordova	NA	PK-K
Cordova Pre-School	Rancho Cordova	NA	PK
Cordova Community Pre-School	Rancho Cordova	NA	PK
Goddard School	Rancho Cordova	NA	PK
Gold River Pre-School	Rancho Cordova	NA	PK
IHS Christian School	Rancho Cordova	131	K-12
Kids World	Rancho Cordova	NA	PK

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Master's Academy	Rancho Cordova	12	K-12
Rancho Cordova Kindercare	Rancho Cordova	NA	PK
St. John Vianney	Rancho Cordova	287	PK-8

In summary, enrollments appear as follows:

Figure J

Public & Private Enrollments		
	Public	18,437
	Private	523++

TOURISM AND CORPORATE VISITATION

Impact of Tourism

Tourism and corporate visitation have been partially regarded as playing a contributing factor in the expansion of Sacramento County's infrastructure, as the region does experience a notable level of overnight visitation by families and business travelers throughout the year. While the bulk of travel is centered near corridor roadways and destination venues such as stadiums and sporting event locales, a growing number of visitors are staying outside of these concentration points, in direct alignment with suburban communities.

In an effort to examine the direct concentration of overnight visitors within or near the Rancho Cordova trade corridor, the following table was created using only those lodging facilities in reasonable access to the site marker. Note that the average room turn was conservatively adjusted upward (from 2 days) to 4 days to offset any losses associated with the narrowing of this analysis.

Current hotel statistics appear below:

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Figure K

Rancho Cordova Area	Number of Rooms	Occupancy Estimate*	Occupant Quantity	Annual Guest Estimate	Distance
Marriott Sacramento Rancho Cordova	264	58%	1.7	23,427	0.6
Hotel Sierra Rancho Cordova	158	58%	1.7	14,020	0.7
Courtyard By Marriott Rancho Cordova Sacramento	145	58%	1.7	12,867	1.2
Red Roof Rancho Cordova	133	58%	1.7	11,802	0.8
Crossland Economy Studios	130	58%	1.7	11,536	0.8
La Quinta Rancho Cordova	130	58%	1.7	11,536	0.4
Hyatt Place Sacramento/Rancho Cordova	127	58%	1.7	11,270	0.9
Holiday Inn Sacramento Rancho Cordova	122	58%	1.7	10,826	0.7
Comfort Inn & Suites	118	58%	1.7	10,471	3.6
Red Lion Inn Sacramento Rancho Cordova	109	58%	1.7	9,673	1.2
Fairfield Inn And Suites By Marriott Rancho Cordova	104	58%	1.7	9,229	0.9
Residence Inn By Marriott Rancho Cordova	90	58%	1.7	7,987	0.8
Travelodge Sacramento Rancho Cordova	89	58%	1.7	7,898	4.3
Hampton Inn Sacramento/Rancho Cordova	86	58%	1.7	7,631	0.9
Cordova Inn	80	58%	1.7	7,099	0.8
Hawthorne Suites By Wyndham Rancho Cordova	61	58%	1.7	5,413	3.6
Mather Inn	NA	58%	1.7	0	2.4
	1,946	58%	1.7	172,685	

The occupancy estimate above reflects a tourism pattern that has been calculated from the following visitation predictions. While the County does not specifically track the month in which each visit occurs to the above destinations, an assembly of information obtained from various sources would indicate that the following estimates are reasonable:

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Figure L

Month	Estimated Occupancy	Month	Estimated Occupancy
June	75%	December	50%
July	85%	January	40%
August	60%	February	45%
September	40%	March	55%
October	50%	April	70%
November	55%	May	75%
Average Occupancy:		58.33% ~ 58%	

Using the Rancho Cordova site marker as the major focal point, an estimated regional visitor market of roughly 173,000 persons spend 2 or more nights in the target region for business, vacation, sightseeing, and general visitation purposes. The overnight visitor group represents yet another important target segment for the Subject facility, as travelers, particularly those with families, actively seek entertainment sources within the direct region in which they stay. With this consideration in mind, a penetration rate of 2.5% is well within the capture rate experienced by entertainment venues within most U.S. markets (low value: 0%; high value 10%), with such estimates incorporated into the overall attendance estimates shown in **Table 4**.

While the *Rancho Tourism Bureau* (newly formed) performs a limited study of spending by visitors to the City in particular, historical experience in alternate markets suggests that more than 50% of visitors to the area will spend dollars in the local economic structure, including food and entertainment. As the scope of the Subject's marketing effort is not yet defined, the conservative penetration rate of 2.5% (stabilized after the initial year) was selected to approximate the likely visitation to the Subject by such consumers. Such visitation by overnight travelers may increase beyond stated levels if the Subject can effectively penetrate and cross-promote alongside the current portfolio of lodging providers.

College and University Segment

Six academic institutions service the target region, with enrollments shown below:

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Figure M

Rancho Cordova Area	Address	Distance From Target	Enrolled Students
American River College	4700 College Oak Drive Sacramento, CA	5.4	33,821
University of California at Davis	One Shields Avenue Davis, CA	26.2	24,737
California State University- Sacramento	6000 J Street Sacramento, CA	8.6	24,388
Sacramento City College	3835 Freeport Blvd. Sacramento, CA	14.9	21,890
Sierra College	5000 Rocklin Road Rocklin, CA	13.5	19,416
Cosumnes River College	8401 Center Parkway Sacramento, CA	13.1	15,946

*distances are approximate

The student user represents an important target for a luxury bowling venue such as the Subject, and with more than 140,000 students enrolled among six area campuses, penetration into the young adult market should prove effective. Nonetheless, for the purpose of this analysis, the student population identified above has not been separately considered in projected attendance estimates, as these same students may also be present within the demographic census counts for the expanded trade region. To avoid a double-count condition, *AEM* has considered such students to be core residents within the immediate market.

MOTION PICTURE EXHIBITION INDUSTRY PROFILE

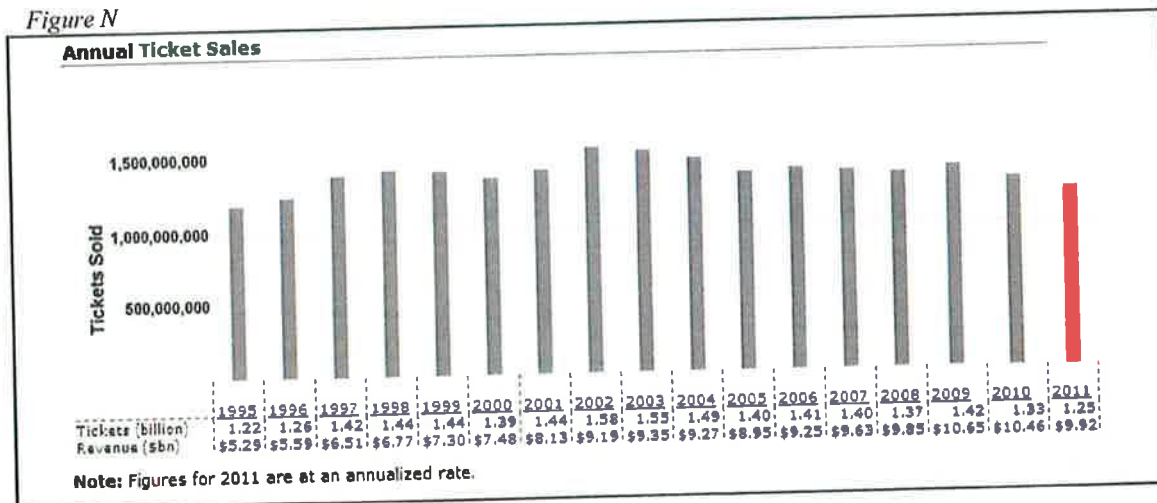
The domestic motion picture exhibition industry has established itself as one of the few industries that has maintained steady growth in revenues year-over-year, despite attendance fluctuations and the introduction of alternate distribution options, including DVD video, game consoles, and internet-related activities. Despite the warnings of critics over the years, the motion picture industry has proven resilient to all such challenges, as the concept of 'going to the movies' has become deeply ingrained in American culture. Since 1965, box office revenues have grown, on average, 5% per year, with domestic attendance growing to roughly 1.4 million consumers. Unlike other industries, motion picture exhibition has also proven to be somewhat recession-proof, as the industry itself has enjoyed growth in four of the past six recessionary periods in U.S. history, including the most recent

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2009 recession (whereby box office revenues grew a whopping 8.4%, to \$10.1 billion, and attendance grew at 4.4%).

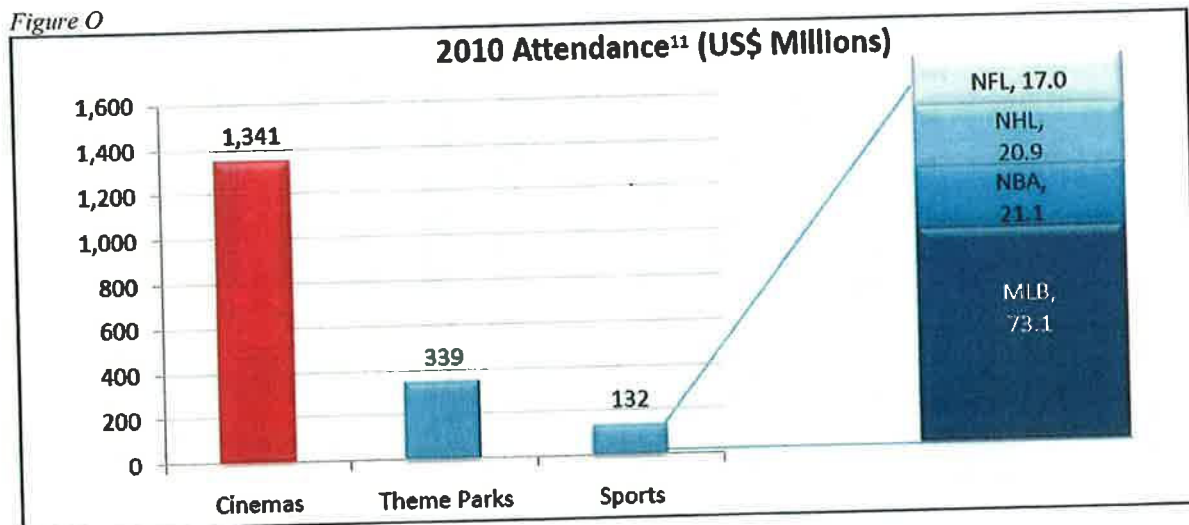
An overview of ticket sales and revenues are shown below:

Figure N



On the whole, the cinema segment outperforms both domestic theme parks and sports stadiums, serving more than 1.3 million guests. Cinema ranks as one of the top three most affordable leisure experiences available to consumers.

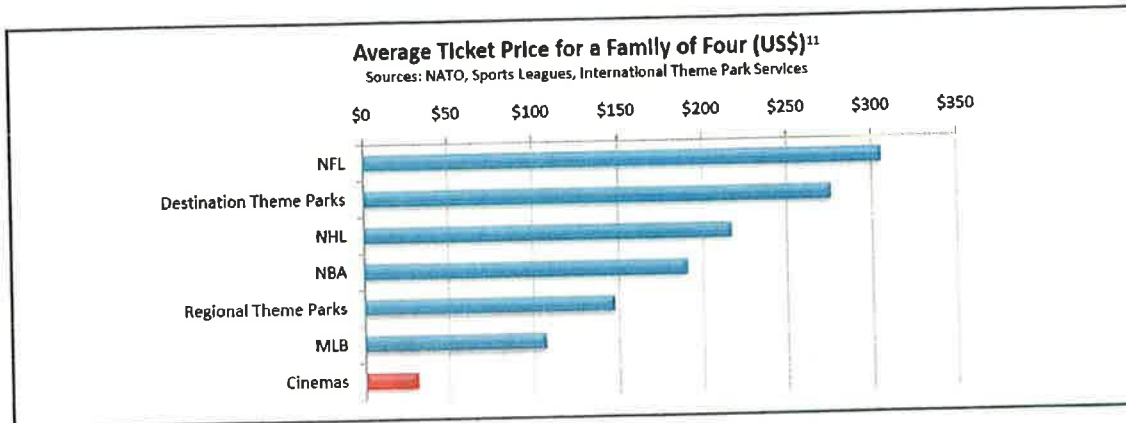
Figure O



A comparative consumer affordability index is shown below:

Figure P

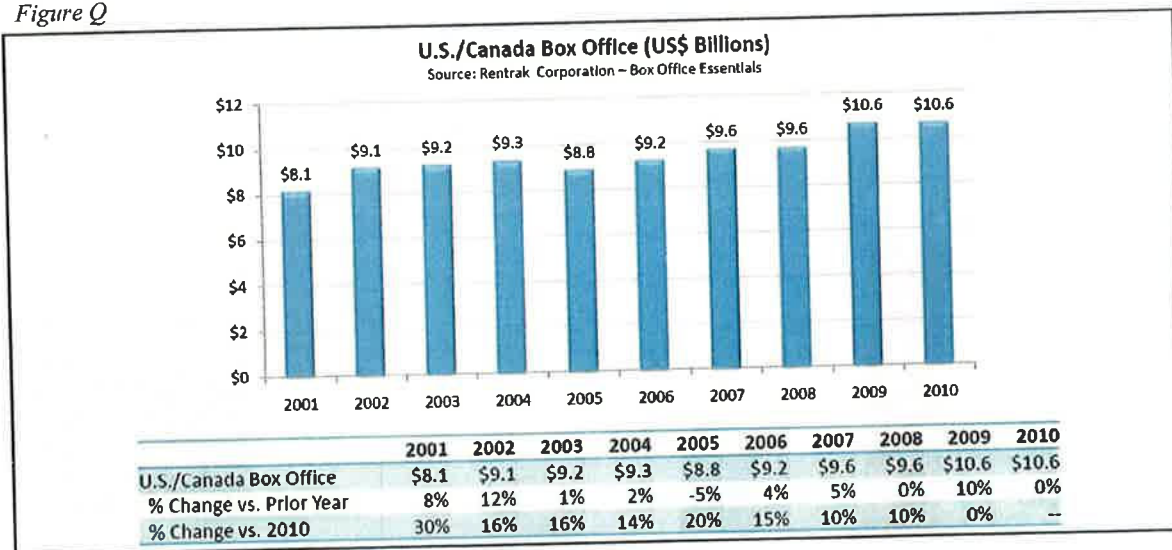
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Recent Developments

Over the past ten years, the domestic motion picture industry has enjoyed general prosperity, with average ticket revenues climbing 22% during the period. After a period of over-building, which generally occurred during the mid and late 1990's, the industry settled into a cohesive operating plan whereby major chains began to concentrate ownership, spending over \$4 billion to upgrade tired theater infrastructures, and in other cases, waiting for non-cancelable leases to expire.

Figure Q



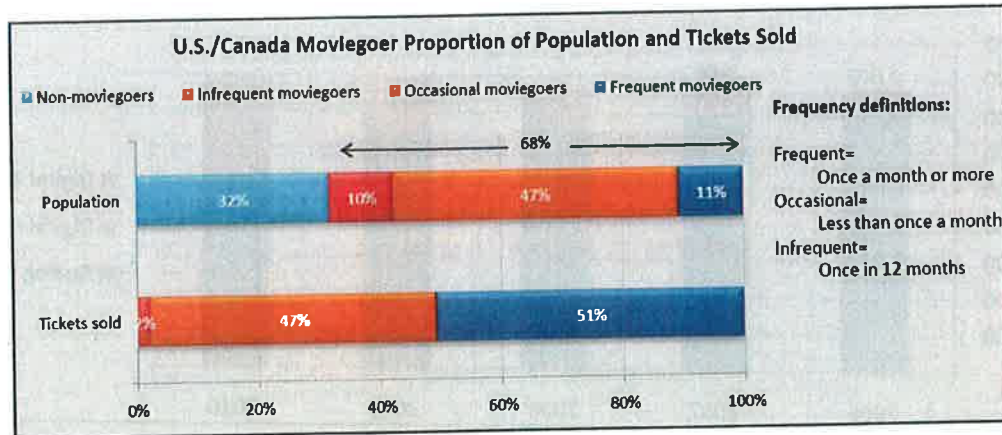
Current Trends

With the advent of credit tightening by central banks, combined with the relative expense associated in constructing and fixturing theaters today, substantial governors are now in place to prevent the

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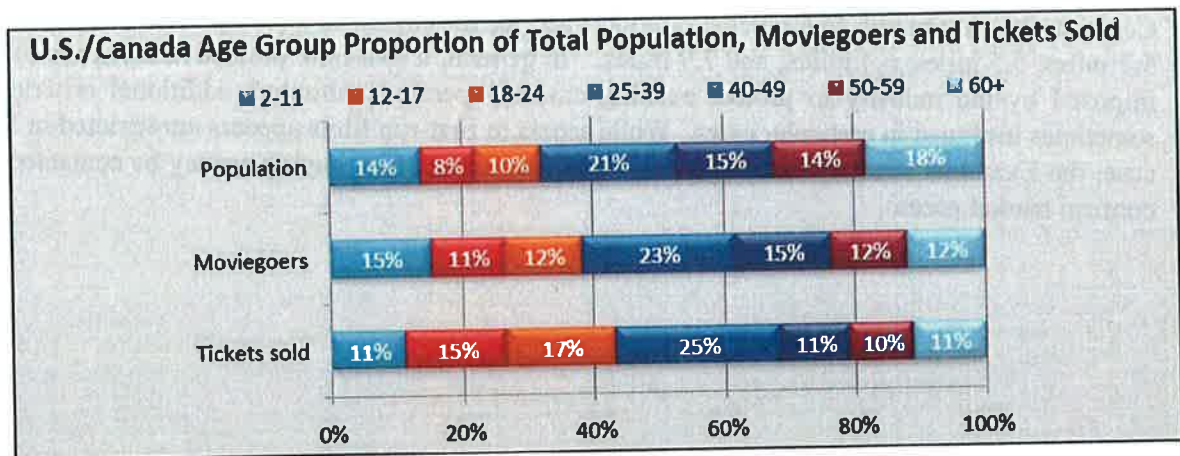
over-building of the segment into the foreseeable future. It's not uncommon today to observe a new theater built within a market as one or more older venues close, often the result of tired infrastructure and lack of necessary technology. Today's theaters include many luxury amenities such as stadium seating, luxury 'box' seating, advance reservations, digital projection, 3D animation, and fast casual food service.

Figure R



Frequent moviegoers are responsible for the majority share of all tickets sold, a trend that is growing with particular interest in the United States, despite their relatively small percentage of total moviegoers.

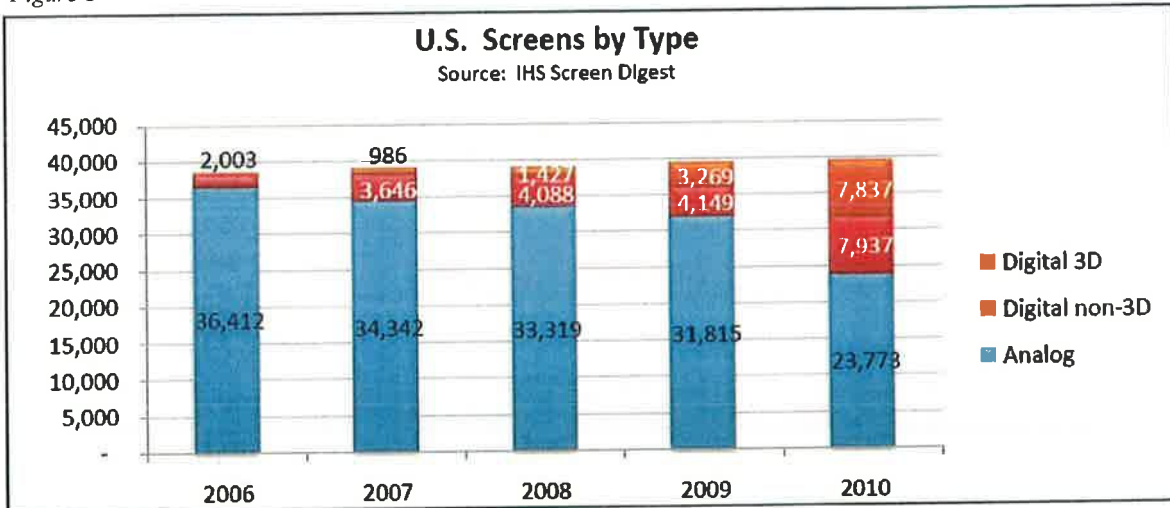
Figure S



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From a technology perspective, theater operators are steadily improving the quality of auditoriums with both digital and 3D technologies in an effort to spur consumer use frequency. Between 2006 and 2010, digital upgrading of auditoriums increased 750% as theater operators positioned their businesses for the advent of new technologies launched through the movie studios.

Figure T



First Run Movie Availability

With respect to the proposed operator's ability to access first-run films, the Examiner conducted a market radius analysis to determine whether a box office limitation would apply to the Rancho Cordova site. At present, four cinema providers service the expanded marketplace, each placed at 5.2 miles, 5.5 miles, 6.4 miles, and 7.9 miles. In general, a five-mile protective barrier is often imposed by the industry to protect existing cinema operators, although additional criteria is sometimes instituted in particular cases. While access to first-run films appears unrestricted in this case, the Examiner strongly recommends that an appropriate film buying agency be contacted to confirm market access.

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ENTERTAINMENT INDUSTRY PROFILE

For years, the leisure industry has seen rapid expansion in the offering of well-themed, attractively designed, fully enclosed entertainment centers (commonly referred to as "family entertainment centers"), each offering a "custom" blend of attractions designed to enhance the leisure experience of its guests. This concept has remained fairly unchanged from its 1990 origins, with the exception of the evolution of the childrens entertainment center concept. The childrens entertainment center market began with the introduction of soft, self-contained indoor play equipment. Such "soft play" equipment was developed by Jack Pentes in 1982 as a solution to the hazards present with most outdoor playground equipment offered during the time period. The philosophy behind these self-contained units was to permit a child to venture within a series of tubes and levels without the risk of injury, in a safe, temperature-controlled atmosphere.

Several large scale providers, such as *McDonalds*, *Burger King*, *Showbiz Pizza* (currently *CEC Entertainment*), and *Discovery Zone* heavily invested in "soft play" structures and touched off significant demand for the product offering. The theory of "pay for play" was well received by parents, who with their children, frequented such facilities in substantial volumes. Such consumer interest allowed *Discovery Zone* to build a national market of 300 stores, each averaging approximately 15,000 square feet. However, the *Discovery Zone* concept was designed around the premise that children would continue to return to a facility offering only a soft play structure. In reality, children were looking for much more, hence the advent of the multi-attraction facilities.

Today, there are more than 10,000 entertainment center facilities spanning the globe. These facilities typically charge admission for the child and/or an accompanying adult and offer a wealth of exciting attractions, including indoor/outdoor rides, amusement games, learning centers, soft play units, cafe offerings, and birthday parties. Through evolution, the leisure industry has been able to better define each type of entertainment center, which are currently defined as follows:

Soft Contained Play Centers. The soft contained play center typically averages 10,000 square feet in size and offers a multi-level play unit as its major attraction. Many of these centers now incorporate amusement games, basic food concessions, and party rooms but have waned in popularity amongst today's younger age groups and have suffered serious financial woes in recent years.

Themed Childrens Restaurants. This particular market niche combines a quality quick-serve food selection, such as pizza, with animatronics, redemption games, childrens rides, and soft play structures. Most are geared toward the birthday party market and include names such as *Chuck E. Cheese*, *Mr. Gatti's*, and *Peter Piper*.

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Indoor/Outdoor Entertainment Centers. An indoor-outdoor facility by design incorporates outdoor attractions, such as go karts, miniature golf, and batting cages with indoor offerings such as redemption games, multiple rides, a food concession, a lasertag facility, and a soft play structure. A typical example of this type of facility is *Celebration Station*.

Multi-Attraction Indoor Centers. By far the largest of the indoor centers, the multi-attraction variety offers a substantial array of indoor entertainment in facilities ranging from 20,000 to 200,000 square feet. Many of these large scale centers offer six or more childrens rides, brand-name food concessions, well-themed birthday party areas, inflatable air bounces, and a host of redemption game alternatives. *Incredible Pizza*, a Missouri-based indoor entertainment chain, has expanded this concept to include 18 stores in 8 states.

Edutainment Centers. The educational entertainment center, or "edutainment" center as coined by the industry, incorporates a level of educational programs into the free spontaneous play concept to achieve a fresh blend of learning through interaction. In an effort to appeal to children and their parents, the edutainment center offers a play experience that combines social, pretend, and creative influences into a structured program.

Educational centers currently provide many diversified offerings, including art studios, face painting, interactive cooking, computer labs, construction play, pretend supermarket, pretend village, ceramics, craft making, and playing with clay. Each of these activities is designed to stimulate a child's mind and enhance skill development. This "learning through play" philosophy can also be found in many childrens museums throughout the country, the most notable being the *Magic House* in St. Louis, Missouri, which attracts over 350,000 patrons per year. Here, parents and their children can interact and jointly create their own defined experience from the attractions offered. As an example, the Museum's Dinosaur Dig offers the parent and child the ability to understand, through play and interaction, the history of the dinosaur -- their size, weight, appearance, diet, etc. The experience is fully endorsed by parents as an educational one, and children greatly enjoy the opportunity to explore and interact with the exhibit's fossils. A cursory review of the more than 300 children's museums across the country would reveal a similar "learning through play" focus that has proven effective in attracting school administrators, parents, and children alike.

The Adult Entertainment Center. The Adult Entertainment Center has grown quickly in popularity in recent years, as adults yearn for a variety of entertainment options over and above basic drinking establishments or nightclubs. The most notable example is that of *Dave & Buster's*, a publicly traded chain of 58 indoor entertainment center facilities, each averaging 50,000 square feet in size. In addition to quality food and alcoholic beverages, *Dave & Busters* offers video and pinball games, virtual reality units, billiards, bowling, golf simulators, electronic darts, and shuffleboard. *Malibu SpeedZone*, a motorsports-style indoor/outdoor concept, is heavily themed toward Nascar automobile racing and drag racing. The concept has proven successful in luring "twenty and thirty-somethings" to its three centers in Los Angeles, CA, Dallas, TX, and Kennesaw, GA, where such individuals can test their skill against their friends or the clock. The atmosphere is very much adult oriented, with all activities geared toward the preferences and capabilities of the mature user.

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Gameworks and *Escape* also offer games, food, and entertainment in varying degrees, gearing however to a mature user.

MAJOR COMPONENT ANALYSIS: BOWLING

Bowling center facilities have enjoyed a resurgence in popularity and performance during the past decade, largely the result of incorporating new technologies and attractions into what were previously considered as defined, single-use facilities. While the total number of bowling centers has declined by 18% since 1998, actual lane count has declined by only 12%. Average facility size also increased during the period from 18 lanes to 20.5 lanes, yet the average annual lineage fell from approximately 9,500 lines per lane in the mid- 1980's to roughly 8,500 lines per lane by 2002. Lineage represents the number of lines, or games, that are played on a specific bowling lane bed within a twelve month operating period.

In two separate surveys of the industry conducted during 2006, it was found that approximately 53 million patrons visited bowling centers at least one time during the course of the year. Of this total, 15.5 million users bowled 12 or more times, with 9 million patrons bowling more than 25 times per year. (Source: *American Sports Data, Inc./National Sporting Goods Association*). Interestingly, bowling was defined by respondents as the sixth most popular activity and the most popular indoor sports-fitness activity.

Market demographics weigh heavily on the success of the bowling component within the center. Typically, a surrounding population equal to at least 2,000 people per lane (within a 15 minute drive) is necessary to support a full-scale operation. The fastest growing bowling market segments continue to be seniors and youths, with the youth market responding to the incorporation of such features as "bumper bowling" and "cosmic bowling" (also known as glow-in-the-dark bowling). Additional studies performed by the Chicago-based firm, *Market Facts, Inc.* reveal the following bowler demographics:

- over 75% of bowlers are married and own at least one home
- 95% of bowling patrons graduated from high school (note that the U.S. Index reports that 79.4% of the total population graduated)
- Almost 60% of bowling households maintain household incomes of \$35,000 or more.
- 60% of bowlers had attended or graduated from college (versus 43.5% of the U.S. population)
- More than 70% of bowlers are employed in white-collar jobs

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The *Roper Starch Worldwide* study identified the composition of today's bowlers as follows:

Figure U

Market	Age Group	Percentage of Total Bowlers
Adult	18 years and older	81.8%
Teen	13 - 17 years	8.7%
Preteen	8 - 12 years	9.5%
Composition		
Female	all ages	55%
Male	all ages	45%
Under Age 30	1 - 29	33%

The study further indicated that as a sport, bowling was considered to be easy to enter as compared to other participatory sports, as accessibility, equipment costs, and initial training were deemed good. The 8 - 12 year old market and the 13 -17 market cited bowling as the most enjoyed participatory sport, rivaling basketball for the top spot. While many perceive that the sport of bowling is still frequented by blue collar and lower-middle income participants, the facts indicate that almost 33% of bowlers had household incomes greater than \$50,000, with the average household income at \$42,000.

A market study performed by *Simmons Research* during 2007 revealed enhanced usage by consumers, with the following baselines determined:

Figure V

Attribute	Statistic	Attribute	Statistic
Bowlers - USA	69 million	Bowlers Worldwide	100 million
Youth Bowlers (< age 17)	22 million	Sanctioned Leagues Players	2.1 million
Total USBC Centers	5,773	Total BPAA Centers	3,285
Total Lanes - USA	112,822	Economic Impact - USA	\$10 Billion
Average Per Cap Spending	\$12.00	Bowling Centers Worldwide	12,000

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Viability of Bowling As An Industry

During the past five years, membership organizations within the bowling industry report a 24% decline in sanctioned league bowlers from 4.6 million in 1998 to 3.5 million in 2006. Part of this decline may be attributable to a number of reasons: 1) a failure of bowlers to register with such organizations, 2) the increased number of females re-entering the workforce, 3) an increase in the number of single-parent households, 4) greater leisure entertainment options for consumers, including legalized gaming, and 5) a general move toward active health and fitness programs (i.e. - health clubs, etc.).

Effective programming has helped to insulate the industry from erosion of its patron base. Included in this programming plan is league bowling, open bowling, special events, and youth-designed options. League bowling requires organized formats in which a bowling center enters into a predetermined agreement to provide access to the leagues participants during stated days and hours. A typical league will encompass a 30 to 36 week program, however shorter schedules have become popular in recent years. Most successful bowling centers attribute 50% of their revenues to guaranteed league play contracts occurring through an eight to nine month season.

Open bowling is also quite important to a center, as its higher margins of profit have helped to offset declines in league bowling. Open bowlers are not restricted by times or days, but visit at will. It has proven effective in introducing new patrons to the industry and permitted the hours of operation to expand into time slots commonly utilized by patrons for other leisure activities.

An evolutionary change has occurred within the bowling segment over the last five years, with new centers incorporating dramatic levels of audio/visual entertainment, high quality food service, and new-age decor. In essence, bowling has shifted from a sport driven, single-dimensioned element to a dynamic, socially-driven experience. On the national level, chains such as *Lucky Strike*, *AMF300*, and *Dave & Busters* have elevated the consumer's expectations for on-site, enclosed entertainment, which has led to the development of similar but independent operations in both primary and secondary markets throughout the United States. Some of these independent venues have been built off of the tried-and-true family entertainment model, but with the added benefit of incorporating adult elements that expand both the age of the user group and effective of the daily operating calendar.

Special promotions programming is also essential in attracting new patrons. Corporate parties, fund raisers, tournament play, and regionally-televised events all contribute to the revenue base of the center and help to "round out" the performance of a center's ancillary attractions, including food concessions, bar and beverage sales, and amusement sales. Not to be missed is a targeted focus on birthday party business, which has been identified as the industry's fastest growing segment. With the advent of bumper bowling and cosmic bowling, the sport has gained interest from local elementary and high school physical education programs. Together, open play and special programming has captured 55% of the total lineage recorded throughout the country in 2006.

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OPERATING FORMAT

The demographics offer insight into the market targets available for this entertainment project. Based upon the characteristics of the trade corridor, the Client has an opportunity to capture two worthwhile but distinct markets, notably the "family target" and the "adult target". The "family target" is well supported based upon the limited level of immediate competition present and the favorable size of the surrounding family populations. Also considered in this application is the adult entertainment target, which has received much attention in recent years, particularly with the extensive and successful growth of the *Dave & Busters*, *AMF300*, *Lucky Strike*, *Brunswick XL*, *Main Event*, and *Strike!* chains. These adult-focused facilities each contain similar attributes, encompassing higher-quality food selections, upscale decor, availability of alcohol, and corporate gathering facilities. In virtually all cases, the food and beverage component accounts for roughly 40-50% of gross revenues in each enterprise, and while individuals under the age of 18 are permitted within the premises, most providers restrict their access after 9 o'clock in the evening. At present, the State of California possesses four of these name brands, including *Dave and Busters* (7 locations), *Lucky Strike* (5 locations), *"300"* (3 locations), and *Strike* (2 locations), each a moderate-to-significant distance from the site marker. To capture an adult market format, high quality food service and a full alcohol component are essential. As the concept under investigation is slated to contain a full-service alcohol component, an adult-focused hybrid venue format has been considered under this application.

The family entertainment target is also in keeping with the desires of the project principals and is appropriately supported by the demographics within the greater Sacramento region. As the competition charts show, family entertainment is under-represented in this area, thereby allowing this project to obtain market control from inception. To effectively capture the family market, the facility's attractions and componentry must be formatted to appeal to the 4 - 12 year old, while at the same time incorporating the involvement of parents and grandparents. The adult market overshadows the childrens target, with a concentration focused at the 21- 44 year old user. To adequately penetrate the surrounding markets, many of the selected attractions will be group-based to permit interaction with additional family members and social members of specific age groups. Additionally, the family market requires provisions for group and party facilities, and are best handled with events and attractions that possess suitable throughput and capacity attributes.

A typical patron will visit a regional entertainment venue two to six times per year, with one or more of the visits representing attendance at a birthday party or group event independent of the family unit. Family entertainment sites establish themselves within a region and build loyalty among their patrons through various means, including membership incentives, frequent user discounts, discounted use of party facilities for regular visitors, and accumulation of "fun dollars" earned during each visit. With this in mind, the attraction mix must be diverse yet compelling, so as to encourage repeat visitation throughout the year. Adult facilities operate under a similar formula, but with the

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welcome addition of corporate party bookings, which serve to drive a substantial portion of the business. Rancho Cordova's limited availability of upscale entertainment alternatives coupled with immediate major artery access will provide the Subject with a key competitive advantage, in particular, its ability to appeal to both corporate and consumer users through use of its public and semi-private group areas and wide variety of attractions.

The limiting existence and quality of competitor facilities within the market will permit the proposed venue to support the ever-growing open-play bowler segment, which represents a significant and consistent revenue target for the Subject. Some facilities of this style choose to not market to the league-based bowler, as the size, lane design, and amenity-filled infrastructure may not always allow both open and league groups to be served at the same operating times. By creating general and semi-private bowling areas, a 'boutique'-style facility emerges, with the more lucrative entertainment patron becoming the key marketing focus. Entertainment-focused consumers have proven to remain on-site much longer, which in turn has boosted both per capita spending (on a per-guest basis) and frequency of repeat visitation.

PROJECTED ATTENDANCE LEVELS AND SPACE UTILIZATION

Table 4 and 4(a) assemble this data into a format that assists in projecting anticipated market users for the proposed cinema and entertainment center business models. The facility's proximity to the region's housing stock allows for commutation by automobile and bus line, as the latter is available on a planned-route basis within Rancho Cordova via bus routes #73 and #74, which cover the key coordinates of Trade Center Drive, Sunrise Boulevard, and Mather Field Road. As such, we have assigned standard market penetration rates (for indoor centers) for the initial band. Such standards have been derived through the analysis of AEM's internal monitoring portfolio, which records performance data for more than 400 entertainment centers throughout the United States. Penetration rates in bands two and three have been reduced from standard levels to reflect the time/distance thresholds and existence of competition in outlying areas. The presence of competition is discussed further under the subtitle "Competition".

As the table summarizes, the anticipated initial user level for the proposed facility is projected at 364,670 visits for the cinema operation and 144,305 visits for the entertainment center operation, which encompasses individuals from narrowed age groups that live within the region. The projected usage level adjusts in relation to market population changes and projected levels of development during subsequent years. Additionally, the penetration factors have been adjusted in future years to account for improved recognition and identification of the facility and market stabilization within the various regions. A limited reliance has been placed on the tourist population that visits the Rancho Cordova corridor, largely because the presence, frequency, and spending characteristics of

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such tourists using accommodations in and around State Route 50 and Sunrise Boulevard can be reasonably estimated based upon room inventory. With the growth of Rancho Cordova's commercial and residential sectors as a solid foundation, visitors to the greater Sacramento metropolitan statistical area represent an achievable and consistent target for this entertainment project, a portion of which are contributants to the overall attendance estimates shown in **Tables 4 and 4(a)**.

The penetration estimates referenced above incorporate a "frequency of use" variable into the calculation to arrive at the number of anticipated facility users. These individuals represent the core users of the facility's attractions and serve as the backbone from which the entertainment facility will successfully operate. With respect to the entertainment operation, penetration and frequency levels are historically stronger in the primary band however, where an *initial* penetration rate of 9.23%, and an average frequency of visitation level of 4 times per year, creates an annual attendance estimate for that band. This same exercise is also performed in the secondary and tertiary markets, which by design, show lower penetration and visitation rates, both of which are directly influenced by distance factors. Overall, a total of 144,305 *visitations* by patrons in the target market are anticipated during the first year of operations, with moderate but consistent increases in future years as a result of increased consumer awareness and upward adjustments in population. This mythology is also used in establishing attendance estimates for the cinema operation, with the exception that cinema operations enjoy greater market penetration levels and visitation frequencies from their immediate target markets than traditional entertainment centers.

With respect to frequency of use, the reader should note that the same individual, in this case a resident, is anticipated to visit the Subject for a predetermined number of visits. These individuals represent the 'narrowed' list of potential attendees, as the penetration levels previously described anticipate that only certain users within the region will visit a facility of this style. While the spending levels of some consumers will, on average, not approach that of the core user, visitation by as wide a demographic range of patrons as possible plays an important role in the facility's success. Adult attendees typically provide the funds necessary for younger age users to experience the available attractions; as such, it is critical that the Subject incorporate quality food, entertainment, and convenience options into the operating program to increase the visitation length, spending level, and attendance frequency.

In establishing penetration rates, formulas were created to estimate the anticipated draw from the *core age groups* within each defined population band. Using Year 1 as the basis, a summary of these calculations follow:

Band One (0- 5 miles from Subject)

Figure W

Age Group	Percent of Population	Achievable Target Cinema	Achievable Target Bowling Center	Resulting Penetration Cinema	Resulting Penetration Bowling Center
0-9	12.7%	40% of pop	12% of pop	5.08%	1.52%
10-20	13.4%	35% of pop	10% of pop	4.69%	1.34%

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21-34	19.8%	25% of pop	18% of pop	4.95%	3.56%
35-44	12.1%	18% of pop	14% of pop	2.18%	1.69%
45-54	14.3%	12% of pop	6% of pop	1.72%	0.85%
55+	27.6%	6% of pop	1% of pop	1.66%	0.27%
Penetration Band One				20.28%	9.23%

Band Two (5 - 10 miles from Subject)*Figure X*

Age Group	Percent of Population	Achievable Target Cinema	Achievable Target Bowling Center	Resulting Penetration Cinema	Resulting Penetration Bowling Center
0-9	12.7%	25% of pop	6% of pop	3.18%	0.76%
10-20	13.4%	12% of pop	5% of pop	1.61%	0.67%
21-34	19.8%	6% of pop	9% of pop	1.19%	1.78%
35-44	12.1%	4% of pop	7% of pop	0.48%	0.85%
45-54	14.3%	2% of pop	3% of pop	0.29%	0.42%
55+	27.6%	0% of pop	0% of pop	0.00%	0.00%
Penetration Band Two				6.75%	4.48%

Band Three (10 - 20 miles from Subject)*Figure Y*

Age Group	Percent of Population	Achievable Target Cinema	Achievable Target Bowling Center	Resulting Penetration Cinema	Resulting Penetration Bowling Center
0-9	12.7%	8% of pop	3% of pop	1.01%	0.38%
10-20	13.4%	3% of pop	2% of pop	0.40%	0.27%
21-34	19.8%	1% of pop	4% of pop	0.19%	0.79%
35-44	12.1%	1% of pop	3% of pop	0.12%	0.36%
45-54	14.3%	0% of pop	1% of pop	0.00%	0.14%
55+	27.6%	0% of pop	0% of pop	0.00%	0.00%
Penetration Band Three				1.72%	1.94%

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The penetration estimates shown above can be considered moderate for a region of this caliber, particularly since only a few venues of similar formatting are present within the regional marketplace (*Dave and Busters*- Roseville, *Century Cinemas* - Folsom, *Century Cinemas* - Sacramento). In suburban markets of limited competition, overall penetration can rise as high as 30%, largely driven by the effectiveness of the marketing program, quality of the guest service experience, and overall entertainment value proposition. As these key factors are not as yet defined, the penetration estimates noted above are considered both realistic and achievable.

Table Five identifies the anticipated square footage requirements for incorporation of the center's core activities. After reviewing the recommended attraction load and performing measurement calculations for each selected component, the Consultant has identified required bays for both restaurant and entertainment areas totaling 72,682 square feet. Specific areas have been created to provide a level of segregation between an eight-screen cinema, upscale dining experience, interactive bowling venue, and amusement center, with all components operating on one level. The model also incorporates a generous open concourse, party/corporate meeting rooms on a mezzanine level, and guest support area. Segregation of space can prove helpful in controlling patron volumes between each operation while providing a level of privacy for group parties and gatherings held within the dining and lounge spaces.

The utilization of a family and adult hybrid format allows for placement of multiple attractions, games, food concessions, and activities within the planned structure's footprint. The main bowling infrastructure includes one main bank of 16 lanes, plus an additional 4 lanes within a semi-private setting. Included in the main bowling infrastructure's 12,800 sq. ft. footprint is lounge-style lane seating and accompanying table units for laneside parties and dining. The additional 4 lanes will be concealed for semi-private group operations within a divisible 4,200 sq. ft. meeting space on the main level. Additional family-focused attractions include 75 amusement games (3,750 sq. ft.), four lanes of mini-bowling (800 sq. ft.), an enclosed Laser Frenzy attraction (200 sq. ft.), a multi-level lasertag arena (3,850 sq. ft.), and a glow-in-the-dark elevated ropes course (1,900 sq. ft.). The incorporation of three billiards tables (340 sq. ft.) and a shuffle alley table (215 sq. ft.) round out the entertainment offerings.

Support components for the entertainment zone include a bowling control and concierge center (375 square feet), general storage areas (1,200 square feet), and administrative and break offices (1,150 square feet). The food and beverage operation is supported by a bar and lounge offering with casual dining (2,620 sq. ft.), prep kitchen and sales areas (1,525 sq. ft.), and four ADA-compatible restrooms with family change facilities (1,100 sq. ft.). Group facilities include four flexible-walled event rooms (1,360 square feet), corporate event center (1,500 sq. ft.), a guest reception area (150 sq. ft.), grand lobby (4,250 sq. ft.), and general concourse/circulation allowances of 7,400 square feet.

Paired with the entertainment facility is a 20,222 square foot all-digital, eight screen cinema, complete with stadium and box seating. The theater portfolio has been sized to accommodate small, medium, and large groups through use of the following configuration:

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Cinema Configuration

Theater/Unit	Seats	Square Footage
1	345	4,292
2	283	3,570
3	154	2,405
4	154	2,405
5	154	2,405
6	104	1,715
7	104	1,715
8	104	1,715

Total floor utilization for restaurant and entertainment units is estimated at 72,682 square feet, with future expansion options subject to availability of rental space within adjacent bays.

Table Ten details the Complex's potential attendance patterns and volumes during peak periods. The formulas contained herein identify a peak month as a month in which 12% of the annual volume is achieved. Entertainment venues are typically busier during specific periods of the year - school closings, holidays, and parental vacation periods. A peak month is one in which attendance volumes exceed normal months by a factor of 50% (hence 12% of the annual volume). In the first full year of operation, the Subject's entertainment area is anticipated to achieve a monthly volume peak of 61,077 persons. During such a period, peak weekly attendance is estimated at 14,095, with peak daily attendance at 3,524 persons. Actual in-house attendance could approach 33% of the peak daily attendance level during weekend and holiday periods at a given point in time, resulting in the need to provide minimum entertainment/food capacity (at an 85% factor) for 988 guests. The 85% factor was chosen to most closely approximate the typical operating conditions that will be present at the site in an effort to avoid over-development yet ensure adequate entertainment coverage. The entertainment attractions chosen in **Table 5** provide coverage for 1,719 persons during such peak periods, thereby reducing the likelihood of the "short spend", whereby patrons leave the facility without experiencing all desired attractions due to unavailability. Attendance in future years is anticipated to create peak entertainment capacity requirements of 1,074 persons, which falls reasonably within the current format's capacity limitations, but with a tighter cushion. At such time though, one or more additional attractions may need to be considered.

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FOOD & BEVERAGE OPERATIONS

Integrated restaurant operations have also been considered within the overall operating program, with a portion of the intended structure classified for direct dine-in usage, with seating placed within view of the entertainment areas. Of the two food styles generally offered at venues within this subset, *Quick Serve* is characterized by the use of high quality sandwiches, wraps, pizza, and dishes with price points above fast food establishments but below full-service dining. *Fast Casual* incorporates a higher level of entree, including specialty burgers, gourmet pizza, local dishes, and specialty salads. In addition, the cinema operation will offer traditional concession operations for guests, offering candies, popcorn, packaged goods, as well as alcoholic and non-alcoholic beverage options.

The Subject intends to operate a specialty restaurant operation in conjunction with its entertainment venue. The restaurant will function as both an independent eatery as well as a servicing arm for the entertainment and cinema operations. The Subject's menu program reflects lunch, dinner, and 'all day' dining options, which will be available within the restaurant as well as laneside.

Seating allowances within the restaurant/bar, lane-side seating areas, private bowling, and event (party) areas within the facility have been budgeted at 175, 178 and 245 persons respectively, with additional guest seating potentially available outdoors (should site plan support outdoor space access).

Seating breaks down as follows:

Figure Z

Location	Seat Allowance	Weather Dependent?
Main Activity Bar/Lounge	175	No
Main Lane Beds	128	No
Private Lanes	50	No
Divisible Party Rooms	120	No
Corporate Event Area	125	No
Total	598	

In establishing the projected performance of the restaurant operation, the Consultant segregated the operation into Peak, Shoulder, and Off-Peak periods, as is consistent with the historical performance of the entertainment-specific venues that provide food service. An operating year typically contains

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17 peak weeks, 17 shoulder weeks, and 18 off-peak weeks. As an example, a peak week will occur during a school break, around a major holiday, or potentially over a summer recess period, often highlighted by patron volumes that are 50% greater than typical counts. Shoulder periods represent operating zones that lead up to, or occur after peak periods, with patron volumes often 25% greater than typically experienced.

These periods were further dissected down to days of the week and then to the number of weeks in each period. Market penetration (as shown in **Table 4**) was then considered and incorporated into these periods to produce a breakdown of meal activity. The results of this exercise are shown in **Chart D**. To summarize, food service operations are estimated to follow the format shown:

Figure Aa All Food and Beverage Concessions (excludes cinema)

Operating Period	Food/Beverage Transactions	Usage Capacity	Transactions Per Week
Peak	54,570	38%	3,210
Shoulder	46,385	33%	2,729
Off-Peak	43,335	29%	2,408
Total/Average	144,290	33%	2,782

Peak, Shoulder, and Off-Peak periods may prove slightly different for the restaurant and entertainment classifications but are often complimentary, as the restaurant business offsets some low points in the entertainment operation.

In determining average meal pricing, AEM reviewed a significant cross section of regional "fast casual" and "quick serve" restaurant providers to determine pricing ranges for this meal style. While food quality, ambience, and level of service will all impact pricing levels, this exercise establishes the competitive parameters within the general market. The results follow:

Figure Ab

Operations Type	National Average Market Price (per person)	National Market Average	Assigned Share F&B Revenues
Quick Serve - Themed**	\$7.65 - \$9.70	\$8.68	30%
Fast Casual - Themed**	\$9.45 - \$15.40	\$12.42	70%

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American Family Entertainment Centers

Food and Beverage Transactions

Volumes and Usage By Period

BASE CASE

Chart D

Seatings: 2 Maximum Daily Transaction Capacity = 1,196 Seat Capacity: 598

Peak

	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Total
Transactions	555	780	435	320	260	385	475	3210
Usage Capacity	46%	65%	36%	27%	22%	32%	40%	38%

Operating Weeks	17
Transactions For Period	54,570

Shoulder

	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Total
Transactions	472	663	370	272	221	327	404	2729
Usage Capacity	39%	55%	31%	23%	18%	27%	34%	33%

Operating Weeks	17
Transactions For Period	46,385

Off-Peak

	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Total
Transactions	416	585	326	240	195	289	356	2408
Usage Capacity	35%	49%	27%	20%	16%	24%	30%	29%

Operating Weeks	18
Transactions For Period	43,335

Projected Average Per	Person Check***	\$11.30	100%
*facilities with on-site preparation			

****Source: National Restaurant Association**

*****includes alcoholic beverages**

The Subject's intended placement with Rancho Cordova, coupled with its unique design, warrant and support pricing levels that run in line with average pricing achieved within national markets, and for the purpose of this study, these estimates have been used to establish future revenue projections. Note that only food service providers deemed to be within the same general classification (*quick serve and fast casual dining*) have been incorporated into this study. Fast food establishments, specialty cuisine facilities, and cafeteria-style operations have been excluded from the comparative data.

PROJECTED REVENUE STREAMS

Table Six (A) through **Seven (L)** provide the criteria for anticipated utilization of the main attractions. In determining overall usage, the seasonality of the facility has been considered by segregating the busier weekend and holiday periods from the more defined weekday periods during peak, shoulder, and off-peak periods. As an example, under maximum capacity, the results of this analysis (**Table Six (F)**) suggest that the bowling attraction will be utilized during peak seasonal periods at an average of 16 hours per week each year, creating a 24% overall utilization rate. This data is then utilized in **Table Six (E)**, which determines the estimated revenues generated by this attraction. For the purpose of our review, *AEM* has utilized an 120 player per hour estimate (100% of maximum lane exposure) at a projected per capita spending level of \$6.40 (which excludes shoe rental). This in turn, is anticipated to yield an annual revenue stream of \$923,552 in the first full year of operations. The cost per play for each analyzed attraction may differ from the planned pricing structure, however, it has been adjusted for consumer spending capacity within the Sacramento County region, and also accounts for group discounting as well as promotional pricing on combination packages that combine food, beverage, and attractions. A detailed breakdown of spending patterns is shown on **Chart C**.

This methodology has been used to study the usage levels of the remaining major attractions. Utilization rates have been established by incorporating several factors, including attendance, alternate attraction options, price points, competition, weather patterns, and consumer recognition.

The results appear as follows:

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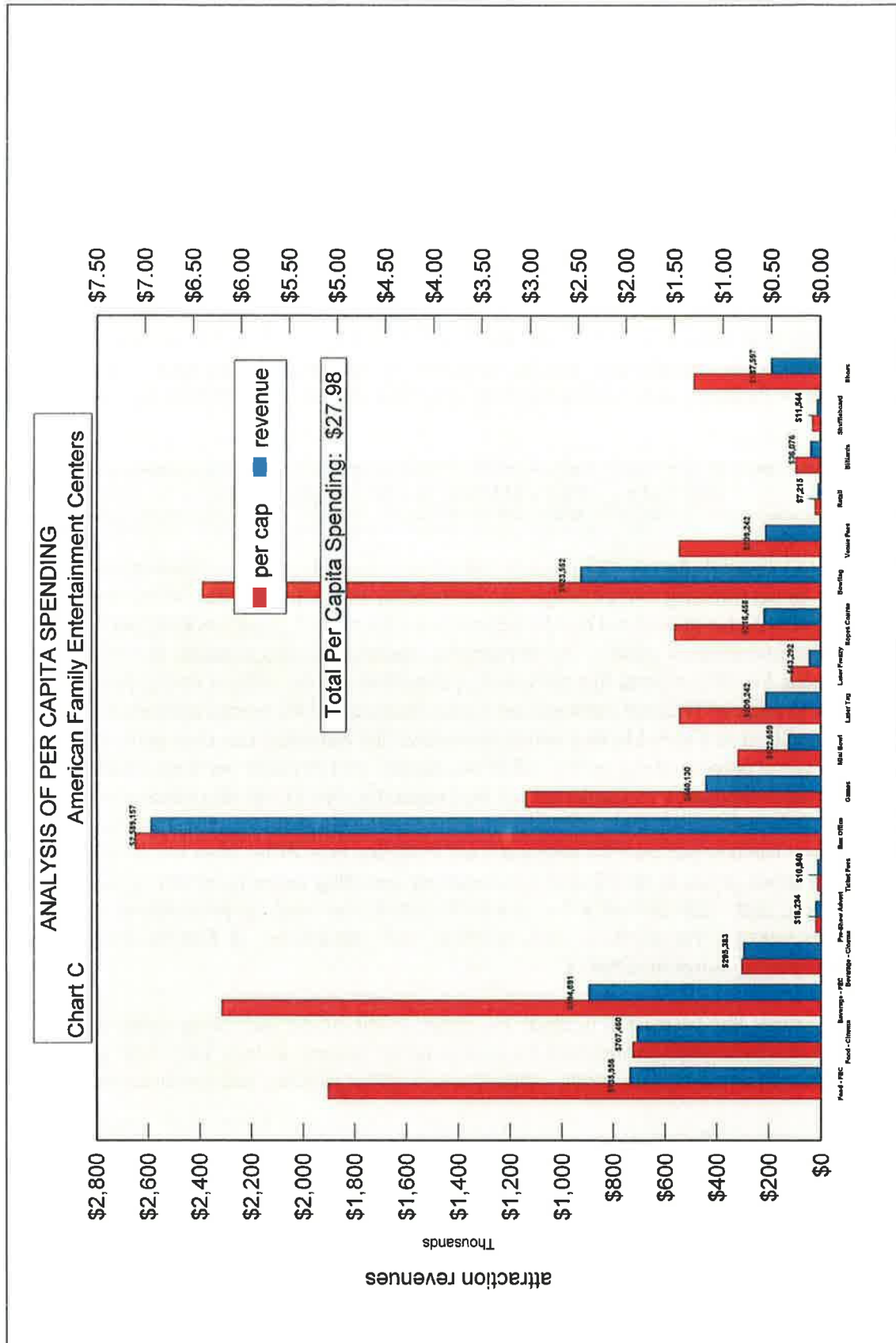


Figure Ac

Attraction Offering	Guest Capacity	Average Utilization Rate	Revenue Generated Per Capita	Annual Revenue Target	%
Box Office (theaters 1 - 8)	1,402	24%*	\$7.18	\$2,618,330	52%
Open and Private Bowling	120	24%	\$6.40	\$923,552	18%
Amusement Games	112	26%	\$3.05	\$440,130	9%
Elevated Ropes Course	35	42%	\$1.50	\$216,458	5%
Laser Tag	24	41%	\$1.45	\$209,242	4%
Mini Bowling	8	46%	\$0.85	\$122,659	2%
Laser Frenzy	2	49%	\$0.30	\$43,292	1%
Bar Games	16	46%	\$0.33	\$47,620	1%
Venue Rental Fees	--	--	\$1.45	\$209,242	4%
Merchandise	--	--	\$0.05	\$7,215	0%
Rental Shoes	--	--	\$1.30	\$187,597	4%
Total - Attractions	1,719	37%	\$23.86	\$5,025,337	100%

*based upon 3 showings per day, per screen, with a 365-day operating cycle

A similar format has been used to study usage levels of bar and restaurant operations. The results appear as follows:

Figure Ad

Offering	F&B Transactions	Average Utilization Rate	Annual Revenue Target*	%
Food/Beverage - Peak	54,570	38%	\$616,641	38%
Food/Beverage - Shoulder	46,385	33%	\$524,151	32%
Food/Beverage - Off Peak	43,335	29%	\$489,686	30%
Total/Average	144,290	33%	\$1,630,478	100%

*Based upon \$11.30 per transaction (see Figure Q)

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Food/Bev Per Cap**	\$11.30	Revenue via Per Cap	\$1,630,647	Deviation	\$169 <Pass>
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****Based upon per capita spending assessment (see Table 8)**

In the case of Venue Fees, the Consultant allocated for a total of ten scheduled rentals per week of the private bowling area at a rate of \$400 per event (two hour duration). It's important to note that private lane room fees run as high as \$3,500 per event for televised sporting sessions and holidays (New Year's in particular). Food and beverage purchases are optional but often structured into the transaction.

Tables 8 and 8 (a) summarize the projected revenue streams from the restaurant and entertainment center as well as the cinema operation. The Consultant anticipates, based on typical industry performance (adjusted for market income levels), a per capita spending level per guest of \$27.98 (*Most Likely Scenario*) within the restaurant/entertainment venue and \$9.93 within the cinema. As of this writing, the industry spending range for venues similar to the Subject range between \$22.00 and \$34.00 for hybrid entertainment facilities and \$8.92 - \$11.90 for cinema operations. The bulk of consumer spending is achieved from the food, beverage, and cinema operations, while the luxury bowling and support elements serve to provide additional entertainment value by generating the remaining 34% of the projected annual revenue. Overall, food, beverage, cinema, and entertainment revenues during the first full year of operations are projected at \$7,658,828.

Revenue Projection Considerations

Several factors are considered when analyzing the Subject's revenue generation at the proposed location. First, the Center's intended placement immediately off Sunrise Boulevard will offer superior accessibility to both local and regional residents, many of whom will likely visit the planned recreational application that will be housed within the proposed campus. As with all businesses that depend upon consistent patron traffic, effective signage must be carefully designed to insure that patrons visually identify with, and understand the extent of the facility's offerings. Second, the region's level of consumer expenditures as a function of total expenditures is, on average, 3% *above* the U.S. average in the immediate 5-mile band, *at standard* in the 10-mile band, and 10% *above* the U.S. average in the 20-mile band. In the tertiary band, this higher level of spending is the result of stronger per capita incomes reported throughout the band, as well as a relatively high educational attainment level. Also considered is that the median cost of housing within the total targeted trade region (\$247,544 for region; \$248,117 for primary band), is on average, 40% higher than the national average of \$177,000. This condition is also considered when estimating per capita spending levels within the proposed facility. Third, about 19% of households within the first band have income levels below \$25,000, which when compared with the number of households that own residential real estate (56%), suggests a stable financial picture within the immediate residential population base. Bands two and three project similar percentages of households with earnings levels below \$25,000, equating to 21% and 18%, respectively.

Other regional attributes have also been considered, at varying degrees:

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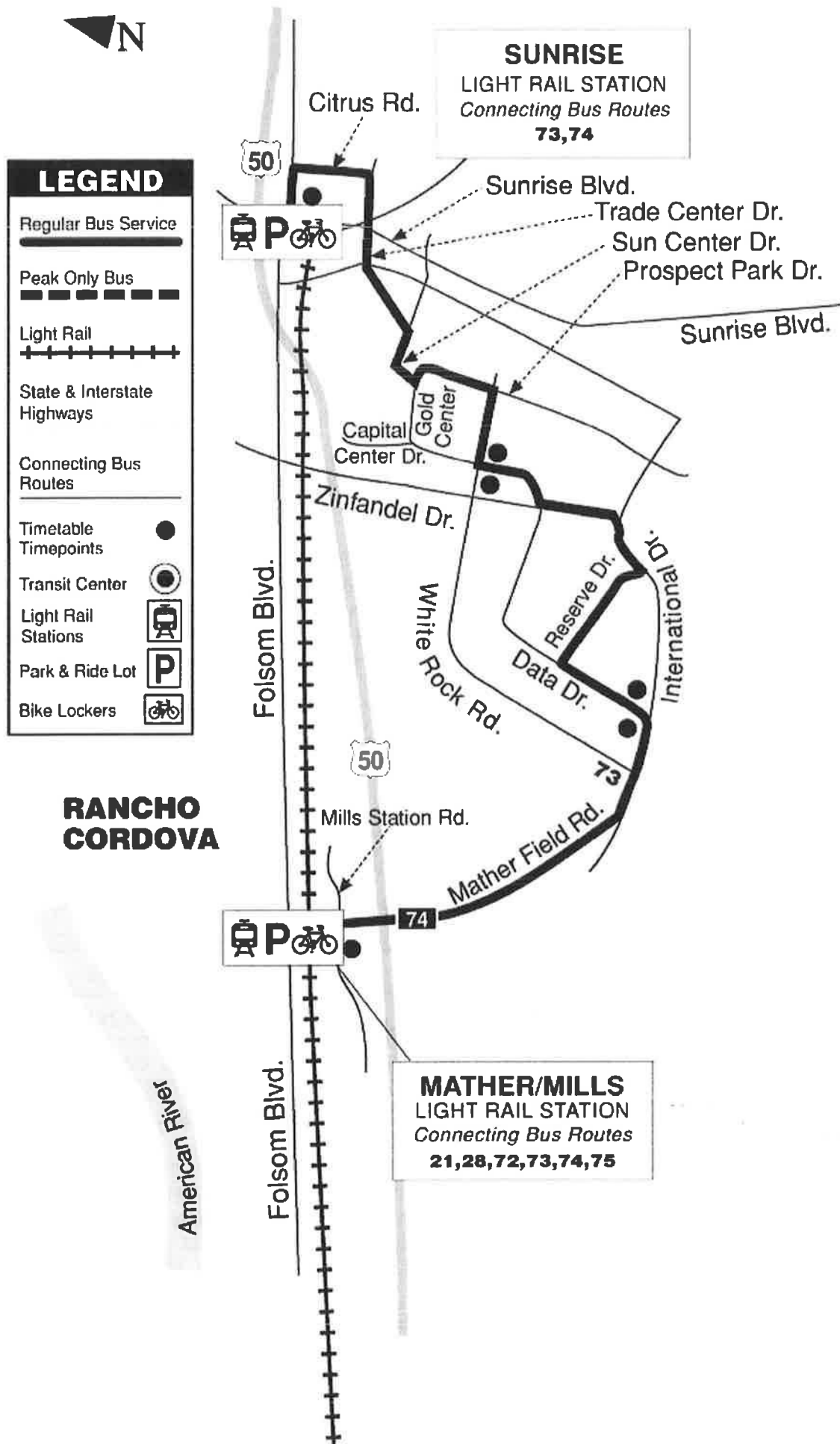
- ▶ Roughly 6% of households in the primary market do not own an automobile, with this value remaining somewhat constant at 6.8% in the secondary band and 6.6% in the tertiary band. Mass transit rail service is currently available on a planned-route schedule within Rancho Cordova through the *Sacramento Transportation Authority* program, via routes #74 and #73, with corresponding connections with bus routes. The availability of local bus service can typically enhance "stand alone" visitation by teens and young adults that do not have access to automobiles.
- ▶ Currently, 56% of the housing units in the primary band are owner-occupied, compared with 56% for the secondary band and 67% for tertiary band. These numbers suggest strong stability of the population within the trade zones. Throughout the first and second band, roughly 44% of the housing stock is rental-based, indicating a sizeable and potentially transient section of population. The tertiary band reports slightly lower levels of rental-based residents, averaging 33% respectively.
- ▶ The ethnic composition in the immediate market is broken down as 73% White, 7% Black, 8% Asian, 5% Hispanic/Mexican, and 7% mixed race. The secondary and tertiary markets report similar blending, but with less polarization toward the White race in the tertiary market. In keeping with a diversified population, it is important that the choice of theming, food offerings, and activities be designed to appeal to as big a cross-section of the population as possible attract and maintain market share.
- ▶ In the three core bands under review, children between the ages of 1 and 17 are broken down as follows:

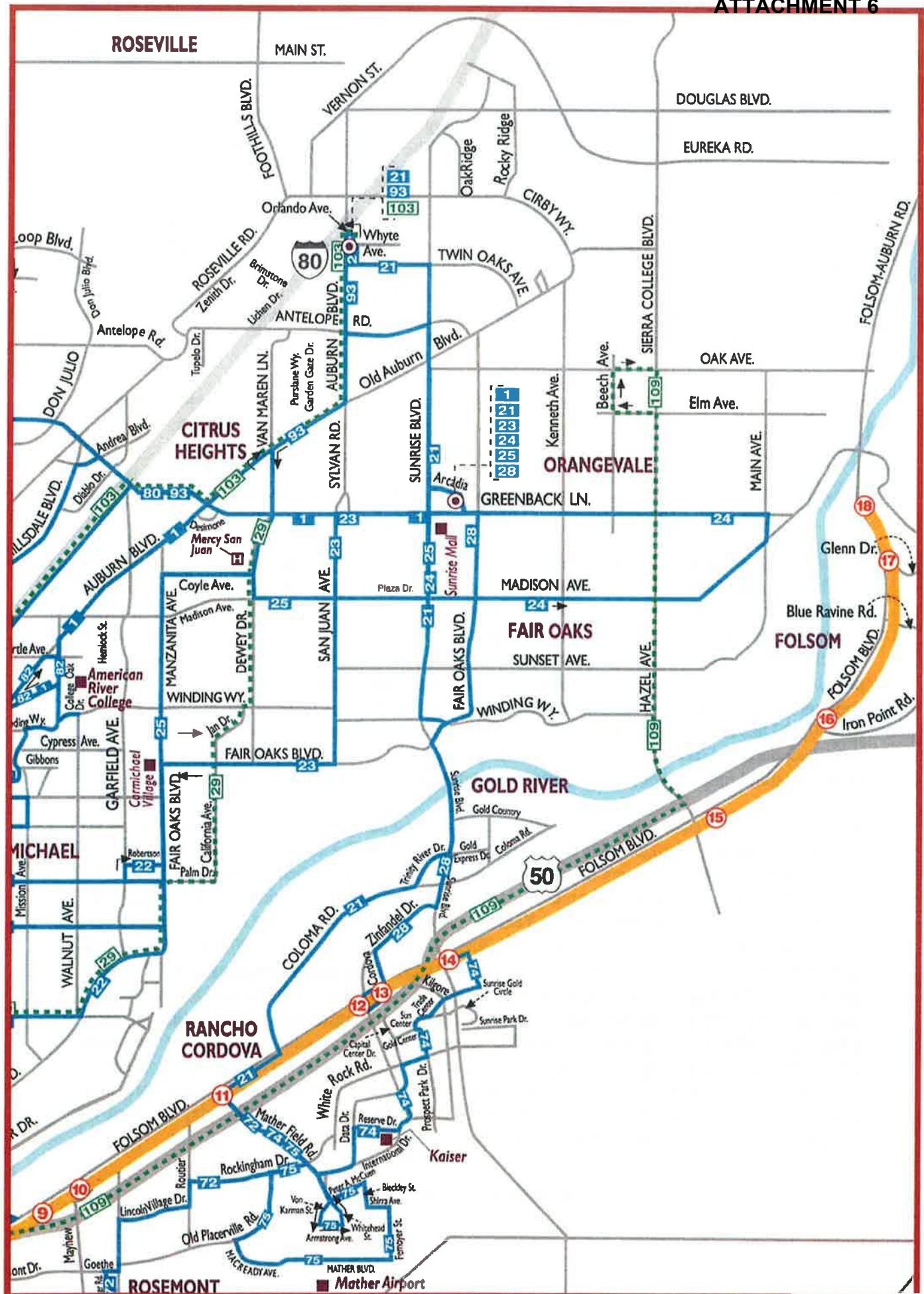
Figure Ae Volume of Minors By Age Classification

Age Group	Band One	Band Two	Band Three
1-4	12,038	41,712	76,423
5-9	11,387	38,754	72,035
10-14	10,754	37,589	73,251
15-17	7,291	23,055	47,161
Total	41,470	141,110	268,870

The Consultant anticipates that age groups ranging from age 5 through 17 represent a core target for the entertainment devices contemplated within the site. While the cinema component will likely receive the largest usage by these same consumers, the additional availability of amusement attractions represents a unique draw for the ever-expanding pre-adult user market. Population estimates for age groups 5 through 17 in each of the three bands are 29,432, 99,398, and 192,447

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respectively. As a result, the Consultant projects a targeted youth market of 321,277, noting that 40% of these potential patrons live within 10 miles of the site marker.

Rancho Cordova's climate provides for four distinct seasons, with mild winter temperatures but warm summer temperatures. Average rainfall amounts to 20 inches per year, which generally occurs from November to March. Historical mean average temperatures are Spring (62°), Summer (76°), Fall (65°), and Winter (49°). Weather conditions will play a factor in any retail operation that relies upon consumer travel, however, based upon the availability of a full spectrum of indoor entertainment options, the Consultant does not anticipate Rancho Cordova's climate as having a materially adverse affect on revenue performance.

PROJECTED NET OPERATING INCOME

Table 9, 9(a), and 9(b) examine the relationship between projected income and anticipated expense for the entertainment and cinema operations. In the first full year of operations (*Most Likely Scenario*), gross revenues for the combined unit are projected at \$7,658,828 which is offset by direct costs of \$2,174,189, leaving a gross operating profit of \$5,484,639. Expenses have been estimated to include management and staff labor costs (adjusted for seasonal changes), payroll taxes, utilities, promotional and marketing costs, general maintenance and cleaning, management fee, rent, commercial insurance, and theming/attraction reinvestments. A soft cost/start-up allowance of \$2,890,900 has also been incorporated into the expense budget for grand opening and early stage capital support, and has therefore been excluded from initial operating expense loads. Additional working capital may also be required prior to opening to satisfy pre-opening payroll needs.

After accounting for such overhead expenses, net operating income from entertainment operations is estimated to be \$1,210,240 for the initial start-up phase. The successive periods reveal the enhanced performance statistics of the fully operational site, with Year 2 operating cash flows climbing to \$1,400,380. Improved economies of scale and enhanced visitation frequencies improve revenue and cash throw-off projections in Years 3 and 4, each of which reflect the operation's sweet spot. Cash throw-off in Years 3 and 4 stabilizes in the \$1,500,000 - 1,700,000 range, as the operation satisfactorily penetrates its markets. **Of critical note is the assignment of a 60% debt structure within the projections, with principal and interest costs incorporated within the table. Investor capital contributions may necessitate monthly interest payments, the source of which will reduce overall net profitability accordingly.** Typically, ventures of this style incorporate equity levels ranging from 30-35%, thereby reducing debt service costs. In addition, taxation, interest carry during development, franchise fees (if any), dividends to investors, and administrative expenses have not been calculated within the context of this study, but must be incorporated into the overall evaluation of this facility's investment return.

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Expense Allocations

In allocating expenses for this project, the Consultant examined its current database portfolio of 440 entertainment facilities housed throughout the United States. Of these, 141 contain bowling-related amenities and 44 contain cinema operations. In addition, we have examined the financial records of national-level hybrid bowling providers as well as cinema chains, both client and non-client based, in association with our administration work performed for commercial lenders.

Projected expenses for cost of goods sold reflect typical food and beverage expense levels. In this case, beverage costs are estimated at 18% of gross beverage sales, reflecting a greater anticipated volume of alcohol-based sales. Most facilities report beverage costs of 18-20%. Food expenses are targeted at the average set for the food industry itself at 32%.

We have incorporated a combined operating payroll (with associated payroll taxes) that averages 23.3% of gross revenues, in line with the each industry's midpoint levels. Within the entertainment operation, advertising and promotion has been allocated at the industry average of 3.0%, as have utilities, with average usage costs of 3.1%. Commercial insurance, which includes general liability, workers compensation, and contents coverages (bundled) has been allocated at 3.2%. As such policies are often priced based upon a facility's overall revenue attainment, the Consultant heavily considered its average portfolio cost, which ranged from a low of 1.7% to a high of 4.1%. Credit card charge allowances of 1.5% of sales as well as legal/accounting allocations of 1.5% of sales are in line with current operator performance.

Postage (0.3%) and printing (0.5%) expense allowances have been made to account for development and distribution of advertising media, while a travel and entertainment budget (0.5%) allows for continuing educational advancement of staff through their presence at trade shows and industry-specific seminars. Provisions have been made for licensing expenses (0.2%), if any, for business incorporation, music, or local inspection by licensing authorities. The purchase of general supplies (table and kitchen ware, paper goods, bar supplies) as well as maintenance/repair allowances (cleaning, breakage) round out the expense provisions.

Other Performance Considerations

The penetration levels selected in this report reflect the likelihood that much of the area competition, although indirect, will remain, despite the improved appearance and componentry found at the Subject. Commonly, many of these older centers will compete through price reductions, a luxury that is afforded to older facilities whose debt positions have been eliminated over time. Even with this issue in mind, *American Family Entertainment Centers* is well positioned to capture a reasonable portion of both the on-site and area consumer population.

Revenue projections presented herein are founded on a few important but conservative variables: projected penetration into surrounding markets, average spending per guest (per cap), and quality

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of attractions. Anticipated penetration levels identified within this report are considered typical for entertainment facilities that offer easy accessibility within markets of medium-level competition. Average guest spending within the restaurant and bowling venue of \$27.98 is projected near the midpoint of the leisure industry spending range, which typically runs between \$22 and \$34 for hybrid facilities of this caliber, in keeping with the operating format, income levels, and spending characteristics of the region's patrons. Finally, the quality of the entertainment experience has been evaluated to determine the level of interest that this component mix can offer to regional residents. Based upon this entertainment mix, the Subject is uniquely outfitted to appeal to a wide spectrum of ages groups, many of whom will likely attend both the cinema and entertainment center facilities during the same visit.

STAFFING REQUIREMENTS/HOURS OF OPERATION

Amusement Entertainment Management, LLC has attached initial estimates with respect to anticipated hours of operation and minimum staffing requirements for the attractions discussed in this review. In tabulating such projections, the seasonality of entertainment operations has been considered, with additional focus placed during periods of anticipated higher volumes. By maintaining a harmonized one-story orientation, labor costs reduce significantly, as the need for additional management supervision and staff is eliminated, particularly during slower operating periods. "Job Sharing", whereby staff members are trained to cover multiple assignments, will greatly improve the efficiency of the facility and further reduce the number and cost of staff members necessary for proper operation.

Labor Allocations - Hybrid Restaurant & Bowling Center

As the charts suggest, the proposed operating schedule includes 95 hours of operation, which includes an estimated 17 peak operating weeks. During the balance of the year, staffing adjustments may be warranted to conform to a reduced level of demand. In turn, the hourly operating schedule may also adjust downward by as many as 8 hours per week, if warranted. Staffing is presented on a minimum basis - additional peak time attendants may become necessary to properly operate and/or supervise guests and attractions at the facility, dependent upon actual attendance levels. Conversely, opening and closing times may need to be adjusted to correspond with special events held within the facility and/or local ordinances. When calculating labor hour requirements, *AEM* did not assign a cost for corporate administration, which is anticipated to be handled by the project principals.

The following positions are commonly created to support the food and beverage operation:

- Front End Host - a "greeter" designed to seat guests or guide them to a destination point within the facility
- Server - a individual that provides table, lane, or bar service for patrons
- Chef - an experienced culinary professional responsible for all menus and food creations

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- Sous Chef - individual in charge of kitchen production
- Line Cook - a kitchen employee responsible for carrying out orders from the Chef
- Food Preparer - a kitchen employee charged with typical food preparation duties
- Runner/Busser - an individual responsible for transporting food to the table grid
- Dishwasher - an individual responsible for coordinating washing operations within kitchen
- Bar-Back - an individual responsible for supporting bartenders in stocking of bars and preparation of drinks
- Bartender - individuals responsible for preparing drinks which shall be delivered by Servers.

The following positions are often established to support the entertainment operation:

- Main Control Center - control desk employees responsible for booking lane and shoe reservations
- Special Events Coordinator - individual responsible for guiding events at the facility
- F&B Control Manager - individual responsible for guiding food and beverage operations
- Maintenance Tech - individual responsible for servicing bowling and ancillary equipment
- Party-Corporate Manager - individual responsible for booking and staging corporate events
- Party Host - individual responsible for guiding party guests to reserved areas and tending to general needs
- Marketing Director - individual responsible for guiding advertising and promotional programming
- Bookkeeper/Controller - individual responsible for maintaining accounting records
- Assistant Manager - individual responsible for instituting policies established by General Manager
- Shift Lead - individual responsible for overseeing the operational status of departments
- General Manager - individual responsible for guiding overall operations and policies of facility

Labor Allocations - Cinema

Labor allocations for cinema operations have been allocated based upon the industry's standard classifications, with managerial, customer service, maintenance, and projection labor components established based upon a percentage of gross revenues (which is consistent with industry practice). Such percentages are noted within the various expense segments shown in **Table 9(a)**.

Labor Allocations - Combined

The annual facility payroll (including allowances for payroll taxes and limited employee benefits) necessary to cover the attractions stated within this review, is estimated to be \$1,781,645 during the first full year of operation. This figure has been based on the significant use of employees earning a wage of \$8.00-20.00 per hour; actual payroll costs will vary depending upon market conditions and availability of labor. One site general manager and four assistant managers have been allocated into the budget in **Table 9(b)** at a combined wage of \$282,953 per year, with responsibilities split amongst the two venues. It is important to note that the quality of personnel must be considered at any business operation that stresses a high level of customer service. To attain such levels, more experienced, and therefore more expensive labor costs may result.

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STAFFING REQUIREMENTS

AFEC - Rancho Cordova

OPERATING SCHEDULE

Position	Est. Labor Hours*	Hourly Rate	Weekly Salary
Front End Host (5)	95	\$ 9.00	\$ 855.00
Server - cocktail & restaurant (15)	285	5.00*	1,425.00
Chef (1)	50	flat rate	1,154.00
Line Cook/Sous (6)	200	10.00	2,000.00
Runners (6)	160	8.50	1,360.00
Dishwasher (2)	60	8.50	510.00
Bartenders (8)	220	5.00*	1,100.00
Captain (1)	40	12.00	480.00
Shift Lead (1)	40	13.00	<u>520.00</u>
Subtotal:			\$ 9,404.00
Main Control Center (4)	120	\$ 9.00	1,080.00
Director - Marketing/Sales (1)	40	15.00	600.00
Special Events Coordinator (2)	80	13.00	1,040.00
Master Technician (1)	40	18.00	720.00
Maintenance Tech (2)	80	13.00	1,040.00
Attraction Attendant - Ropes (4)	160	8.00	1,280.00
Attraction Attendant - Lasertag (4)	160	8.00	1,280.00
Attraction Attendant - Games (2)	60	8.00	480.00
Party Hosts (8)	160	5.00*	800.00
Bookkeeper/Controller (1)	30	13.50	405.00
Shift Lead (2)	80	13.00	<u>1,040.00</u>
Subtotal:			\$ 9,765.00

*base + gratuities must meet State standard

Total Weekly Staffing Expense :	\$ 19,169.00
Number of operating weeks: 52	
Operating payroll:	\$ 996,788.00
<i>*subject to prevailing wage standard</i>	
<i>Shifts For Entertainment and Food Are Staggered To Improve Efficiency During Limited Use Periods</i>	

Estimated Employee Count: 76

HOURS OF OPERATION

OPERATING SCHEDULE		
Day	Operating Hours	Total Time
Monday	11 a.m. - 12 a.m.	13
Tuesday	11 a.m. - 12 a.m.	13
Wednesday	11 a.m. - 12 a.m.	13
Thursday	11 a.m. - 12 a.m.	13
Friday	11 a.m. - 2 a.m.	15
Saturday	11 a.m. - 2 a.m.	15
Sunday	11 a.m. - 12 a.m.	<u>13</u>
Total Weekly Service Hours		95

Holidays operate on Saturday schedule

COMPETITION

Local competition has been evaluated to determine the level and intensity of alternate entertainment options. Each of the competitors below has been contacted and/or visually examined by the Consultant to confirm attraction offerings and current operating condition. New attraction offerings, quality food service, current-generation theming, and "consumer friendly" price points will allow the Subject to successfully compete with the current providers and establish a reputation for safe, quality entertainment in Sacramento County.

The chart below details the current competitors within the expanded region and their distance from the targeted development area:

Figure Af

COMPETITOR	LOCATION	DISTANCE (miles)	OFFERINGS
Cordova Restaurant & Casino	2801 Prospect Park Drive Rancho Cordova, CA	0.7	casino
SKY High Sports Sacramento	11327 Folsom Blvd Rancho Cordova, CA	1.1	A,S,P,F, sports
Rancho's Club Casino	2740 Mills Park Drive Rancho Cordova, CA	1.3	casino
Laser Tag of Carmichael	6031 Fair Oaks Blvd. Carmichael, CA	3.1	LT,A,P,F
Monster Mini Golf	12401 Folsom Blvd Rancho Cordova, CA	3.8	G,A,AR,P
West Wind Drive In	9616 Oates Drive Sacramento, CA	4.1	6 screens
Sunrise Rollerland	6001 Sunrise Vista Drive Citrus Heights, CA	5.2	RS,P,F
UA Sunrise Mall	5926 Sunrise Mall Citrus Heights, CA	5.2	4 screens
Century 14 Folsom	261 Iron Point Road Folsom, CA	5.5	14 screens
Chuck E. Cheese's-Citrus Heights	6251 Sunrise Blvd. Citrus Heights, CA	5.5	A,AR,KR,S,P,F
Lucky Derby Casino	7433 Greenback Lane Citrus Heights, CA	5.6	casino

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Foothill Skate Inn	4700 Auburn Blvd. Sacramento, CA	5.7	RS,P,F
Phoenix Casino	5948 Auburn Blvd. Citrus Heights, CA	5.9	casino
AMF Mardi Gras Lanes	4800 Madison Avenue Sacramento, CA	6.0	BO,A,P,F 50 lanes
Country Club Lanes & Lazer X	2600 Watt Avenue Sacramento, CA	6.0	BO,A,AR,LT,P,F 48 lanes
Discovery Museum Science Center	3615 Auburn Blvd Sacramento, CA	6.3	museum
Century Sacramento Greenback	6233 Garfield Avenue Sacramento, CA	6.4	16 screens
Scandia Family Fun Center	5070 Hillsdale Blvd. Sacramento, CA	6.4	G,BC,BB,GK,A,AR,IR, P,F
Fireside Lanes	7901 Auburn Blvd. Citrus Heights, CA	7.7	BO,A,P,F 32 lanes
Folsom Lake Bowl	511 East Bidwell Street Folsom, CA	7.8	BO,A,P,F 16 lanes sports bar, casino
Century Stadium 14 Sacramento	1590 Ethan Way Sacramento, CA	7.9	14 screens
Casino Royale	2052 Auburn Blvd Sacramento, CA	8.0	casino
Folsom City Zoo Sanctuary	403 Stafford Street Folsom, CA	8.1	zoo
UA Market Square at Arden Fair	1739 Arden Way Sacramento, CA	8.2	6 screens
Aerospace Museum Of California	3200 Freedom Park Drive McClellan, CA	8.3	aerospace museum
Carousel at Arden Fair	1689 Arden Way Sacramento, CA	8.3	carousel
Chuck E. Cheese's- Sacramento	1690 Arden Way Sacramento, CA	8.3	A,AR,KR,S,P,F
Chuck E. Cheese's- Roseville	9601 Fairway Drive Roseville, CA	8.5	A,AR,KR,S,P,F
Raging Waters	1600 Exposition Blvd. Sacramento, CA	8.7	waterpark
Sacramento Children's Museum	1555 River Park Drive Sacramento, CA	8.8	interactive museum (0-8 years)

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Skatetown Ice Arena	1009 Orlando Avenue Roseville, CA	8.9	SK,A,P,F, hockey
Palladio 16 Cinemas	240 Palladio Parkway Folsom, CA	9.0	16 screens
Roller King Skating & Blading	889 Riverside Avenue Roseville, CA	9.2	RS,A,P,F
Century Roseville14	1555 Eureka Road Roseville, CA	10.5	14 screens
Limelight Card Room	1014 Alhambra Blvd. Sacramento, CA	10.5	casino
Lotus Casino	6010 Stockton Blvd. Sacramento, CA	10.6	casino
John's Incredible Pizza Co.	384 North Sunrise Avenue Roseville, CA	10.7	LT,G,IR,BO,BA,A,AR, P,F 4 lanes
Callson Manor Haunted House	800 All America City Blvd Roseville, CA	10.9	Haunted House (seasonal)
Capitol Casino	411 North 16th Street Sacramento, CA	11.1	casino
UA Olympus Pointe	520 North Sunrise Avenue Roseville, CA	11.1	12 screens
Golfland Sunsplash	1893 Taylor Road Roseville, CA	11.3	G,GK,LT,A,AR,P,F waterpark
Dave & Buster's	1174 Roseville Parkway Roseville, CA	11.5	A,AR,PT,P,F, bar
Lord's Gym-Cal Skate	25 Massie Court Sacramento, CA	11.7	RS,P,F (Thurs, Fri & Sat only)
Bouncetown	5037 Robert J Matthews Pkwy El Dorado Hills, CA	11.8	S,P,F,A
Esquire Imax Theater	1211 K Street Sacramento, CA	11.8	1 screen
Regal El Dorado Hills	2101 Vine Street El Dorado Hills, CA	11.9	14 screens
Crest Theater	1013 K Street Sacramento, CA	12.0	3 screens
Century Theater Downtown Plaza	445 Downtown Plaza Sacramento, CA	12.3	7 screens
Bounce U	7611 Galilee Road Roseville, CA	12.5	inflatables, P

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Regal Natomas Marketplace	3561 Truxel Road Sacramento, CA	12.6	16 screens
Sacramento Zoo	3930 West Land Park Drive Sacramento, CA	13.1	zoo
AMF Land Park Bowl	5850 Freeport Blvd. Sacramento, CA	13.4	BO,A,P,F 32 lanes
AMF Alpine Valley Lanes	2326 Florin Road Sacramento, CA	13.5	BO,A,P,F 40 lanes
Blue Oaks 16	6692 Lonetree Blvd Rocklin, CA	13.7	16 screens
Tower Theater	2508 Land Park Drive Sacramento, CA	13.7	3 screens
UA Laguna Village 12	8755 Center Parkway Sacramento, CA	13.7	12 screens
Star Eco Environmental Children's Museum	4465 Granite Drive Rocklin, CA	13.9	P, environmental science museum/wildlife rescue
AMF Rocklin Lanes	2325 Sierra Meadows Drive Rocklin, CA	14.0	BO,A,P,F 40 lanes
Funderland	1350 17th Avenue Sacramento, CA	14.1	amusement park (ages 2-12)
Color Me Mine	7440 Laguna Blvd Elk Grove, CA	14.4	P, ceramic studio
Century Laguna 16	9349 Big Horn Blvd. Elk Grove, CA	14.5	16 screens
Extra Innings	4233 Duluth Avenue Rocklin, CA	14.6	BC, P
SKY Zone Indoor Trampoline Park	1091 Tinker Road Rocklin, CA	14.8	S,P,F
Jerry Fox Swim Center	9950 Elk Grove Florin Road Elk Grove, CA	15.0	P, pool, waterslide (seasonal)
Strikes Family Entertainment Center	3443 Laguna Blvd Elk Grove, CA	15.8	BO,A,P,F 44 lanes
Black Sheep Casino	3181 Cameron Park Drive Cameron Park, CA	16.7	casino
Thunder Valley Casino	1200 Athens Avenue Lincoln, CA	16.7	casino
King's Skate Country-Elk Grove	10408 Franklin Blvd. Elk Grove, CA	18.1	RS,P,F

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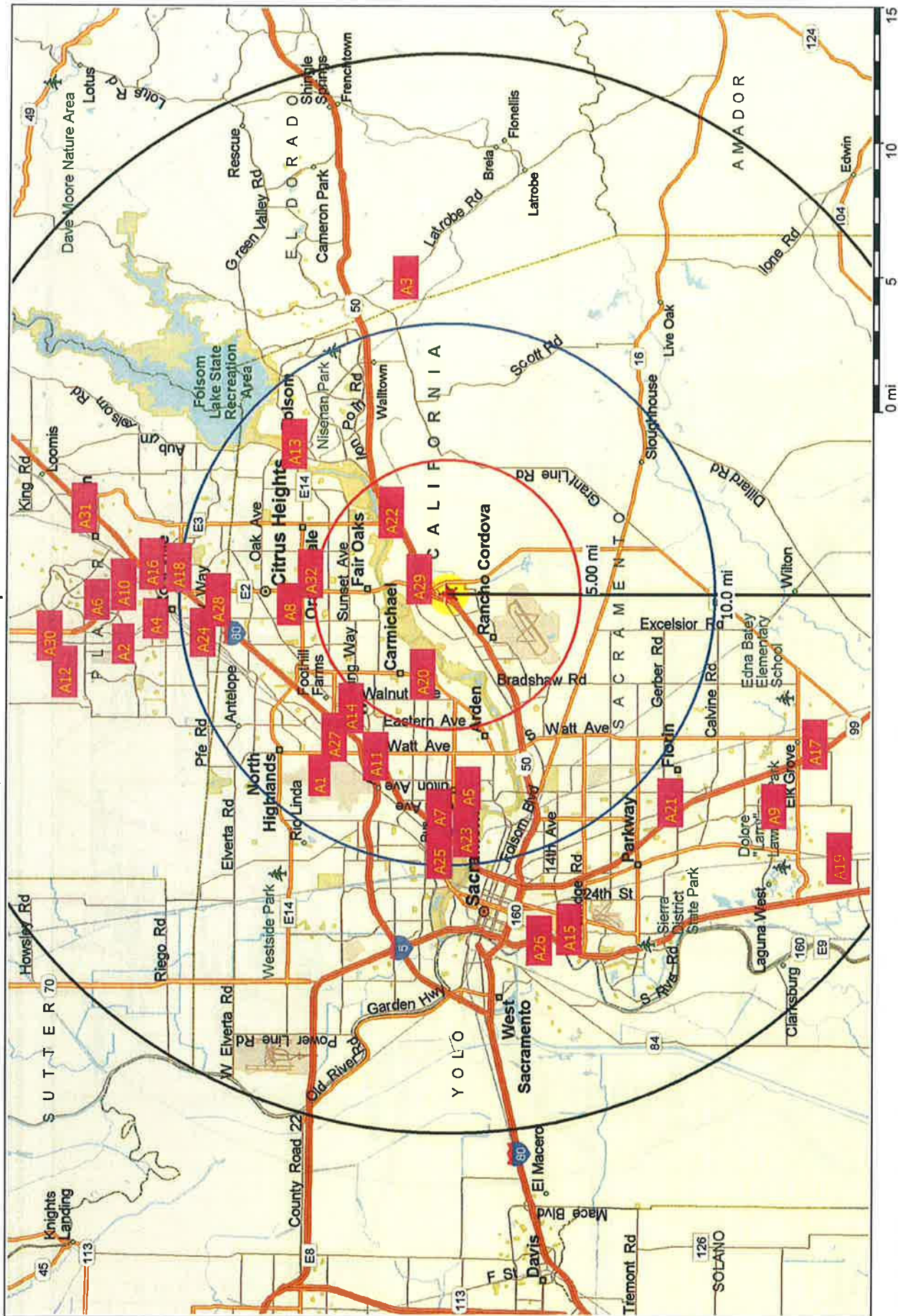
**RANCHO CORDOVA, CA
AREA COMPETITION**

A1	Aerospace Museum Of California	A20	Laser Tag of Carmichael	B7	Folsom Lake Bowl	C18	West Wind Drive In
A2	Bounce U	A21	Lord's Gym-Cal Skate	B8	Strikes Family Entertainment Center	D1	Black Sheep Casino
A3	Bouncetown	A22	Monster Mini Golf	C1	Blue Oaks 16	D2	Capitol Casino
A4	Callison Manor Haunted House	A23	Ragling Waters	C2	Century 14 Folsom	D3	Casino Royale
A5	Carousel at Arden Fair	A24	Roller King Skating & Blading	C3	Century Laguna 16	D4	Cordova Restaurant & Casino
A6	Chuck E. Cheese's- Roseville	A25	Sacramento Children's Museum	C4	Century Roseville14	D5	Limelight Card Room
A7	Chuck E. Cheese's- Sacramento	A26	Sacramento Zoo	C5	Century Sacramento Greenback	D6	Lotus Casino
A8	Chuck E. Cheese's-Citrus Heights	A27	Scandia Family Fun Center	C6	Century Stadium 14 Sacramento	D7	Lucky Derby Casino
A9	Color Me Mine	A28	Skatetown Ice Arena	C7	Century Theater Downtown Plaza	D8	Phoenix Casino
A10	Dave & Buster's	A29	SKY High Sports Sacramento	C8	Crest Theater	D9	Rancho's Club Casino
A11	Discovery Museum Science Center	A30	SKY Zone Indoor Trampoline Park	C9	Esquire Imax Theater	D10	Thunder Valley Casino
A12	Extra Innings	A31	Star Eco Environmental Children's Museum	C10	Palladio 16 Cinemas		
A13	Folsom City Zoo Sanctuary	A32	Sunrise Rollerland	C11	Regal El Dorado Hills		
A14	Foothill Skate Inn	B1	AMF Alpine Valley Lanes	C12	Regal Natomas Marketplace		
A15	Funderland	B2	AMF Land Park Bowl	C13	Tower Theater		
A16	Golfland Sunsplash	B3	AMF Mardi Gras Lanes	C14	UA Laguna Village 12		
A17	Jerry Fox Swim Center	B4	AMF Rocklin Lanes	C15	UA Market Square at Arden Fair		
A18	John's Incredible Pizza Co.	B5	Country Club Lanes & Lazer X	C16	UA Olympus Pointe		
A19	King's Skate Country-Elk Grove	B6	Fireside Lanes	C17	UA Sunrise Mall		

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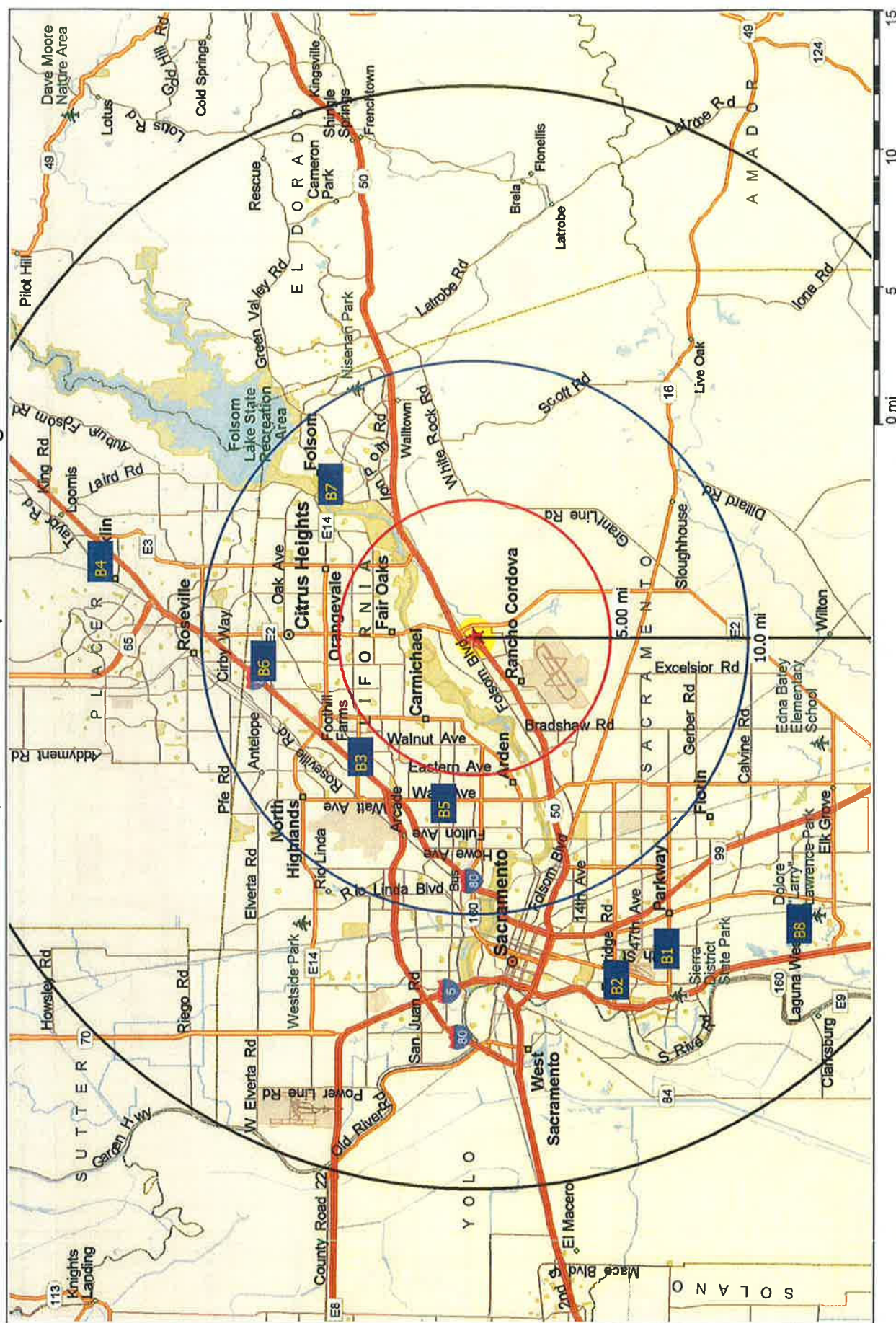
	Amusements
	Bowling
	Cinema
	Adult Gaming

Rancho Cordova, California Competition - Amusements



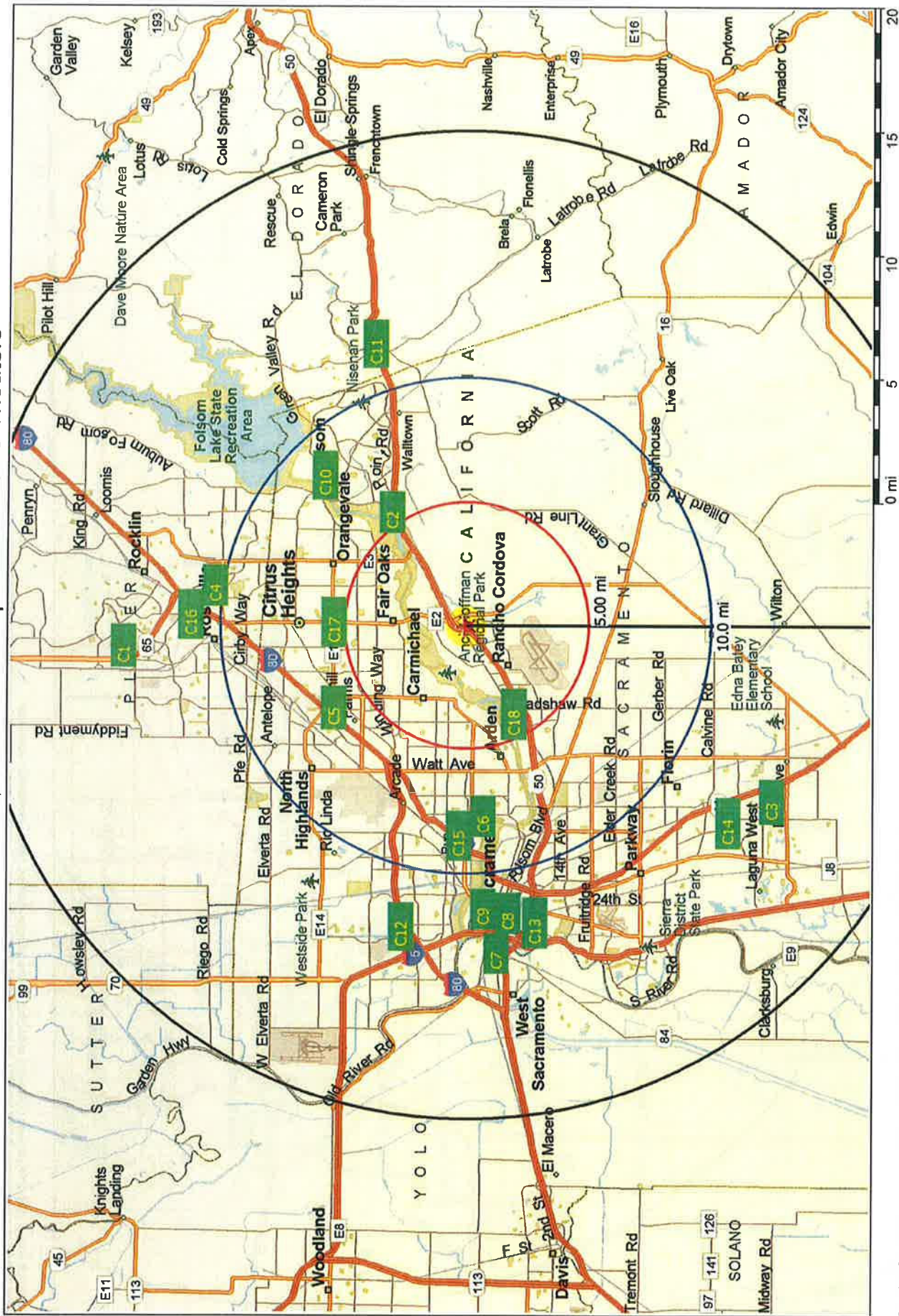
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Rancho Cordova, California Competition - Bowling Centers



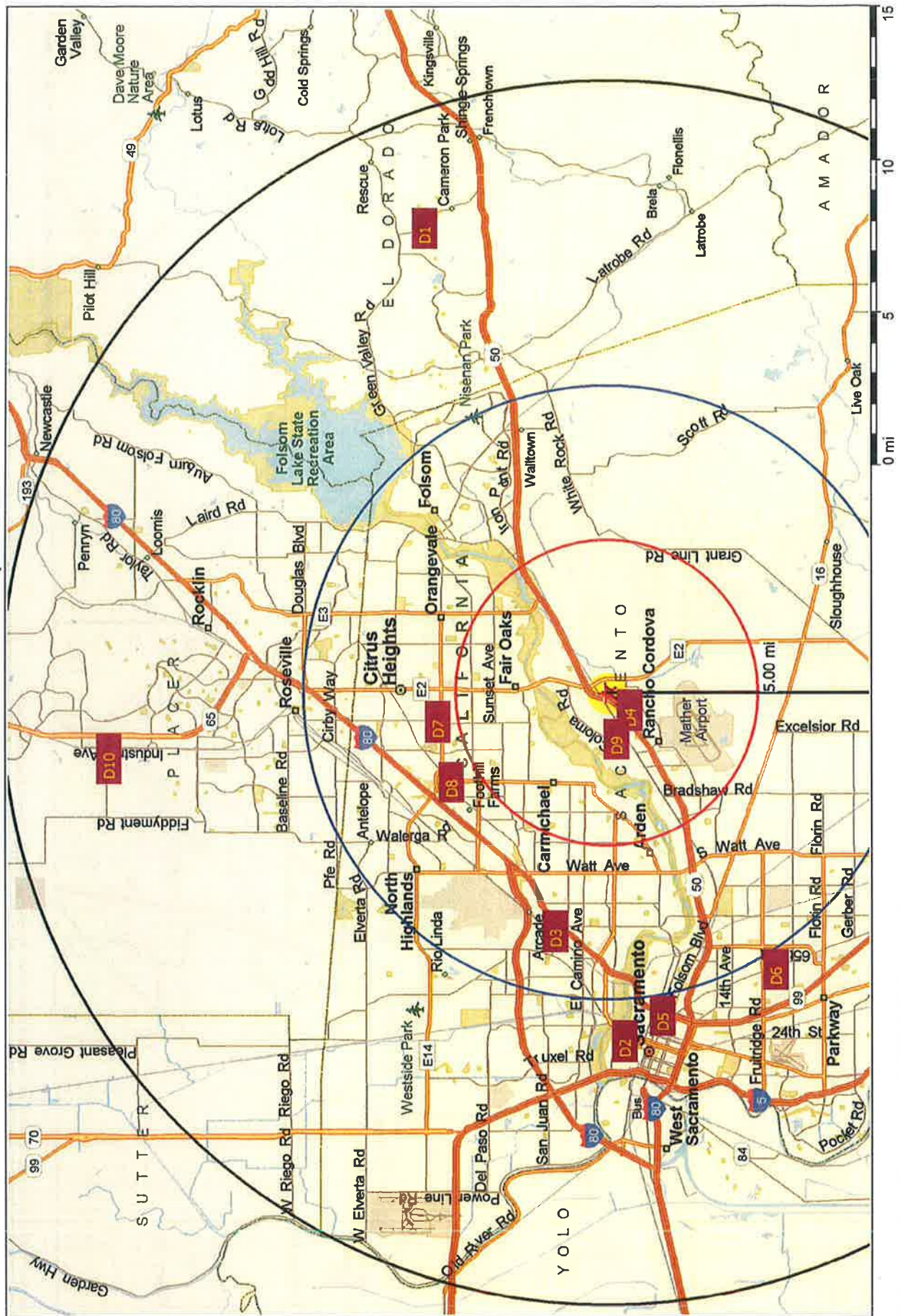
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Rancho Cordova, California Competition - Movie Theaters



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Rancho Cordova, California Competition - Casinos



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Activity Key

A	= arcade -video and merch dispensing	BA	= bumper cars
AR	= arcade with redemption	IS	= indoor sports
BO	= bowling or bowlingo	R	= iron rides
BC	= batting cages	S	= soft play structure
F	= food concession	G	= miniature golf
C	= cosmic bowl	LT	= laser tag
P	= parties, including birthday	KR	= kiddie rides
PT	= pool tables	SK	= ice or figure skating
GK	= go karts	ES	= electronic scoring
RS	= roller skating	BB	= bumper boats

With respect to area competitors, a few observations were noted. First, there is a below average availability of cinema and family-style indoor entertainment facilities within the immediate region. Those facilities that are in operation, perhaps with the exception of *Century Cinemas* (Folsom/Sacramento), *Palladio Cinemas* (Folsom), and *John's Incredible Pizza* (Roseville), are more limiting in market target than the Subject. Only a few provide a complete entertainment format, while others rely heavily upon traditional entertainment or seasonal tourism formats (amusement parks) to appease guests. Second, the entertainment market has changed dramatically over the past five years, with entertainment patrons expecting much higher levels of attractions than found in traditional centers. Most of the design formats used by the competitors are dated by current standards and fail to capture maximum spending levels from visiting patrons. There are currently no direct competitors within the immediate trading market that meet the combined style criteria outlined for this project.

The region also offers 18 cinema complexes (total of 190 screens) within a 20 mile radius, 67 "table-service" restaurants, 79 "fast food" and pizza restaurants, and 16 Chinese/Japanese food establishments within Rancho Cordova (defined as zip code 95670). Also, 179 athletic clubs, 9 indoor/outdoor tennis clubs, 19 recreational pools, 9 bowling centers (total of 306 lanes), 26 golf courses, and 6 skating rinks share in the area's leisure spending dollars and consumer time allocations.

In cases where a free-standing structure has not been utilized, visible identification of the site becomes critical. Attractive exterior theming through use of signage, entrance motifs, and colorful wall treatments allow consumers to identify with the facility's offerings and provide an effective method of advertising the site to the local community. The Consultant recommends that the structure carry an easily-identified exterior theme over its main entrances that conveys the presence of theaters, food, fun for families and adult age groups, and availability of group (party) facilities. Additionally, inclusion onto any and all pad signs placed alongside the site's access roadways (for potential viewing from motorists traveling along State Route 50), as well as the use of area billboards on other main thoroughfares can be extremely effective in capturing residents and visitors traveling along one of Rancho Cordova's main retail corridors.

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CAPITAL BUDGET

AEM has utilized a general capital cost budget, including construction estimates for development of a new commercial building structure along Kilgore Road. These estimates have been established to serve as a guideline in evaluating the Subject's projected investment return performance, and are therefore not considered firm costs. Utilization of such estimates permits the intended project to be analyzed from a third-party perspective. **Please note that land costs have not been included within the overall construction estimates shown below.**

The projected cost to design and build the necessary structure (spec size: 73,000 sq. ft.) at the selected entertainment site, exclusive of contents and componentry, appears below:

Figure Ag *Rancho Cordova - New Construction - 73,000 Square Feet*

Site and Building Development	Basis/ Sq. Ft.	Development Cost
Land Acquisition (17.0 acres)	\$0.00	0
General Conditions	6.26	456,980
Architectural and Engineering	4.58	334,340
Site Work, Grading, Utilities, and Subgrade	15.26	1,113,980
Concrete - Foundations, Footings, Walls, Slabs	6.39	466,470
Masonry - walls, inbeds	7.48	546,040
Structural Steel - Building Frame	15.49	1,130,770
Carpentry - Rough, Millwork, Fastener Systems	8.34	608,820
Insulation - Roof, Damp Proof, Caulking, EFIS	5.79	422,670
Doors/Windows - Entry, Exterior, Interior	2.47	180,310
Finishes - Exterior Walls, Interior Partitions, Painting, Ceramic Tile, Carpet/Synthetic Wood, Acoustical Ceiling, Window Coverings	14.00	1,022,000
Specialties - Toilet Partitions, Toilet Accessories, Corner Guards, Signage, Lockers, Tack Boards	1.53	111,690
Equipment - Elevator; Hydraulic	1.32	96,360
Mechanical - Plumbing, Fire Sprinkler, Fire Lead-In, HVAC	13.95	1,018,350
Electrical - Power, Fire, Specialty, Lighting	14.58	1,064,340

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Contingency	8.26	602,980
Total Land and Structural Buildout	\$125.70	\$9,176,100

Additional soft costs and fit-up expenses for the structure's interior are shown below:

Figure Ah

Fees & Financing	Basis	Estimated Cost	
Legal	early stage	100,000	
Building & Safety Dept. Fees	municipal	107,749	
Measure "A" Fees	municipal	196,995	
Community Facilities Fees	municipal	41,229	
Very Low Income Housing Trust Fund	municipal	62,470	
Transportation Impact Fee	municipal	672,957	
Project Consulting	specialty expertise	65,000	
Development Fee	site developer	450,000	
Construction Loan Fees	lender	60,000	
Construction Loan Costs	lender	12,000	
Permanent Loan Fee	lender	150,000	
Permanent Loan Costs	lender	10,000	
Lender Legal Fees	lender	8,000	
Appraisal Fees	appraiser	9,500	
Interest Reserve During Construction	lender	425,000	
Carrying Costs	builders risk, taxes, etc	55,000	
Subtotal - Fees and Financing			\$2,425,900
Pre-Opening Preparation			
Start-Up and Capital Reserves	development support	125,000	
Development and Consulting Fees	development support	65,000	
Pre-Opening Expenses	labor and marketing	60,000	

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Pre-Opening Labor/Training	staffing	45,000	
Contingency	non-construction	50,000	
Shipping	entertainment elements	85,000	
Liquor Licensing & Permitting	municipal	35,000	
Subtotal - Pre-Opening Preparation			\$465,000
Specific Interior Contents			
Tokens, Ticketing, Redemption Supplies	amusement areas	15,000	
Tables, Benches, Party Area Fit-Up	food/party areas	18,500	
Electronic Card and POS Systems	amusement games	225,000	
Restaurant and General seating equipment	concession areas	134,500	
Merchandising Products and Inventory	retail	15,000	
Food and Beverage Inventories	concessions	38,000	
Guest Specialties rental shoes, socks, ball washing equipment	consumer rental	5,000	
Maintenance and Diagnostic Equipment	all areas	4,000	
Office Furniture and Equipment	office area	16,000	
Lounge Equipment/ Bar	bar area	85,000	
Base Security Equipment	all areas	22,000	
Beverage Stations, Counters, Prep Equipment	all food sites	25,000	
Kitchen and Counter Equipment/Catering	concession areas	280,000	
Ancillary Computer Systems and Equipment	facility-wide	15,000	
Subtotal - Interior Contents			\$898,000
Theater Development Costs			
Lobby TV's, Menu Boards, Box Office Displays	lobby	55,000	
Ticketing Kiosks/ATM	lobby	40,000	
Theater Projection/Sound	8 theaters	904,000	
Sound Insulation/Drapes/Screen Frames/Screens	8 theaters	160,000	
Concession Equipment/Supplies	concessions	115,000	

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GeoFoam & Steel Risers/Platforms	stadium areas/ auditoriums	155,000	
Poster Cases	lobby	16,000	
Trash Compactor	facility	20,000	
Wall Carpet	auditoriums	16,000	
Low Voltage Aisle/Seat/Wall Lighting	auditoriums	40,000	
Seats	1,402/\$150 ea.	210,300	
Seats - installation	1,402/ \$7.06	9,900	
Subtotal - Interior Contents			\$1,741,200
Specialty Sound Equipment	entertainment areas	60,000	
Specialty Lighting Equipment/Signage	entertainment areas	175,000	
Specialty Video & Media Equipment	entertainment areas	105,000	
Specialized Theming	prop, effect	85,000	
Specialty Security, Telephone, and Camera Equipment	entertainment areas	35,000	
Subtotal - Specific Interior Fit-Up			\$460,000
Attractions and Entertainment			
Amusement & Redemption Games	various mfgs 75 units	\$405,000	new/ reconditioned
Laser Tag <u>with Two Level Arena</u>	Zone Systems 24 pack configuration	205,000	new
Laser Frenzy Attraction	Creative Works 2-player configuration	41,000	new
Billiards - Regulation, with accessories	Brunswick Metro 3 regulation units	18,300	new
Table Shuffleboard	Grand Champion 22 ft. regulation unit	6,100	new
Mini Lane Bowling	Industry Provider 4 lanes (2 units)	115,000	new
Elevated Ropes Course	RPI 7-Pole Configuration	308,000	
Bowling Infrastructure, Scoring & Equipment	Industry Provider 20 lane bowling pack	960,000	reconditioned pinsetters

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Subtotal - Entertainment and Attractions			\$2,058,400
Total Business Development Costs			\$8,048,500

Projected Costs Including Modification Of Structure:	\$17,224,600
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The costs referenced above are estimates based upon initial budgets established by the Consultant, discussions with the Client, and average costing methods recorded for the region. Actual costs are anticipated to vary based upon market conditions and general contractor allowances, which will impact materials and labor variables. Additionally, local authorities may require additional componentry or building costs to support code restrictions. *Amusement Entertainment Management, LLC* recommends, wherever possible, that attraction componentry and themed attractions be sourced in slightly used or fully reconditioned formats to reduce fixed expenses.

SPECIAL CONSIDERATIONS

The concept of bowling as a traditional sport has changed dramatically from its roots in the 1950's. The predominant user was a 'league bowler' who participated amongst other similar players. Little has changed in the way league bowling is administered, with many traditional bowling centers continuing to cater to such users. The bowling industry revolved around league users to the point where leagues essentially dictated when they would play and how much they would pay. This continued on for more than 50 years to the detriment of the bowling center operator, who's price point was never permitted to follow the consumer price index's growth curve. As a result, traditional centers became stagnant, with little capital available to reinvest in upgraded venue fixtures.

Appealing to today's league bowler can be challenging. Price and prime-time play are often the critical elements that this user group is seeking. Adherence to lane maintenance procedures, including a daily oiling protocol, is considered essential. Most importantly, the league user often uses a bowling facility in a much different way. The facility serves as a group meeting hall, and at times, a storage facility for a players inventory of balls and gear. General consumers and league bowlers often do not mix.

The effects of league usage can be seen in many centers across the United States. Some can be described as a "rough" crowd, while other proprietors would classify league use as a steady, reliable income stream.

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The same issues that might affect *American Family Entertainment Centers* are also affecting bowling developers in other parts of the country. Few, if any, traditional bowling centers have been built in the last ten years, as the economic model for such facilities no longer exists. The cost of land, building, and contents far outweighs the revenue generating capability of traditional bowling centers. Of the more than 8,000 traditional centers in the United States, the large majority survive as a result of diminished or satisfied debt obligations. AEM has performed audits on many such facilities, a large portion of which are facing revenue declines as league participation falls within the country. Due to the general decay of many of these facilities, the 'open play' consumer feels uncomfortable in these venues, instead seeking updated alternatives with clean, high-quality elements. Those traditional operators that have made such upgrades have enjoyed a boost in open-play users yet still struggle with building designs that were never intended to house multiple forms and styles of entertainment on the site.

Today's new centers reflect the change in consumer thinking. High quality components, substantial light, sound, and video packages, and gourmet style food service have transformed the sport of bowling into a recreational and social activity for general consumers.

Facility Sizing

'Right-sizing' is a critical term within the bowling sector. Years ago, when leagues dominated, bowling centers were being built with a significant volume of lane beds. A traditional center can often be found with 40 - 48 lanes, reflecting a time when league volumes dictated the need for availability seven-days-a-week. Today, facilities are broken into two classifications: boutique venues and hybrid venues. Boutique venues range in size from 14,000-27,000 square feet and often contain 10-16 lanes. The boutique segment also incorporates higher quality food and beverage services, fine interior finishes, and price points that reflect a largely adult user. The most notable brand in existence is *Lucky Strike*, which has completed 21 facility openings throughout the United States.

Boutique Venues

Boutique centers rely upon a particular operating strategy. This strategy involves encouraging the guest to participate in the three key facets offered within the facility. These include the activity of bowling, beverage consumption, and fast casual dining. During peak periods, which often occur on particular weekdays (often driven by televised sporting events) and weekends, guests will often encounter a 'wait' for a bowling lane. This wait allows the consumer to sample the facilities food and beverage choices, with an understanding that lane access will occur at a defined period later in the visit. Boutique venues generally rent lanes by the hour and half hour, with fees ranging from \$30-70/hour. By creating a bit of a backlog, the consumers will often remain on site for 2.0 -2.5 hours, allowing the targeted per capita spending level to be achieved. Facilities with too much access (immediate lane availability) can often inhibit consumer spending and ultimately reduce return on invested assets.

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When considering the addition of more lanes, overall costs should be considered. Besides the additional equipment purchases, there remains substantial ancillary expenses associated with fit-up of the associated areas as well as additional operating costs (labor, maintenance, utilities), particularly during off-peak and shoulder operating periods. For another perspective on this issue, compare **Table 5** and **Table 10**. The goal is to appropriately match entertainment 'slots' with the expected peak volume of guests visiting the venue. The model created herein provides for this balance, which in turn makes efficient use of both capital outlays and spatial requirements.

The other driving factor in 'under-sizing' boutique venues relates to overall utilization. Facilities such as these are busy on specific weeknights and weekends. During other periods, patron traffic is low. An overabundance of lane units results in unnecessary maintenance and operating costs and inadvertently takes away from the uniqueness of the experience. In fact, many operators are removing lanes from their facilities in an effort reposition themselves as true entertainment providers.

Hybrid Venues

Hybrid centers are generally larger facilities of 40,000 - 60,000 square feet, containing 16 - 32 lanes along with a full compliment of other entertainment attractions. Such attractions might include fully enclosed interactive childrens play units, rock climbing walls, amusement games, laser tag arenas, glow-in-the-dark golf elements, motion theatres and simulators, and miniature bowling lanes. These facilities generally appeal to both families and adult age groups, segregated somewhat based upon time of day. Families often use the facility during the daytime and early evening hours but eventually give way to young adult users during the evening hours. The bowling-anchored hybrid represents the successful evolution of what was previously known as the 'family entertainment center'. The larger size allows the facility to capture a greater cross-section of the marketplace, including children, families, and adults. Most are located in suburban markets close to their core demographic user - the family segment. Hybrids must balance a variety of different users on the site, many times segregating user styles to prevent conflict amongst guests. One of the most successful operators of the hybrid format is *The Main Event*, a nine-store chain based in Texas, now owned by Macquarie Leisure Trust.

Management Selection

Site management is often the defining factor in a bowling-anchored venue's success. Entertainment operators are generally active in their own businesses, guiding guest service, marketing, and operational programming. Within operational programming, food and beverage operations are by far the most variable of the services provided. To this end, most operators have moved toward a fast casual food program, with a greater proportion of 'reheat' menu items to raw-prep choices. Food service providers such as *Sysco* and *U.S. Food Service* sell pre-prepared foods lines that require minimal prep by kitchen staff. While such products have greatly improved efficiencies, kitchen operations remain the most challenging element within these operations. As a result, AEM often recommends that a seasoned general manager be sought along with a skilled food and beverage

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administrator. AEM commonly seeks individuals that have completed advanced training in food service management from within the entertainment sector, many with experience in similar high-volume entertainment venues.

At times, it may prove worthwhile to outsource the entire management package to an existing regional or local operator. Under such a format, the operator would be responsible for day-to-day operations, including staffing, ordering, guest services, maintenance, and creation of operating protocols. Programs such as these often reward the operator through a combination of top-line revenue achievements and bottom-line adherence standards.

OVERVIEW AND RECOMMENDATION

In developing this feasibility study, *Amusement Entertainment Management, LLC* carefully analyzed the demographic composition of the Rancho Cordova region, and compared the results to regional markets throughout the country. Our findings have been based upon actual performance data gathered from hundreds of cinema and entertainment-based centers, adjusted for market factors prevalent within the Subject's region. The blended average per capita spending level for the entertainment and food components is quite realistic at \$27.98, and is consistent with performance results of similarly sized centers that possess similar indoor attraction formats. Accordingly, per capita spending targets within the cinema (\$9.93) have been conservatively set at 10% below the industry's 2011 performance, potentially offering a competitive cushion.

The performance data contained herein places strong reliance on repeat visitation by the region's residents and corporate neighbors (both local and regional), the attainment of which is both reasonable and achievable with an appropriate marketing program. Strong customer service, high perceived value, and a constantly changing platform of services are the variables necessary to attract and maintain the center's patron base. Based on the anticipated performance results shown in **Table 9(b)**, which identifies a stabilized average net income return (after debt service exposure and attraction reinvestment) of 17.5%, the Consultant rates this project as having an appropriate return to warrant development.

Given the existence of some cultural diversity within the trade region, it will be essential that the Subject effectively market and operate the facility in such a manner as to appeal to, and blend with, such cultures. Food offerings, entertainment pricing, safety and security, and facility theme will all play a part in attracting this diverse market, and in turn, encouraging repeat visitation. It is recommended that the Subject utilize enticing exterior theming motifs capable of enhancing attendance by attracting entertainment-focused patrons to the facility that might not normally anticipate the presence of a four-season adult and family entertainment facility within this region. Lighted signage, vibrant color usage on the exterior facade, and effective theming motifs surrounding

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the Subject's main entrance will be necessary to assist consumers in identifying the site's internal offerings.

The estimated revenue levels contained herein are based upon strict adherence to a carefully developed reinvestment program. Under such a program, roughly 1% of the facility's gross revenues are reinvested annually into new facility upgrades. These funds, along with capital derived from the sale of components to be replaced, would be allocated toward such upgrades, which would also include routine refreshing of theming motifs and physical accoutrements. Without such reinvestments, penetration rates will likely decline in subsequent years, with a corresponding reduction in revenues and earnings. As such, adherence to this reinvestment program is strongly recommended.

Sacramento County offers a worthwhile opportunity for development of a multi-faceted cinema, restaurant, and entertainment facility. Limited competition, a sizable and growing population base, strong employment infrastructure, and availability of high-speed road networks all help to enhance the project's potential for success. With respect to the Kilgore Road site, it is the Consultant's understanding that zoning approval is achievable for occupancy or development of a hybrid, cinema-anchored entertainment venue, including any modifications necessary to comply with ADA (American with Disabilities Act) standards, provided an application is presented to the City through the site developer. Such approvals, however, may require presentation before the City's Board of Adjustment, as the existing zoning does not specifically define the scope of permitted entertainment styles.

While the size of the expanded trade population may support the ability for greater spatial development, such development is not recommended until consistent and recurring market response is obtained. "Room for future expansion" is a common phrase amongst most entertainment developers today, noting that as demand and population builds, a well-designed entertainment facility can grow with it. As with other areas of the country, it would not be unusual for this project to be initially developed at its proposed size, with provisions made for future expansion when warranted. "Rolling Development" also helps to keep the facility fresh in the minds of patrons, who are constantly looking for what's "new". This method of development also protects the investor team from marginal or unprofitable operations resulting from an incorrectly-sized entertainment facility, and allows the operation to perfect and fine-tune its operating performance within a smaller envelope during the early stages.

ACKNOWLEDGEMENT

Census data contained within the attached tables has been derived from demographic information furnished by Claritas, Inc., 53 Brown Road, Ithaca, New York 14850 under report number 970587902, which was developed on November 8, 2011. *Amusement Entertainment Management*,

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LLC was not the creator of such information, and therefore cannot express an opinion or any form of assurance on the accuracy of such data.

Amusement Entertainment Management, LLC has been pleased to assist your team in evaluating the placement of a hybrid cinema and entertainment complex within Rancho Cordova, California. The reader should note that the success of this project is directly tied to its ability to consistently reach and attract a significant portion of the local and regional populations, and to recognize the potential dilution of per capita spending levels should new direct competition enter the region.



Should you have any questions regarding the information contained herein, please do not hesitate to contact our offices at (732) 254-3773.

Sincerely,


Gerald J. Merola
Chief Financial Officer

cc: Client File No. 4567

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Appendix A

Supporting Tables

Table 1

Population By Band
From The Proposed Site (000's)

Market	2011		2012		2013		2014		2015	
	Size	Percent	Size	Percent	Size	Percent	Size	Percent	Size	Percent
Primary (0-5 miles)	183,990	10.51%	186,231	10.45%	188,472	10.39%	190,713	10.34%	192,954	10.28%
Secondary (5-10 miles)	566,088	32.34%	573,650	32.19%	581,212	32.05%	588,774	31.91%	596,336	31.77%
Tertiary (10- 20 miles)	1,000,538	57.15%	1,022,285	57.36%	1,044,032	57.56%	1,065,779	57.76%	1,087,526	57.95%
Total	1,750,616	100.00%	1,782,166	100.00%	1,813,716	100.00%	1,845,266	100.00%	1,876,816	100.00%

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Table 2

MARKET AREA INCOME CHARACTERISTICS: 2011

Market Area	Per Capita Income	Average Household Income	Median Household Income	Household Size	Average Length of Residency
	Dollars	Dollars	Dollars	Persons	Years
Primary (0-5 miles)	\$29,717.00	\$73,517.00	\$55,908.00	2.47	17
Secondary (5-10 miles)	\$26,537.00	\$69,010.00	\$52,315.00	2.58	16
Tertiary (10-20 miles)	\$28,024.00	\$78,797.00	\$62,430.00	2.80	12

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Table 3

**AGE DISTRIBUTION BY
MARKET AREA ZONE: 2011 (%)**

Market	0-4	5-9	10-14	15-20	21-24	25-34	35-44	45-54	55-64	65+	Total
Primary (0-5 miles)	6.5	6.2	5.8	7.6	5.2	14.6	12.1	14.3	12.4	15.2	100.0
Secondary (5-10 miles)	7.4	6.9	6.6	8.1	5.4	15.2	13.6	13.8	10.8	12.2	100.0
Tertiary (10-20 miles)	7.6	7.2	7.3	8.7	5.2	13.3	13.5	14.6	11.2	11.4	100.0
U.S. Index	7.3	7.2	7.2	7.2	4.7	15.8	16.7	12.8	8.4	12.7	100.0

Median Age (all regions):

36.4

Median Age (U.S.):

36.0

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Table 4

**PROJECTED ATTENDANCE AT
PROPOSED HYBRID BOWLING FACILITY
*MOST LIKELY SCENARIO***

	Year 1	Year 2	Year 3	Year 4
Market Area Population (Concentrated)				
Primary (0 - 5 miles)	186,231	188,472	190,713	192,954
Secondary (5 - 10 miles)	573,650	581,212	588,774	596,336
Tertiary (10 - 20 miles)	1,022,285	1,044,032	1,065,779	1,087,526
Location Specific Tourism	172,685	176,139	179,661	183,255
Market Penetration Rate (%)				
Primary (0 - 5 miles)	0.0923	0.0941	0.0956	0.0965
Secondary (5 - 10 miles)	0.0448	0.0457	0.0464	0.0468
Tertiary (10 - 20 miles)	0.0194	0.0198	0.0201	0.0203
Location Specific Tourism	0.0250	0.0250	0.0250	0.0250
Frequency of Use (visits per year)				
Primary (0 - 5 miles)	4.0000	4.0000	4.0000	4.0000
Secondary (5 - 10 miles)	2.0000	2.0000	2.0000	2.0000
Tertiary (10 - 20 miles)	1.0000	1.0000	1.0000	1.0000
Location Specific Tourism	1.0000	1.0000	1.0000	1.0000
Projected Users (targeted group)				
Primary (0 - 5 miles)	68,756	70,976	72,897	74,491
Secondary (5 - 10 miles)	51,399	53,118	54,616	55,871
Tertiary (10 - 20 miles)	19,832	20,659	21,406	22,061
Location Specific Tourism	4,317	4,403	4,492	4,581
Total	144,305	149,156	153,411	157,004

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Table 4A

**PROJECTED ATTENDANCE AT
PROPOSED CINEMA FACILITY
*MOST LIKELY SCENARIO***

	Year 1	Year 2	Year 3	Year 4
Market Area Population (Concentrated)				
Primary (0 - 5 miles)	186,231	188,472	190,713	192,954
Secondary (5 - 10 miles)	573,650	581,212	588,774	596,336
Tertiary (10 - 20 miles)	1,022,285	1,044,032	1,065,779	1,087,526
Location Specific Tourism	172,685	176,139	179,661	183,255
Market Penetration Rate (%)				
Primary (0 - 5 miles)	0.2028	0.2069	0.2100	0.2121
Secondary (5 - 10 miles)	0.0675	0.0689	0.0699	0.0706
Tertiary (10 - 20 miles)	0.0172	0.0175	0.0178	0.0180
Location Specific Tourism	0.0250	0.0250	0.0250	0.0250
Frequency of Use (visits per year)				
Primary (0 - 5 miles)	6.0000	6.0000	6.0000	6.0000
Secondary (5 - 10 miles)	3.0000	3.0000	3.0000	3.0000
Tertiary (10 - 20 miles)	1.0000	1.0000	1.0000	1.0000
Location Specific Tourism	1.0000	1.0000	1.0000	1.0000
Projected Users (targeted group)				
Primary (0 - 5 miles)	226,606	233,919	240,251	245,505
Secondary (5 - 10 miles)	116,164	120,049	123,435	126,271
Tertiary (10 - 20 miles)	17,583	18,316	18,978	19,559
Location Specific Tourism	4,317	4,403	4,492	4,581
Total	364,670	376,689	387,157	395,917

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Table 5

**SQUARE FOOTAGE UTILIZATION
OF PROPOSED CINEMA & BOWLING ENTERTAINMENT VENUE
One Level Orientation**

Component	Indoor Square Footage	%	Entertainment Capacity	75 UNITS 4 LANES 16 LANES 4 LANES 24 PACKS 3 TABLES 1 TABLE 7 POLE 2 PLAYER 8 SCREENS
Amusement Games	3,750	5.2%	112	
Mini Lane Bowling	800	1.1%	8	
Full Scale Bowling	12,800	17.6%	96	
Private Bowling	4,200	5.8%	24	
Laser Tag Arena with Mezzanine	3,650	5.3%	24	
Billiards	540	0.5%	12	
Shuffleboard	215	0.3%	4	
Elevated Ropes Course/Blacklight	1,900	2.6%	35	
Laser Frenzy	200	0.3%	2	
Theaters (8)*	20,222	27.8%	1,402	
Subtotal - Entertainment	48,277	66.4%	1,719	
Storage Areas	1,200	1.7%		
Service/Technical Room	475	0.7%		
Redemption/Control Center	375	0.5%		
Redemption Storage	125	0.2%		
Retail Area	100	0.1%		
Bar/Lounge with Dining	2,620	3.6%		
DJ Booth	50	0.1%		
Employee Break Room	300	0.4%		
Administrative/Marketing Offices	850	1.2%		
Kitchens and Prep Areas	1,525	2.1%		
Flex Wall Event Rooms (count 4)	1,380	1.9%		
Corporate Event Center	1,500	2.1%		
Concourse/Circulation	7,400	10.2%		
Grand Lobby/Concessions	4,250	5.8%		
Box Office	350	0.5%		
Guest Support Area	150	0.2%		
Restrooms Plus Family Change (2)	1,100	1.5%		
Mechanical/Physical Plant/Stairwell	675	0.9%		
TOTAL	72,582	100.0%		

Theater Configuration

Unit	Seats	Sq. Ft.
1	945	4,292
2	283	3,570
3	134	2,405
4	134	2,405
5	134	2,405
6	104	1,718
7	104	1,718
8	104	1,718
	1402	20,222

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Table 6A

**PROJECTED REVENUES RESULTING
FROM AMUSEMENT GAME ATTRACTION**
(at fixed attendance levels)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate*	26%	27%	28%	28%
Estimated Hours of Utilization	1288	1332	1371	1400
Players Per Hour	112	112	112	112
Players Per Year	144305	149204	153567	156843
Revenue Per Player	\$3.05	\$3.11	\$3.17	\$3.24
Revenue Per Year	\$440,130.07	\$464,024.83	\$486,807.26	\$508,172.70

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*value is rounded

Table 6B

**ESTIMATED UTILIZATION OF PROPOSED
AMUSEMENT GAME ATTRACTION DURING STABILIZED YEAR**

	PEAK*		SHOULDER**		OFF-PEAK***		TOTAL YEAR
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	----
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	28%	57%	15%	36%	8%	21%	26%
Hours Utilized per year	179	239	98	203	52	98	871
Hours Utilized per week	3.45	4.60	1.89	3.90	1.01	1.89	16.75

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Table 7A

**PROJECTED REVENUES RESULTING
FROM MULTI-TIER LASER TAG ATTRACTION**
(at fixed attendance levels)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate*	41%	42%	43%	44%
Estimated Hours of Utilization	2004	2070	2129	2179
Players Per Hour	72	72	72	72
Players Per Year	144305	149056	153267	156877
Revenue Per Player	\$1.45	\$1.48	\$1.51	\$1.54
Revenue Per Year	\$209,242.35	\$220,602.18	\$231,433.91	\$241,590.48

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*value is rounded

Table 7B

**ESTIMATED UTILIZATION OF PROPOSED
LASER TAG ATTRACTION DURING STABILIZED YEAR**

	PEAK*		SHOULDER**		OFF-PEAK***		TOTAL YEAR
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	----
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	49%	61%	36%	50%	21%	39%	41%
Hours Utilized per year	314	256	236	282	138	183	1408
Hours Utilized per week	6.03	4.93	4.54	5.42	2.65	3.51	27.08

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Table 7C

**PROJECTED REVENUES RESULTING
FROM MINI BOWLING ATTRACTION**
(at fixed attendance levels)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate*	46%	47%	49%	50%
Estimated Hours of Utilization	2255	2323	2409	2459
Players Per Hour	64	64	64	64
Players Per Year	144305	148641	154168	157358
Revenue Per Player	\$0.85	\$0.87	\$0.88	\$0.90
Revenue Per Year	\$122,659.17	\$129,318.07	\$135,667.42	\$141,622.10

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*value is rounded

Table 7D

**ESTIMATED UTILIZATION OF MINI BOWLING ATTRACTION
DURING STABILIZED YEAR**

	PEAK*		SHOULDER**		OFF-PEAK***		TOTAL YEAR
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	----
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	48%	67%	37%	56%	30%	46%	46%
Hours Utilized per year	307	281	243	316	197	215	1559
Hours Utilized per week	5.91	5.41	4.67	6.07	3.78	4.14	29.99

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Prepared By: Amusement Entertainment Management, LLC

Table 7E

**PROJECTED REVENUES RESULTING
FROM OPEN PLAY BOWLING ATTRACTION**
(at fixed attendance levels)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate *	24%	25%	26%	26%
Estimated Hours of Utilization	1203	1243	1278	1309
Games Per Hour	120	120	120	120
Players Per Year	144305	149110	153378	157044
Revenue Per Player	\$6.40	\$6.53	\$6.66	\$6.79
Revenue Per Year	\$923,552.05	\$973,690.28	\$1,021,496.23	\$1,066,329.45

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Prepared By: Amusement Entertainment Management, LLC

*value is rounded

Table 7F

**ESTIMATED UTILIZATION OF OPEN PLAY BOWLING ATTRACTION
DURING STABILIZED YEAR**

	<u>PEAK*</u>		<u>SHOULDER**</u>		<u>OFF-PEAK***</u>		<u>TOTAL YEAR</u>
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	----
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	32%	44%	17%	35%	8%	17%	24%
Hours Utilized per year	205	185	112	197	52	80	831
Hours Utilized per week	3.94	3.55	2.14	3.80	1.01	1.53	15.97

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Prepared By: Amusement Entertainment Management, LLC

Table 7G

**PROJECTED REVENUES RESULTING
FROM BILLIARDS & SHUFFLE ATTRACTION**
(at fixed attendance levels)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate *	46%	47%	49%	50%
Estimated Hours of Utilization	2255	2307	2421	2464
Games Per Hour	64	64	64	64
Players Per Year	144305	147666	154915	157664
Revenue Per Player	\$0.33	\$0.34	\$0.34	\$0.35
Revenue Per Year	\$47,620.62	\$50,206.33	\$52,671.18	\$55,182.49

Prepared for the Exclusive Use of : "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

*value is rounded

Table 7H

**ESTIMATED UTILIZATION OF BILLIARDS & SHUFFLE ATTRACTIONS
DURING STABILIZED YEAR**

	PEAK*		SHOULDER**		OFF-PEAK***		TOTAL YEAR
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	52%	79%	38%	58%	22%	35%	46%
Hours Utilized per year	333	332	249	327	144	164	1549
Hours Utilized per week	6.40	6.38	4.79	6.29	2.78	3.15	28.79

Prepared for the Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management LLC

Table 71

**PROJECTED REVENUES RESULTING
FROM ROPES COURSE ATTRACTION**
(at fixed attendance levels)

	Year 1	Year 2	Year 3	Year 4
Assumed Hours of Operation	4940	4940	4940	4940
Estimated Utilization Rate *	42%	43%	44%	45%
Estimated Hours of Utilization	2062	2131	2192	2245
Games Per Hour	70	70	70	70
Players Per Year	144306	149156	153470	157183
Revenue Per Player	\$1.50	\$1.53	\$1.56	\$1.59
Revenue Per Year	\$216,458.70	\$228,209.09	\$239,413.50	\$249,921.59

Prepared for the Exclusive Use of : "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

*value is rounded

Table 7]

**ESTIMATED UTILIZATION OF ROPES COURSE ATTRACTION
DURING STABILIZED YEAR**

	PEAK:		SHOULDER:		OFF-PEAK:		TOTAL YEAR
	weekday	weekend/holiday	weekday	weekend/holiday	weekday	weekend/holiday	
Hours per day	8	12	8	12	8	12	----
Number of days	80	35	82	47	82	39	365
Hours per year	640	420	656	564	656	468	3404
Utilization Rate	48%	75%	34%	54%	18%	31%	42%
Hours Utilized per year	307	315	223	305	118	145	1413
Hours Utilized per week	5.91	6.06	4.29	5.86	2.27	2.79	27.17

Prepared for the Exclusive Use of: "City of Rancho Cordova"
Prepared By: Amusement Entertainment Management, LLC

Table 8

PROJECTED REVENUE
****MOST LIKELY SCENARIO****
HYBRID BOWLING FACILITY & RESTAURANT

	Year 1	Year 2	Year 3	Year 4
Projected Attendance				
Per Capita Expenditures				
Food Service	\$5.10	\$5.20	\$5.31	\$5.41
Beverage Service	\$6.20	\$6.32	\$6.45	\$6.58
Amusement Games	\$3.05	\$3.11	\$3.17	\$3.24
Elevated Ropes Course	\$1.50	\$1.53	\$1.56	\$1.59
Laser Frenzy	\$0.30	\$0.31	\$0.31	\$0.32
Mini Bowling	\$0.85	\$0.87	\$0.88	\$0.90
Multi-Tier Laser Tag	\$1.45	\$1.48	\$1.51	\$1.54
Full Scale Bowling	\$6.40	\$6.53	\$6.66	\$6.79
Venue Rental Fees	\$1.45	\$1.48	\$1.51	\$1.54
Retail Merchandise	\$0.05	\$0.05	\$0.05	\$0.05
Billiards	\$0.25	\$0.26	\$0.26	\$0.27
Table Shuffleboard	\$0.08	\$0.08	\$0.08	\$0.08
Rental Shoes	\$1.30	\$1.33	\$1.35	\$1.38
Total	\$27.98	\$28.54	\$29.11	\$29.69
Projected Revenue				
Food Service	\$735,956	\$775,910	\$814,005	\$849,731
Beverage Service	\$894,691	\$943,263	\$989,575	\$1,033,006
Amusement Games	\$440,130	\$464,024	\$486,807	\$508,172
Elevated Ropes Course	\$216,458	\$228,209	\$239,413	\$249,921
Laser Frenzy	\$43,292	\$45,642	\$47,883	\$49,984
Mini Bowling	\$122,659	\$129,318	\$135,667	\$141,622
Multi-Tier Laser Tag	\$209,242	\$220,602	\$231,433	\$241,590
Full Scale Bowling	\$923,552	\$973,690	\$1,021,496	\$1,066,329
Venue Rental Fees	\$209,242	\$220,602	\$231,433	\$241,590
Retail Merchandise	\$7,215	\$7,607	\$7,980	\$8,331
Billiards	\$36,076	\$38,035	\$39,902	\$41,653
Table Shuffleboard	\$11,544	\$12,171	\$12,769	\$13,329
Rental Shoes	\$187,597	\$197,781	\$207,491	\$216,598
	\$4,037,654	\$4,256,853	\$4,465,854	\$4,661,857

Prepared For The Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management LLC

Table 8A

PROJECTED REVENUE
*****MOST LIKELY SCENARIO****
CINEMA OPERATIONS & CONCESSIONS

	Year 1	Year 2	Year 3	Year 4
Projected Attendance	Core Patron 364,670	Core Patron 376,689	Core Patron 387,157	Core Patron 395,917
Per Capita Expenditures				
Food Concession	\$1.94	\$1.98	\$2.02	\$2.06
Beverage Concession	\$0.81	\$0.83	\$0.84	\$0.86
Box Office - Ticket Sales	\$7.10	\$7.38	\$7.68	\$7.99
Pre-Show Advertising Sales	\$0.05	\$0.05	\$0.05	\$0.06
Internet Ticket Convenience Fees	\$0.03	\$0.03	\$0.03	\$0.03
Total	\$9.93	\$10.27	\$10.63	\$10.99
Projected Revenue				
Food Service	\$707,460	\$745,392	\$781,428	\$815,092
Beverage Service	\$295,383	\$311,220	\$326,266	\$340,322
Box Office - Ticket Sales	\$2,589,157	\$2,781,472	\$2,973,118	\$3,162,005
Pre-Show Advertising Sales	\$18,234	\$19,588	\$20,937	\$22,268
Internet Ticket Convenience Fees	\$10,940	\$11,753	\$12,562	\$13,361
	\$3,621,173	\$3,869,425	\$4,114,313	\$4,353,046

Prepared For The Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

Table 9

**PROJECTED NET OPERATING INCOME
HYBRID BOWLING VENUE
MOST LIKELY SCENARIO
ALL CONCESSIONS AND OPERATIONS**

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Projected Revenue - Food	\$735,956	\$775,910	\$814,005	\$849,731
Projected Revenue - Beverage	\$894,691	\$943,263	\$989,575	\$1,033,006
Projected Revenue - Bowling	\$923,552	\$973,690	\$1,021,486	\$1,066,329
Projected Revenue - Games	\$440,130	\$464,024	\$486,807	\$508,172
Projected Revenue - Attractions	\$591,651	\$623,770	\$654,386	\$683,118
Projected Revenue - Venue Fees	\$209,242	\$220,602	\$231,433	\$241,590
Projected Revenue - Shoes	\$197,597	\$197,781	\$207,491	\$216,598
Projected Revenue - Retail	\$7,215	\$7,607	\$7,980	\$8,331
Projected Revenue - Bar Games	\$47,620	\$50,206	\$52,671	\$54,982
Total Revenue Sources	\$4,037,654	\$4,256,653	\$4,465,854	\$4,661,857
Projected Operating Expenses				
Cost of Sales				
Beverage Products @ 18%	161,044	169,787	176,124	185,941
Food Products @ 32%	235,508	248,291	260,462	271,914
Retail Merchandise @ 35%	2,525	2,662	2,793	2,916
Redemption Merchandise @ 25%	71,521	75,404	79,108	82,578
Subtotal - Cost of Sales	470,597	486,145	520,504	543,349
Gross Operating Profit	\$3,567,057	\$3,760,708	\$3,945,350	\$4,118,508
Operating Overhead:				
Management Payroll - Gen Mgr. + Asst. Mgr.	120,000	123,600	127,308	131,127
Staff Payroll- Administrative/Operating	996,788	1,031,676	1,067,784	1,105,157
Payroll Taxes and Benefits (13%)	145,182	150,186	155,362	160,717
Utilities	125,167	131,962	138,441	144,518
Bank/Credit Card Charges	60,595	63,853	66,988	69,928
Attraction Parts & Supplies	16,151	17,027	17,863	18,647
Postage	12,113	12,771	13,398	13,986
Printing	20,188	21,284	22,329	23,309
Security and Trash Service	24,226	25,541	26,795	27,871
Advertising and Promotion	121,130	110,678	113,556	116,508
Telephone	14,536	17,027	17,863	18,647
Training	28,264	12,771	13,398	13,986
Travel and Entertainment	20,188	21,284	22,329	23,309
Uniforms	10,094	10,642	11,165	11,655
Maintenance/repairs/modifications	32,301	34,055	35,727	37,295
General Supplies	72,678	76,623	80,365	83,913
Legal and Accounting	58,546	55,128	55,479	55,834
Term Loan Obligations (55% of total)**	483,464	483,464	483,464	483,464
State and Local Licensing (annual)	8,500	5,500	5,500	5,500
Real Estate Taxes (35% of total sq. ft.)	192,500	197,313	202,245	207,301
Commercial Insurance Package	129,205	138,219	142,907	149,179
Reinvestment in Infrastructure	0	50,000	70,000	70,000
Subtotal - Overhead	\$2,691,785	\$2,768,604	\$2,883,685	\$2,985,937
Net Operating Income*	\$875,272	\$992,104	\$1,061,665	\$1,152,571

*From operating attractions. Other expenses that may be considered include, administrative fees, franchise fees, depreciation, and taxation

**Debt service based upon commercial term loan of \$10,224,600 at 6%/20 years; equity: \$7,000,000. 55% of buildout applied to entertainment operation

Total Buildout: \$17,224,600

Prepared for the Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

Table 9A

**PROJECTED NET OPERATING INCOME
8-SCREEN CINEMA FACILITY
MOST LIKELY SCENARIO
ALL CONCESSIONS AND OPERATIONS**

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Projected Revenue - Food	\$707,460	\$745,392	\$781,428	\$815,092
Projected Revenue - Beverage	\$295,383	\$311,220	\$326,266	\$340,322
Projected Revenue - Box Office	\$2,589,157	\$2,781,472	\$2,973,118	\$3,162,005
Projected Revenue - Advertising	\$18,234	\$19,588	\$20,937	\$22,268
Projected Revenue - Internet Fees	\$10,940	\$11,153	\$12,662	\$13,361
Total Revenue Sources	\$3,621,174	\$3,869,425	\$4,114,311	\$4,353,048
Projected Operating Expenses	100.0%	100.0%	100.0%	100.0%
Cost of Sales				
Beverage Products @ 18%	53,169	56,020	58,728	61,258
Food Products @ 32%	226,387	238,525	250,057	260,829
Film Royalties @ 55%	1,424,036	1,529,810	1,635,215	1,739,103
Subtotal - Cost of Sales	1,703,592	1,824,355	1,944,000	2,081,191
Gross Operating Profit	\$1,917,582	\$2,045,070	\$2,170,311	\$2,291,857
Operating Overhead:	53.0%	52.9%	52.8%	52.6%
Managerial Payroll (4.5%)	162,953	167,841	172,877	178,063
Salaries - Customer Service (5.65%)	204,596	210,734	217,056	223,568
Salaries - Maintenance (1.5%)	54,318	55,947	57,626	59,354
Salaries - Projection (1.05%)	38,022	39,163	40,338	41,548
Payroll Taxes and Benefits (13.00%)	59,786	61,579	63,427	65,329
Utilities	94,151	119,952	127,544	134,944
Bank/Credit Card Charges	34,401	36,760	39,066	41,354
Booking Fees	18,720	18,907	19,086	19,287
Office Expense / Film Shipping	12,800	12,928	13,057	13,188
Security and Trash Service	21,727	23,217	24,686	26,118
Advertising and Promotion	72,423	77,369	78,936	80,515
Telephone	13,036	15,478	16,457	17,412
Training	10,854	11,608	12,343	13,059
Travel and Entertainment	14,485	15,478	16,457	17,412
Uniforms	9,053	9,674	10,286	10,883
Projector/Automation R&M	18,106	19,347	20,572	21,765
Maintenance/repairs/modifications	57,939	61,911	65,829	69,649
General Supplies	28,969	30,955	32,914	34,824
Legal and Accounting	52,507	36,755	37,122	37,494
Term Loan Obligations**	395,562	395,562	395,562	395,562
Real Estate Taxes (45% of total sq ft)	157,500	161,438	165,473	169,610
Commercial Insurance Package	50,696	54,172	57,500	60,943
Subtotal - Overhead	\$1,582,614	\$1,636,794	\$1,684,345	\$1,731,883
Net Operating Income*	\$334,968	\$408,277	\$485,966	\$559,975
	9.3%	10.6%	11.8%	12.9%

*from operating attractions. Other expenses that may be considered include, administrative fees, franchise fees, depreciation, and taxation

**Debt service based upon commercial mortgage of \$10,224,600 @ 6%/20 years; equity \$7 million. 45% of debt service applied to cinema operation

Total Buildout: \$17,224,600

Prepared for the Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

Table 9B

**PROJECTED NET OPERATING INCOME
COMBINED OPERATION
MOST LIKELY SCENARIO
ALL CONCESSIONS AND OPERATIONS**

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Projected Revenue - Food	\$1,443,416	\$1,521,302	\$1,595,433	\$1,664,823
Projected Revenue - Beverage	\$1,190,074	\$1,254,483	\$1,315,841	\$1,373,328
Projected Revenue - Entertainment	\$2,407,907	\$2,537,680	\$2,662,274	\$2,779,120
Projected Revenue - Cinema	\$2,618,331	\$2,812,813	\$3,006,617	\$3,197,634
Total Revenue Sources	\$7,658,828	\$8,126,278	\$8,580,165	\$9,014,905
Projected Operating Expenses				
Cost of Sales				
Entertainment Operation	470,597	496,145	520,504	543,349
Cinema Operation	1,703,592	1,824,355	1,944,000	2,061,191
Subtotal - Cost of Sales	2,174,189	2,320,500	2,464,504	2,604,540
Gross Operating Profit	\$5,484,639	\$5,805,778	\$6,115,661	\$6,410,365
Operating Overhead:				
Management Payroll - Gen Mgr. + Asst. Mgr	282,953	291,441	300,185	309,190
Staff Payroll- Administrative/Operating	1,293,724	1,337,520	1,382,804	1,447,433
Payroll Taxes and Benefits (13%)	204,968	211,765	218,789	228,361
Selling, General & Admin Expenses	1,083,827	1,086,505	1,041,128	1,068,109
Term Loan Obligations (100% of total)**	879,026	879,026	879,026	879,026
Real Estate Taxes (100% of total)	350,000	358,750	367,719	376,912
Commercial Insurance Package	179,901	190,391	308,380	318,789
Reinvestment In Infrastructure	0	50,000	70,000	70,000
Subtotal - Overhead	\$4,274,399	\$4,405,398	\$4,568,030	\$4,697,820
Net Operating Income*	\$1,210,240	\$1,400,380	\$1,547,630	\$1,712,545
	15.8%	17.2%	18.0%	19.0%
	18.8%	18.7%	18.6%	18.5%
	15.5%	15.4%	15.3%	15.2%
	31.4%	31.2%	31.0%	30.8%
	34.2%	34.6%	35.0%	35.5%
	100.0%	100.0%	100.0%	100.0%

*from operating attractions. Other expenses that may be considered include, administrative

fees, franchise fees, depreciation, and taxation

**Debt service based upon commercial term loan of \$17,224,600 at 6%/20 years; equity: \$7,000,000.

Total Buildout: \$17,224,600

Prepared for the Exclusive Use of: "City of Rancho Cordova"

Prepared By: Amusement Entertainment Management, LLC

Table 10

PROJECTED ATTENDANCE PATTERNS AT PROPOSED CINEMA & ENTERTAINMENT FACILITIES

	Year 1	Year 2	Year 3	Year 4
Annual Attendance - All Operations	508,975	525,845	540,568	552,921
Peak Month's Attendance @ 12% of year	61,077	63,101	64,868	66,351
Peak Weekly Attendance	14,095	14,562	14,970	15,312
Peak Daily Attendance @ 25% of Weekly Attendance	3,524	3,640	3,742	3,828
Peak In-House Attendance @ 33% of Peak Daily Attendance	1,163	1,201	1,235	1,263
Required Entertainment Capacity @ 85% of Peak In-House Attendance	988	1021	1050	1074

Prepared for the Exclusive Use of : "City of Rancho Cordova"

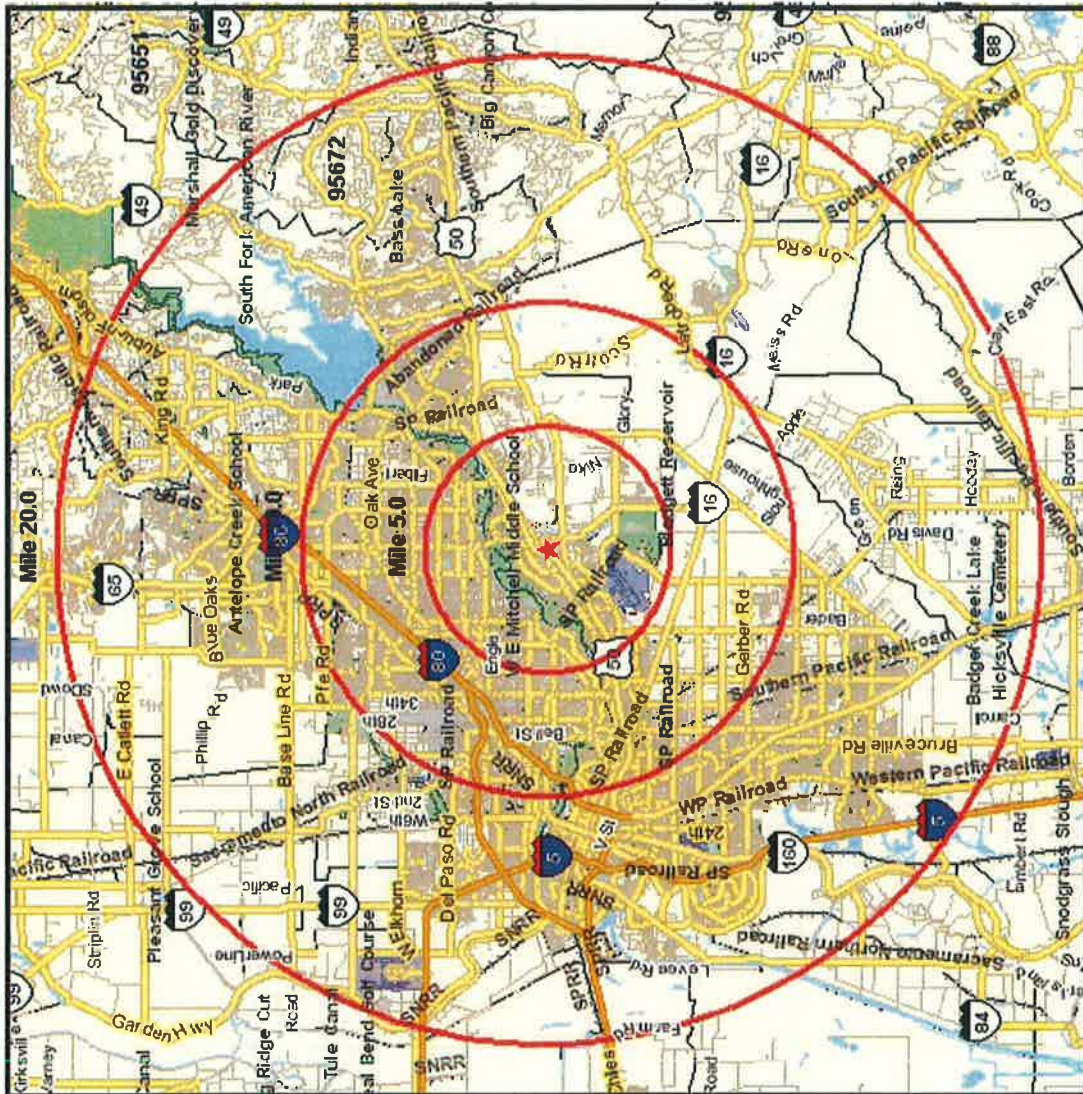
Prepared By: Amusement Entertainment Management, LLC

Appendix B

Demographics

Area Map

Prepared For:

Order #: 970587902
Site: 01KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670
Coord: 38.599487, -121.273934
Radius - See Appendix for DetailsPage 1 of 2
Nielsen Solution Center 1 800 866 6511Prepared on: November 8, 2011
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nielsen

Area Map

Prepared For:

Order #: 970587902
Site: 01

Appendix: Area Listing

Area Name:

Type: Radius 1

Radius Definition:

KILGORE RD AT TRADE CENTER DR	Center Point:	38.599487	-121.273934
RANCHO CORDOVA, CA 95670	Circle/Band:	0.00	5.00

Area Name:

Type: Radius 2

Radius Definition:

KILGORE RD AT TRADE CENTER DR	Center Point:	38.599487	-121.273934
RANCHO CORDOVA, CA 95670	Circle/Band:	5.00	10.00

Area Name:

Type: Radius 3

Radius Definition:

KILGORE RD AT TRADE CENTER DR	Center Point:	38.599487	-121.273934
RANCHO CORDOVA, CA 95670	Circle/Band:	10.00	20.00

Pop-Facts: Demographic Snapshot 2011 Report

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
Population						
2016 Projection	195,197		603,899		1,109,274	
2011 Estimate	183,990		566,088		1,000,538	
2000 Census	172,683		535,012		727,579	
1990 Census	167,984		469,459		544,595	
Growth 2011-2016	6.09%		6.68%		10.87%	
Growth 2000-2011	6.55%		5.81%		37.52%	
Growth 1990-2000	2.80%		13.96%		33.60%	
2011 Est. Pop by Single Race Class						
	183,990		566,088		1,000,538	
White Alone	133,413	72.51	386,852	68.34	575,542	57.52
Black or African American Alone	12,150	6.60	42,124	7.44	96,020	9.60
Amer. Indian and Alaska Native Alone	1,634	0.89	6,714	1.19	11,095	1.11
Asian Alone	14,412	7.83	47,943	8.47	148,960	14.89
Native Hawaiian and Other Pac. Isl. Alone	1,023	0.56	3,585	0.63	8,213	0.82
Some Other Race Alone	9,802	5.33	42,660	7.54	93,417	9.34
Two or More Races	11,555	6.28	36,210	6.40	67,291	6.73
2011 Est. Pop Hisp or Latino by Origin						
	183,990		566,088		1,000,538	
Not Hispanic or Latino	159,835	86.87	465,062	82.15	794,897	79.45
Hispanic or Latino:	24,155	13.13	101,026	17.85	205,641	20.55
Mexican	18,512	76.64	81,950	81.12	171,204	83.25
Puerto Rican	1,013	4.19	3,044	3.01	4,943	2.40
Cuban	197	0.82	677	0.67	1,042	0.51
All Other Hispanic or Latino	4,432	18.35	15,356	15.20	28,452	13.84
2011 Est. Hisp or Latino by Single Race Class						
	24,155		101,026		205,641	
White Alone	11,115	46.02	43,051	42.61	82,628	40.18
Black or African American Alone	416	1.72	1,913	1.89	3,507	1.71
American Indian and Alaska Native Alone	346	1.43	2,325	2.30	4,638	2.26
Asian Alone	209	0.87	1,037	1.03	2,574	1.25
Native Hawaiian and Other Pacific Islander Alone	99	0.41	264	0.26	496	0.24
Some Other Race Alone	9,340	38.67	41,492	41.07	90,750	44.13
Two or More Races	2,632	10.90	10,944	10.83	21,048	10.24



Prepared On: Tues Nov 08, 2011 Page 1 Of 12

Prepared By:

Nielsen Solution Center 1 800 866 6511

Prepared For:

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Pop-Facts: Demographic Snapshot 2011 Report

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Pop. Asian Alone Race by Cat	14,412		47,943		148,960	
Chinese, except Taiwanese	2,157	14.97	6,430	13.41	32,008	21.49
Filipino	3,155	21.89	10,423	21.74	32,507	21.82
Japanese	1,052	7.30	2,380	4.96	9,025	6.06
Asian Indian	2,414	16.75	7,736	16.14	17,186	11.54
Korean	1,849	12.83	2,490	5.19	3,572	2.40
Vietnamese	1,575	10.93	5,247	10.94	15,615	10.48
Cambodian	186	1.29	477	0.99	1,837	1.23
Hmong	533	3.70	5,082	10.60	19,464	13.07
Laotian	184	1.28	3,608	7.53	7,328	4.92
Thai	196	1.36	628	1.31	793	0.53
All Other Asian Races Including 2+ Category	1,110	7.70	3,441	7.18	9,626	6.46
2011 Est. Population by Ancestry	183,990		566,088		1,000,538	
Pop, Arab	1,093	0.59	3,351	0.59	3,456	0.35
Pop, Czech	321	0.17	970	0.17	1,420	0.14
Pop, Danish	937	0.51	3,086	0.55	4,272	0.43
Pop, Dutch	1,605	0.87	4,530	0.80	7,183	0.72
Pop, English	14,436	7.85	39,431	6.97	54,170	5.41
Pop, French (except Basque)	3,100	1.68	9,115	1.61	13,478	1.35
Pop, French Canadian	522	0.28	1,553	0.27	2,147	0.21
Pop, German	19,432	10.56	56,119	9.91	86,644	8.66
Pop, Greek	653	0.35	2,691	0.48	4,286	0.43
Pop, Hungarian	442	0.24	1,180	0.21	1,579	0.16
Pop, Irish	16,160	8.78	42,754	7.55	59,710	5.97
Pop, Italian	8,466	4.60	26,200	4.63	41,466	4.14
Pop, Lithuanian	174	0.09	430	0.08	600	0.06
Pop, United States or American	4,715	2.56	14,807	2.62	25,574	2.56
Pop, Norwegian	2,573	1.40	6,702	1.18	12,145	1.21
Pop, Polish	2,192	1.19	5,761	1.02	8,582	0.86
Pop, Portuguese	1,897	1.03	7,189	1.27	14,710	1.47
Pop, Russian	3,204	1.74	8,630	1.52	10,520	1.05
Pop, Scottish	3,382	1.84	9,335	1.65	12,942	1.29
Pop, Scotch-Irish	2,494	1.36	6,553	1.16	9,238	0.92
Pop, Slovak	71	0.04	204	0.04	273	0.03
Pop, Sub-Saharan African	1,132	0.62	3,874	0.68	7,783	0.78
Pop, Swedish	2,347	1.28	6,256	1.11	9,596	0.96
Pop, Swiss	607	0.33	1,471	0.26	2,713	0.27
Pop, Ukrainian	4,787	2.60	9,025	1.59	7,481	0.75
Pop, Welsh	1,035	0.56	2,214	0.39	3,337	0.33
Pop, West Indian (exc Hisp groups)	249	0.14	624	0.11	1,191	0.12
Pop, Other ancestries	74,485	40.48	248,543	43.91	529,246	52.90



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Pop-Facts: Demographic Snapshot 2011 Report

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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Population by Ancestry						
Pop, Ancestry Unclassified	11,477	6.24	43,491	7.68	64,796	6.48
2011 Est. Pop Age 5+ by Language Spoken At Home	171,951		524,377		924,115	
Speak Only English at Home	135,736	78.94	402,871	76.83	652,540	70.61
Speak Asian/Pac. Isl. Lang. at Home	8,434	4.90	30,831	5.88	94,000	10.17
Speak IndoEuropean Language at Home	14,581	8.48	35,665	6.80	52,222	5.65
Speak Spanish at Home	12,076	7.02	51,221	9.77	119,832	12.97
Speak Other Language at Home	1,124	0.65	3,788	0.72	5,522	0.60
2011 Est. Population by Sex	183,990		566,088		1,000,538	
Male	89,016	48.38	279,090	49.30	492,498	49.22
Female	94,974	51.62	286,998	50.70	508,040	50.78
2011 Est. Population by Age	183,990		566,088		1,000,538	
Age 0 - 4	12,038	6.54	41,712	7.37	76,423	7.64
Age 5 - 9	11,387	6.19	38,754	6.85	72,035	7.20
Age 10 - 14	10,754	5.84	37,589	6.64	73,251	7.32
Age 15 - 17	7,291	3.96	23,055	4.07	47,161	4.71
Age 18 - 20	6,662	3.62	23,026	4.07	39,984	4.00
Age 21 - 24	9,519	5.17	30,446	5.38	51,550	5.15
Age 25 - 34	26,899	14.62	86,001	15.19	133,070	13.30
Age 35 - 44	22,187	12.06	77,131	13.63	135,265	13.52
Age 45 - 54	26,375	14.34	78,109	13.80	145,738	14.57
Age 55 - 64	22,873	12.43	60,986	10.77	111,674	11.16
Age 65 - 74	14,487	7.87	35,668	6.30	65,885	6.58
Age 75 - 84	9,391	5.10	23,003	4.06	34,897	3.49
Age 85 and over	4,125	2.24	10,609	1.87	13,605	1.36
Age 16 and over	147,327	80.07	440,269	77.77	762,748	76.23
Age 18 and over	142,520	77.46	424,979	75.07	731,668	73.13
Age 21 and over	135,858	73.84	401,954	71.01	691,685	69.13
Age 65 and over	28,003	15.22	69,281	12.24	114,387	11.43
2011 Est. Median Age	38.36		35.32		35.50	
2011 Est. Average Age	39.30		36.90		36.30	



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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Male Population by Age	89,016		279,090		492,498	
Age 0 - 4	6,181	6.94	21,341	7.65	39,129	7.95
Age 5 - 9	5,821	6.54	19,794	7.09	36,875	7.49
Age 10 - 14	5,517	6.20	19,051	6.83	37,478	7.61
Age 15 - 17	3,840	4.31	12,020	4.31	23,984	4.87
Age 18 - 20	3,400	3.82	11,741	4.21	20,759	4.22
Age 21 - 24	4,802	5.39	15,739	5.64	26,310	5.34
Age 25 - 34	13,467	15.13	44,054	15.78	66,106	13.42
Age 35 - 44	11,059	12.42	39,334	14.09	66,344	13.47
Age 45 - 54	12,620	14.18	38,699	13.87	71,266	14.47
Age 55 - 64	10,688	12.01	28,871	10.34	53,796	10.92
Age 65 - 74	6,423	7.22	15,842	5.68	30,403	6.17
Age 75 - 84	3,899	4.38	9,155	3.28	15,192	3.08
Age 85 and over	1,297	1.46	3,449	1.24	4,856	0.99
2011 Est. Median Age, Male	36.34		34.05		34.34	
2011 Est. Average Age, Male	37.70		35.50		35.40	
2011 Est. Female Population by Age	94,974		286,998		508,040	
Age 0 - 4	5,857	6.17	20,371	7.10	37,294	7.34
Age 5 - 9	5,566	5.86	18,960	6.61	35,160	6.92
Age 10 - 14	5,237	5.51	18,538	6.46	35,772	7.04
Age 15 - 17	3,451	3.63	11,034	3.84	23,177	4.56
Age 18 - 20	3,262	3.43	11,285	3.93	19,225	3.78
Age 21 - 24	4,718	4.97	14,707	5.12	25,240	4.97
Age 25 - 34	13,432	14.14	41,947	14.62	66,964	13.18
Age 35 - 44	11,128	11.72	37,798	13.17	68,921	13.57
Age 45 - 54	13,755	14.48	39,409	13.73	74,473	14.66
Age 55 - 64	12,185	12.83	32,115	11.19	57,877	11.39
Age 65 - 74	8,064	8.49	19,826	6.91	35,483	6.98
Age 75 - 84	5,492	5.78	13,849	4.83	19,705	3.88
Age 85 and over	2,829	2.98	7,160	2.49	8,749	1.72
2011 Est. Median Age, Female	40.36		36.76		36.62	
2011 Est. Average Age, Female	40.70		38.20		37.20	

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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Pop Age 15+ by Marital Status	149,811		448,034		778,829	
Total, Never Married	46,530	31.06	148,705	33.19	241,154	30.96
Males, Never Married	25,236	16.85	81,482	18.19	127,672	16.39
Females, Never Married	21,294	14.21	67,223	15.00	113,482	14.57
Married, Spouse present	65,963	44.03	191,101	42.65	381,321	48.96
Married, Spouse absent	7,296	4.87	23,967	5.35	34,436	4.42
Widowed	9,648	6.44	27,329	6.10	39,073	5.02
Males Widowed	1,797	1.20	5,810	1.30	7,413	0.95
Females Widowed	7,851	5.24	21,519	4.80	31,660	4.07
Divorced	20,374	13.60	56,931	12.71	82,845	10.64
Males Divorced	8,501	5.67	23,126	5.16	33,974	4.36
Females Divorced	11,873	7.93	33,805	7.55	48,871	6.27
2011 Est. Pop. Age 25+ by Edu. Attainment	126,338		371,508		640,135	
Less than 9th grade	4,930	3.90	19,619	5.28	43,479	6.79
Some High School, no diploma	7,245	5.73	28,617	7.70	45,858	7.16
High School Graduate (or GED)	27,101	21.45	86,263	23.22	133,301	20.82
Some College, no degree	33,764	26.73	100,299	27.00	165,169	25.80
Associate Degree	11,952	9.46	34,542	9.30	60,459	9.44
Bachelor's Degree	27,533	21.79	70,027	18.85	131,684	20.57
Master's Degree	8,938	7.07	21,569	5.81	39,961	6.24
Professional School Degree	3,287	2.60	6,733	1.81	14,729	2.30
Doctorate Degree	1,589	1.26	3,839	1.03	5,495	0.86
2011 Est Pop Age 25+ by Edu. Attain, Hlsp. or Lat	13,472		54,910		110,058	
Less than 9th grade	1,861	13.81	9,201	16.76	21,844	19.85
Some High School, no diploma	1,302	9.66	8,078	14.71	16,121	14.65
High School Graduate (or GED)	3,579	26.57	13,601	24.77	25,638	23.29
Some College, no degree	3,450	25.61	13,730	25.00	24,299	22.08
Associate Degree	822	6.10	3,061	5.57	6,225	5.66
Bachelor's Degree	1,718	12.75	5,265	9.59	11,999	10.90
Graduate or Professional Degree	740	5.49	1,976	3.60	3,932	3.57

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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
Households						
2016 Projection	78,227		229,554		392,834	
2011 Estimate	73,444		214,609		353,559	
2000 Census	68,785		204,702		258,644	
1990 Census	65,233		181,051		199,897	
Growth 2011-2016	6.51%		6.96%		11.11%	
Growth 2000-2011	6.77%		4.84%		36.70%	
Growth 1990-2000	5.45%		13.06%		29.39%	
2011 Est. Households by Household Type	73,444		214,609		353,559	
Family Households	47,281	64.38	136,787	63.74	248,955	70.41
Nonfamily Households	26,163	35.62	77,822	36.26	104,603	29.59
2011 Est. Group Quarters Population	2,932		13,174		9,741	
2011 HHs by Ethnicity, Hispanic/Latino	7,225	9.84	28,484	13.27	56,782	16.06
2011 Est. HHs by HH Income	73,444		214,609		353,559	
Income Less than \$15,000	7,216	9.83	23,741	11.06	34,281	9.70
Income \$15,000 - \$24,999	6,895	9.39	21,632	10.08	29,076	8.22
Income \$25,000 - \$34,999	7,799	10.62	23,221	10.82	30,349	8.58
Income \$35,000 - \$49,999	11,354	15.46	34,708	16.17	48,287	13.66
Income \$50,000 - \$74,999	14,631	19.92	43,233	20.15	69,964	19.79
Income \$75,000 - \$99,999	9,580	13.04	26,672	12.43	51,345	14.52
Income \$100,000 - \$124,999	6,285	8.56	16,774	7.82	35,968	10.17
Income \$125,000 - \$149,999	3,839	5.23	9,816	4.57	21,665	6.13
Income \$150,000 - \$199,999	2,919	3.97	7,509	3.50	17,025	4.82
Income \$200,000 - \$499,999	2,412	3.28	6,072	2.83	13,294	3.76
Income \$500,000 and more	514	0.70	1,231	0.57	2,305	0.65
2011 Est. Average Household Income	\$73,517		\$69,010		\$78,797	
2011 Est. Median Household Income	\$55,908		\$52,315		\$62,430	
2011 Est. Per Capita Income	\$29,717		\$26,537		\$28,024	



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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Median HH Inc by Single Race Class. or Ethn						
White Alone	58,678		56,243		68,205	
Black or African American Alone	42,456		35,280		46,404	
American Indian and Alaska Native Alone	52,470		47,527		50,999	
Asian Alone	60,378		52,132		59,850	
Native Hawaiian and Other Pacific Islander Alone	48,069		48,787		54,105	
Some Other Race Alone	41,407		40,974		47,369	
Two or More Races	46,664		45,036		54,086	
Hispanic or Latino	46,180		44,470		48,904	
Not Hispanic or Latino	57,282		53,880		65,127	
2011 Est. Family HH Type, Presence Own Children						
Married-Couple Family, own children	13,182	27.88	43,157	31.55	88,918	35.72
Married-Couple Family, no own children	19,810	41.90	51,376	37.56	96,365	38.71
Male Householder, own children	2,017	4.27	6,383	4.67	9,253	3.72
Male Householder, no own children	1,850	3.91	5,711	4.18	9,046	3.63
Female Householder, own children	6,193	13.10	17,724	12.96	27,261	10.95
Female Householder, no own children	4,229	8.94	12,437	9.09	18,114	7.28
2011 Est. Households by Household Size						
1-person household	20,365	27.73	58,495	27.26	79,399	22.46
2-person household	25,715	35.01	68,910	32.11	110,438	31.24
3-person household	11,937	16.25	35,366	16.48	60,329	17.06
4-person household	8,928	12.16	28,556	13.31	54,241	15.34
5-person household	3,762	5.12	13,246	6.17	26,900	7.61
6-person household	1,600	2.18	5,659	2.64	11,984	3.39
7 or more person household	1,138	1.55	4,378	2.04	10,267	2.90
2011 Est. Average Household Size						
	2.47		2.58		2.80	

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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Households by Presence of People	73,444		214,609		353,559	
Households with 1 or more People under Age 18:	23,410	31.87	73,564	34.28	136,767	38.68
Married-Couple Family	13,815	59.01	45,139	61.36	93,180	68.13
Other Family, Male Householder	2,281	9.74	7,258	9.87	10,775	7.88
Other Family, Female Householder	7,030	30.03	20,394	27.72	31,679	23.16
Nonfamily, Male Householder	170	0.73	452	0.61	650	0.48
Nonfamily, Female Householder	115	0.49	321	0.44	483	0.35
Households no People under Age 18:	50,033	68.12	141,046	65.72	216,791	61.32
Married-Couple Family	18,942	37.86	48,570	34.44	90,754	41.86
Other Family, Male Householder	1,585	3.17	4,785	3.39	7,323	3.38
Other Family, Female Householder	3,370	6.74	9,609	6.81	13,263	6.12
Nonfamily, Male Householder	11,382	22.75	33,735	23.92	47,866	22.08
Nonfamily, Female Householder	14,755	29.49	44,346	31.44	57,584	26.56
2011 Est. Households by Number of Vehicles	73,444		214,609		353,559	
No Vehicles	4,334	5.90	14,584	6.80	23,185	6.56
1 Vehicle	26,227	35.71	77,309	36.02	107,821	30.50
2 Vehicles	28,399	38.67	81,022	37.75	141,461	40.01
3 Vehicles	10,398	14.16	28,827	13.43	56,564	16.00
4 Vehicles	2,901	3.95	9,048	4.22	17,019	4.81
5 or more Vehicles	1,184	1.61	3,819	1.78	7,509	2.12
2011 Est. Average Number of Vehicles	1.81		1.79		1.91	
Family Households						
2016 Projection	50,278		146,752		277,599	
2011 Estimate	47,281		136,787		248,955	
2000 Census	45,326		131,082		179,989	
1990 Census	45,651		119,176		137,236	
Growth 2011-2016	6.34%		7.29%		11.51%	
Growth 2000-2011	4.31%		4.35%		38.32%	
Growth 1990-2000	-0.71%		9.99%		31.15%	
2011 Est. Families by Poverty Status	47,281		136,787		248,955	
2011 Families at or Above Poverty	42,528	89.95	123,938	90.61	227,757	91.49
2011 Families at or Above Poverty with Children	19,087	40.37	62,748	45.87	118,186	47.47
2011 Families Below Poverty	4,752	10.05	12,850	9.39	21,198	8.51
2011 Families Below Poverty with Children	4,110	8.69	10,634	7.77	17,444	7.01



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Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Pop Age 16+ by Employment Status	147,327		440,269		762,748	
In Armed Forces	205	0.14	1,000	0.23	953	0.12
Civilian - Employed	86,172	58.49	256,283	58.21	447,993	58.73
Civilian - Unemployed	9,378	6.37	29,134	6.62	46,032	6.04
Not in Labor Force	51,571	35.00	153,853	34.95	267,770	35.11
2011 Est. Civ Employed Pop 16+ Class of Worker	88,784		265,818		461,797	
For-Profit Private Workers	55,654	62.68	175,557	66.04	286,308	62.00
Non-Profit Private Workers	7,222	8.13	19,518	7.34	33,888	7.34
Local Government Workers	6,785	7.64	20,968	7.89	43,748	9.47
State Government Workers	9,178	10.34	24,219	9.11	55,007	11.91
Federal Government Workers	1,644	1.85	5,638	2.12	8,424	1.82
Self-Emp Workers	10,720	12.07	25,704	9.67	46,724	10.12
Unpaid Family Workers	144	0.16	413	0.16	771	0.17
2011 Est. Civ Employed Pop 16+ by Occupation	88,784		265,818		461,797	
Architect/Engineer	2,167	2.44	5,779	2.17	10,004	2.17
Arts/Entertain/Sports	1,776	2.00	4,665	1.75	7,328	1.59
Building Grounds Maint	3,434	3.87	10,362	3.90	15,988	3.46
Business/Financial Ops	5,955	6.71	15,836	5.96	30,159	6.53
Community/Soc Svcs	1,784	2.01	3,823	1.44	8,336	1.81
Computer/Mathematical	3,279	3.69	8,837	3.32	16,965	3.67
Construction/Extraction	4,775	5.38	15,652	5.89	21,305	4.61
Edu/Training/Library	4,915	5.54	13,185	4.96	22,436	4.86
Farm/Fish/Forestry	64	0.07	524	0.20	1,390	0.30
Food Prep/Serving	4,328	4.87	15,100	5.68	21,562	4.67
Health Practitioner/Tec	4,628	5.21	11,796	4.44	21,713	4.70
Healthcare Support	1,642	1.85	5,715	2.15	7,982	1.73
Maintenance Repair	2,248	2.53	8,215	3.09	13,756	2.98
Legal	1,494	1.68	3,100	1.17	7,109	1.54
Life/Phys/Soc Science	1,048	1.18	2,493	0.94	5,541	1.20
Management	8,826	9.94	25,186	9.47	52,507	11.37
Office/Admin Support	14,839	16.71	44,117	16.60	73,208	15.85
Production	2,595	2.92	8,163	3.07	16,113	3.49
Protective Svcs	1,478	1.66	5,324	2.00	13,452	2.91
Sales/Related	10,453	11.77	33,120	12.46	53,046	11.49
Personal Care/Svc	3,267	3.68	11,280	4.24	18,821	4.08
Transportation/Moving	3,789	4.27	13,546	5.10	23,076	5.00



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Prepared By:

Nielsen Solution Center 1 800 866 6511

Prepared For:

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Pop-Facts: Demographic Snapshot 2011 Report

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. Pop 16+ by Occupation Classification	88,784		265,818		461,797	
Blue Collar	13,406	15.10	45,576	17.15	74,250	16.08
White Collar	61,165	68.89	171,936	64.68	308,353	66.77
Service and Farm	14,212	16.01	48,306	18.17	79,195	17.15
2011 Est. Workers Age 16+, Transp. To Work	87,323		261,747		452,666	
Drove Alone	66,197	75.81	200,318	76.53	344,657	76.14
Car Pooled	10,008	11.46	29,945	11.44	57,048	12.60
Public Transportation	3,035	3.48	8,141	3.11	10,911	2.41
Walked	1,695	1.94	5,241	2.00	7,587	1.68
Bicycle	1,154	1.32	2,660	1.02	3,850	0.85
Other Means	919	1.05	3,172	1.21	5,528	1.22
Worked at Home	4,315	4.94	12,271	4.69	23,084	5.10
2011 Est. Workers Age 16+ by Travel Time to Work *						
Less than 15 Minutes	21,219		60,965		102,504	
15 - 29 Minutes	35,920		102,671		167,157	
30 - 44 Minutes	18,088		56,305		100,421	
45 - 59 Minutes	4,203		15,917		32,902	
60 or more Minutes	4,212		16,310		31,351	
2011 Est. Avg Travel Time to Work in Minutes	25.91		27.43		28.67	
2011 Est. Tenure of Occupied Housing Units	73,444		214,609		353,559	
Owner Occupied	41,119	55.99	120,718	56.25	235,596	66.64
Renter Occupied	32,324	44.01	93,891	43.75	117,963	33.36
2011 Owner Occ. HUs: Avg. Length of Residence	17		16		12	
2011 Renter Occ. HUs: Avg. Length of Residence	6		7		6	

Pop-Facts: Demographic Snapshot 2011 Report

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, aggregate

Description	0.00 - 5.00 miles		5.00 - 10.00 miles		10.00 - 20.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
2011 Est. All Owner-Occupied Housing Values	41,119		120,718		235,596	
Value Less than \$20,000	445	1.08	1,870	1.55	2,811	1.19
Value \$20,000 - \$39,999	453	1.10	1,608	1.33	2,974	1.26
Value \$40,000 - \$59,999	321	0.78	1,137	0.94	2,091	0.89
Value \$60,000 - \$79,999	335	0.81	1,472	1.22	1,582	0.67
Value \$80,000 - \$99,999	540	1.31	2,194	1.82	2,593	1.10
Value \$100,000 - \$149,999	3,617	8.80	15,993	13.25	20,617	8.75
Value \$150,000 - \$199,999	7,792	18.95	24,705	20.47	33,303	14.14
Value \$200,000 - \$299,999	14,666	35.67	40,718	33.73	77,858	33.05
Value \$300,000 - \$399,999	6,523	15.86	14,782	12.25	42,423	18.01
Value \$400,000 - \$499,999	2,929	7.12	7,171	5.94	21,351	9.06
Value \$500,000 - \$749,999	2,432	5.91	6,314	5.23	20,304	8.62
Value \$750,000 - \$999,999	682	1.66	1,748	1.45	4,484	1.90
Value \$1,000,000 or more	384	0.93	1,005	0.83	3,204	1.36
2011 Est. Median All Owner-Occupied Housing Value	\$248,117		\$227,949		\$266,565	
2011 Est. Housing Units by Units in Structure	78,072		225,451		377,712	
1 Unit Attached	6,619	8.48	14,820	6.57	16,919	4.48
1 Unit Detached	45,194	57.89	136,043	60.34	270,742	71.68
2 Units	2,147	2.75	5,581	2.48	6,614	1.75
3 or 4 Units	4,815	6.17	16,214	7.19	17,918	4.74
5 to 19 Units	10,177	13.04	27,905	12.38	38,017	10.07
20 to 49 Units	2,706	3.47	7,241	3.21	6,379	1.69
50 or More Units	5,007	6.41	11,615	5.15	10,395	2.75
Mobile Home or Trailer	1,377	1.76	5,737	2.54	10,490	2.78
Boat, RV, Van, etc.	30	0.04	294	0.13	239	0.06
2011 Est. Housing Units by Year Structure Built	78,072		225,451		377,712	
Housing Unit Built 2000 or later	8,943	11.45	19,444	8.62	112,929	29.90
Housing Unit Built 1990 to 1999	6,348	8.13	26,613	11.80	67,958	17.99
Housing Unit Built 1980 to 1989	11,894	15.23	38,217	16.95	59,681	15.80
Housing Unit Built 1970 to 1979	20,803	26.65	54,569	24.20	44,667	11.83
Housing Unit Built 1960 to 1969	14,803	18.96	32,144	14.26	30,532	8.08
Housing Unit Built 1950 to 1959	12,170	15.59	34,303	15.22	27,685	7.33
Housing Unit Built 1940 to 1949	2,034	2.61	13,009	5.77	13,769	3.65
Housing Unit Built 1939 or Earlier	1,077	1.38	7,152	3.17	20,492	5.43
2011 Est. Median Year Structure Built **	1974		1975		1989	

*This row intentionally left blank. No total category data is available.

**1939 will appear when at least half of the Housing Units in this reports area were built in 1939 or earlier.



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Pop-Facts: Demographic Snapshot 2011 Report

Appendix: Area Listing

Area Name:

Type: Radius 1

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 0.00 - 5.00

Area Name:

Type: Radius 2

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 5.00 - 10.00

Area Name:

Type: Radius 3

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 10.00 - 20.00

Project Information:

Site: 1

Order Number: 970587902



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Consumer Spending Patterns

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 0.00 - 5.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
Total Specified Consumer Expenditures - USA	5,952,277,279		6,525,302,312		50,934	53,700	1.93	
Total Specified Consumer Expenditures (AREA)	3,853,851	0.06	4,318,312	0.07	52,473	55,202	2.41	103
FOOD AT HOME	451,302	11.71	485,941	11.25	6,145	6,212	1.54	104
Bakery Products	41,039	1.06	44,271	1.03	559	566	1.57	101
Cereal Products	20,297	0.53	21,952	0.51	276	281	1.63	99
Dairy Products	48,749	1.26	52,440	1.21	664	670	1.51	107
Fresh Milk and Cream	12,211	0.32	13,170	0.30	166	168	1.57	100
Other Dairy Products	31,146	0.81	33,463	0.77	424	428	1.49	109
Eggs	5,392	0.14	5,807	0.13	73	74	1.54	112
Fats and Oils	3,984	0.10	4,280	0.10	54	55	1.49	97
Fish and Seafood	9,542	0.25	10,266	0.24	130	131	1.52	90
Fruits and Vegetables	59,404	1.54	63,896	1.48	809	817	1.51	110
Juices	14,113	0.37	15,215	0.35	192	194	1.56	105
Meats (All)	80,989	2.10	87,182	2.02	1,103	1,114	1.53	96
Nonalcoholic Beverages	50,006	1.30	53,770	1.25	681	687	1.51	105
Prepared Foods	91,885	2.38	98,983	2.29	1,251	1,265	1.54	109
Sugar and Other Sweets	31,294	0.81	33,686	0.78	426	431	1.53	110
FOOD AWAY FROM HOME & ALCOHOL								
Alcoholic Beverages	85,506	2.22	92,216	2.14	1,164	1,179	1.57	111
Alcoholic Beverages at Home	74,550	1.93	80,290	1.86	1,015	1,026	1.54	111
Alcoholic Beverages away from Home	10,956	0.28	11,926	0.28	149	152	1.77	108
Total Food away from Home	214,665	5.57	234,173	5.42	2,923	2,994	1.82	99
Lunch	55,872	1.45	61,001	1.41	761	780	1.84	100
Dinner	86,392	2.24	94,160	2.18	1,176	1,204	1.80	99
Breakfast and Brunch	17,566	0.46	19,145	0.44	239	245	1.80	95
DAY CARE, EDUCATION & CONTRIBUTIONS								
All Day Care	24,129	0.63	27,144	0.63	329	347	2.50	99
Contributions (All)	120,572	3.13	132,820	3.08	1,642	1,698	2.03	112
Education	132,880	3.45	146,209	3.39	1,809	1,869	2.01	92
Room and Board	10,200	0.26	10,936	0.25	139	140	1.44	94
Tuition/School Supplies	122,680	3.18	135,273	3.13	1,670	1,729	2.05	92



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Consumer Spending Patterns

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 0.00 - 5.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
HEALTHCARE								
Medical Services	171,855	4.46	198,257	4.59	2,340	2,534	3.07	104
Prescription Drugs	182,072	4.72	205,407	4.76	2,479	2,626	2.56	93
Medical Supplies	15,777	0.41	17,990	0.42	215	230	2.81	104
HOUSEHOLD FURNISHINGS & APPLIANCES								
Total Furniture	53,907	1.40	61,612	1.43	734	788	2.86	106
Bedroom Furniture	14,101	0.37	16,131	0.37	192	206	2.88	106
Living/Dining Room Furniture	24,614	0.64	28,162	0.65	335	360	2.88	106
Other Furniture	14,308	0.37	16,360	0.38	195	209	2.87	104
Total Household Textiles	38,214	0.99	43,666	1.01	520	558	2.85	105
Domestic Textiles	29,828	0.77	34,124	0.79	406	436	2.88	103
Window and Furniture Covers	8,385	0.22	9,543	0.22	114	122	2.76	110
Major Appliances	18,715	0.49	21,263	0.49	255	272	2.72	101
Misc Household Equipment	34,916	0.91	39,797	0.92	475	509	2.80	99
Small Appliance/Houseware	50,272	1.30	57,347	1.33	684	733	2.81	109
HOUSING RELATED & PERSONAL								
Total Housing Expenses	298,541	7.75	333,784	7.73	4,065	4,267	2.36	95
Fuels and Utilities	153,200	3.98	170,376	3.95	2,086	2,178	2.24	91
Telephone Service	83,194	2.16	92,110	2.13	1,133	1,177	2.14	101
Household Repairs	31,719	0.82	35,005	0.81	432	447	2.07	98
Household Services	39,769	1.03	43,991	1.02	541	562	2.12	96
Housekeeping Supplies	27,096	0.70	30,823	0.71	369	394	2.75	100
Personal Expenses and Services	129,658	3.36	144,495	3.35	1,765	1,847	2.29	106
PERSONAL CARE & SMOKING PRODUCTS								
Personal Care Products and Services	79,682	2.07	89,217	2.07	1,085	1,140	2.39	103
Personal Care Services	33,898	0.88	37,292	0.86	462	477	2.00	102
Smoking Prods/Supplies	56,590	1.47	64,336	1.49	771	822	2.74	86
PET EXPENSES								
	44,311	1.15	50,898	1.18	603	651	2.97	104

Consumer Spending Patterns

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 0.00 - 5.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
SPORTS & ENTERTAINMENT								
Photographic Equipment	7,890	0.20	10,383	0.24	107	133	6.32	103
Reading Materials	38,512	1.00	43,599	1.01	524	557	2.64	121
Sports and Recreation	127,301	3.30	161,162	3.73	1,733	2,060	5.32	114
Sports Equipment	69,144	1.79	92,280	2.14	941	1,180	6.69	110
Travel	196,223	5.09	214,087	4.96	2,672	2,737	1.82	127
TV, Radio and Sound Equipment	59,628	1.55	87,723	2.03	812	1,121	9.42	116
Computers, Software & Accessories	45,154	1.17	69,256	1.60	615	885	10.68	103
TRANSPORTATION & AUTO EXPENSES								
Automotive Maintenance/Repair/Other	143,098	3.71	147,615	3.42	1,948	1,887	0.63	100
Gasoline	172,148	4.47	172,928	4.00	2,344	2,211	0.09	99
Diesel Fuel	1,400	0.04	1,396	0.03	19	18	-0.07	98
Motor Oil	3,098	0.08	3,101	0.07	42	40	0.02	100
Vehicle Purchases & Leases	428,695	11.12	470,842	10.90	5,837	6,019	1.97	106
New Autos/Trucks/Vans	211,317	5.48	223,989	5.19	2,877	2,863	1.20	100
Used Vehicles	176,056	4.57	182,768	4.23	2,397	2,336	0.76	106
Boats and Recreational Vehicle Purchase	41,321	1.07	64,086	1.48	563	819	11.02	154
Rented Vehicles	18,102	0.47	18,679	0.43	246	239	0.64	121
TOTAL APPAREL								
Women's Apparel	96,132	2.49	111,294	2.58	1,309	1,423	3.15	99
Men's Apparel	63,101	1.64	74,146	1.72	859	948	3.50	102
Girl's Apparel	20,480	0.53	24,330	0.56	279	311	3.76	96
Boy's Apparel	13,780	0.36	16,553	0.38	188	212	4.02	90
Infant's Apparel	8,125	0.21	9,664	0.22	111	124	3.79	97
Footwear (excl. Infants)	36,999	0.96	43,568	1.01	504	557	3.55	96
Other Apparel Prods/Services	58,037	1.51	66,596	1.54	790	851	2.95	106



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Consumer Spending Patterns

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 5.00 - 10.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
Total Specified Consumer Expenditures - USA	5,952,277,279		6,525,302,312		50,934	53,700	1.93	
Total Specified Consumer Expenditures (AREA)	10,923,938	0.18	12,373,832	0.19	50,902	53,904	2.65	100
FOOD AT HOME	1,321,087	12.09	1,434,347	11.59	6,156	6,248	1.71	104
Bakery Products	118,511	1.08	128,793	1.04	552	561	1.74	100
Cereal Products	60,405	0.55	65,801	0.53	281	287	1.79	101
Dairy Products	142,146	1.30	154,105	1.25	662	671	1.68	107
Fresh Milk and Cream	36,289	0.33	39,398	0.32	169	172	1.71	102
Other Dairy Products	89,775	0.82	97,254	0.79	418	424	1.67	108
Eggs	16,082	0.15	17,453	0.14	75	76	1.70	114
Fats and Oils	11,652	0.11	12,621	0.10	54	55	1.66	98
Fish and Seafood	27,686	0.25	30,114	0.24	129	131	1.75	89
Fruits and Vegetables	172,676	1.58	187,399	1.51	805	816	1.71	109
Juices	41,681	0.38	45,278	0.37	194	197	1.73	106
Meats (All)	241,218	2.21	262,275	2.12	1,124	1,143	1.75	98
Nonalcoholic Beverages	147,103	1.35	159,591	1.29	685	695	1.70	106
Prepared Foods	268,015	2.45	290,622	2.35	1,249	1,266	1.69	109
Sugar and Other Sweets	89,995	0.82	97,748	0.79	419	426	1.72	108
FOOD AWAY FROM HOME & ALCOHOL								
Alcoholic Beverages	242,858	2.22	263,980	2.13	1,132	1,150	1.74	108
Alcoholic Beverages at Home	212,221	1.94	230,319	1.86	989	1,003	1.71	109
Alcoholic Beverages away from Home	30,637	0.28	33,661	0.27	143	147	1.97	103
Total Food away from Home	615,096	5.63	675,554	5.46	2,866	2,943	1.97	97
Lunch	161,144	1.48	177,040	1.43	751	771	1.97	99
Dinner	245,194	2.24	269,206	2.18	1,143	1,173	1.96	96
Breakfast and Brunch	50,426	0.46	55,367	0.45	235	241	1.96	93
DAY CARE, EDUCATION & CONTRIBUTIONS								
All Day Care	72,559	0.66	81,837	0.66	338	357	2.56	102
Contributions (All)	307,378	2.81	346,941	2.80	1,432	1,511	2.57	97
Education	361,267	3.31	409,452	3.31	1,683	1,784	2.67	85
Room and Board	26,717	0.24	30,069	0.24	124	131	2.51	85
Tuition/School Supplies	334,550	3.06	379,382	3.07	1,559	1,653	2.68	85



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Consumer Spending Patterns

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 5.00 - 10.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
HEALTHCARE								
Medical Services	477,274	4.37	556,948	4.50	2,224	2,426	3.34	99
Prescription Drugs	493,682	4.52	566,162	4.58	2,300	2,466	2.94	86
Medical Supplies	44,002	0.40	50,976	0.41	205	222	3.17	99
HOUSEHOLD FURNISHINGS & APPLIANCES								
Total Furniture	148,986	1.36	172,489	1.39	694	751	3.16	100
Bedroom Furniture	39,578	0.36	45,716	0.37	184	199	3.10	102
Living/Dining Room Furniture	67,745	0.62	78,535	0.63	316	342	3.19	100
Other Furniture	39,477	0.36	45,812	0.37	184	200	3.21	99
Total Household Textiles	107,334	0.98	124,009	1.00	500	540	3.11	101
Domestic Textiles	84,045	0.77	97,104	0.78	392	423	3.11	100
Window and Furniture Covers	23,289	0.21	26,905	0.22	109	117	3.11	105
Major Appliances	53,050	0.49	61,033	0.49	247	266	3.01	98
Misc Household Equipment	97,997	0.90	113,243	0.92	457	493	3.11	95
Small Appliance/Houseware	141,489	1.30	163,060	1.32	659	710	3.05	105
HOUSING RELATED & PERSONAL								
Total Housing Expenses	862,612	7.90	973,031	7.86	4,019	4,239	2.56	94
Fuels and Utilities	444,301	4.07	499,160	4.03	2,070	2,174	2.47	90
Telephone Service	240,709	2.20	268,613	2.17	1,122	1,170	2.32	100
Household Repairs	87,738	0.80	98,848	0.80	409	431	2.53	93
Household Services	110,665	1.01	124,252	1.00	516	541	2.46	91
Housekeeping Supplies	78,263	0.72	89,799	0.73	365	391	2.95	99
Personal Expenses and Services	356,501	3.26	400,837	3.24	1,661	1,746	2.49	100
PERSONAL CARE & SMOKING PRODUCTS								
Personal Care Products and Services	225,397	2.06	254,784	2.06	1,050	1,110	2.61	100
Personal Care Services	93,820	0.86	104,312	0.84	437	454	2.24	96
Smoking Prods/Supplies	170,226	1.56	193,704	1.57	793	844	2.76	89
PET EXPENSES								
	125,999	1.15	146,492	1.18	587	638	3.25	101



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Consumer Spending Patterns

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 5.00 - 10.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
SPORTS & ENTERTAINMENT								
Photographic Equipment	22,186	0.20	29,462	0.24	103	128	6.56	99
Reading Materials	102,952	0.94	118,223	0.96	480	515	2.97	110
Sports and Recreation	362,113	3.31	462,454	3.74	1,687	2,015	5.54	111
Sports Equipment	200,540	1.84	268,735	2.17	934	1,171	6.80	109
Travel	535,734	4.90	592,243	4.79	2,496	2,580	2.11	119
TV, Radio and Sound Equipment	170,758	1.56	253,292	2.05	796	1,103	9.67	114
Computers, Software & Accessories	127,675	1.17	197,604	1.60	595	861	10.95	99
TRANSPORTATION & AUTO EXPENSES								
Automotive Maintenance/Repair/Other	407,781	3.73	424,460	3.43	1,900	1,849	0.82	98
Gasoline	498,547	4.56	504,329	4.08	2,323	2,197	0.23	98
Diesel Fuel	4,022	0.04	4,047	0.03	19	18	0.13	97
Motor Oil	9,070	0.08	9,143	0.07	42	40	0.16	100
Vehicle Purchases & Leases	1,229,490	11.26	1,363,255	11.02	5,729	5,939	2.18	104
New Autos/Trucks/Vans	580,729	5.32	624,399	5.05	2,706	2,720	1.50	94
Used Vehicles	528,833	4.84	551,073	4.45	2,464	2,401	0.84	109
Boats and Recreational Vehicle Purchase	119,929	1.10	187,783	1.52	559	818	11.32	153
Rented Vehicles	48,636	0.45	50,973	0.41	227	222	0.96	112
TOTAL APPAREL								
Women's Apparel	278,906	2.55	328,146	2.65	1,300	1,429	3.53	99
Men's Apparel	182,628	1.67	217,016	1.75	851	945	3.77	101
Girl's Apparel	63,957	0.59	75,732	0.61	298	330	3.68	103
Boy's Apparel	43,669	0.40	52,263	0.42	203	228	3.94	98
Infant's Apparel	25,199	0.23	29,967	0.24	117	131	3.78	103
Footwear (excl. Infants)	111,694	1.02	132,637	1.07	520	578	3.75	99
Other Apparel Prods/Services	159,355	1.46	185,011	1.50	743	806	3.22	100

Consumer Spending Patterns

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 10.00 - 20.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
Total Specified Consumer Expenditures - USA	5,952,277,279		6,525,302,312		50,934	53,700	1.93	
Total Specified Consumer Expenditures (AREA)	19,822,808	0.33	23,424,091	0.36	56,066	59,628	3.63	110
FOOD AT HOME	2,314,340	11.68	2,610,951	11.15	6,546	6,646	2.56	111
Bakery Products	206,430	1.04	233,053	0.99	584	593	2.58	106
Cereal Products	109,052	0.55	123,253	0.53	308	314	2.60	111
Dairy Products	243,895	1.23	274,759	1.17	690	699	2.53	111
Fresh Milk and Cream	62,638	0.32	70,558	0.30	177	180	2.53	107
Other Dairy Products	153,006	0.77	172,380	0.74	433	439	2.53	111
Eggs	28,251	0.14	31,821	0.14	80	81	2.53	122
Fats and Oils	19,940	0.10	22,473	0.10	56	57	2.54	101
Fish and Seafood	49,686	0.25	56,209	0.24	141	143	2.63	97
Fruits and Vegetables	306,766	1.55	346,523	1.48	868	882	2.59	118
Juices	74,016	0.37	83,534	0.36	209	213	2.57	114
Meats (All)	433,422	2.19	489,233	2.09	1,226	1,245	2.58	107
Nonalcoholic Beverages	254,136	1.28	286,420	1.22	719	729	2.54	111
Prepared Foods	460,489	2.32	518,828	2.21	1,302	1,321	2.53	113
Sugar and Other Sweets	156,506	0.79	176,667	0.75	443	450	2.58	114
FOOD AWAY FROM HOME & ALCOHOL								
Alcoholic Beverages	421,538	2.13	477,149	2.04	1,192	1,215	2.64	114
Alcoholic Beverages at Home	367,142	1.85	414,837	1.77	1,038	1,056	2.60	114
Alcoholic Beverages away from Home	54,396	0.27	62,312	0.27	154	159	2.91	111
Total Food away from Home	1,091,543	5.51	1,249,858	5.34	3,087	3,182	2.90	104
Lunch	288,945	1.46	330,881	1.41	817	842	2.90	107
Dinner	434,704	2.19	497,931	2.13	1,230	1,268	2.91	103
Breakfast and Brunch	88,408	0.45	101,033	0.43	250	257	2.86	99
DAY CARE, EDUCATION & CONTRIBUTIONS								
All Day Care	143,701	0.72	167,143	0.71	406	425	3.26	122
Contributions (All)	593,318	2.99	699,754	2.99	1,678	1,781	3.59	114
Education	715,835	3.61	849,272	3.63	2,025	2,162	3.73	103
Room and Board	56,451	0.28	66,347	0.28	160	169	3.51	109
Tuition/School Supplies	659,385	3.33	782,925	3.34	1,865	1,993	3.75	102



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Consumer Spending Patterns

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 10.00 - 20.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
HEALTHCARE								
Medical Services	858,306	4.33	1,043,857	4.46	2,428	2,657	4.32	108
Prescription Drugs	880,506	4.44	1,061,167	4.53	2,490	2,701	4.10	93
Medical Supplies	80,912	0.41	98,045	0.42	229	250	4.23	111
HOUSEHOLD FURNISHINGS & APPLIANCES								
Total Furniture	284,403	1.43	343,410	1.47	804	874	4.15	116
Bedroom Furniture	72,971	0.37	87,831	0.37	206	224	4.07	114
Living/Dining Room Furniture	129,491	0.65	156,644	0.67	366	399	4.19	116
Other Furniture	77,677	0.39	93,930	0.40	220	239	4.18	118
Total Household Textiles	199,527	1.01	240,439	1.03	564	612	4.10	114
Domestic Textiles	154,089	0.78	185,635	0.79	436	473	4.09	111
Window and Furniture Covers	45,439	0.23	54,804	0.23	129	140	4.12	124
Major Appliances	100,708	0.51	120,938	0.52	285	308	4.02	113
Misc Household Equipment	188,371	0.95	227,255	0.97	533	579	4.13	111
Small Appliance/Houseware	261,114	1.32	313,664	1.34	739	798	4.03	118
HOUSING RELATED & PERSONAL								
Total Housing Expenses	1,525,950	7.70	1,789,795	7.64	4,316	4,556	3.46	101
Fuels and Utilities	802,873	4.05	938,410	4.01	2,271	2,389	3.38	99
Telephone Service	420,298	2.12	487,207	2.08	1,189	1,240	3.18	106
Household Repairs	174,692	0.88	206,161	0.88	494	525	3.60	112
Household Services	210,637	1.06	247,082	1.05	596	629	3.46	106
Housekeeping Supplies	137,331	0.69	163,735	0.70	388	417	3.85	105
Personal Expenses and Services	632,374	3.19	743,014	3.17	1,789	1,891	3.50	108
PERSONAL CARE & SMOKING PRODUCTS								
Personal Care Products and Services	399,548	2.02	470,247	2.01	1,130	1,197	3.54	107
Personal Care Services	167,906	0.85	195,231	0.83	475	497	3.25	105
Smoking Prods/Supplies	258,028	1.30	303,045	1.29	730	771	3.49	82
PET EXPENSES								
	235,412	1.19	284,560	1.21	666	724	4.18	115



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Consumer Spending Patterns

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CO, 10.00 - 20.00 Miles, Total

Product Category	2011 Aggregate Expenditure Estimate (in 1000s)	% Comp	2016 Aggregate Expenditure Estimate (in 1000s)	% Comp	2011 Annual Avg/ HH	2016 Annual Avg/ HH	Avg Annual % Growth	2011 Index to USA
SPORTS & ENTERTAINMENT								
Photographic Equipment	41,349	0.21	57,232	0.24	117	146	7.68	112
Reading Materials	178,203	0.90	214,291	0.91	504	545	4.05	116
Sports and Recreation	686,008	3.46	911,829	3.89	1,940	2,321	6.58	127
Sports Equipment	374,617	1.89	523,551	2.24	1,060	1,333	7.95	124
Travel	999,042	5.04	1,152,525	4.92	2,826	2,934	3.07	134
TV, Radio and Sound Equipment	309,788	1.56	479,082	2.05	876	1,220	10.93	126
Computers, Software & Accessories	233,583	1.18	376,763	1.61	661	959	12.26	110
TRANSPORTATION & AUTO EXPENSES								
Automotive Maintenance/Repair/Other	727,014	3.67	788,717	3.37	2,056	2,008	1.70	106
Gasoline	870,875	4.39	915,773	3.91	2,463	2,331	1.03	104
Diesel Fuel	7,049	0.04	7,385	0.03	20	19	0.96	103
Motor Oil	15,566	0.08	16,321	0.07	44	42	0.97	104
Vehicle Purchases & Leases	2,272,691	11.47	2,633,138	11.24	6,428	6,703	3.17	117
New Autos/Trucks/Vans	1,125,617	5.68	1,259,212	5.38	3,184	3,205	2.37	111
Used Vehicles	917,758	4.63	997,754	4.26	2,596	2,540	1.74	115
Boats and Recreational Vehicle Purchase	229,316	1.16	376,173	1.61	649	958	12.81	178
Rented Vehicles	88,616	0.45	96,957	0.41	251	247	1.88	124
TOTAL APPAREL								
Women's Apparel	524,955	2.65	646,506	2.76	1,485	1,646	4.63	113
Men's Apparel	338,553	1.71	419,964	1.79	958	1,069	4.81	114
Girl's Apparel	121,987	0.62	147,917	0.63	345	377	4.25	119
Boy's Apparel	82,921	0.42	101,316	0.43	235	258	4.44	113
Infant's Apparel	46,290	0.23	56,694	0.24	131	144	4.50	115
Footwear (excl. Infants)	204,119	1.03	251,984	1.08	577	641	4.69	110
Other Apparel Prods/Services	297,295	1.50	360,146	1.54	841	917	4.23	113

Consumer Spending Patterns

Appendix: Area Listing

Area Name:

Type: Radius 1

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 0.00 - 5.00

Area Name:

Type: Radius 2

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 5.00 - 10.00

Area Name:

Type: Radius 3

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 10.00 - 20.00

Project Information:

Site: 1

Order Number: 970587902



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Executive Summary 2011

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 0.00 - 5.00 Miles, Total



- The population in this area is estimated to change from 172,683 to 183,990, resulting in a growth of 6.5% between 2000 and the current year. Over the next five years, the population is projected to grow by 6.1%.

The population in the United States is estimated to change from 281,421,906 to 310,650,750, resulting in a growth of 10.4% between 2000 and the current year. Over the next five years, the population is projected to grow by 4.0%.

The current year median age for this area is 38.4, while the average age is 39.3. Five years from now, the median age is projected to be 39.1.

The current year median age for the United States is 37.0, while the average age is 37.8. Five years from now, the median age is projected to be 37.7.

Of this area's current year estimated population:

72.5% are White Alone, 6.6% are Black or African Am. Alone, 0.9% are Am. Indian and Alaska Nat. Alone, 7.8% are Asian Alone, 0.6% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.3% are Some Other Race, and 6.3% are Two or More Races.

Of the United States's current year estimated population:

72.0% are White Alone, 12.4% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 4.5% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.9% are Some Other Race, and 3.1% are Two or More Races.

This area's current estimated Hispanic or Latino population is 13.1%, while the United States current estimated Hispanic or Latino population is 16.1%.



- The number of households in this area is estimated to change from 68,785 to 73,444, resulting in an increase of 6.8% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 6.5%.

The number of households in the United States is estimated to change from 105,480,101 to 116,862,390, resulting in an increase of 10.8% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 4.0%.



- The average household income is estimated to be \$73,517 for the current year, while the average household income for the United States is estimated to be \$67,529 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$73,517 to \$75,344.

The average household income in the United States is projected to change over the next five years, from \$67,529 to \$69,479.

The current year estimated per capita income for this area is \$29,717, compared to an estimate of \$25,728 for the United States as a whole.

Executive Summary 2011

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 0.00 - 5.00 Miles, Total



- For this area, 58.6% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.1% are in the Armed Forces, 58.5% are employed civilians, 6.4% are unemployed civilians, and 35.0% are not in the labor force.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 59.4% are employed civilians, 5.3% are unemployed civilians, and 34.8% are not in the labor force.

For this area, 58.6% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

15.1% have occupation type blue collar, 68.9% are white collar, and 16.0% are Service & farm workers.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

21.5% have occupation type blue collar, 60.5% are white collar, and 18.0% are Service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

2.4% are in Architecture and Engineering, 2.0% are in Arts, Entertainment and Sports, 6.7% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 5.5% are in Education, Training and Libraries, 5.2% are in Healthcare Practitioners and Technicians, 1.8% are in Healthcare Support, 1.2% are in Life, Physical and Social Sciences, 9.9% are in Management, 16.7% are in Office and Administrative Support.

2.0% are in Community and Social Services, 4.9% are in Food Preparation and Serving, 1.7% are in Legal Services, 1.7% are in Protective Services, 11.8% are in Sales and Related Services, 3.7% are in Personal Care Services.

3.9% are in Building and Grounds Maintenance, 5.4% are in Construction and Extraction, 0.1% are in Farming, Fishing and Forestry, 2.5% are in Maintenance and Repair, 2.9% are in Production, 4.3% are in Transportation and Moving.

Executive Summary 2011

Radius 1: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 0.00 - 5.00 Miles, Total

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.9% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.4% are in Business and Financial Operations, 2.4% are in Computers and Mathematics, 5.9% are in Education, Training and Libraries, 5.2% are in Healthcare Practitioners and Technicians, 2.3% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.7% are in Management, 14.1% are in Office and Administrative Support.

1.6% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.3% are in Sales and Related Services, 3.4% are in Personal Care Services.

3.9% are in Building and Grounds Maintenance, 5.8% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.4% are in Maintenance and Repair, 6.3% are in Production, 6.0% are in Transportation and Moving.



- Currently, it is estimated that 7.1% of the population age 25 and over in this area had earned a Master's Degree, 2.6% had earned a Professional School Degree, 1.3% had earned a Doctorate Degree and 21.8% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.1% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.1% had earned a Doctorate Degree and 17.5% had earned a Bachelor's Degree.



- Most of the dwellings in this area (56.0%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (66.4%).

The majority of dwellings in this area are estimated to be structures of 1 Unit Detached for the current year. In the United States, the majority of dwellings are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in the United States (16.1%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

The majority of housing units in this area (26.6%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

Executive Summary 2011

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 5.00 - 10.00 Miles, Total



- The population in this area is estimated to change from 535,012 to 566,088, resulting in a growth of 5.8% between 2000 and the current year. Over the next five years, the population is projected to grow by 6.7%.

The population in the United States is estimated to change from 281,421,906 to 310,650,750, resulting in a growth of 10.4% between 2000 and the current year. Over the next five years, the population is projected to grow by 4.0%. The current year median age for this area is 35.3, while the average age is 36.9. Five years from now, the median age is projected to be 36.4.

The current year median age for the United States is 37.0, while the average age is 37.8. Five years from now, the median age is projected to be 37.7.

Of this area's current year estimated population:

68.3% are White Alone, 7.4% are Black or African Am. Alone, 1.2% are Am. Indian and Alaska Nat. Alone, 8.5% are Asian Alone, 0.6% are Nat. Hawaiian and Other Pacific Isl. Alone, 7.5% are Some Other Race, and 6.4% are Two or More Races.

Of the United States's current year estimated population:

72.0% are White Alone, 12.4% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 4.5% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.9% are Some Other Race, and 3.1% are Two or More Races.

This area's current estimated Hispanic or Latino population is 17.8%, while the United States current estimated Hispanic or Latino population is 16.1%.



- The number of households in this area is estimated to change from 204,702 to 214,609, resulting in an increase of 4.8% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 7.0%.

The number of households in the United States is estimated to change from 105,480,101 to 116,862,390, resulting in an increase of 10.8% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 4.0%.



- The average household income is estimated to be \$69,010 for the current year, while the average household income for the United States is estimated to be \$67,529 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$69,010 to \$71,400.

The average household income in the United States is projected to change over the next five years, from \$67,529 to \$69,479.

The current year estimated per capita income for this area is \$26,537, compared to an estimate of \$25,728 for the United States as a whole.

Executive Summary 2011

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 5.00 - 10.00 Miles, Total



- For this area, 58.4% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.2% are in the Armed Forces, 58.2% are employed civilians, 6.6% are unemployed civilians, and 34.9% are not in the labor force.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 59.4% are employed civilians, 5.3% are unemployed civilians, and 34.8% are not in the labor force.

For this area, 58.4% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

17.1% have occupation type blue collar, 64.7% are white collar, and 18.2% are Service & farm workers.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

21.5% have occupation type blue collar, 60.5% are white collar, and 18.0% are Service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 1.8% are in Arts, Entertainment and Sports, 6.0% are in Business and Financial Operations, 3.3% are in Computers and Mathematics, 5.0% are in Education, Training and Libraries, 4.4% are in Healthcare Practitioners and Technicians, 2.2% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.5% are in Management, 16.6% are in Office and Administrative Support.

1.4% are in Community and Social Services, 5.7% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.0% are in Protective Services, 12.5% are in Sales and Related Services, 4.2% are in Personal Care Services.

3.9% are in Building and Grounds Maintenance, 5.9% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 3.1% are in Maintenance and Repair, 3.1% are in Production, 5.1% are in Transportation and Moving.



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Executive Summary 2011

Radius 2: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 5.00 - 10.00 Miles, Total

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.9% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.4% are in Business and Financial Operations, 2.4% are in Computers and Mathematics, 5.9% are in Education, Training and Libraries, 5.2% are in Healthcare Practitioners and Technicians, 2.3% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.7% are in Management, 14.1% are in Office and Administrative Support.

1.6% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.3% are in Sales and Related Services, 3.4% are in Personal Care Services.

3.9% are in Building and Grounds Maintenance, 5.8% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.4% are in Maintenance and Repair, 6.3% are in Production, 6.0% are in Transportation and Moving.



- Currently, it is estimated that 5.8% of the population age 25 and over in this area had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.0% had earned a Doctorate Degree and 18.8% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.1% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.1% had earned a Doctorate Degree and 17.5% had earned a Bachelor's Degree.



- Most of the dwellings in this area (56.3%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (66.4%).

The majority of dwellings in this area are estimated to be structures of 1 Unit Detached for the current year. In the United States, the majority of dwellings are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in the United States (16.1%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

The majority of housing units in this area (24.2%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

Executive Summary 2011

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 10.00 - 20.00 Miles, Total



- The population in this area is estimated to change from 727,579 to 1,000,538, resulting in a growth of 37.5% between 2000 and the current year. Over the next five years, the population is projected to grow by 10.9%.

The population in the United States is estimated to change from 281,421,906 to 310,650,750, resulting in a growth of 10.4% between 2000 and the current year. Over the next five years, the population is projected to grow by 4.0%.

The current year median age for this area is 35.5, while the average age is 36.3. Five years from now, the median age is projected to be 36.2.

The current year median age for the United States is 37.0, while the average age is 37.8. Five years from now, the median age is projected to be 37.7.

Of this area's current year estimated population:

57.5% are White Alone, 9.6% are Black or African Am. Alone, 1.1% are Am. Indian and Alaska Nat. Alone, 14.9% are Asian Alone, 0.8% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.3% are Some Other Race, and 6.7% are Two or More Races.

Of the United States's current year estimated population:

72.0% are White Alone, 12.4% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 4.5% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.9% are Some Other Race, and 3.1% are Two or More Races.

This area's current estimated Hispanic or Latino population is 20.6%, while the United States current estimated Hispanic or Latino population is 16.1%.



- The number of households in this area is estimated to change from 258,644 to 353,559, resulting in an increase of 36.7% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 11.1%.

The number of households in the United States is estimated to change from 105,480,101 to 116,862,390, resulting in an increase of 10.8% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 4.0%.



- The average household income is estimated to be \$78,797 for the current year, while the average household income for the United States is estimated to be \$67,529 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$78,797 to \$81,883.

The average household income in the United States is projected to change over the next five years, from \$67,529 to \$69,479.

The current year estimated per capita income for this area is \$28,024, compared to an estimate of \$25,728 for the United States as a whole.

Executive Summary 2011

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 10.00 - 20.00 Miles, Total



- For this area, 58.9% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.1% are in the Armed Forces, 58.7% are employed civilians, 6.0% are unemployed civilians, and 35.1% are not in the labor force.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 59.4% are employed civilians, 5.3% are unemployed civilians, and 34.8% are not in the labor force.

For this area, 58.9% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

16.1% have occupation type blue collar, 66.8% are white collar, and 17.1% are Service & farm workers.

For the United States, 59.9% of the population age 16 and over is estimated to be employed for the current year. The occupational classifications are as follows:

21.5% have occupation type blue collar, 60.5% are white collar, and 18.0% are Service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 1.6% are in Arts, Entertainment and Sports, 6.5% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 4.9% are in Education, Training and Libraries, 4.7% are in Healthcare Practitioners and Technicians, 1.7% are in Healthcare Support, 1.2% are in Life, Physical and Social Sciences, 11.4% are in Management, 15.9% are in Office and Administrative Support.

1.8% are in Community and Social Services, 4.7% are in Food Preparation and Serving, 1.5% are in Legal Services, 2.9% are in Protective Services, 11.5% are in Sales and Related Services, 4.1% are in Personal Care Services.

3.5% are in Building and Grounds Maintenance, 4.6% are in Construction and Extraction, 0.3% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 3.5% are in Production, 5.0% are in Transportation and Moving.

Executive Summary 2011

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 10.00 - 20.00 Miles, Total

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.9% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.4% are in Business and Financial Operations, 2.4% are in Computers and Mathematics, 5.9% are in Education, Training and Libraries, 5.2% are in Healthcare Practitioners and Technicians, 2.3% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.7% are in Management, 14.1% are in Office and Administrative Support.

1.6% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.3% are in Sales and Related Services, 3.4% are in Personal Care Services.

3.9% are in Building and Grounds Maintenance, 5.8% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.4% are in Maintenance and Repair, 6.3% are in Production, 6.0% are in Transportation and Moving.



- Currently, it is estimated that 6.2% of the population age 25 and over in this area had earned a Master's Degree, 2.3% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 20.6% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.1% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.1% had earned a Doctorate Degree and 17.5% had earned a Bachelor's Degree.



- Most of the dwellings in this area (66.6%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (66.4%).

The majority of dwellings in this area are estimated to be structures of 1 Unit Detached for the current year. In the United States, the majority of dwellings are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in the United States (16.1%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

The majority of housing units in this area (29.9%) are estimated to have been Housing Unit Built 2000 or later for the current year.

Executive Summary 2011

Radius 3: KILGORE RD AT TRADE CENTER DR, RANCHO CORDOVA, CA 95670, 10.00 - 20.00 Miles, Total

Area Name:

Type: Radius 1

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 0.00 - 5.00

Area Name:

Type: Radius 2

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 5.00 - 10.00

Area Name:

Type: Radius 3

Reporting Detail: Aggregate

Reporting Level: Block Group

Radius Definition:

KILGORE RD AT TRADE CENTER DR
RANCHO CORDOVA, CA 95670

Latitude/Longitude 38.599487 -121.273934
Radius 10.00 - 20.00

Project Information:

Site: 1

Order Number: 970587902



Prepared On: Tues Nov 08, 2011 Page 10 Of 10

Prepared By:

Nielsen Solution Center 1 800 866 6511

Prepared For:

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Appendix C

Qualifications

Qualifications Profile

Gerald J. Merola

Chief Financial Officer
Amusement Entertainment Management, LLC

12 Elkins Road
East Brunswick, New Jersey 08816
phone: (732) 254-3773 fax: (732) 254-6223
toll free: (800) 253-4045
email: profitwizz@aol.com

Education

Bachelor of Science	1986	Corporate Finance	Fordham University, New York, NY
Masters of Business	1990	Finance	Fairleigh Dickinson University, Madison, NJ

Professional Activities and Affiliations:

Chief Financial Officer and Managing Partner, Amusement Entertainment Management, LLC, East Brunswick, New Jersey, 1995 - present

Chief Financial Officer, The Alpha-Omega Group of Companies, a leading national operator and distributor of coin-operated amusement games, East Brunswick, New Jersey, 1995-present.

Vice President, Alpha-BET Entertainment, LLC, a specialty operator of amusement game equipment to the amusement park, casino, and upscale entertainment venue markets, East Brunswick, New Jersey, 1996-present.

Vice President and Team Leader, Summit Bancorporation – Entertainment Sector, specializing in the analysis and structuring of financial packages to the entertainment industry, Edison, New Jersey, 1987-1994

Chairman, Industry Finance Council, International Association of the Leisure Entertainment Industry, 2001 – present

Corporate Member, Amusement and Music Operators Association, 1995 - present

Compliance Officer, The Summit Bancorporation, 1987-1991

Director, Livingston Chamber of Commerce, Livingston, New Jersey, 1988-1990

Trustee, Livingston Symphony Orchestra, Livingston, New Jersey, 1989 – 1991

Instructor, “Analyzing Financial Statements”, American Institute of Banking, Clark, New Jersey, 1988 - 1994

Instructor, “Principles of Banking”, American Institute of Banking, Clark, New Jersey, 1988-1994

Speaking Engagements, Seminars, Presentations

“*Why Perform Feasibility Studies?*”, Sands Expo and Convention Center, Las Vegas, Nevada, September 1999.

“*Designing A Winning Layout*”, Fun Expo Exhibition, Las Vegas, Nevada, September, 2000.

“*Pricing and Delivering It Right*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2000.

“*Getting Your Banker To Say Yes*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2000.

“*Wake Up and Smell The Profits*”, Sands Expo and Convention Center, Las Vegas, Nevada, Sept. 1999.

“*Cash and Inventory Management*”, Sands Expo and Convention Center, Las Vegas, Nevada, Oct. 2001.

“*The Secrets To Establishing Relationships With Creditors and Lenders*”, Sands Expo and Convention Center, Las Vegas, Nevada, October 2001

“*Financing and The Business Plan*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2002.

“*Financing and The Business Plan*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2003.

“*Cash and Inventory Management*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2003.

“*Feasibility Studies*”, Fun Expo Exhibition, Las Vegas, Nevada, September 2004.

“*Feasibility Studies*”, Fun Expo Exhibition, Las Vegas Nevada, September 2005.

“*Industry Development From A To Z*”, IAAPA Exhibition, Orlando, Florida, 2004.

“*Developing Entertainment Venues*”, IAAPA Exhibition, Orlando, Florida, 2005.

Seminar Programs

Faculty Member, *Foundations Entertainment University*, three-day entertainment industry educational program, 2003 - 2010.

Featured Lecturer, “*Rookies and Newcomers Workshop*”, sponsored by the International Association of the Leisure Entertainment Industry, 2002,2003,2004,2005,2006,2007,2008,2009.

Featured Program Lecturer, “*Entertainment Venue Development*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2005.

Featured Program Lecturer, “*The Secrets To Raising Capital For Your Next Entertainment Project*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2006.

Featured Program Lecturer, “*Understanding Financial Statements*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2007.

Featured Program Lecturer, “*Controlling Theft Within Your Organization*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2008.

Featured Program Lecturer, “*Capital Fundraising*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2009.

Featured Program Lecturer, “*The Art of Finance*”, sponsored by the International Association of Amusement Parks and Attractions, November, 2010.

Recognition

Featured on the cover of *RePlay Magazine*, October 1999, the industry’s leading trade publication to the amusement route, arcade, and family entertainment center markets.

Featured in the September 2000 edition of *PlayMeter Magazine*, identifying AEM as the leading experts in the operation of amusement businesses.

Voted “Best Event Speaker” on behalf of the *International Association for the Leisure and Entertainment Industry (IALEI)*, September, 2009

Voted “Best Event Speaker” on behalf of the *International Association of Amusement Parks and Attractions (IAAPA)*, November, 2009.

Special Assignments

Serve as retained, specialty consultant to *GE Capital’s Sports & Entertainment Division*, 1999-present.

Serve as specialty consultant to *CNL Realty Income Corporation*, the largest investment trust in the United States.

Serve as specialty consultant to *Kimco Realty Corp*, the country’s largest owner/operator of neighborhood shopping centers.

Selected to spearhead the valuation of the *Six Flags Theme Park* chain, December 2006, on behalf of selling brokers, Citigroup and Lehman Brothers.

Court appointed expert in the valuation and dissolution of *Adventure Parks Group*, 2005.

Journal and Periodical Publications

- "Feasibility Studies - A Good Investment" Playmeter April 1999
- "The Decision To Buy, Lease, or Revenue Share Games" FEC Magazine May 1999
- "The Age Old Question: Should I Buy, Lease, or Revenue Share?" Playmeter May 1999
- "Is Your Cash Box Half-Full or Half-Empty?" Playmeter June 1999
- "Feasibility- The Three-Year Itch" FEC Magazine July 1999
- "Creating an Effective Operating Agreement" Playmeter July 1999
- "Is Your FEC Up To Snuff?" Playmeter September 1999
- "Bank On It: Lenders Need Facts and Figures" Playmeter October 1999
- "Token Theft-Are You Losing 15-20% of Your Game Revenue Without Knowing It?" Entertainment Management September/October 1999
- "Choosing Attractions for the Millennium" Playmeter November 1999
- "Designing A Winning Layout" Playmeter February 2000
- "A Five Star Recipe to Help Get That Loan" Funworld February 2000
- "Hedging Your Bet: Reduce Exposure At Poorly Performing Locations" Playmeter March 2000
- "Resurrecting A Winner" Playmeter May 2000
- "Resurrecting A Winner" Playmeter June 2000
- "Are You Selecting Appropriate Games For Your Guests?" Playmeter July 2000
- "Pricing and Delivering it Right" Playmeter October 2000
- "Choosing The Right Location" Playmeter November 2000
- "Go Ahead....Pick Your Niche" Playmeter December 2000
- "Emerging Technology: It's Time to Embrace It" Playmeter January 2001
- "Incorporating Facility Controls" Playmeter February 2001
- "Buying Or Selling An Amusement Business? Know It's True Value" Playmeter , March 2001
- "How Big Is Big?" Playmeter April 2001
- "Getting The Most Out Of Your Redemption Operation" Playmeter May 2001
- "Where Are All The Customers? Getting Started Can Be A Challenging Affair" Playmeter June 2001
- "Making The Most Of Your Ride And Attraction Budget" Playmeter July 2001
- "The ABC's Of Selecting The Right Entertainment Space" Playmeter August 2001
- "Need An Investor?" Playmeter September 2001
- "Assembling A Winning Team" Playmeter October 2001
- "Where We've Been And Where We're Going" Playmeter December 2001
- "How To Avoid Costly Mistakes" Playmeter January 2002
- "Fixing A Falling Business" Playmeter February 2002
- "The Pros And Cons of Refinancing" Playmeter March 2002
- "Opening Your New Amusement Business" Playmeter April 2002
- "Using The Internet As A Marketing Tool" Playmeter May 2002
- "Leasing Tips For Entertainment Sites" Playmeter June 2002
- "Challenging The Norm" Playmeter July 2002
- "Insuring Your Future: A Look At Commercial Insurance Policies" Playmeter August 2002
- "Getting The Most From An Industry Trade Show" Playmeter September 2002
- "Five Easy Ways To End Up In Hot Water" Playmeter October 2002
- "A Year Of Opportunity Ahead" Playmeter November 2002
- "New Construction: Is It Really Cost-Effective?" Playmeter December 2002
- "Keeping Up The Momentum" Playmeter January 2003
- "Secure Your Future" Playmeter February 2003
- "Business Failure: The Final Frontier" Playmeter March 2003
- "When Good Isn't Good Enough" Playmeter April 2003
- "Customer Service Is The Answer" Playmeter May 2003
- "Examining The Fun Factor" Playmeter June 2003

- "A Sign Of The Times" Playmeter July 2003
- "Attention Kmart Shoppers" Playmeter August 2003
- "Satisfaction Guaranteed....Or Your Money Back" Playmeter September 2003
- "Success Or Failure.... It Really Is Your Choice" Playmeter October 2003
- "Is Maintenance Really That Important?" Playmeter November 2003
- "Trend, Fad, Or Timeless Design?" Playmeter December 2003
- "Pioneering New Markets" Playmeter February 2004
- "Alternative Financing Options" Playmeter March 2004
- "Selecting Real Estate for Entertainment Venues" Playmeter April 2004
- "Create More Value (and Profit)" Playmeter May 2004
- "The Great Food Debate" Playmeter June 2004
- "Fine Tuning Earnings with Technology" Playmeter July 2004
- "10 Steps to Better Contracts" Playmeter September 2004
- "Code Adam May Save A Child's Life" Playmeter 2004
- "Is Water Entertainment The Next Big Thing?" Playmeter January 2005
- "Are Your Managers Up To The Task?" Playmeter February 2005
- "Bowling Hybrid: The New Hot Ticket" Playmeter March 2005
- "Get Ready For The Boom Years Playmeter July 2005
- "Dollars and Sense" Playmeter October 2005
- "Build or Bust" Playmeter November 2005
- "Financing 101: Watch Your Wallet" Playmeter March 2006
- "Construction Costs: What You Need To Know" Playmeter July 2006
- "Financing Your Future" Tourist Attractions & Parks November 2006
- "Starting With A Budget That Works" Tourist Attractions and Parks Sept 2006
- "The Economics of Entertainment" Tourist Attractions and Parks August 2006
- "Fine Tuning With Technology", Tourist Attractions and Parks, Sept 2006
- "Pioneering New Trends", Tourist Attractions and Parks, February, 2007
- "It's All About The Food", Playmeter, September, 2007
- "Entertainment Is Now A Mixed Drink", Playmeter, March, 2007
- "Entertainment Makes For A Lovely Shade Of Green", Playmeter, March, 2008
- "Bouncing Back In A Challenging Economy", Playmeter, December, 2008
- "A Business Formula For The Future", Playmeter, February, 2009
- "Corporate Responsibility, Or Lack Thereof", Playmeter, March, 2009
- "Leasing Real Estate in the New Economy", Playmeter, April, 2009
- "Bowling For Dollars", Playmeter, June, 2009
- "Sourcing Capital In Uncertain Times", Playmeter, August, 2009
- "Win, Lose, Or Draw In A Struggling Economy", Playmeter, September, 2009
- "Your Profits Are Buried In The Details", Playmeter, October, 2009
- "Failure Is Not An Option", Playmeter, November, 2009
- "Attention New Developers: Bigger Might Not Always Be Better", Playmeter, Dec, 2009
- "Staying Out Of Hot Water In 2010", Playmeter, March, 2010
- "Entertainment Combinations: Are They The Next Big Thing?", Playmeter, April, 2010
- "The Great Debate: Buying Versus Leasing Real Estate", Playmeter, May, 2010
- "Remember To Sweat The Details", Playmeter, August, 2010

Expert Testimony

Joseph Smith v. Four Star Truck and Travel Center
State of Rhode Island, Superior Court / Civil Action No. 95-3143

Accepted as technical expert in the revenue generating capabilities of amusement game equipment. Performed an audit of amusement game revenues and activities over a period of five calendar years to establish the approximate levels of theft that had occurred within the operation. Established the model of basis for an alleged under reporting of income to Federal and State authorities. Provided testimony to support contents of findings report.

Jerald B. Greenspan et al v. Comptroller of the Treasury
State of Maryland, Tax Court / M.T.C. No. 98-SU-00-0206

Provided technical documents related to the State's belief that an under reporting of revenues had occurred at Plaintiff's amusement game facility. The expert's firm, Amusement Entertainment Management, LLC was recognized as an expert by the court.

H2O Entertainment Group, Application For Zoning
Township of Hainesport, Zoning Board of Adjustments, Hainesport, New Jersey

Accepted as technical expert in the operation and function of indoor entertainment venues. Provided testimony with respect to the impact of a new amusement facility within the township, which included the operation of amusement games. Presented the results of the expert's Market Feasibility Research Report to the Board to factually outline the demographic makeup and capabilities of the region's residents.

STEJ, Inc., Application For Zoning
Township of Orangetown, Zoning Board of Adjustments, Orangetown, New York

Accepted as technical expert in the operation and function of indoor entertainment venues. Provided testimony with respect to the impact of a new recreation complex within the township, which included the operation of an indoor waterpark, ice center, and bowling center. Presented the results of the expert's Market Feasibility Research Report to the Board to factually outline the demographic makeup and capabilities of the region's residents.

Alpha-Omega Amusements, Inc. v. Mark A Ennis
Superior Court of New Jersey, Monmouth County / Docket No. MON-L-3977-00

Provided deposition as a result of defendant's failure to repay obligations due and owing to the above entity. Deposition included an accounting of amounts due and a summary of agreements established between the parties.

Alpha-Omega Amusements, Inc. v. Romp n Roll, et al
Superior Court of New Jersey, Somerset County / Docket No. SOM – L – 2067-96

Provided testimony outlining the scope of an alleged theft by the defendant of revenues from coin-operated amusement games, based upon the historical operating performance of the units.

GE Capital Corp. v. Jillians Entertainment Group
Federal Court of Kentucky, Louisville, Kentucky

Represented lender in federal bankruptcy matter by providing valuation of amusement assets housed in 38 locations across North America.

The State of Georgia v. Adventure Parks Group
Superior Court of Georgia, Atlanta, Georgia

Representing borrower in state bankruptcy matter by providing valuation of theme park venues in two locations within North America

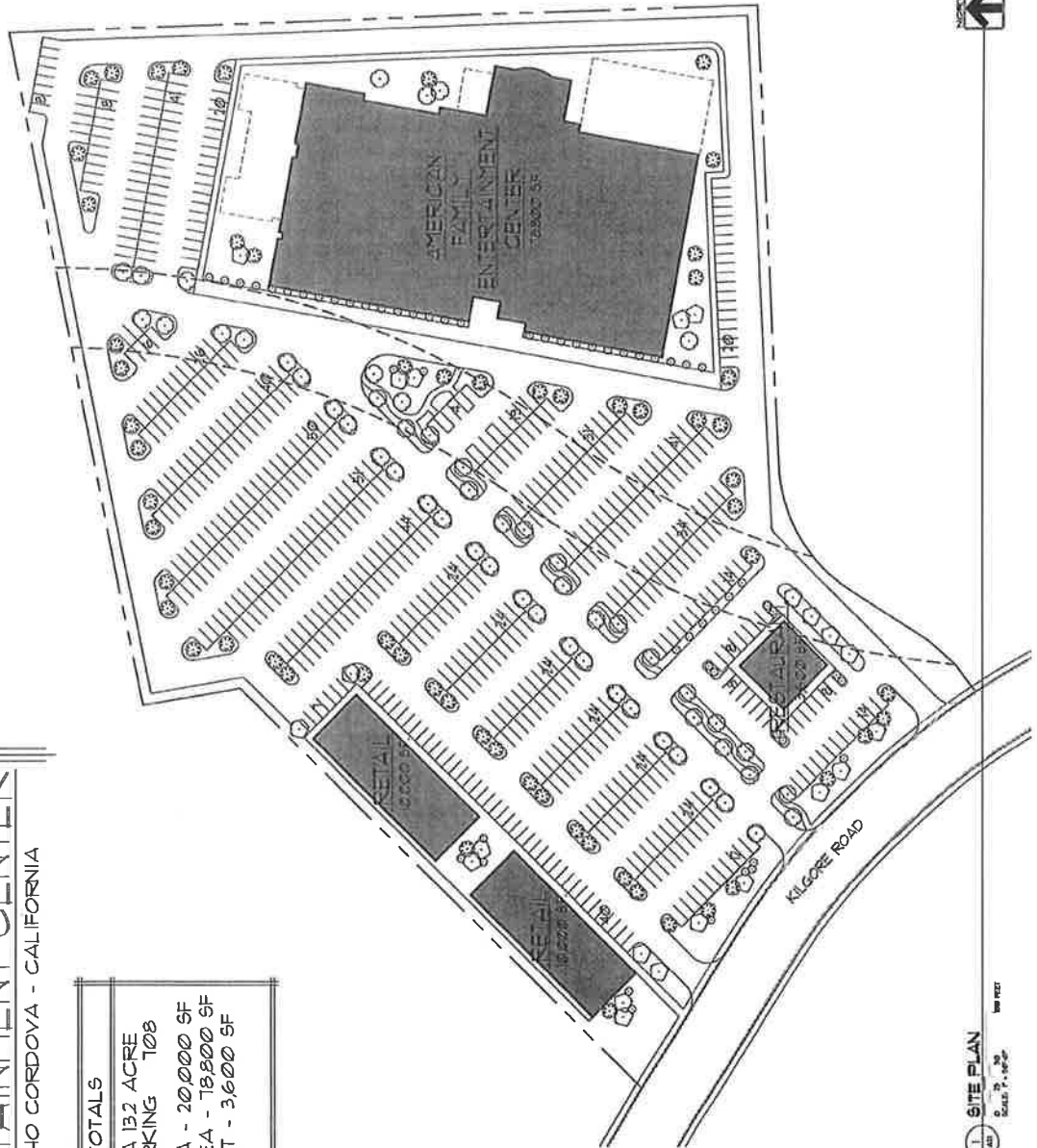
Appendix D

Parcel Schematics

AMERICAN FAMILY ENTERTAINMENT CENTER

RANCHO CORDOVA - CALIFORNIA

SITE TOTALS	
SITE AREA	132 ACRE
TOTAL PARKING	108
RETAIL AREA A	20,000 SF
THEATER AREA	18,800 SF
RESTAURANT	3,600 SF



NICHOLS • NAYLOR
ARCHITECTS
1105 EAST WASHINGTON AVENUE SUITE 200
SALT LAKE CITY, UTAH 84102 (801) 425-2320



1" = 100'



1" = 100'
SCALE: 1" = 100'
1" = 100'

